

Federation Strategic Direction: VISION 2020



Habitat for Humanity®
Habitat pour l'humanité®
Canada

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Executive Summary

This Federation Strategic Direction has been developed with the singular purpose of serving more families in the spirit of *One Habitat*. *One Habitat* is a term we use internally to describe the integration of governance, operations and communications within our Federation, executed within an environment of collaboration, transparency, interdependency and accountability.

Who We Are

Habitat for Humanity Canada is a national, nonprofit organization working toward a world where everyone has a safe, decent and affordable place to call home. We bring communities together to help families build strength, stability and independence through affordable homeownership. Working together with more than 50 local Habitats across the country, volunteers and Habitat homeowners, we provide a solid foundation for better, healthier lives in Canada and around the world.

Our Goal

By 2020, our goal is to serve at least 375 families or more annually, creating the platform for exponential growth beyond 2020.

Our Strategic Pillars (H.O.M.E.S)

- **Housing Innovation:** Identify and breakdown barriers related to the Federation's ability to serve more families. Stimulate creativity that recognizes regional differences and meets communities' needs in order to significantly drive homebuilding over the next five years.
- **Optimal Performance:** Optimize organizational capacity and resources while performing within a culture of *One Habitat*.
- **Mobilized Leadership:** Foster and enable a culture of leadership that will inspire leaders at every level to engage in coordinated and integrated activities with the intention of sustaining growth, continuity and accountability.
- **Epic Engagement:** Provide a platform that ignites action among all stakeholders while significantly raising Habitat for Humanity's brand and profile in Canada.
- **Sustainable Funding:** Significantly increase revenue generation at the national and local level to serve more families.

Outcomes and Impact

- An increase in Affiliate capacity and reduction of expenditures through the creation of shared tools and resources.
- A decrease in staff turnover and increase in output through leadership development.
- A reduction of build costs by increasing Gift in Kind (GIK) support, accessing more funding and land.
- An acceleration of Affiliate cash flow through varying financing alternatives.
- A refund in ReStore fees, up to 40 percent (determined by increase in build activity).
- An increase in the number of Canadians engaged in our work, building our brand equity.
- Ultimately serving more families than ever before, helping Habitat homeowners achieve strength, stability and independence.



Always Thinking Families First!

“Ensuring that Canadians have access to affordable housing, with all of the socio-economic benefits that come with it, is a key priority for the Government of Canada. This is a critical component of our overall approach to strengthening the middle class, promoting inclusive growth and helping to lift more people out of poverty. Following an extensive consultation process with Canadians, including organizations such as Habitat for Humanity, I am working with other federal Ministers and my provincial and territorial colleagues to develop a National Housing Strategy, which will be shared with Canadians in 2017.”

The Honourable Jean-Yves Duclos,
Minister of Families, Children and Social
Development and Minister Responsible for
Canada Mortgage and Housing Corporation
December 2016

Canada is currently facing a disturbing and escalating affordable housing crisis.

In fact, one in fourteen Canadian families¹ face an affordable housing challenge, spending more than half their income on shelter costs. A problem that is acute in suburbs and small cities, in addition to Canada's major urban centres. In particular, the leaders of Canada's largest cities indicate there is a growing housing crisis across the country, with many people unable to buy their own home because of record-high household debt, new economic realities and the rising real estate market.

Across the country, 40 percent of renters spend more than 30 percent of their household income on the cost of rent and utilities, the level at which many say housing costs become unaffordable¹. About seven percent spent more than half their income on shelter costs, which housing advocates say puts them at high risk of becoming homeless. While rents tend to be highest in cities such as Toronto, Vancouver and Calgary, the communities facing the greatest affordability crisis actually tend to be the suburbs, where home prices have been soaring and developers have built little in the way of rental apartments or social housing.

The need for housing is even greater for Indigenous families.

In 2011, half of Indigenous on-reserve families lived in housing that required major repairs, and one-third lived below one or both of the adequacy and suitability standards and had incomes that were insufficient to meet the costs of acceptable housing.¹

For Indigenous families who rented off-reserve, almost 35 percent of them had to spend 30 percent or more of their income on housing that was in need of major repairs or lived in overcrowded conditions.

