



STRATEGIC PLAN
2020 – 2024

INSPIRING DREAMS

A RETURN TO OUR ROOTS



Since 1981, Mercy Housing has been in the forefront of bringing stable affordable housing to families, seniors, and people with special needs.

Today, the need is greater than ever.

Our 2020–2024 Strategic Plan is an evolution that focuses on our origins and the resident-centered services that have always set us apart.

We engage with residents by listening, responding, and supporting them in achieving their dreams. By leveraging our national scale, we can continue to provide even more affordable housing across the United States to meet the very real need.

With this plan, Mercy Housing puts residents at the center of our work – our North Star – to guide us in all of our decisions.

OUR VISION

Mercy Housing is committed to creating affordable homes and inspiring dreams as we work with residents and partners to establish engaged, strong, and inclusive communities.

OUR MISSION

To create stable, vibrant, and healthy communities by developing, financing, and operating affordable, program-enriched housing for families, seniors, and people with special needs who lack the economic resources to access quality, safe housing opportunities.

OUR CORE VALUES

Respect • Justice • Mercy

MERCY HOUSING'S EVOLUTION



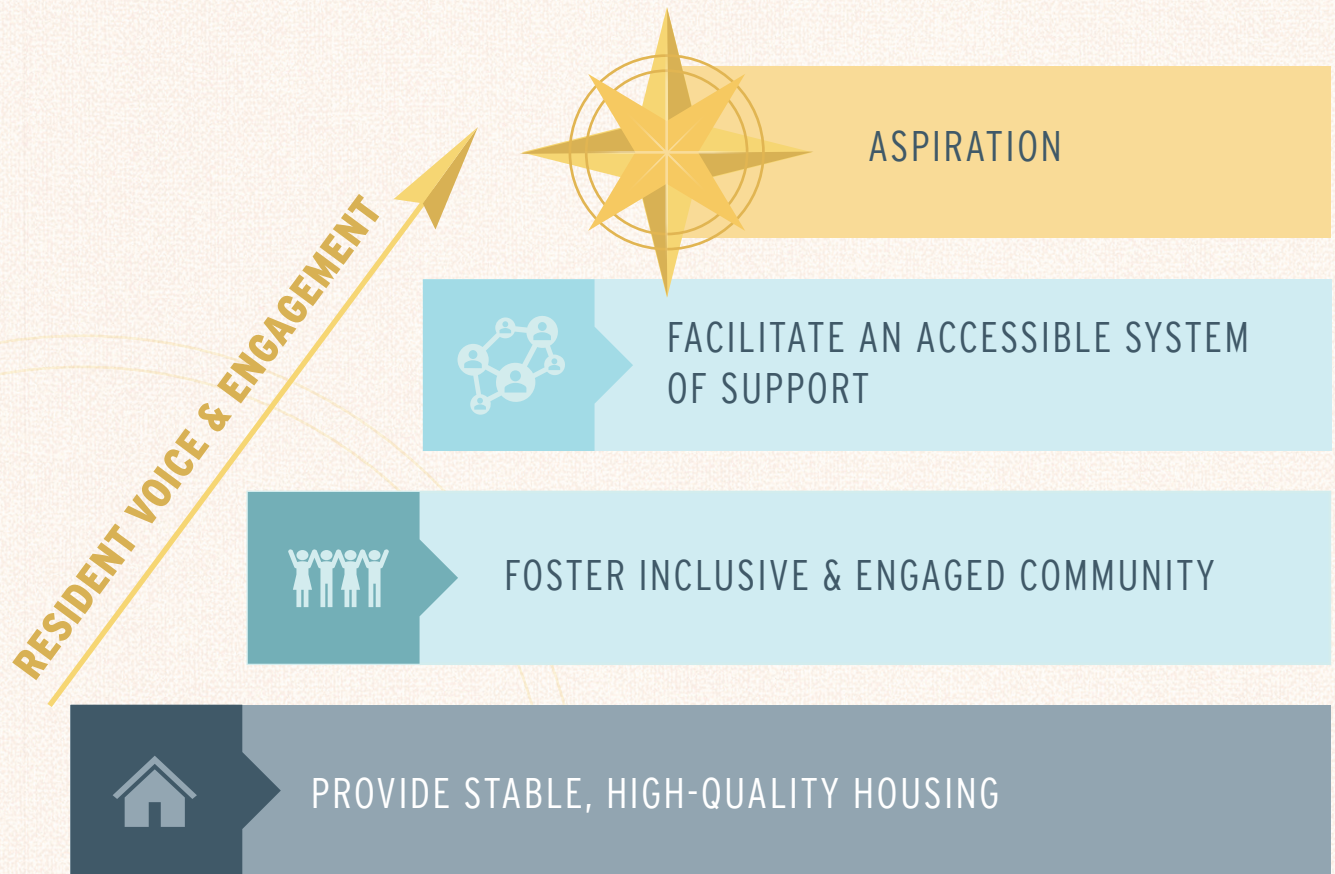
"The simplest and most practical lesson I know is to resolve to be good today, but better tomorrow."

– Catherine McCauley, founder of the Sisters of Mercy



UNIFIED VISION OF IMPACT

Mercy Housing's North Star is defined by positive impact in the lives of residents starting with, but extending beyond housing. When you believe in yourself, you can achieve your dreams.



STRATEGIC PRIORITY AREAS

We have five strategic priority areas, describing what we do, what we need, and how we do it. These priority areas will guide and inform decisions over the next five years.

WHAT WE DO

1

INSPIRE DREAMS THROUGH A REFINED RESIDENT IMPACT MODEL

Pilot and implement resident impact approach that engages residents, supports residents' leadership, and measures the impact.

2

CREATE AND PRESERVE HOMES FOR IMPACT AND EFFICIENCY

Develop and/or preserve 9,300 apartments. Expand Mercy Community Capital to \$100 million.

WHAT WE NEED

3

PROACTIVELY PURSUE STRATEGIC PARTNERSHIPS

Pursue health and other service partnerships that positively impact residents at a national, regional, and local level.

4

STRENGTHEN FUNDRAISING CAPABILITIES

Create funds to preserve and expand the portfolio. Create an integrated fundraising approach that is reliable, measurable, and shows significant growth.

HOW WE DO IT

5

APPROACH OUR WORK WITH RACIAL EQUITY, COMMUNITY PARTNERSHIP, CONTINUOUS IMPROVEMENT, AND GUIDING VALUES IN MIND



Mercy Housing, Inc. is a leading national affordable housing nonprofit headquartered in Denver, CO. Established by the Sisters of Mercy in 1981, and in operation in 41 states, Mercy Housing has decades of experience developing, preserving, managing, and financing affordable housing, with regional offices in Atlanta, Chicago, Denver, San Francisco, and Seattle. Our subsidiaries further the organization's mission: Mercy Housing Management Group offers professional property management, and Mercy Community Capital is a Community Development Financial Institution that finances like-minded organizations.

Mercy Housing serves tens of thousands of people with low incomes, including families, seniors, veterans, people who have experienced homelessness, and people with disabilities.

