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
Having achieved scale and sustainability, Mercy Housing now turns its focus to engaging residents for the greatest impact in their journey to achieve their dreams.

Mercy Housing grew, and its strategic plans evolved. To ensure that the organization could serve those in need for years to come, Mercy Housing focused on business systems and financial sustainability.

The Sisters soon realized that, to make a difference, owning real estate was necessary. The sponsored ministry began acquiring and building homes to create scale and they set about to institutionalize the work, leading to a series of ambitious growth plans.

Assisting families in Omaha living in terrible conditions, the Sisters launched Mercy Housing, not to focus on owning real estate, but on improving the living conditions and creating a just environment for families with limited economic means.

“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
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.

<table>
<thead>
<tr>
<th>WHAT WE DO</th>
<th>WHAT WE NEED</th>
<th>HOW WE DO IT</th>
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<tbody>
<tr>
<td>1 INSPIRE DREAMS THROUGH A RINED RESIDENT IMPACT MODEL</td>
<td>3 PROACTIVELY PURSUE STRATEGIC PARTNERSHIPS</td>
<td>5 APPROACH OUR WORK WITH RACIAL EQUITY, COMMUNITY PARTNERSHIP, CONTINUOUS IMPROVEMENT, AND GUIDING VALUES IN MIND</td>
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<td>Pilot and implement resident impact approach that engages residents, supports residents’ leadership, and measures the impact.</td>
<td>Pursue health and other service partnerships that positively impact residents at a national, regional, and local level.</td>
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<td>2 CREATE AND PRESERVE HOMES FOR IMPACT AND EFFICIENCY</td>
<td>4 STRENGTHEN FUNDRAISING CAPABILITIES</td>
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<td>Develop and/or preserve 9,300 apartments. Expand Mercy Community Capital to $100 million.</td>
<td>Create funds to preserve and expand the portfolio. Create an integrated fundraising approach that is reliable, measurable, and shows significant growth.</td>
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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.