By 2020, our goal is to help over 250 Indigenous families, cumulatively, under our Habitat Indigenous Housing Program, and annually provide 200 Indigenous youth and women with skills and training opportunities.

Always thinking families first!

“Always thinking families first” has become our internal compass to assess whether or not our activity is actually creating impact. Is Habitat for Humanity in Canada serving more families today than in the past, and in the process becoming the “go-to voice” and organization for those seeking solutions to Canada's affordable housing crisis? As the only G8 country in the world without a national housing strategy, Habitat desires to expand its scope of influence and provide national-level leadership in affordable housing and homeownership.

For too many families in our country, from singles to seniors to parents with children, the dream of homeownership is still an impossibility, but Habitat has an answer. We must do more to ensure Canadian families, Indigenous and non-Indigenous, have a safe and decent place to live. Through our unique and time-tested program, we are positioning ourselves to support substantially more families on the path to homeownership.

Our new Federation Strategic Direction has been created to serve as a roadmap to our future impact.

¹ CMHC Canadian Housing Observer, 2014

Families Served by 2020

Habitat for Humanity desires to be a solution to the affordable housing and homeownership crisis in Canada by dedicating our efforts to a new Federation Strategic Direction that will see the organization substantively increase its impact by serving a historic high number of families by 2020, supported by a dedicated and passionate volunteer base across the country. This new Federation Strategic Direction has been carefully designed to create a lift in the number of families we serve in the near future and, more importantly, to create an effective platform for exponential growth beyond the year 2020.

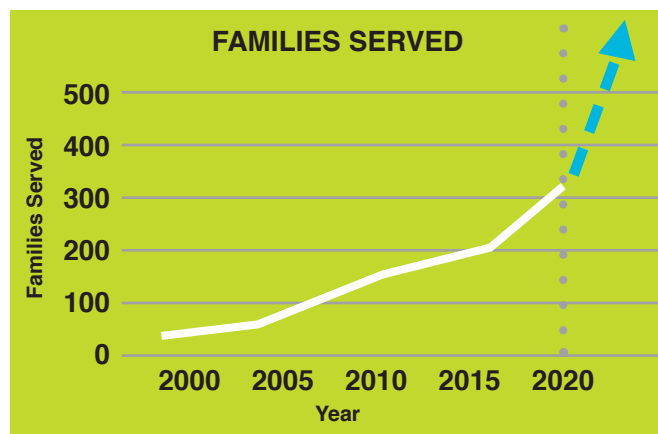
YEAR	INDIGENOUS FAMILIES	TOTAL FAMILIES
2016	16	250
2017	30	275
2018	34	300
2019	38	335
2020	42	375

TOTAL FAMILIES SERVED 1535

Our Vision 2020

In 2014, Habitat for Humanity Canada’s President and CEO introduced the Federation to a newly developed Vision 20/20, a new strategic direction for the organization which was intended to be a catalyst for renewed “mission motivation” over the next five years.

After the Vision 20/20 was developed and presented in the fall of 2014, a wide-spread consultative process of communicating the Vision 20/20 to external stakeholders and Affiliates was implemented in order to garner feedback. By all accounts the Vision 20/20 was well received, and excitement was generated regarding the promise of a more robust Federation Strategic Direction.



Critical elements contained within the Vision 20/20 included the core pillars which centered on the acronym HOMES. These pillars are Housing Innovation, Optimal Performance, Mobilized Leadership, Epic Engagement, and Sustainable Funding. That said, while the Vision 20/20 had within it many strategic elements, at its heart was the newly proposed organizational motto, also referred to as the organization’s “burning imperative” – Always Thinking Families First.

In 2015 a more comprehensive planning process was developed to ensure broad representative consultation and input to the Vision 20/20 with a view of achieving Federation-wide consensus and ownership.

The original Vision 20/20 and consultation process results in this Federation Strategic Direction, which is a reflection of widespread input from seven working groups that are representative of the range of perspectives across the Federation (see Appendix). It also includes input from the National Office and the National Board. Every Affiliate in Canada had multiple opportunities to provide input, and over 100 Federation leaders actively participated in the process.

