

Strategic Plan 2026 - 2030



Homeownership Changes Everything

Our Commitment to Expanding Homeownership Opportunities for Families

Affordable homeownership is one of the most powerful tools for building stability, health, and economic opportunity for families and communities. At a time when housing affordability is under unprecedented pressure, Habitat for Humanity Manitoba is stepping forward with clarity and purpose.

This strategy identifies our commitment to lead responsibly, scale impact thoughtfully, and expand access to affordable homeownership so that more families can build strength, stability, and independence for generations to come.



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Message from the Chair of the Board and CEO

Habitat for Humanity Manitoba stands at a defining moment. Across our province, housing affordability has become one of the most pressing challenges facing working families. Rising construction costs, limited land supply, and escalating home prices have placed stable homeownership further out of reach.

At the same time, Habitat for Humanity Manitoba are grounded in confidence. For decades, our affordable homeownership model has demonstrated that when families gain access to safe, decent, and affordable homes, the impact extends far beyond the walls of the house itself.

National research confirms what we see every day: Habitat for Humanity Manitoba homeowners experience measurable improvements in health, employment, financial stability, and their children's educational outcomes. Homeownership creates the foundation from which opportunity grows.

This strategic plan reflects both responsibility and ambition. We are committed to protecting the strength of our model while scaling our impact. We will lead boldly yet thoughtfully, steward our partnerships carefully, and expand access to affordable homeownership so that more families can thrive.



Brian Ward,
Board Chair



Jamie Hall,
CEO

Our Vision

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

What We Do

We bring people together to build homes, communities and hope.

By mobilizing volunteers and community partners, Habitat for Humanity Manitoba works with people from all walks of life to build safe, decent, affordable housing for low-income working families to purchase.

Our Values

Collaboration – We work in partnership to expand access to affordable homeownership.

Integrity – We treat all people with respect, honesty, fairness, openness, patience and trust.

Honour – We embrace our founding principles and history of innovation.

Excellence – We pursue high standards in our relationships, build programs, and operations.

Who We Are

The Habitat for Humanity movement came to Canada in 1985, when the country's first Habitat home was built in Winkler, Manitoba. Just two years later, Winnipeg became the first local Habitat in Canada. While many housing organizations come and go, Habitat for Humanity Manitoba has remained strong for nearly 40 years.

Today, Habitat for Humanity Manitoba is part of a strong global movement working toward a world where everyone has a safe and decent place to live. Our affordable homeownership model bridges a critical gap for families with low income.

Currently, families qualify based on three criteria: need for better housing; willingness to partner, including completing 500 hours of volunteer service; and ability to make affordable mortgage payments, set at 27% of gross household income.

Mortgage payments are reinvested to support future families, creating a revolving and sustainable model of impact rooted in dignity, responsibility, and partnership.



Why Homeownership Matters

Homeownership is more than shelter. It is a platform for stability, health, and economic mobility. When families move from housing insecurity to affordable homeownership, measurable transformation occurs.

National research shows that 73% of Habitat for Humanity homeowners report improved physical health and 79% report improved mental health. Over half report stronger financial security, and many experience increased employment income compared to similar renters.

Children benefit as well. Half of parents report their children are doing better in school, as they benefit from greater stability, access to space to study, and reduced stress at home.

These outcomes are not incidental. Stable homeownership reduces stress, strengthens financial planning, and enables families to invest in education, employment, and community participation. Homeownership truly changes everything.



The Environment

Habitat for Humanity Manitoba is operating in a moment of both urgency and opportunity.

Across Canada – and in Manitoba – the housing affordability crisis continues to deepen as demand for housing outpaces the supply of homes that families can afford. Years of underbuilding, population growth, and rising land, labour, and construction costs have pushed homeownership further out of reach for many people. At the same time, low wage growth, fluctuating interest rates, and stricter mortgage qualification rules have created additional barriers for families. The result is a widening gap between families who can access stable housing through ownership and those who remain locked out.

Habitat for Humanity Manitoba approaches this environment from a position of considerable strength. Over decades of work, the organization has built a trusted and respected brand with strong public credibility. Donors, volunteers, corporate partners, and community supporters continue to demonstrate deep commitment to the mission. Habitat for Humanity Manitoba's proven mortgage model has shown that affordable homeownership can be delivered in a way that is both responsible and sustainable, while the organization's disciplined governance and financial stewardship provide a solid foundation for continued growth. Equally important is Habitat for Humanity Manitoba's culture – mission-driven and rooted in dignity, partnership, and the belief that families are partners in building their own futures.

Taken together, these realities shape the context for this strategic plan. The need is growing, the challenges are real, but Habitat for Humanity Manitoba is well-positioned to respond. With its strong foundation, trusted partnerships, and proven model, the organization has both the responsibility and the opportunity to lead – to grow the number of families who can access safe, stable, and affordable homeownership, and to demonstrate what is possible when communities come together to address the housing crisis. We will be both bold in ambition and thoughtful in execution.

Our Strategy

Over the next five years, Habitat for Humanity Manitoba will focus on three strategic directions to expand access to affordable homeownership. By diversifying delivery models, strengthening partnerships, and enhancing organizational capabilities, Habitat for Humanity Manitoba will scale its impact while protecting the strength and sustainability of its proven homeownership model.

Strategic Direction 1: Scale Impact Through Diversified Delivery

Priorities

- **Optimize our traditional build program.** Habitat's traditional build model, including volunteer engagement, remains the foundation of our impact. Habitat for Humanity Manitoba will define an optimal baseline annual build program and continuously improve execution, ensuring staffing, systems, and construction approaches support efficiency, affordability, and quality delivery. Housing design and construction approaches will evolve to ensure affordability and respond to family needs. We will be smart adopters of new approaches to our builds.
- **Develop and execute a multi-year land acquisition strategy.** Access to land is a critical enabler of growth. Habitat for Humanity Manitoba will build a proactive land pipeline through strong relationships with municipalities, developers, and community partners. Strategic land planning will ensure a steady supply of build-ready opportunities that support long-term expansion.
- **Expand partner-based build and renovation pathways.** Future growth will increasingly be achieved through partnerships and renovation pathways. Habitat for Humanity Manitoba will expand collaborations with builders, developers, social-minded investors, donors, and community organizations, contributing its proven homeownership model, including family and mortgage support. An expanded renovation program will also be pursued to unlock affordable homeownership at lower cost and greater scale.

Strategic Direction 2: Deepen Strategic Partnerships

Priorities

- **Deepen volunteer, donor, and corporate engagement.** Volunteers, donors, and corporate partners are central to Habitat's success. The organization will strengthen stewardship and engagement strategies to deepen relationships while expanding reach. Protecting and growing this community of support will remain essential to Habitat's mission.
- **Advance government relations and advocacy.** Habitat for Humanity Manitoba will strengthen its role as a trusted voice for affordable homeownership. By building strong relationships across all levels of government, the organization will advocate for policies and programs that expand access to ownership and reduce barriers for low-income families. Meaningful engagement will also support access to land, funding, and innovative delivery opportunities.
- **Commit to truth, reconciliation and Indigenous collaboration.** