

# Habitat for Humanity Strategic Plan 2017-2022

Cheeyng Ho



# 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 fifty-seven 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 five staff. 5 committees, comprised of board members and community volunteers, undertake much of the work of HFHSC.

To date, our affiliate has constructed nine homes for families since incorporation. We are in the process of completing two new family units in our Sunshine Coast Village Community located on Highway 101.

In order to fund the affiliate's home building operations, HFHSC started a recycle operation for refundable containers, which is currently run by a staff person and a team of dedicated volunteers. This successful operation currently provides 8 % of HFHSC's revenues.

HFHSC also operates a successful ReStore, which continues to grow and prosper. The store counts 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. It is a popular stop for many "coasters". Our ReStore has grown since its inception and is now our major funding resource. The ReStore is also a source of household items for the new families we house in our homes.

## Our Vision

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

## Our Mission

To assist low income families out of the poverty cycle through home ownership.

## 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 housed two families, making the total number of homes built by our affiliate to 9. Our Recycle 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.

HFHSC has created significant recognition and goodwill in the community, and has many dedicated volunteers, including current and past board members, community partners and members. Our brand, including the Recycle and ReStore, is strong and well-recognized. This brand recognition, coupled with our reputation and history of good work, is a tremendous asset for fundraising.

On the other hand, we recognize that we don't have enough volunteers and the ones we have are aging. We need to build our membership list as well as our volunteers, and have a better recruitment, management and recognition strategy. We currently are not very effective at communications, which makes volunteer and member recruitment, as well as fundraising, challenging. Furthermore, land on the Sunshine Coast is expensive and sites are hard to come by.

However, 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. 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.

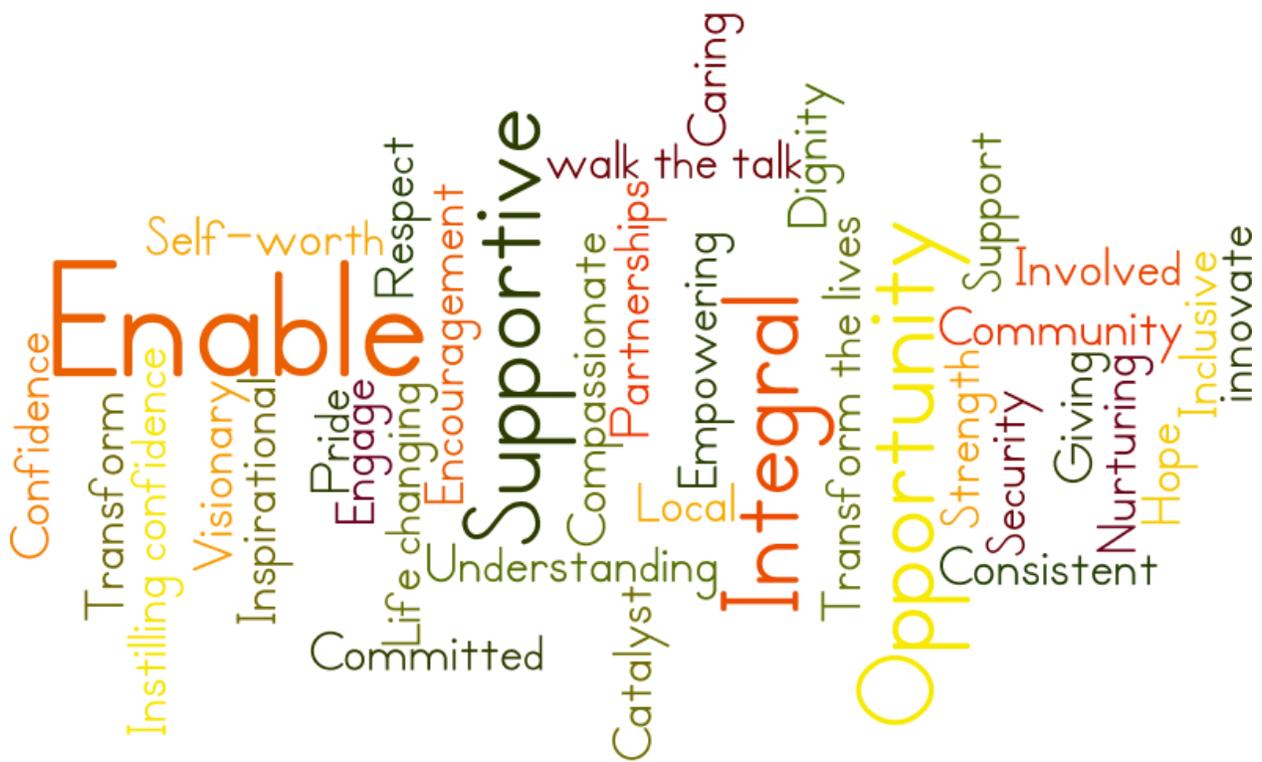
By understanding these key SWOT elements, we are better able to identify our strategic directions and specific actions moving forward.

