



COMMUNITY PARTNERS FOR AFFORDABLE HOUSING

Strategic Framework 2025 – 2028



Building the Way Home

Our future vision:

We envision inclusive, supportive, and safe communities with abundant housing.

Our everyday mission: CPAH advances housing justice by building sustainable housing, delivering supportive services, and providing people with a place to call home.

Our Values

Human dignity

We believe that everyone is entitled to respect and deserves compassion and empathy. Our relationships are what make our work both meaningful and impactful.



Belonging

We are a culturally affirming and responsive organization committed to diversity, inclusion, and anti-racism. We prioritize underserved communities, ensuring that our housing, services, and workplace are accessible and welcoming to all.



Integrity

We lead with accountability and transparency. We build trust through our choices and actions as we strive for excellence in all we do.

Sustainability

We are committed to sustainability, both in our environment and within our organization. We integrate high standards of care and preservation within our workspaces and buildings, ensuring that each is designed for long term success.



Collaboration

We achieve our greatest impact through collaborative efforts, working in partnership with the people we serve, funders, local government, and other community-based organizations.



BROAD GOALS

CORRESPONDING STRATEGIES

Goal 1

Strengthen and expand the availability and diversity of housing, resident programs, and community supportive services.

- Identify opportunities to expand housing production through acquisition, adaptive re-use, and diverse development models to house future residents.
- Engage all of our residents, especially residents from historically marginalized and excluded communities, to shape the direction of our programs and services.
- Enhance and improve programming for seniors and youth, ensuring that opportunities reach those who experience greater barriers to access.
- Assist residents in accessing resources to protect their human rights.
- Strengthen and improve access to homeless services.

Goal 2

Cultivate reciprocal partnerships for expanded capacity and reach.

- Partner with culturally specific organizations for expanded mutual effectiveness.
- Explore co-developing housing as a turn-key partner.
- Establish more robust collaborations with organizations that provide culturally specific healthcare services, including behavioral health.
- Partner with organizations available to support residents in accessing resources to protect their human rights.
- Enhance learning and skill building opportunities for residents through partnerships with organizations that offer complementary and culturally relevant services (e.g. financial literacy, homeownership counseling).

Goal 3

Grow and sustain our organizational resources.

- Manage real estate assets so that they are self-sustaining and serve CPAH's diverse residents.
- Develop the infrastructure to manage our portfolio with real-time data.
- Determine the disposition of assets impacting longterm sustainability.
- Reach out to culturally specific organizations with opportunities to fill vacancies.
- Diversify our revenue streams.
- Modernize our technology and data systems to advance equity and support operational efficiency.

Goal 4

Further an inclusive organizational culture, where employees and volunteers feel valued, respected, and supported.

- Foster a shared sense of purpose and connection to our mission among all staff.
- Recruit, hire and retain staff who reflect the communities we serve.
- Support managers and supervisors to implement strategies that advance equity, inclusion and belonging at the team level.
- Develop a diversity-focused advancement plan that recognizes and invests in the development of current employees for future career opportunities.
- Promote employee wellbeing.
- Develop consistent and equitable strategies for employee and volunteer recognition.

Goal 5

Ensure a smooth executive transition.

- Share key elements of the succession process, including projected timelines, knowledge transfer and milestones with stakeholders, staff and volunteers.
- Establish a transition team (including staff and key stakeholders) to onboard new leadership.
- Build a resilient bench of leaders to position the organization in strength during the transition.
- Implement change management strategies to minimize disruption and facilitate employee adaptation.