The result: In November 2016, this Federation Strategic Direction was presented to the membership for approval, with an overwhelming mandate to move this plan forward.

Implementation of this direction will require dedicated effort from both the National Office and Affiliates. Due to wide involvement and consultation, we will achieve greater commitment to its successful implementation.



Who We Are: *One Habitat*

Throughout the consultation process there was substantive dialogue around the notion of *One Habitat*. Specifically, there was debate regarding what this term means, and its implications for Habitat for Humanity in Canada. Formulating the Federation Strategic Direction is a separate but associated exercise from formulating the concept of *One Habitat*. The intention of including the concept within the Federation Strategic Direction is to encourage further dialogue around this topic as Habitat for Humanity moves forward. In essence, the concept of *One Habitat* is a living and evolving conversation within the Habitat community.

What does *One Habitat* mean? When Habitat stakeholders utter those words, and use them interchangeably with the word “Federation,” are they doing so with a common context and understanding? After much consideration the consensus thought led to the following definition:

One Habitat is the integration of governance, operations and communications with the singular purpose of serving more families in Canada and abroad executed within an environment of collaboration, transparency, interdependency and accountability.

The above definition grew out of agreement that though there is much in the premise of *One Habitat* that is operational, the more important piece is rooted in organizational culture – and organizational culture does not “just happen.” It is anchored in shared experience and a sense of oneness that overrides all geographic and market disparity. It involves not just us, but also the thousands of volunteers who share our values and make our success possible. At its core, building a culture of *One Habitat* requires trust, commitment and ongoing effort. Philosophically, it is an ideal we must strive to achieve.

What We Do: One Narrative

Habitat for Humanity Canada is a member of Habitat for Humanity International and will continue to align with the international vision statement:

Vision Statement: A world where everyone has a decent place to live.

Working together with Affiliates across Canada, we need to tell our story in a clear, consistent yet compelling way to engage Canadians. We need a common narrative for Habitat in Canada that is simpler and more unified than the many competing and granular messages we are more accustomed to sharing. A singular, powerful statement that helps explain what we do and more importantly why we do it.

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

The simple premise is that no matter who we are or where we come from, we all deserve to have a decent life. We deserve to feel strength and stability day after day. We deserve to know we have the power to take care of ourselves and build our own futures. At Habitat for Humanity, this is what unites us. Our shared vision is a world where everyone has a decent place to live. Because you, me, we — we're all humans. And every single one of us deserves the opportunity for a better future.



Our International Impact

Habitat for Humanity in Canada has a strong desire to see its future as truly *One Habitat*. While historically we've operated with parallel missions, meaning one focus on our domestic work and a parallel focus on our international initiatives, going forward, both our domestic and international efforts should be viewed as a seamless whole. At the core, we believe we have an organizational and moral responsibility to reach our full potential as a true global partner.

The international contribution to our collective Federation Strategic Direction will ultimately serve more families at home and abroad, thereby strengthening our organizational contribution to the global mission. By creating a framework for engagement and developing practical tools for Affiliate use, we will unify our local and global interest in serving more families and solidify our commitment to *One Habitat*. As a result, we will effectively engage stakeholders across the country to be champions in elevating our contribution in Canada and around the world.

At the foundation of our international framework is the desire to maximize the impact of each of the following groups:

1) Volunteers, the lifeblood of the Habitat movement, giving us the capacity to achieve our collective goals at home and abroad;

2) Donors, who provide the resources that turn mission into action; and

3) Ambassadors, who tell the story that attracts additional volunteers and donors both at home and abroad, while providing a path that allows individuals to move from one group to another in meaningful ways, and in doing so create lifelong volunteers, donors and ambassadors who support Habitat's work at home and abroad. It is upon this foundation that specific international strategies are found across the HOMES pillars.





