



Options Bytown 5-Year Strategic Plan (2018 - 2023)

May 2018

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Executive Summary

Executive Summary

This Strategic Plan lays out our commitments to provide leadership and support to end homelessness

This Strategic Plan outlines Options Bytown's five-year strategic goals, as well as key strategies to achieve these goals and performance indicators to measure progress against the plan. The Strategic Plan will be executed over the course of 2018 – 2023, and will serve as an important guidepost for our organization as we continue our journey to provide leadership and support to end homelessness.

Options Bytown has a vision: to offer permanent housing and support to assist people at risk of homelessness to live independently and enrich their lives. This Strategic Plan sets out our priorities for the next five years to help us realize this vision, and will be used as a tool to achieve desired outcomes in areas that are critical to the success of our organization including service delivery, talent / culture, partnerships, and operations.

The Strategic Plan was developed in close collaboration with multiple stakeholders including Option Bytown's Board of Directors, management team, and employees. The Plan was also shaped by examining the perspectives of tenants / clients captured in previous tenant / client surveys, and by interviewing key partners including Ottawa Community Housing, Centretown Citizens Ottawa, Royal Ottawa Mental Health Centre, and the City of Ottawa. Thank you to everyone who participated in this process – you helped to make our Strategic Plan for 2018 - 2023 something we can be proud of!

Through an extensive research and interview process, the following were identified as our five-year strategic goals:

- Deliver **high-quality services** to every tenant / client that **meet their needs both now and in the future**
- Foster **happy and engaged employees and volunteers** that help us to realize our mission and deliver excellent work
- Solidify our status as a **trusted partner**, and **develop new partnerships** to ensure tenants / clients have access to services they need
- **Continuously improve** efficiency and effectiveness of operations **to enable and maximize the value of our services**



Mission, Vision, and Values

Our mission, vision, and values spell out the contributions that we aspire to make, and are the foundation from which our strategic goals and priorities were developed



Options Bytown is a non-profit housing corporation that provides housing to people at risk of homelessness, and support for those tenants / clients. Options Bytown’s mission is to provide leadership and support to end homelessness. By offering permanent housing and support to people who are at risk of homelessness, Options Bytown can help them to live independently and enrich their lives.

Options Bytown provides support to tenants living in their four apartment complexes and hundreds of tenants living in buildings owned by Ottawa’s two largest social housing providers – Ottawa Community Housing and Centretown Citizens Ottawa Corporation. The breadth of Options Bytown’s services includes housing case management, prevention of eviction, crisis intervention, life skills training, and health and nutritional counseling, and much more. Options Bytown is governed by a Board of Directors, comprised of community representatives and Options Bytown management.

Vision



To provide leadership and support to end homelessness.

Mission



To offer permanent housing and supports to assist people at risk of homelessness to live independently and enrich their lives.

Values

Compassion

Nurturing an environment of respect, empathy and understanding

Safety

Ensuring our tenants and staff feel safe and secure at all Options Bytown locations and resource centres

Accountability

Being accountable to our tenants, partners and funders which includes providing value for dollar and being cost effective

Partnerships

Undertaking a collaborative approach through strong partnerships to provide quality services and build stronger communities





Excellence and Innovation

To deliver high quality services by applying best practices, knowledge sharing through continuous improvement and innovative solutions

Strategic Priorities for 2018 – 2023

Our strategic priorities focus on four areas that are critical to our success and ability to achieve our vision; these include service delivery, talent / culture, partnerships, and operations



