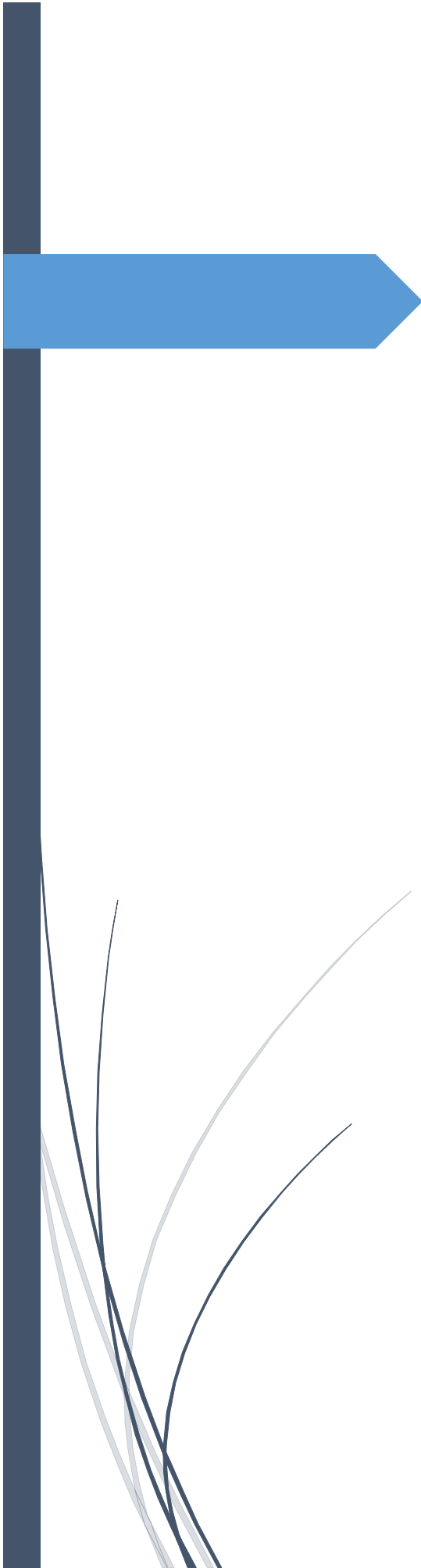




Habitat for Humanity Strategic Plan

2023-2026

Habitat for Humanity Sunshine Coast

Introduction

Habitat for Humanity is an organization that originated in the United States and has grown to encompass over 100 countries around the world. Habitat for Humanity Canada has over forty-eight affiliate organizations across the country including Habitat for Humanity Sunshine Coast (HFHSC), incorporated in 2004.

HFHSC is governed by a board of nine directors, and is led by an executive director and eight staff. Two committees are active - Lands and Family Selection. Committees are comprised of board members and community members.

To date, our affiliate has constructed **19 homes and served 27 families** since incorporation. We are second in Canada for per capita build.

In order to fund the affiliate's home building operations, HFHSC started a recycle operation for refundable containers, which is currently run by two teams of dedicated volunteers in Sechelt and Gibsons.

Refundables currently provides 9% of HFHSC's revenues.

HFHSC also operates a successful **ReStore providing 75% of HFHSC's revenues** the store counts on primarily the local community and some commercial enterprises outside of the Sunshine Coast to supply us with donated household and building goods which are then sold to the public. The ReStore is also a source of appliances and household items for the families in Habitat homes.

Our Vision

A world where everyone has a safe and decent place to live.

Our New Mission Statement

Habitat for Humanity brings communities together to help families build strength, stability, and independence through affordable housing.

Our Values

Housing for All – We believe that access to safe, decent, and affordable housing is a basic human need that should be available to all.

Human Dignity – We believe in the worth and dignity of every human being. We respect the people we serve and those who help us in this effort and recognize them as our greatest resource.

Faith In Action – We believe that faith is lived through action. We serve people of all faiths and beliefs in a spirit of justice and compassion.

Diversity and Inclusiveness – We believe there is a role for everyone committed to our vision, mission, values and we seek to enrich our organization through diversity.

Current Situation

HFHSC has just recently completed a fourplex with 4 two bedroom units in our Sunshine Coast Village located on Highway 101. Three families have moved in with the fourth unit, a wheelchair accessible two bedroom unit, currently empty. Two families, both in three bedroom duplexes are expected to leave the village this year, in both cases underscoring the need to select families that will thrive in our housing program, not consider it "supportive housing". Our Refundables and ReStore operations are both revenue generators, helping us increase our operating revenues. A brief review of our strengths, weaknesses, opportunities, and threats (SWOT) revealed a number of key themes.

Strengths

HFHSC has created significant recognition and goodwill in the community, and have dedicated volunteers in the refundables program, and a legacy of community partnerships. Our brand, including the Refundables and ReStore, is strong and well-recognized. This brand recognition, coupled with our reputation and history of good work, is a tremendous asset.

