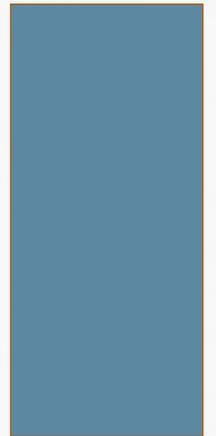


THINK BIGGER NOW

2016-2018 STRATEGIC PLAN
HOUSING COLORADO



IT ALL BEGINS WITH YOU – OUR MEMBERS

As a membership-based association, Housing Colorado is driven by and for the benefit of **our members** – your aspirations, needs and expectations.

In the summer of 2015, Housing Colorado conducted a comprehensive **Member Survey** to gather feedback on all aspects of Housing Colorado services, including:

- ✓ Education and networking opportunities
- ✓ Housing Colorado NOW! Annual Conference
- ✓ Communications and website
- ✓ Advocacy programming
- ✓ Tools and resources



YOU SPOKE – AND WE LISTENED



Member input was the foundation of our strategic planning process. We supplemented survey findings with the year-round input we gathered through statewide outreach meetings and event evaluations. Then the Housing Colorado board of directors and staff went to work. We conducted a comprehensive review of the association's **assets and opportunities** to serve member needs now – and in the future – and we discovered something **vital**.

FROM INPUT TO ACTION

Housing Colorado has evolved, and so have our members. While our core services remain the primary focus, it's clear that Housing Colorado can deliver on initiatives that **expand our horizons** while **positioning the affordable housing industry** as an **integral** part of our communities **and key to Colorado's long-term success.**

It's time to....

**THINK
BIGGER
NOW**

THINKING BIGGER WHILE STAYING FOCUSED

Without a doubt, our members' primary goal is the preservation and expansion of funding for affordable housing. It is also the overarching goal of the association.

OUR GOAL: To secure a permanent and dedicated revenue source for affordable housing development and preservation.

That goal is bold. And it requires that we think bigger now.

There are many ways we achieve this goal, by thinking more broadly about our resources, our memberships' collective strengths, and opportunities to partner strategically and nationally.

Our strategic plan includes a set of **supporting goals** to maintain the momentum and energy we have already built as an industry and take our work to new heights.

SUPPORTING GOALS

1 Advance our thought leadership by identifying and showcasing innovation and generating forward-thinking resources

2 Strengthen Colorado's affordable housing community by leveraging our members and partners

3 Advocate for progress in affordable housing policy

4 Maintain excellence of operations

SUPPORTING GOAL 1: Advance Housing Colorado's thought leadership by identifying and showcasing innovation among our members and generating new forward-thinking resources

Housing Colorado will:

- **Inform** our members by expanding informational resources and partnerships to create tangible tools and provocative research.
- **Amplify industry influence** by telling the story of our members and their success.
- **Unify** statewide membership around best practices.
- **Partner** with state and national organizations to capitalize on complimentary strengths.

SUPPORTING GOAL 2: Strengthen Colorado's affordable housing community

Housing Colorado will:

- **Inform** members by driving new resources that address current challenges in the industry.
- **Influence** by leveraging partnerships that elevate affordable housing issues across multiple industries.
- **Expand** industry representation and regional representation in membership, and leverage tools and new platforms to connect members with each other.

SUPPORTING GOAL 3: Advocate for progress in affordable housing policy

Housing Colorado will:

- **Inform** by curating, creating and distributing research, and building a compelling narrative to advance advocacy goals.
- Cultivate **partners** that elevate awareness and relevancy of affordable housing with the public and leaders.
- **Influence** the policy environment with research-based findings, focused on root causes and solutions; and bring national attention to Colorado's housing challenges and innovative responses.

SUPPORTING GOAL 4: Maintain excellence of operations

Housing Colorado will:

- **Enhance services** through technology and development of new tools.
- **Grow** resources and invest in strategic priorities.
- Support and **cultivate leadership**, developing capacity of the Board of Directors and supporting development of volunteer leadership throughout the organization.



BE PART OF OUR FUTURE

Housing Colorado is only as strong as our membership; and our success can only happen with member engagement.

Members will provide the innovation, thought leadership, partnerships and credibility needed to advance the industry.

There are many ways to be engaged in this effort:

- 1 Stay informed** – our most valuable resources are promoted through our primary communications (eNews and For Members Only), and our website.
- 2 Stay connected** – participate in networking and education opportunities throughout the year. Even better? Volunteer for one of our many committees.
- 3 Stay active** – be known in your community as a member of Housing Colorado and a reliable resource representing your industry. Need help? Housing Colorado can connect you to the leaders and give you the right tools to facilitate strong relationships.