**Every family
deserves to feel
strength, stability
and independence.**

Our HOMES Pillars



To serve even more families in Canada by 2020 we will intensely focus on the strategic pillars of:

- H**ousing Innovation
- O**ptimal Performance
- M**obilized Leadership
- E**mpic Engagement
- S**ustainable Funding

Interdependence of the HOMES Pillars

Throughout the consultative process it became apparent that there is significant interdependence between the HOMES pillars and their corresponding strategies. The success of core strategies expressed within a given pillar is greatly enhanced by the progress made in implementing the strategies from another pillar. For example, you will note the strategies expressed within Mobilized Leadership will enhance the ability of both Affiliates and Habitat Canada to achieve the strategies within the Optimal Performance pillar. In short, all pillars are critically important and need to be seen as a collective whole. Overall, success of the Federation Strategic Direction expressed in each of the HOMES pillars is critical to achieving the most important goal of all, namely, serving more families. Correspondingly, no one pillar is more important than another.



Housing Innovation

Identify and break down barriers related to the Federation’s ability to serve more families, and in the process stimulate creativity that recognizes regional differences and meet individual communities’ needs in order to significantly drive homebuilding over the next five years.

Traditionally, homebuilding has defined and represented the essence of Habitat for Humanity. To achieve this there are a number of long-standing principles and processes that bring “helping families build homes” to fruition. This includes a favourable mortgage (no monetary down payment, no interest charges, extended term, etc.), community-based fundraising for land acquisition and construction costs, and significant community based gift-in-kind contributions. All of these practices represent the methods Habitat Affiliates in Canada have operated and served families.

The task faced by our Affiliates in continuing our program in this manner has become much more difficult due to the twin pressures of: 1) the need to significantly increase the homebuilding activity; and 2) the economic environment which has become less yielding of the funds required to do this work.

Habitat for Humanity in Canada, like our country, represents diversity. We are made up of a wide variety of Affiliates of differing sizes and with regional variances. Since each Affiliate operates individually by the terms of its own charters and under the direction of its own Boards of Directors, the ways in which Affiliates are addressing the twin pressures are already deviating from the “Habitat classic” model. Affordable homeownership remains the core of our mission because it has the greatest transformational impact, as demonstrated through quantifiable data. However, there are some areas of the country where this model does not have the traction it needs because of the challenging circumstances present, such as on Indigenous reserves or in the Far North. Such deviations are also occurring within risk management, mortgage terms, equity sharing, construction techniques and several other areas in order to address the changing needs and/or unique needs of individual communities or locations.

Strategy 1

Explore and develop shelter alternatives to innovate and expand our traditional homebuilding program

Tactics and implementation will include:

- Conducting regional interactive forums across Canada
- Summarizing the results from the forums in an Affordable Housing Innovation Guide
- Chronicling best practices underway in Affiliates together with examples from external thought leaders and other successful models
- Holding a tri-annual National Shelter Summit with external and internal stakeholders





Optimal Performance

Optimize organizational capacity and resources while performing within a culture of *One Habitat*.

Functioning within a federated structure has its challenges. Federations are comprised of a collection of autonomous organizations – in our case, Affiliates. Though this autonomy allows for grass-roots community engagement and market-responsive innovation, it is also a legal requirement, and in the collective best interest of Affiliates, to work within the auspice of the national entity that created them. Power and authority in federated structures is mostly based on influence and consensus. Leadership is a shared exercise. There is often inherent duplication of effort and processes. Communication (in every direction) can be challenging at the best of times and accountability is difficult to assign. It is not an easy structure to function within, but with every challenge there is also great opportunity.

As a national Federation we have committed to rally around the call to operate as *One Habitat*. We understand that we must find a way forward that sees us remain a viable and relevant solution to the astonishing affordable housing crisis that both Canada, and the world, currently faces. Too often our Affiliates largely operate in isolation of each other. We often reinvent the wheel through the duplication of operational processes, unintentionally keeping “success secrets”, and spinning wheels that could be better tasked to serve more families. Therefore, it is critical to the future of our organization that this status quo changes.

The process of developing a Federation Strategic Direction for Habitat for Humanity in Canada is powered by the collective genius and innovation of Affiliate leaders from coast-to-coast-to-coast. At this time in our history we have an opportunity to change how we operate, and an obligation to do so. Silos must disappear. Common quality management practices strategically driven by key performance indicators must drive our business operations. Technology must shift to the fore as the means by which to facilitate organizational learning and the sharing of best practice excellence. We must address the topics of power and authority within our organization since even within federated structures accountability not only exists but it is a critical to success. Creating a clear, common, collective performance focus, driven by service to more families, must underpin the advancement of our mission.