	 Service Delivery	 Talent / Culture	 Partnerships	 Operations
Goals	Deliver high-quality services to every tenant / client that meet their needs both now and in the future	Foster happy and engaged employees and volunteers that help us to realize our mission and deliver excellent work	Solidify our status as a trusted partner, and develop new partnerships to ensure tenants / clients have access to services they need	Continuously improve efficiency and effectiveness of operations to enable and maximize the value of our services
Strategies	<ol style="list-style-type: none"> 1. Implement Results-Based Accountability (RBA) program 2. Conduct tenant / client engagement 3. Develop custom assessment tools 	<ol style="list-style-type: none"> 1. Develop and execute talent strategy / plan 2. Develop Training Plan 3. Develop and implement peer support programs 	<ol style="list-style-type: none"> 1. Develop and execute partnership strategy / plan 2. Continuously engage strategic partners 3. Participate in / develop new housing models 	<ol style="list-style-type: none"> 1. Implement enabling technologies 2. Develop and execute fundraising strategy / plan 3. Monitor, report, and communicate Results-Based Accountability (RBA) results
Indicators	<p>Quality of Services:</p> <ul style="list-style-type: none"> • % of tenants / clients reporting satisfaction with services • # of active tenants / clients who are stably housed <p>Effectiveness of Communications:</p> <ul style="list-style-type: none"> • % of tenants / clients reporting satisfaction with Options Bytown communications approach • # of town hall meetings between Board of Directors, management team, and tenants / clients 	<p>Staff and Volunteer Satisfaction:</p> <ul style="list-style-type: none"> • % of staff and volunteers reporting satisfaction with Options Bytown talent management approach <p>Training:</p> <ul style="list-style-type: none"> • Staff reporting satisfaction with training and relevance of training • Emphasis on quality over quantity • Training meets identified needs <p>Peer Support:</p> <ul style="list-style-type: none"> • % of clients / tenants / employees reporting satisfaction with peer support • # of “peers” involved in peer support programs 	<p>Housing Stock:</p> <ul style="list-style-type: none"> • # of housing units being maintained by Options Bytown <p>Effectiveness of Engagement:</p> <ul style="list-style-type: none"> • % of key partners reporting satisfaction with Options Bytown partnership approach • # of meetings held with key partners • # of organizations initiating relationships with Options Bytown <p>Effectiveness of Partnerships:</p> <ul style="list-style-type: none"> • # of referrals made by Options Bytown employees to other organizations 	<p>Scope of Services:</p> <ul style="list-style-type: none"> • # of clients, groups, and tenants served <p>Effectiveness of Operations:</p> <ul style="list-style-type: none"> • Scope (# clients / tenants) / total \$ revenue <p>Effectiveness of Fundraising:</p> <ul style="list-style-type: none"> • Total \$ from secondary sources of revenue • Increase (%) in total \$ from secondary sources of revenue year-over-year • % of total \$ from secondary sources of revenue, ROI% on investments made in fundraising

Introduction

Purpose of Strategic Plan

The purpose of the Strategic Plan is to identify strategic goals and priorities in areas that are critical to our organization, and define a series of initiatives to achieve those goals

Purpose

The purpose of the Strategic Plan is to identify strategic goals and priorities for Options Bytown and define a series of short- and medium-term initiatives to achieve those goals. Throughout the strategic planning process we challenged ourselves to answer three core questions, specifically:

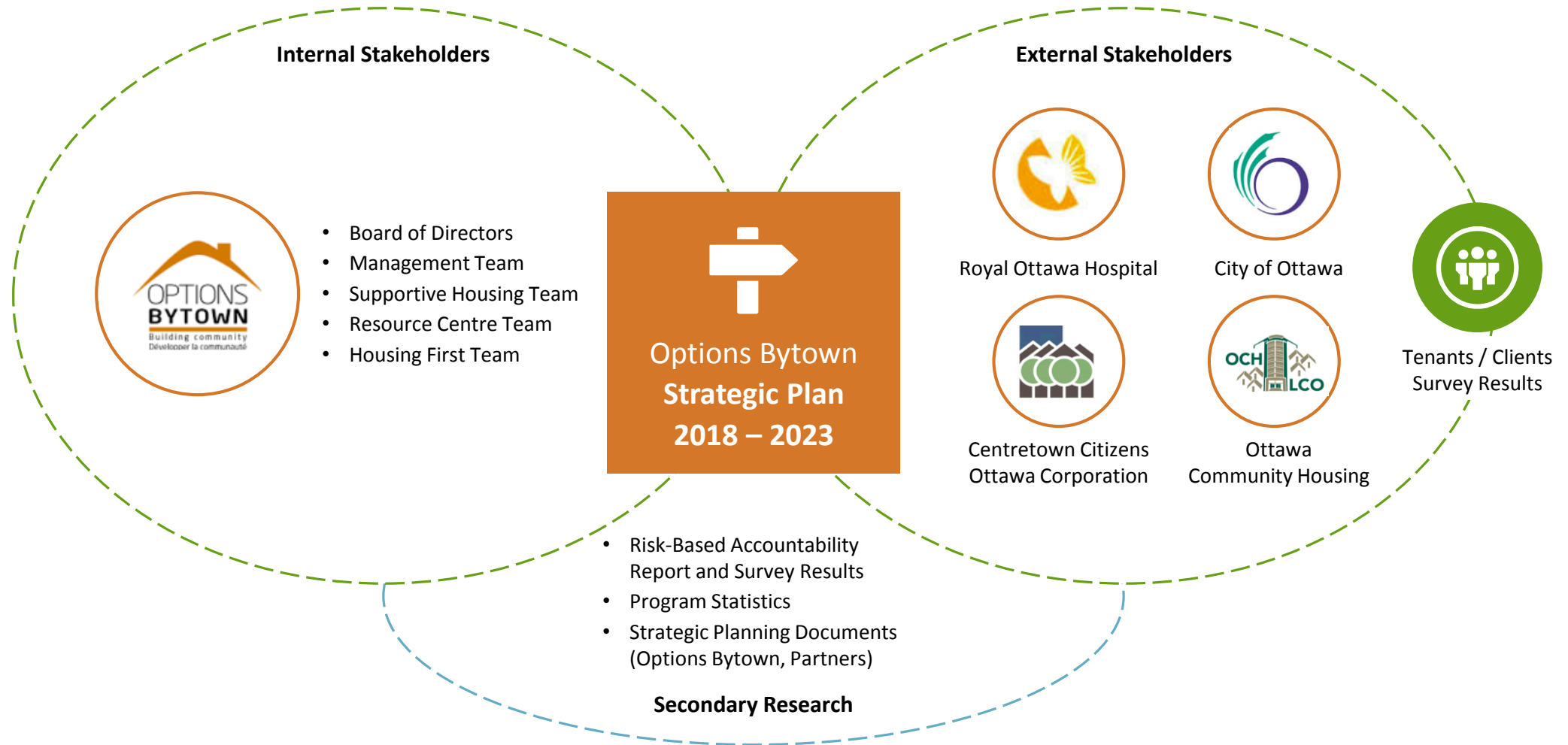
- What is our purpose?
- What do we want to achieve?
- How are we going to get there?

We worked through these questions with internal stakeholders (Board of Directors, management, employees) and external stakeholders (key partners, tenants / clients) to create a vision for where we want our organization to go and determine what steps we need to take to get there. Stakeholder engagement was a priority for us to gain valuable input and build consensus on our future direction. Our hope is that by building this agreement, understanding, and alignment early on, we will be in the best possible position to achieve our strategic goals over the next five years – and continue to provide leadership and support to end homelessness.



Research Scope

The Strategic Plan was informed by both primary and secondary research; multiple stakeholder groups were engaged to provide their perspective and input to shape the Plan



Strategic Plan for 2018-2023

Mission, Vision, and Values

Our mission, vision, and values spell out the contributions that we aspire to make, and are the foundation from which our strategic goals and priorities were developed



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Strategic Priorities for 2018 – 2023

Our strategic priorities focus on four areas that are critical to our success and ability to achieve our vision; these include service delivery, talent / culture, partnerships, and operations





