



Our shared vision is  
a region where everyone  
has a decent place to live.

## What Guides Our Work

Every organization needs a raison d'être as its guiding force. Since 1994, the Prince Edward Hastings affiliate has served 31 families in creating attainable home ownership. Our purpose continues to be selflessly helping families attain home ownership through ethical and humane principles and values.

**Mission:** Habitat for Humanity Prince Edward Hastings brings communities together to help families build strength, stability, and self-reliance.

## Executive Summary

The purpose of the Habitat for Humanity Prince Edward Hastings Strategic Plan is to provide a common understanding of the future vision for the organization that aligns with the national direction yet is sustainable at the affiliate level. This plan will identify high-level priorities and objectives to be accomplished during 2022-2027. This will also align with the next strategic planning period for Habitat Canada, which sets the national direction for our consideration at the affiliate level.

## **Message from the Chair of the Board & the Executive Director**

Habitat for Humanity in Prince Edward Hastings has helped contribute to housing inventory for over 24 years. We have partnered with families, developers, contractors, volunteers, donors and suppliers to meet the growing demand for affordable home ownership.

In the midst of a housing crisis, the demand within our community is now greater than ever and has placed increased pressure on the need to add to the inventory of safe and decent homes in our region. This increased demand paves the way for our affiliate to be innovative in the way we serve people throughout Prince Edward Hastings on the path to resilience with a safe and stable place to live.

As a result, our collective passion to create more supply along the housing continuum means that we must be more focused on results. In alliance with Habitat Canada, we will define our goals, objectives and measures in a way that every employee and member of the Board of Directors in our affiliate can commit and contribute to its expected outcomes.

We are excited about the opportunities contained within this strategic plan and look forward to our entire organization working together in order to provide our region with decent places to live.

**Jill Raycroft**

Chair, Board of Directors  
Habitat for Humanity  
Prince Edward Hastings

**Hazzem Koudsi**

Executive Director  
Habitat for Humanity  
Prince Edward Hastings

## Increasing Our Impact

### **Strategic Priority #1: Transform more lives.**

Aligning with Habitat Canada’s Strategic Priority “to significantly increase the number of families obtaining and maintaining affordable home ownership over the next three years and beyond, while also engaging more volunteers and others in the cause of creating stability and self-reliance through housing”<sup>1</sup>, Habitat PEH will focus on housing and land supply in order to provide a significant number of affordable home ownership opportunities over the next five years.

## What We Will Do

### **Strategic Priority #2: Build a Path to Stability and Self-Reliance through Affordable Home Ownership.**

We will advocate at the national level with Habitat Canada to create innovative mortgage models that both support households to build equity for families through home ownership and the affiliate with a sustainable growth.

## How We Will Work

### **Strategic Priority #3: Optimize External and Internal Partnerships.**

We will develop strong partnerships with other affiliates and external partners to capitalize on their best practices and established resources that can be leveraged to increase housing supply.

### **Strategic Priority #4: Increase Affiliate Revenue and Capacity.**

We will diversify our revenue stream and increase sustainable sources of revenue in order to build capacity and increase housing supply.

Specific details of how to make this Strategic Plan reality will be outlined in an annual Operating Plan with a fully costed annual budget. Appropriate measures will be included in the operating plan to measure our effectiveness in attaining our goals as well as timelines and responsibilities. Revisions to the Strategic Plan will be made where necessary based on unforeseen environmental impacts.

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<sup>1</sup> Habitat for Humanity Canada, Strategic Plan 2021-2024, May 17, 2021.

## **Our History**

In 2022, the Habitat for Humanity Prince Edward Hastings (Habitat PEH) will celebrate its 28th year of service in the community. We are part of a national federation of 50 Habitat for Humanity affiliates across Canada, and part of Habitat for Humanity International, founded in Georgia, USA in 1972. Habitat for Humanity has affiliates in more than 70 countries around the world and has helped more than 29 million people achieve strength, stability, and independence through safe, decent, and affordable shelter.

Locally, we have built 29 homes and helped 31 families in the 28 years that we have been in existence. This was accomplished by bringing together volunteers, donors, and partner families to build homes and support homeowners. We make home ownership accessible for families by providing opportunities to purchase market value homes – we accept volunteer contributions as non-monetary compensation towards down payments and working collaboratively with community partners to build homes using volunteer labor and donated materials with an explicit understanding that this is not a hand-out but rather a hand-up.

These past efforts have paved the way for these families to become more independent and self-reliant which in turn gives them confidence they are contributing to their community socially and financially.

## **What We Do**

We are committed to being an active part of contributing to the inventory of housing supply.

The affordable housing crisis has now reached almost unbearable levels due to the Covid-19 pandemic combined with dramatically increased housing prices over the past three years. Habitat can help close the gap along the housing continuum by moving forward with its plan for an approximately 70 unit building project as opposed to building 5 houses per year as was done in the past.

In the past, our “builds” were solely for the purchase by our own Habitat families. Looking forward, we will also partner with housing authorities and local government to identify lands that can be used for other multi-unit residential complexes that pair our resources with their clients while continuing to support the classic Habitat home ownership mortgage model. These actions will help our community in its battle to create attainable housing solutions for families.

We may also undertake opportunities to help support existing inventory through repairs or renovation that allow families to sustain a safe and decent place to live.

## **ReStore**

Habitat PEH’s ReStore is a volunteer-supported social enterprise that sells donated new and gently used furniture, appliances, and building materials. The success of our ReStore covers our administrative costs,

meaning every donor dollar goes directly to a Fund for Humanity used to increase the housing inventory in our community.

While the funding of the affiliate may be sustainable through retail operations, the building of new homes is not funded by a sustainable fundraising program. In addition, for the affiliate to be able to serve a larger number of people on an annual basis, it needs to grow. Without increased revenue streams in concert with consistent fundraising efforts, this growth cannot occur.

## Fundraising And Outreach

We believe access to safe, decent, and affordable housing is a basic human right, and we believe home ownership not only strengthens families, but it also improves entire communities. Our fundraising initiatives and events connect us to individual and corporate donors who share our desire to help families achieve stability, independence, and a better life.

## Vision & Mission



### Vision

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



### Mission

Habitat PEH brings communities together to help families build strength, stability, and self-reliance through affordable home ownership.



### Principles & Values

#### Respect

We interact with all stakeholders and/or clients in a professional manner that makes them feel heard, valued, and preserves their human dignity.

#### Integrity

We will adhere to the highest moral and ethical standards when interacting with all stakeholders and/or clients in order to establish and preserve their trust.

#### Joy

We will operate in a manner that brings happiness and satisfaction to the families we serve.

#### Family Engagement

We believe the family served needs to be prepared for home ownership and engaged in the construction of its future home.



**Partnership**

We believe we can best achieve our mission through meaningful and mutually beneficial partnerships with others.

**Equity, Diversity & Inclusion**

We believe in serving people of all faiths and beliefs, in a spirit of justice and compassion, by honoring their diversity and their commitment to our vision and mission.

**Strengthening Families and Citizenship**

We believe in the importance of actively working to strengthen families and the communities in which they live in order to enhance citizenship, participation, and community life and to realize the capacities of all community members to serve, contribute, and prosper.

**Accountability**

We believe in being accountable for the resources, goodwill, and opportunities provided to us and the decisions we make; we believe in acting with integrity and transparency in all that we do.

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## Strategic Goals for Habitat PEH

All our goals and objectives are tied to our primary activity of supporting the creation or sustaining of housing inventory.

### Transform more lives.

**Goal 1:** Habitat PEH will increase available housing supply by approximately 100 units over the next 5 years, which will help approximately 300 family members experience the self-reliance of home ownership. Family selection will support equity and diversity principles and be transparent to uphold the integrity and strength of the Habitat brand.

### Build a Path to Stability and Self-Reliance through Affordable Home Ownership.

**Goal 2:** Habitat PEH will advocate to develop and implement new mortgage models.

**Goal 3:** Habitat PEH will adopt innovative approaches to housing models.

### Optimize External and Internal Partnerships.

**Goal 4:** Habitat PEH will enhance partnerships with government and donors to create new inventory.

**Goal 5:** Habitat PEH will work with construction partners and educational institutions to create a repair and renovation program to support existing inventory.

**Goal 6:** Habitat PEH will partner with Habitat Canada as well as other affiliates to build strength in various roles that support our ability to fulfill our mandate in a more effective and efficient manner.