Strategy 1

Improve our current document sharing platforms and create an integration with communication tools

Tactics and implementation will include:

- Conducting an internal communication tools needs assessment for Habitat Canada and the entire Federation
- Creating a new information and document-sharing platform

Strategy 2

Develop operational standards and tools which will protect the brand, and provide an accountability framework of support as Affiliates advance capacity and serve families

Tactics and implementation will include:

- Developing and publishing new national building capacity and ReStore assessment metrics to identify common root causes to capacity gaps and create improvement programs
- Creating supporting tools and materials for standards, financial statements, HR management and health and safety
- Obtaining third-party accreditation with Imagine Canada and piloting with self-selected Affiliates
- Actively supporting Affiliates in day-to-day operations including: ReStore and Build programs; regional caucus support; cross-country programs; and shared learnings



Mobilized Leadership

Foster and enable a culture of leadership that will inspire leaders at every level to engage in coordinated and integrated activities with the intention of sustaining growth and continuity, and holding ourselves accountable at the National and Affiliate level for achieving our targets.

The essence of Habitat for Humanity is passionate and caring people (staff, volunteers, sponsors, etc.) working collectively to transform the lives of families, both locally and globally, through the wisdom, decisions and actions of Habitat leaders in communities throughout Canada. Without effective, progressive and capable leadership, the organization would not exist, nor would Habitat be capable of transforming the lives of more and more Canadian families in the future as well as more families across the world through our Global Village and Global Neighbours Alliance programs.

In some cases, however, there is currently a lack of leadership to overcome the limitations Canadian Affiliates experience in their region. Turnover rates are high for ED/CEOs, which limit leadership capacity, growth and the continuity of strategic and business planning. Systemically, there is also a limitation in the normal and frequent rotation of new Board members, which equally inhibits productive and effective movement within the local community.

Going forward, Habitat needs to hire the right leaders, then develop them, and most importantly, get them up to speed faster within their respective Affiliates by providing them with the resources and support to ensure success and retention. Without robust and continual focus on all aspects of nonprofit leadership, Habitat will have a difficult time mobilizing these leaders into a cohesive unit and achieving our primary vision and destiny in Canada as a capacity homebuilder in addition to supporting our international work.

As a foundation for growth, we need to create a comprehensive Human Resources plan to support Mobilized Leadership strategies. This plan would provide a variety of supports and mechanisms to identify leadership development needs across all Affiliates. Mobilized Leadership is key to the success of the Federation Strategic Direction but this will require a significant cultural shift that will take some time to achieve.

Strategy 1

Design, promote and implement cross-Affiliate information, planning and networking forums and conferences to expand innovation, partnering, education, mentorship and communication across the Federation

Tactics and implementation will include:

- Multi-focused tele-forums to support ongoing Affiliate activity
- Peer-to-peer mentorship and collaboration tools (on-site visits, telecommunications, database)
- Enhancing investment in all national conferences (technology, streaming, external speakers)

Strategy 2

Formalize the link between our global and local work, and integrate it into regular Affiliate operations and our Global Village program as a reflection of our global scope of impact

Tactics and implementation will include:

- Connecting Affiliates to individuals and resources to develop and enhance a localized menu of opportunities for Global Village Alumni and Global Neighbour's Alliance (tithing) opportunities (Affiliates contribute a 'tithe' each year to international builds)
- Reporting on Global Village Alumni and Global Neighbour's Alliance strategies, Affiliate case studies and on engagement successes
- Providing Affiliates with practical and accessible information on Global Village systems and processes in order to maximize local Global Village engagement
- Creating impact collateral and tools for Affiliate promotion and stewardship of local donors and Global Village volunteers
- Delivering Global Village and Global Neighbours Alliance programs



Epic Engagement

Provide a platform that ignites action among all stakeholders while significantly raising Habitat for Humanity's brand and profile in Canada.