	 Service Delivery	 Talent / Culture	 Partnerships	 Operations
Goals	Deliver high-quality services to every tenant / client that meet their needs both now and in the future	Foster happy and engaged employees and volunteers that help us to realize our mission and deliver excellent work	Solidify our status as a trusted partner, and develop new partnerships to ensure tenants / clients have access to services they need	Continuously improve efficiency and effectiveness of operations to enable and maximize the value of our services
Strategies	<ol style="list-style-type: none"> 1. Implement Results-Based Accountability (RBA) program 2. Conduct tenant / client engagement 3. Develop custom assessment tools 	<ol style="list-style-type: none"> 1. Develop and execute talent strategy / plan 2. Develop Training Plan 3. Develop and implement peer support programs 	<ol style="list-style-type: none"> 1. Develop and execute partnership strategy / plan 2. Continuously engage strategic partners 3. Participate in / develop new housing models 	<ol style="list-style-type: none"> 1. Implement enabling technologies 2. Develop and execute fundraising strategy / plan 3. Monitor, report, and communicate Results-Based Accountability (RBA) results
Indicators	<p>Quality of Services:</p> <ul style="list-style-type: none"> • % of tenants / clients reporting satisfaction with services • # of active tenants / clients who are stably housed <p>Effectiveness of Communications:</p> <ul style="list-style-type: none"> • % of tenants / clients reporting satisfaction with Options Bytown communications approach • # of town hall meetings between Board of Directors, management team, and tenants / clients 	<p>Staff and Volunteer Satisfaction:</p> <ul style="list-style-type: none"> • % of staff and volunteers reporting satisfaction with Options Bytown talent management approach <p>Training:</p> <ul style="list-style-type: none"> • Staff reporting satisfaction with training and relevance of training • Emphasis on quality over quantity • Training meets identified needs <p>Peer Support:</p> <ul style="list-style-type: none"> • % of clients / tenants / employees reporting satisfaction with peer support • # of “peers” involved in peer support programs 	<p>Housing Stock:</p> <ul style="list-style-type: none"> • # of housing units being maintained by Options Bytown <p>Effectiveness of Engagement:</p> <ul style="list-style-type: none"> • % of key partners reporting satisfaction with Options Bytown partnership approach • # of meetings held with key partners • # of organizations initiating relationships with Options Bytown <p>Effectiveness of Partnerships:</p> <ul style="list-style-type: none"> • # of referrals made by Options Bytown employees to other organizations 	<p>Scope of Services:</p> <ul style="list-style-type: none"> • # of clients, groups, and tenants served <p>Effectiveness of Operations:</p> <ul style="list-style-type: none"> • Scope (# clients / tenants) / total \$ revenue <p>Effectiveness of Fundraising:</p> <ul style="list-style-type: none"> • Total \$ from secondary sources of revenue • Increase (%) in total \$ from secondary sources of revenue year-over-year • % of total \$ from secondary sources of revenue, ROI% on investments made in fundraising

Strategic Priority 1: Service Delivery

Our commitment is to deliver high-quality services that meet tenant / client needs both now and in the future



Goal	 Strategic Goal	Service Delivery Deliver high-quality services to every tenant / client that meet their needs both now and in the future	 Strategic Importance	Options Bytown makes a positive impact in the lives of its tenants and clients by providing highly personalized services that help them to meet their personal needs, fulfill their tenancy obligations, and connect with specialized services. Our organization is known for building trust and a strong rapport with those that we serve. Over the next five years we will continue to deliver high quality services to meet tenant / client needs both now and in the future.
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Achieving the Goal

Strategies	1 Implement Results-Based Accountability (RBA) Program	2 Conduct Tenant / Client Engagement	3 Develop Custom Assessment Tools	Performance Indicators	<p>Quality of Services:</p> <ul style="list-style-type: none"> • % of tenants / clients reporting satisfaction with services; • # of active tenants / clients who are stably housed <p>Effectiveness of Communications:</p> <ul style="list-style-type: none"> • % of tenants / clients reporting satisfaction with Options Bytown communications approach • # of town hall meetings between Board of Directors, management team, and tenants / clients
	<ul style="list-style-type: none"> • Implement Results-Based Accountability (RBA) program and monitor RBA performance metrics to track progress against desired outcomes, and continuously identify areas for improvement 	<ul style="list-style-type: none"> • Develop tenant / client engagement strategy that defines how Options Bytown’s Board of Directors and management team should communicate with, engage with, and gather feedback from tenants / clients to improve services and the community 	<ul style="list-style-type: none"> • Develop custom assessment tools (e.g., tenant needs assessment) that are better suited to tenant / client / organizational needs 		

Strategic Priority 2: Talent / Culture

Our commitment is to foster happy and engaged employees and volunteers that help us to realize our mission and deliver excellent work



Goal	 Strategic Goal	Talent / Culture	 Strategic Importance	Options Bytown’s success starts with its team of employees and volunteers, who go above and beyond to ensure the organization delivers on its mission and meets the expectations of its tenants and clients. Over the next five years we commit to supporting our team of employees and volunteers to be their best and continue to deliver excellent work.
	Foster happy and engaged employees and volunteers that help us to realize our mission and deliver excellent work			



