



OTTAWA COMMUNITY HOUSING (OCH) FOUNDATION

STRATEGIC PLAN

2023 TO 2025



OCH FOUNDATION
for healthy communities
FONDATION LCO
pour des communautés saines



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MESSAGE FROM THE EXECUTIVE DIRECTOR



During the development of this Strategic Plan, it has become clear that taking the time to manifest our goals will provide a platform to advance our work and impact. Looking at the road map we have created for the next three years, there are many opportunities to become a stronger, bolder foundation and to expand the reach of our programs and initiatives.

Our strategic process included intensive support and consultation with the Board of Directors and OCH Foundation staff team. As well, feedback gathered through interviews with OCH tenants, OCH staff, community partners and funders, provided an inclusive and purposeful collection of data. We thank Laurene Wagner who guided us through the experience and helped to compile our “dream big” vision into our five strategic priorities. Each of these priorities addresses our current and future state, with the intention of building resilient and vibrant communities.

It has been a time of change and transition. Throughout the pandemic, OCH Foundation adapted, and then re-adapted, in an effort to address the immediate and ongoing needs of tenants of OCH. As we rebuild the programs that were most impacted, we are driven by the increase in demand for programming and support. We thank all of our ambassadors, partners, funders, donors, board and staff. Because of your support, we are closer to achieving our commitment to providing equitable access to a brighter future for all.

Angela Began

WHAT WE STRIVE FOR

OUR MISSION

The Ottawa Community Housing (OCH) Foundation delivers education, employment and community engagement programs that break down barriers, build resilience and alleviate the effects of poverty and inequities faced by the individuals living in Ottawa Community Housing; Ottawa's largest social housing provider.

GUIDING PRINCIPLES

OUR VISION

OCH Foundation is a catalyst for empowering, inspiring and equipping tenants of OCH with access to programs that enhance their quality of life and well-being.



AREA OF FOCUS

EDUCATION

EMPLOYMENT

COMMUNITY ENGAGEMENT

STRATEGIC PRIORITIES

INSPIRE AND PROMOTE

- Amplify and increase community awareness of OCH Foundation through enhanced:
 - storytelling
 - participant and community impact experiences
 - a “bold and vibrant” communication campaign
 - awareness and visibility of identified targets for success
- Promote, review, and enhance clarity of programs delivered
- Develop a communication strategy that supports strategic plan objectives
- Advocate on behalf of evolving and emerging needs of tenants of OCH

COLLABORATE AND CONNECT

- Solidify OCH Foundation's status as a trusted partner and convenor
- Identify and cultivate new partners and innovative partnership models to ensure tenants of OCH have the right programs to promote social well-being and thrive in their communities
- Explore efficiencies in service delivery by working in collaboration with partners and stakeholders
- Work in tandem with OCH to
 - identify emerging needs
 - develop programs and initiatives that provide an impactful response

SUSTAIN AND GROW

- Deliver quality programs that meet tenant needs through the OCH Foundation commitment to continuous program monitoring and refinement
- Develop performance measurement outcomes in order to capture the impact of programs
- Maintain current program pillars and intentionally add new program pillars as they are identified, and capacity allows
- Identify and mitigate the impact of barriers to tenant participation in OCH Foundation programs and initiatives



STRATEGIC PRIORITIES

ORGANIZATIONAL EXCELLENCE

- Policies, procedures and systems are in place to support operational excellence, human resource management and purposeful program growth
- Develop and implement a governance structure that supports the strategic priorities and ensures that all key stakeholder voices are heard
- Promote a healthy workplace environment that values employees by supporting personal growth, professional development and a positive team culture
- Equity, diversity and inclusion is reflected through policies and training opportunities

RESOURCE DEVELOPMENT

- Develop and implement an annual budget and workplan cycle to monitor success and update priorities in alignment with the strategic plan
- Secure new sources of revenue to support service innovation and program development
- Create a Resource Development Plan to expand and diversify funding with additional sources of revenue
- Engage expertise through a new Board Position: Director of Resource Development and the creation of a Resource Development Committee



DESIRED OUTCOME

Enriching the lives of tenants of OCH through access to **education, employment** and **engagement** opportunities.

The OCH Foundation is committed to delivering quality programs and services for tenants of OCH that build resilience and enhance their overall quality of life and well-being.



CONDITIONS FOR SUCCESS



Growth in participation and expansion of programs responds to the emerging needs of OCH communities



Promotion of programs and operational needs to key partners and funders results in wider reach



Stable funding that supports programming and operations



Meaningful engagement from staff, board, stakeholders, ambassadors, and OCH tenants



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