Public awareness of Habitat's brand is very strong. Although brand research demonstrates that our familiarity has been declining slowly year over year, particularly in their understanding of WHY we do what we do. In order to achieve the Federation Strategic Direction goal of serving significantly more families by 2020, it is imperative that we grow our Habitat brand and profile, and engage our corporate partners, our volunteers and the general public like never before. In so doing, we also need to look at unique methods for boldly positioning Habitat on the national stage while in tandem, collaboratively supporting and enhancing what individual Affiliates are already doing locally.

At the heart of what we need to achieve is a redirection in effort from strict marketing and public relations practices to the creation of a movement in Canada. A movement that compels Canadians to join us in tackling the growing affordable housing crisis by donating, participating, and advocating to, and for, our mission. It's about establishing Habitat for Humanity as a leading voice of affordable housing and homeownership in Canada; and ensuring all Canadians see us as a frontline, muscular organization that is addressing this serious social issue in a unique and transformative way.

There has been much talk over the past few years about the need for a mass awareness campaign, a social media campaign, and key national partner support. Without a doubt, there are valid reasons for developing such campaigns from increasing awareness, to building a strong online community, to increasing fund development. With more than fifty Affiliates each positioning Habitat in their own way, we are fragmenting our brand and further confusing the general public. There is a growing need for a unified national movement that will set the tone and lead the way for Affiliates across the country in an effort to ignite action among all Canadians.

Strategy 1

Implement and manage a federation-wide brand strategy for engagement with both internal and external stakeholders

Tactics and implementation will include:

- Creating and launching comprehensive Habitat for Humanity brand guidelines for the Federation, inclusive of the ReStore
- Positioning of Habitat for Humanity in Canada as a lead expert on affordable homeownership in Canada, with media, donors, customers and government
- Ensuring all Affiliate and HFHC staff and volunteers are poised to deliver a stellar branded experience by sharing toolkits, best practices, ideas and resources
- Communicating Habitat impact stories from across the Federation, securing stories from families, partners, volunteers, and donors
- Developing federation-wide internal communications plans including issues management and crisis support
- Developing a digital engagement plan for the Federation, inclusive of website strategies and social media integration for staff and volunteers

Strategy 2

Develop and implement a national awareness campaign/movement to engage donors, volunteers, partners, government and general public in supporting Habitat for Humanity in Canada

Tactics and implementation will include:

- Executing a public relations campaign to promote the Carter Work Project in alignment with Canada's 150th birthday
- Customizing and aligning Habitat International's campaigns for Canadian audiences where feasible
- Aligning marketing, communications and fundraising resources to support a bi-annual national philanthropic event



Sustainable Funding

Significantly increase revenue generation at the national and local level to serve more families.

Developing a vision is critical to any organization. However, resourcing that vision is always challenging in the nonprofit landscape. Without a doubt, finding new and sustainable revenue streams will be required to achieve our “families served” targets by 2020.

In addition to the enhancement of our current resource development program, finding new methods for leveraging our current assets and accelerating our growth through new financing options will be foundational to scaling up. As well, increased engagement and partnership with multi-tiered government will also be necessary to enhance our growth through new revenue streams and broad political support.

Historically, we have relied on the success of our current social enterprise, the ReStore, to drive growth opportunities both nationally and locally. The value of this social enterprise to the organization is evident when you examine the accomplishments of the ReStore program and all of the positives it brings to Habitat in the form of revenue, profile, community service, and environmental stewardship. Fundraising is a core priority for Habitat over the next five years, and therefore, new social enterprise initiatives will need to be considered and tested, first and foremost, as alternative fundraising strategies for scaling up, raising our profile, and creating a sustainable resource base for future growth.

Strategy 1

Analyze mortgage models, leveraging and financing alternatives to serve families and develop Federation recommended policies and practices

Tactics and implementation will include:

- Addressing the need for a variety of uniform mortgage policies and guidelines
- Reviewing asset management and access to cash by exploring financing alternatives such as social impact bonds, leveraging models, subsidies, and land leases

Strategy 2

Create opportunities to increase affordable homeownership opportunities through multi-tiered government engagement

Tactics and implementation will include:

- Developing and implementing a government relations framework and strategy
- Promoting the Habitat model as a part of Canada’s National Housing Strategy
- Assessing and pursuing funding opportunities at a federal, provincial and municipal level
- Leveraging national housing association networks to enhance Habitat’s profile and impact
- Developing and implementing an Indigenous Housing Program outreach plan