Weaknesses

We recognize that we don't have enough volunteers in the ReStore and Governance Committees as over the course of the COVID pandemic we lost the majority of our volunteers other than Refundables. We need to build our membership list as well as our volunteers, and have a better recruitment, management, and recognition strategy. Currently our communications do not seem to be effective, which makes family, volunteer, board member, member recruitment, and fundraising, challenging. A key issue is land on the Sunshine Coast is expensive and sites are hard to come by. We need to do more long-term planning for building projects. However we don't have expertise in green building, or larger multi-unit (10 or more) structures. We cannot employ the quantity of volunteers on builds that were used in the past which is increasing build costs. Our Family Selection Committees have been very kind in their selection process, unfortunately that has resulted in several families in the Habitat program that are not suited for the program requirements. We need to do better with providing education to our families on issues around tenancy/homeownership. ReStore is developing a reputation for high prices and stagnate inventory.

Opportunities

A number of significant opportunities are surfacing that have potential positive impact for HFHSC, including new sources of federal and provincial funding, a renewed interest in affordable housing from the federal government, increased housing construction on the Coast, growing volunteer tourism, and increasing population base. There are new development opportunities with the Sechelt Indian Band and Squamish Nation, and funding available for supporting First Nations communities. Greater cooperation amongst the BC Habitat Affiliates along with the enduring strength of the brand can be opportunities.

Threats

The main threats to our work include the rising costs of land and materials, an aging population base, increasing competition for funding and volunteers, and an increasing demand for housing. Future financial viability rests on the relocation of the ReStore as we are unlikely to find a similar high profile, low rent location. Any interruption of ReStore operations and related cashflow is the single greatest threat to the organization. Interest rates are rising and likely to continue to rise or stabilize at a rate higher than the last decade making financing of builds more expensive.

By understanding these key SWOT elements, we are better able to identify our strategic directions and specific actions moving forward.

Strategic Plan 2023-2026

While HFHSC has been a success in numerous ways – building homes, raising revenues through successful social enterprises, recruiting volunteers and members – then the COVID pandemic and turnover of management staff stalled the organization in many areas. This plan is focused on recovering from the ground lost during the pandemic and through more consistent and proactive communications, fundraising, volunteer recruitment and management, and governance, return to providing more affordable homes for low-income working families per capita than any other Habitat Affiliate in Canada.

This strategic plan update includes our new mission statement with a focus on affordable housing versus home ownership, and describes our goals, desired outcomes, strategic directions and specific actions for the next three years, and is a result of a board strategic planning session in November 2022.

This strategic plan is a living document that is meant to be reviewed on a regular basis. The goals and desired outcomes provide long-term directions over three years, while the strategic directions provide the higher level directions for guiding shorter-term action planning. The plan is organized into six focus areas, which are meant to focus planning and implementation; however, these focus areas are not distinct, and therefore should be considered in an integrated fashion.



Focus Areas

Building Affordable Housing

Community Engagement

Volunteer Development and Support

Supporting Families

Organizational Development and Governance

Partners and Alliances



In Memory of Habitat of the Sunshine Coast founding members Ed and Gwen Hawkins

BUILDING AFFORDABLE HOUSING

Housing Types

Land Access

Construction Financing

Government Relations

Goal

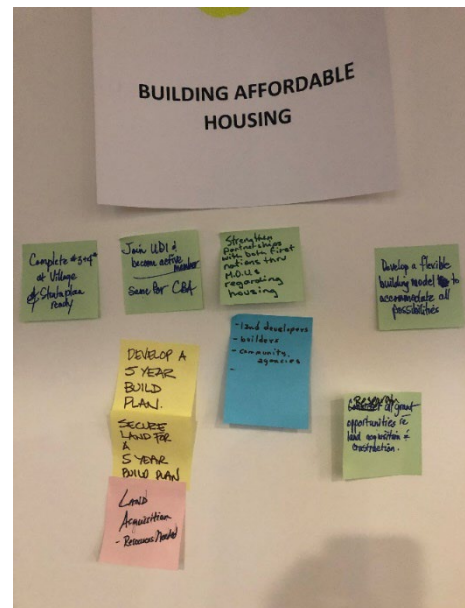
Build a maximum and variety of affordable housing types to suit different family needs.

Desired outcomes

- At least double our building pace in the next three years; target housing more than 2 families per year on average.
- Develop partnering relationships with other housing organisations on the coast to reduce unit development cost (and minimise in-house involvement in construction activities).
- Develop strong relationships with local government to support Habitat's affordable housing

Strategic directions + actions

1. Develop partnering opportunities to materially reduce unit development costs.
2. Develop lowest possible cost land acquisition strategy (lease, donation, developer incentive, government, multi-family)
3. Research and secure grant opportunities to offset land and construction costs. (CMHC, BC Housing, others)



COMMUNITY ENGAGEMENT

Government Relations

Communications

Revenue Enhancement/Diversification

Goal

Effectively and consistently communicate Habitat's work and programs to all residents and stakeholders in the region.

