

## Strategic Plan

Eliminating Barriers to Help Families and Communities Thrive



### Our Vision

A community where everyone can access and experience the transformational nature of the power of a permanent address.

### Our Mission

We leverage the power of affordable, stable housing to change lives and improve communities.

# Dear friend of CHN

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CHN Housing Partners has been part of the fabric of the communities we serve for more than 41 years. We are proud of the impact our work has had including:

**7,000+ Homes Built**

**3,200 New Homeowners**

**50,000 Clients Served Annually**

***Additionally, over the last five years, we have –***

- Created our lending arm, CHN Housing Capital, that makes homeownership accessible to everyone in our community through our Believe Mortgage.
- Launched the first-of-its-kind Lead Safe Home Fund to help residents and landlords comply with Cleveland's lead ordinance to make homes lead safe.
- Expanded our geographic reach into Pittsburgh, Detroit and Western New York with new affordable housing developments and other services by working with sister nonprofits and local governments.
- Worked with the City of Cleveland, Cuyahoga County and multiple partners to distribute more than \$100 million in emergency pandemic relief to over 20,000 families to keep them safely housed.
- Maintained sound processes and strong financials as we stewarded public dollars entrusted to us.

As we look ahead to the next five years, we will continue to knock down barriers faced by so many of our neighbors and friends. We will double down on our commitment to Cleveland, focus on increasing the inventory of quality, affordable housing, make homeownership accessible to all, upgrade our systems and invest in our talented staff so we can continue to identify and implement solutions to the challenges faced by our neighborhoods and families.

We are incredibly proud of our staff, our board and our partners for the work they do every day to serve our communities, and we are grateful to our clients and communities for allowing us to serve them.

Together, we will continue CHN's tradition of not only stabilizing families in crisis but also helping them to build generational wealth and thrive.

Sincerely,



**Kevin J Nowak**



**Chris Warren**



# Eliminating Barriers to Help Families and Communities Thrive

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CHN Housing Partners began 2023 with a renewed vision and strategy for enhancing our organization's impact. Looking forward, CHN's 2023-2027 Strategic Plan deepens our efforts to continuously refine and improve our service delivery model, increases the supply of affordable housing and access to mortgages, and fosters long-term organizational sustainability.



## Deepen Impact

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Central to CHN's mission is the notion of meeting people where they are and empowering them to get to where they want to be. By understanding barriers to service and working to eliminate them, CHN can increase the accessibility and reach of our programming.

***CHN's plan to deepen our impact is two-fold:***

- 1)** Focus our efforts on understanding barriers to service and actively working to remove them.
- 2)** Continue to implement and refine our housing service delivery model to connect with clients in a way that is most effective for them.



## Access to Affordable Housing and Homeownership

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Accessible and affordable housing options and homeownership opportunities are key to changing lives and improving communities. With operations in Ohio, Michigan, Pennsylvania and New York, CHN has spent the last several years expanding to new markets while continuing our work in Cleveland. By broadening our real estate and preservation platforms and expanding lending and homeownership resources, we can provide affordable housing options and housing services to those who need them the most.



- 1) While maintaining our commitment to Cleveland, continue to grow our multi-state tax credit development capacity to deliver both affordable units and deeply impactful programs.
- 2) Expand our non-tax credit housing development capacity, which includes acquisition rehab and home repair, to deliver affordable rental and homeownership opportunities and improve the quality of housing in our communities.
- 3) Grow our lending work through CHN Housing Capital, and further develop our Homeownership Center to increase access to the credit and support necessary for people to realize the dream of homeownership and the generational wealth it creates.



## Organizational Resilience

**Our customer service methodology, workforce and financial structure are the backbone of our operations. Having the right systems and people in place will allow us to deliver the highest level of customer service.**

- 1)** Refine our service level expectations across our lines of business and build our systems around them.
- 2)** Continue to invest in, empower, and grow our talented, diverse and inclusive workforce.
- 3)** Strengthen our financial position to further support both planned initiatives and other opportunities as they arise.





CHN  
Housing Partners<sup>SM</sup>

*The Power of a Permanent Address.<sup>SM</sup>*

# 2023-2027 Strategic Plan

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Families and Communities Thrive

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