Strategy 3

Maximize financial and service resources for Affiliates through continuous donor engagement, partnerships, national fundraising, Gift in Kind (GIK) and ReStore programs

Tactics and implementation will include:

- Engaging partners for Federation-wide services such as group procurement for program and administrative savings (e.g., technology, legal, insurance)
- Increasing growth in corporate partnerships to achieve revenue targets
- Growing Individual Giving Program with Affiliate collaboration
- Developing and establishing a major gift campaign
- Expanding the relationship coordination and prospect clearance procedures to include all Affiliates
- Piloting a National Office ReStore (separate budget)
- Expanding and delivering our national GIK and procurement services (Build and ReStore GIK)
- Evaluating the viability and sustainability of innovative projects piloted by Affiliates (i.e., Habitat Handyman)



Appendix 1: The Consultative Process

Appendix 1: The Consultative Process

The Federation-wide consultative process was launched at the National Conference and Annual General Meeting in May 2015. Leaders from across the Federation were identified and recruited to review and provide input to the proposed Federation Strategic Direction. Leaders included: Affiliate ED/CEOs, National and Affiliate staff, National and Affiliate Board Members, and the National Office Executive Leadership Team. Approximately one hundred diverse and skilled leaders have dedicated time and effort to supporting this initiative.

During the consultative process, seven working groups were active and engaged in the development of the 2020 Federation Strategic Direction for Habitat for Humanity in Canada. The working groups included: Vision/Mission/Values, Homebuilding Innovation (later revised to Housing Innovation), Optimal Performance, Mobilized Leadership, Epic Engagement, Social Enterprise (later revised to Sustainable Funding), and the International Strategy. Each group was supported by the National Office and a contracted management consulting firm from Western Canada named KESA. Specifically, Mr. Dave Hoy and Mr. Mark Bosworth led the planning process across the Federation.

The Mission, Vision and Values Learning Lab began their review in January of 2015, the five Pillars working groups commenced their work in July of 2015 and the International Strategy working group has been active since 2014.

As a point of departure, the working groups reviewed the original Vision 2020 (HOMES Pillars) and assessed the intent of the Strategic Direction proposed by each Pillar. The Core Strategies proposed in each of the Pillars was then reviewed and adopted, improved or changed. The full report of the deliberations and recommendations from the seven working groups, found in a separate document, formed Version 1 of the Habitat for Humanity Canada Strategic Direction Report (dated October 20, 2015).

Following the release of the Federation Strategic Direction Report in October 2015, all 56 Affiliates in Canada were invited to respond to a comprehensive survey on the Federation Strategic Direction and its

associated Core Strategies. Affiliates were invited to provide feedback by assessing the importance of each Pillar and Core Strategy and then provide comments respectively. It is important to note that Affiliates took this task seriously, and rich feedback was provided. At the time, 42/56 Affiliates submitted survey feedback. A report summarizing the Affiliate feedback was developed and distributed back to Affiliate ED/CEOs, to Board Members and to the National Office on November 16, 2015.

The feedback received from Affiliates informed fine-tuning of the Federation Strategic Direction at the National Leadership Retreat in November 2015. At the retreat approximately 100+ delegates, through a small groups exercise, dedicated a full day to providing further input to the Federation Strategic Direction. For each Pillar, the associated Core Strategies were rated in terms of their importance and urgency. The ratings informed prioritization of Core Strategies.

In early December 2015, representative small working groups of the National Leaders Retreat delegates reviewed both the Affiliate Survey Results and the summary Notes from the National Leadership Retreat to fine-tune and prioritize the Core Strategies for each Strategic Direction Pillar. Also in December 2015, Affiliates were invited to participate in one final survey with the intent of providing any concluding feedback to the process. Consequently, 32 Affiliates provided final feedback.

Resulting from this feedback was a largely defined direction for the Federation for the coming years. Further refinement was necessary but a picture of the future was becoming clear. The National Office began the process of developing an Implementation Plan to support the proposed Federation Strategic Direction with the goal of presenting both to the Federation in the fall of 2016 for a membership vote.