**Increase Affiliate Capacity.** Habitat PEH works to build sustainable revenue streams to continue to build capacity and increase impact.

**Goal 7:** Habitat PEH will assess ReStore expansion possibilities resulting in increased revenues that facilitate increased housing and/or land supply.

**Goal 8:** Habitat PEH will attract and retain quality employees that contribute to a professional, well-functioning and successful affiliate.

**Goal 9:** Habitat PEH will assess opportunities to increase treasury through community engagement.

## **Measurement & Reporting**

To ensure we are meeting our strategic priorities and objectives, we will be measuring our efforts and reporting to the Board of Directors regularly through an annual report as well as quarterly dashboard updates.

As previously mentioned, detailed actions, timelines, responsibilities, and measures to support our strategic direction will be outlined in an annual Operating Plan that will align with an annual Budget.

Revisions to the Strategic Plan will be made where necessary based on unforeseen environmental impacts. The Board of Directors will examine actions, measurement criteria and results and make adjustments where necessary in order to maintain the direction that results in the attainment of our collective vision of the future.

## **Conclusion**

This is an ambitious strategic direction that we have set for our affiliate given we have not had a plan in place for many years. The next five years will be challenging time, but as a well-functioning Board of Directors and Management team, we can accomplish our goals. The result will be increased housing supply for deserving families to move into and experience self-reliance as well as the joys of home ownership while contributing to their community with pride. This doesn't just advance the well-being of the families we serve, but it also enhances the well-being of everyone in our community.

## Appendix A

### Strategic Planning Session – September 28, 2021 – Training by Clearview Training and Consulting

**Location:** Dinkel’s Restaurant (2pm – 8pm)

**Attendees:** Jill Raycroft – Chair, Kathryn Brown – Vice-Chair, Karen Baker – Treasurer, John Hollands – Secretary, Patricia Guernsey, Adam Goheen, Amy Harder, Cassie Collins, John Ross Parks, Sheridan Jennings, Travis Shawcross, Hazzem Koulsi, Frank Sist, Cindy Windsor, Christina Cook.

**Methodology:** A strengths, opportunities, aspirations, results (**SOAR**) analysis is a strategic planning tool that focuses an organization on its current strengths and vision of the future for developing its strategic goals.

This tool differs from the commonly used **SWOT** (strengths, weaknesses, opportunities, and threats) analysis. SOAR engages all levels and functional areas of an organization, while SWOT is typically a top-down approach. With SOAR, the focus is on the organization and enhancing what is currently done well, rather than concentrating on perceived threats and/or weaknesses.

When conducting a SOAR analysis, the basic questions to be answered are:

1. What are our greatest strengths?
2. What are our best opportunities?
3. What is our preferred future?
4. What are the measurable results that will tell us we’ve achieved that vision of the future?

The following information captures these results of this process. The most chosen (voted) upon items form the foundation for our strategic direction over the next five years.

### STRENGTHS

#### S1 What makes HFHPEH unique?

- Sense of community, smaller community-more awareness/visibility
- Geographically – Large catchment
- Help provided to families in the community
- Donations from the community
- Commitment to change
- Self-Sustaining
- Unique territory – mix of urban and rural - 2
- Long term solution vs temporary fix

- Well situation with respect to large urban centres (i.e., Toronto or Ottawa)
- Hand up, not handout
- Synergies with other Affiliates with similar needs
- Independence
- Experienced through challenges
- Variety of clientele – Indigenous, newcomers, refugees
- Restore revenue stream – sustainable
- Municipal relationships
- Key Local partners in various communities we serve
- Only NPO serving housing directly
- Know clients personally

**S2 How does Habitat for Humanity Canada add value to our local organization?**

- Oversight of the organization/network to help keep us focused - **2**
- Leverage/knowledge & experience
- Strategic leadership on policy issues
- Set standards
- Support (families)
- Strong brand value/consistency - **3**
- More understanding
- Shared learning/R&D/Resources
- Support to reach goals
- Franchise fee for expert service.
- Restore Product - direct channel to funds
- Negotiate GIK with large vendors
- Zone boundaries
- Policy Support
- Mentorship