Desired outcomes

Communications are effective, consistent, far-reaching and innovative

The community and all stakeholders know and understand Habitat for Humanity

Partners and volunteers feel recognized

Ensure a long term ReStore presence on the Lower Sunshine Coast

Strategic directions + actions

1. Increase engagement with local and provincial governments to build awareness and support
 - Improve communications
 - Request land
 - Ask local government to promote us to developers
2. Increase funding from partnering relationships with trades contractors.
 - Offer sponsorship opportunities
 - Obtain their participation in fund raising projects
 - Offer workshop projects
 - Contractor rates at the ReStore
3. Secure predictable and repeatable income stream
 - Contact financial institutions
 - Form offshore partners and alliances
 - Create a franchisable ongoing program/event creating local revenue and also bringing in royalties (work with BC Affiliates)
4. Promote Fundraising through branding
 - Display signs at the ReStore outlining how this contributes to the homes
 - Utilize high visibility props to show progress on fundraising targets
 - Create fundraising opportunity at the ReStore such as contests and raffles
 - Evaluate the return of a signature event and other concepts as per minutes of the marketing and fundraising workshops
5. Secure a long-term location for the ReStore

VOLUNTEER DEVELOPMENT AND SUPPORT

Recruiting, training, and retaining volunteers

Volunteer recognition and support

Goal

Build, support, grow, and maintain a strong team of engaged volunteers.

Desired outcomes

- Volunteers are effectively used for their interests and skills
- We have a diversity of long-time, temporary, and tourist-based volunteers
- Volunteers are effectively recruited, trained, utilized, supported, appreciated, and recognized

Strategic directions + actions

1. Designate a specific person to coordinate volunteer recruitment for ReStore, recycling, events and special build days
 - Create a list of volunteer opportunities available
 - Organize and schedule volunteer groups, pairing partners
2. Increase volunteer recognition
 - Organize social get togethers
3. Develop strategies to recruit volunteers
 - Build on the social side of volunteering
4. Recruit volunteer to increase participation from other organizations
 - Approach committee members to become volunteers

SUPPORTING FAMILIES

Partner Family learning opportunities

Enhance Partner Family selection process

Goal

Provide support programs for families.

Desired outcomes

- Families are supported through robust support programs for life and job skills on an ongoing basis

Strategic directions + actions

1. Establish and nurture a family support committee
2. Improve family knowledge
 - Establish a scheduled education program to improve skills with a focus on successful home maintenance/ownership.
 - Courses to be mandatory for new home owners, voluntary for existing.

To include but are not limited to: financial management skills, home maintenance and repair, strata knowledge and participation.

 - Provide Home Ownership Binder to new and existing families to address areas likely to be encountered in home management.
3. Family Services Manager to remain as contacts for families
 - FSM to provide guidance/direction in areas requiring attention including changes in Habitat policy affecting residents, homeowner role and responsibility as a strata member, guidance for service providers ie: established, reliable trades, home insurance providers, legal services providers.
4. Family Selection
 - Family Selection Committee to be provided current changes to Habitat policy regarding selection criteria to assist in selection of Partner Families who will be successful in the Habitat program.
 - Changes to Mortgage Model to be provided and explained fully to the Committee to allow a full understanding of the program.



ORGANIZATIONAL DEVELOPMENT AND GOVERNANCE

Staff and board development

Strategic planning

Governance structures and policies

Succession planning

Goal

Build a strong and sustainable organization including board, staff, volunteers, and members.

Desired outcomes

- A strong, sustainable, and effective organization with succession plan for key roles
- Clear, executable strategic plan
- Effective committees with clear mandates and experienced members
- Effective governance structures in place
- Maintain cooperative working relationships with Habitat Canada

Strategic directions + actions

1. Develop and maintain an effective Board
 - Recruit and add more board members
 - Utilize Habitat Canada's Board Development Training opportunities
2. Develop a succession plan for all key roles
 - Include moving volunteers into committees and then board positions
3. Establish and maintain an effective organizational structure
 - build out committees
4. Explore additional presence in other areas of HFHSC jurisdiction
 - Explore potential for partnerships with other Affiliates (Powell River, Squamish)
5. Annual Review of the Strategic Plan
 - Annual refinement and course correction for the elements of this plan

PARTNERS AND ALLIANCES

Partners and Stakeholders

Other Affiliates

Developers

Housing Non-Profits

Goal

Build a maximum and variety of affordable housing types to suit different family needs.

Desired outcomes

- Increase collaboration and support through out the community.

Strategic directions + actions

1. Join UDI and CHBA and become active members
 - Recruit and add more board members
2. Strengthen partnership with:
 - Squamish and shíshálh Nations using MOUs regarding housing
 - Land developers
 - Builders
 - Community agencies
3. Develop strategic partnerships
 - Create new partnerships to secure donations of land materials for builds.