Achieving the Goal

Strategies	1 Develop and Execute Talent Strategy / Plan	2 Expand Training Opportunities	3 Develop and Implement Peer Support Programs	Performance Indicators	<p>Staff and Volunteer Satisfaction:</p> <ul style="list-style-type: none"> • % of staff and volunteers reporting satisfaction with Options Bytown talent management approach <p>Training:</p> <ul style="list-style-type: none"> • Staff reporting satisfaction with training and relevance of training • Emphasis on quality over quantity • Training meets identified needs <p>Peer Support:</p> <ul style="list-style-type: none"> • % of clients / tenants / staff reporting satisfaction with peer support programs • # of “peers” involved in peer support programs
	<ul style="list-style-type: none"> • Develop talent strategy / plan that defines approach to develop future leaders, cultivate talent from within, and reduce turnover • Identify opportunities for employees to take ownership of projects that are aligned with their passion / interests / experience 	<ul style="list-style-type: none"> • Develop training strategy / plan that defines objectives of training and approach to facilitate learning and development • Ensure training opportunities are high-quality and relevant to employees and volunteers to enhance their skills and capabilities in areas that are important to the organization 	<ul style="list-style-type: none"> • Develop and implement a peer support program that empowers tenants / clients to provide support to their peers in overcoming common challenges, and helps reduce the burden on front line staff • Develop and implement a staff peer support program to support wellness and mental health in the workplace 		

Strategic Priority 3: Partnerships

Our commitment is to solidify our status as a trusted partner, and develop new partnerships to ensure tenants / clients have access to the services they need



Goal	 Strategic Goal	Partnerships Solidify our status as a trusted partner, and develop new partnerships to ensure tenants / clients have access to services they need	 Strategic Importance	Options Bytown is a key player in the Ottawa supportive housing ecosystem, and is able to leverage its position and partnerships to deliver important services to tenants and clients. Over the next five years we will continue to focus on developing our key strategic partnerships and building new relationships to further improve our service delivery.



Achieving the Goal

Strategies	1 Develop and Execute Partnership Strategy / Plan	2 Continuously Engage Strategic Partners	3 Participate in / Develop New Housing Models	Performance Indicators	<p>Housing Stock:</p> <ul style="list-style-type: none"> # of housing units being maintained by Options Bytown <p>Effectiveness of Engagement:</p> <ul style="list-style-type: none"> % of key partners reporting satisfaction with Options Bytown partnership approach # of meetings held with key partners # of organizations initiating relationships with Options Bytown <p>Effectiveness of Partnerships:</p> <ul style="list-style-type: none"> # of referrals made by Options Bytown staff to other organizations
	<ul style="list-style-type: none"> Develop partnership strategy / plan that defines partnership objectives and approach to identify, communicate, and engage with strategic partners Identify and cultivate new partners and innovative partnership models to ensure that the right services are provided to the right tenant by the right provider 	<ul style="list-style-type: none"> Engage select strategic partners on a quarterly or bi-annual basis to enhance communication, coordination and integration 	<ul style="list-style-type: none"> Innovate and develop new housing models to expand supportive housing in Ottawa and maintain / replenish housing stock and continue to support tenants 		

Strategic Priority 4: Operations

Our commitment is to continuously improve the efficiency and effectiveness of our operations to enable and maximize the value of our services



Goal	 Strategic Goal	Operations Continuously improve efficiency and effectiveness of operations to enable and maximize the value of our services	 Strategic Importance	Options Bytown is constantly looking to improve its core operations so that we can have an even greater positive impact on our tenants and clients. Over the next five years we will improve the effectiveness of our operations by implementing new tools, processes, and technologies and by finding new sources of revenue to help support service innovation.
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Achieving the Goal

Strategies	1 Implement Enabling Technologies	2 Develop and Execute Fundraising Strategy / Plan	3 Monitor, Report, and Communicate Results-Based Accountability (RBA) Results	Performance Indicators	<p>Scope of Services:</p> <ul style="list-style-type: none"> # of clients, groups, and tenants served <p>Effectiveness of Operations:</p> <ul style="list-style-type: none"> Scope (# clients / tenants) / total \$ revenue <p>Effectiveness of Fundraising:</p> <ul style="list-style-type: none"> Total \$ from secondary sources of revenue Increase (%) in total \$ from secondary sources of revenue year-over-year % of total \$ from secondary sources of revenue, ROI% on investments made in fundraising
	<ul style="list-style-type: none"> Implement enabling technologies (e.g., CRM tools) to enhance service delivery, streamline business processes, and provide greater organizational control 	<ul style="list-style-type: none"> Develop fundraising strategy / plan to bolster government funding with secondary sources of revenue (e.g., donations, social enterprise, etc.) 	<ul style="list-style-type: none"> Monitor, report, and communicate RBA performance metrics to demonstrate how Options Bytown realizes the best possible outcomes for partners, tenants, and clients relative to investment made 		