**OPPORTUNITIES**

**A - Transform More Lives: Who should we be serving locally?**

- Broaden capacity to increase customer base - **1**
- Clients who are informed and ready - **2**
- Restore – Salvage not thrift
- Increase distribution centre buys and consolidate with Kingston and Northumberland
- Larger families – multi generation - **1**
- Every age demographic
- Diverse definition of family - **4**

- People in need to affordable housing
- Inclusive, anyone who can benefit & qualify
- Those who do qualify for a traditional mortgage
- Other people or organizations who can benefit e.g., Hastings Housing
- Young adults (20-30 yrs.)- long term home ownership

**B - Build a Path to Stability and Self-Reliance through Affordable housing: How would you prioritize the initiative “Build a path to stability and self-reliance through affordable housing?”**

- **Mortgage Model Changes - 8**
- Horizons Build - 3
- Renovations
- **Different Housing models/People Served - 19**
- Increase in money raised, earned
- Homeowner education process - 2
- Clear policy on qualifications with annual review and inspection
- Ownership period before selling
- Acquisitions
- Office space conversion
- Critical repairs
- Target different segments e.g., Indigenous
- Look for multiplier effect opportunities

**C- Optimize External and Internal Partnerships: How do we prioritize partnerships? Criteria for making those decisions.**

- Government with money
- Other not for profits
- Loyalist
- CFB Trenton
- Other Habitat for Humanity affiliates
- Retention of internal and external assets
- **Shared resources with other affiliates - 5**
- Capacity to give
- “WE” proposition not “I” proposition
- Member associations (QDAR/QHBA)
- Shared values/cause when identifying partners i.e., boundaries, go/no go, gaps/those we can’t serve - 1
- Families
- Partners that we admire

- Fill strategic needs – homebuilders, volunteers, suppliers - 2
- Prioritize by what works best for the organization
- Full circle partnerships
- Criteria – cost/profit analysis

### ASPIRATIONS

#### **1. What Strategies and actions support our perfect future self?**

- Partnering and deepening understanding of the organization
- Integrity upheld and believe in what we do
- Utilize HQ resources
- Growth
- Customer Relations
- Staff focused on key strategic initiatives, resources to support priorities
- Adopting a new mortgage model
- R&D
- Business Plan (Specific measures/benchmarks/scorecard)
- Variety of Board member experience
- Honesty, forthcoming, caring and display these traits
- Resources to hire a dream team
- Homeowner awareness
- Clear targets
- Proper financial planning
- We are the envy of other NFPs (metric)
- Strategic, full circle partnerships
- Accountability
- Leverage Government advocacy
- Infrastructure
- Multi-Unit Builds
- Partner with bank for mortgages
- Increase Restore space
- Quality and types of Restore donations.
- Partner GIK with disposal services
- Succession Planning

#### **2. Front Page news – Habitat in 5 years**

- “local community organization knows how to help people”
- “A glimmer of hope in housing”

- “PEHH has a banner year”
- “100<sup>th</sup> family served”
- “Habitat builds 3 – 4 plex development, housing 12 families”
- “HFHPEH CEO celebrates 5<sup>th</sup> year anniversary with 3<sup>rd</sup> Restore open in area”
- “HFH solves housing crisis”
- “Habitat has a record year”
- “Horizons hits 100 Family mark”
- “Habitat opens gate on tiny subdivision”
- “Habitat cuts ribbon on old police station project”
- “Habitat helps redefine home ownership through non-traditional builds”

### RESULTS

#### What measures will tell us we are on track to achieve success?

- Successful Homeowners
- Court of public opinion/community vantage
- Addition of another store or two – 5
- More opportunities than outreach
- Decrease substandard housing - 1
- Decrease in costs of ownership/increase in disposable income
- Increase in land bank
- Increase quality of partnerships
- Strength of funding pipeline
- Operational Trust
- # Of people served/doors built
- Annual donor drive - 1
- Increase in volunteer base
- Succession
- Overall housing resource
- Visibility/accountability/awareness
- Executive Director stays / Strong continued Leadership - 9
- Increase \$, donors, volunteers - 8
- Employees and Volunteers involved in the mission
- We know what success looks like
- Written Goals
- Can we articulate why and how we impact more lives? - 7