Consultation Working Group Members

The following individuals have dedicated time and critical thinking to the development of the Federation Strategic Direction for Habitat for Humanity Canada. We are very grateful for their time and dedication. Other individuals from local Affiliates have also contributed to the dialogue and we thank them for their contribution.

Housing Innovation Working Group

- John Gerrard, HFH Halton-Mississauga (Group Leader)
- Meaghan Macdonald, HFH Northumberland
- Diane Mitchell, HFH Thunder Bay
- Keith Mombourquette, HFH Grey Bruce
- Gerrad Oishi, HFH Southern Alberta
- Mike Ross, HFH Fredericton
- Linda Peters, HFH Manitoba
- Dale Schenk, HFH Wellington Dufferin Guelph
- Ene Underwood, HFH GTA
- Martin Blake, HFH GTA
- Darcy Ferron, National Board
- Terry Petkau, HFHC

Optimal Performance Working Group

- Sarah Reaume, HFH Sarnia Lambton (Group Leader)
- Alexis Ashworth, HFH Greater Ottawa
- Steve Howard, HFH Wellington Dufferin Guelph
- Brian Kelly, HFH Peterborough and Kawartha Region
- Cody McCarroll, HFH Camrose
- Brad Peters, HFH, Saint John
- David Sauve, HFH GTA
- Greg Fryer, HFH Grey Bruce
- John Hollands, National Board
- Cathy Borowec, HFHC

Mobilized Leadership Working Group

- Alastair Davis, HFH Niagara (Group Leader)
- Jeff Duncan, HFH Heartlan Ontario
- Mary Bone, HFH Durham
- Brenda Fischer, HFH Southern Alberta
- Margaret Haworth-Brockman, HFH Manitoba
- Martin Kern, HFH Waterloo Region
- Crystal Lewis-Wilton, HFH Wood Buffalo
- Ed McMahon, National Board
- Toni Rossi, National Board
- Susan Smith, HFHC
- Marty Robinson, HFHC

Epic Engagement Working Group

- Marie-France LeBlanc, HFH Nova Scotia (Group Leader)
- Lori Kennis, HFH Sault Ste. Marie
- Heidi Lambe, HFH Southern Alberta
- Madeleine Martin, HFH Quebec
- Michelle Pereira, HFH Manitoba
- Karen Redman, HFH Waterloo
- Lisa Richardson, HFH GTA
- Gail Ryan, HFH Newfoundland & Labrador
- Susan Green, National Board
- Matthew Tavares, HFHC
- Paige Johnson, HFHC
- Meghan Reddick, HFHC

Sustainable Funding Working Group:

- Sandy Hopkins, CEO, HFH Manitoba (Group Leader)
- Alfred Nikolai, CEO, HFH Edmonton
- Jan Lingford, CEO, HFH Kamloops
- Keith Gowans, COO, HFH Niagara
- Rob Lee, HFH GTA
- Yolanda Meijer, CEO, HFH Victoria
- David Bowden, National Board
- Greg Stewart, National Board
- Vi Konkle, National Board
- Rob Voisin, HFHC

International Working Group

- Erin O'Neill, HFHC (Group Leader)
- Rick Tait, HFHC (Group Leader)
- Alexis Ashworth, HFH Greater Ottawa
- Jerry Lawlor, HFH Waterloo Region
- Michelle Pereira, HFH Manitoba
- Sarah Reaume, HFH Sarnia-Lambton
- Sandy Rempel, HFH Niagara
- Greg Stewart, National Board

Mission, Vision and Values Learning Lab

- Cody McCarroll, HFH Camrose (Group Leader)
- Meaghan Macdonald, HFH Northumberland (Group Leader)
- Sarah Burke, HFH Peterborough and Kawartha Region
- Jeff Duncan, HFH Heartland Ontario
- Greg Fryer, HFH Grey Bruce
- Sandy Hopkins, HFH Manitoba
- Yolanda Meijer, HFH Victoria
- Meghan Reddick, HFHC
- Susan Smith, HFHC
- Cathy Borowec, HFHC



Habitat for Humanity Canada
477 Mount Pleasant Road,
Suite 403, Toronto, ON M4S 2L9
www.habitat.ca



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