## Strategic Plan 2017-2022

While HFHSC has been a success in numerous ways over the last number of years – building homes, raising revenues through successful social enterprises, recruiting volunteers and members – we feel that we can 'ramp it up' through more consistent and proactive communications, fundraising, volunteer recruitment and management, and therefore ultimately build more homes.

This strategic plan describes our goals, desired outcomes, strategic directions and specific actions to help us 'ramp it up' over the next five years, and is a result of community input (an on-line survey and a community visioning workshop) and a board strategic planning session.

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 five years, while the strategic directions provide the higher level directions for guiding shorter-term action planning. The plan is organized into five 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.





# BUILDING AFFORDABLE HOUSING

Relationships with partners

Staffing

Volunteer recruitment and management

Government relations

Fund development

# Goal

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

## Desired outcomes

There is sufficient staffing and resources

A mixture of single family, multi-family and mixed-use buildings are built to house families

Housing is more green and energy efficient without increasing costs

Strong relationships exist with local government, funders and partners

## Strategic directions

1. Explore the opportunity for developing multi-family and multi-use buildings
2. Nurture, thank and maintain build partners
3. Develop ways to reduce costs of building units
4. Engage all levels of government and national Habitat
5. Explore and develop potential partnerships with local government, NGOs and potential developers
6. Maximize use of volunteers

## Actions

- Request DoS, SCRDP, ToG, SIB to waive DCCs for Habitat homes.
- Request DoS, SCRDP, ToG, SIB to waive DCCs for Habitat homes.
- Seek out potential sites for future builds through donations of land.
- Create new storage space for build site to protect materials.
- Create advertising and sponsorship recruitment program, and patrons package to increase gifts in-kind and donations locally.
- Develop clear understanding of current cost model.
- Explore a variety of building materials (e.g. pre-fab kits) with a view to lowering our price per square foot (\$100-125).
- Access other land sources, identifying potential ones from database. Evaluate top ones and make recommendations based on our needs.

# COMMUNITY

# ENGAGEMENT

Outreach and education (e.g. presentations to community organizations)

Communications (e.g. website, newsletters, social media)

Relationships with partners and stakeholders

# 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

## Strategic directions

1. Develop stronger relationships with all partners
2. Use all forms of media and press, including social media, for communications and raising awareness
3. Communicate Habitat's initiatives more proactively
4. Raise awareness of Habitat to newcomers to the community
5. Educate about and encourage planned giving

## Actions

- Update canned powerpoint presentation, targeted collateral, social media and financial giving plans.
- Create a wall to promote Habitat and install a camera on site with video feed at ReStore.
- Prepare an annual communications plan.

# VOLUNTEER DEVELOPMENT AND SUPPORT

Seeking, training and supporting 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

1. Ensure volunteer roles and responsibilities are clear
2. Actively and seek recruit volunteers that meet specific needs
3. Train, support and maintain volunteers
4. Recognize and thank volunteers

## Actions

- Develop committee and terms of reference with support package.
- Develop volunteer recruitment strategy.
- Develop a series of workshops on the specific building skills we need at the built site.
- Develop a volunteer database with a skills matrix.
- Develop newsletter columns on volunteers.
- Hand out a personalized certificate of appreciation to all our current volunteers.

# SUPPORTING FAMILIES

Management and growth of the ReStore and Recycle program

Providing learning opportunities and programs

Supporting family qualification and selection process for homes

# 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

1. Expand family support services programs through the development of partnerships with service providers
2. Elevate the role of the family support committee
3. Develop ReStore Program to support families

## Actions

- Create a relationship with community support partners and build a matrix of services for the support community.
- Establish annual program for education, guidance and mental health.
- Establish ongoing Family Support and Family Selection Committee.
- Develop better resources and collateral for family partnership.
- Define the scope for the family support committee and recruit committee members as needed.
- Review and, if required, establish policy related to housing new families (e.g. \$1000 credit).
- Evaluate the best Restore incentive for new home owners (for example, \$1000 credit, or additional discount for a period of time).

# ORGANIZATIONAL DEVELOPMENT AND GOVERNANCE

Staff and board development

Strategic planning

Fundraising/sustainable financial plan

Financial reporting

Governance structures and policies

Succession planning

# Goal

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

## Desired outcomes

- Succession plan and clear, up-to-date strategic plan are in place
- Committees have experienced members who can become future board members
- Effective governance structures are in place
- The organization remains financially stable and sustainable
- Habitat SC remains in compliance with national Habitat policies and procedures
- Habitat SC is recognized regularly for its work through national awards for standards of excellence

## Strategic directions

1. Recruit high profile members and develop the board
2. Ensure organizational governance structures, policies and systems are in place
3. Build strong membership base
4. Identify and engage potential funders
5. Examine the potential for ReStore locations and build sites in our jurisdiction

## Actions

- Explore the option of using Sharenet to establish standards for our affiliate.
- Develop matrix to review where we are at with respect to ISO 9000.
- Review committee roles and structures.
- Establish “member find member” program, including script, via a phone blitz.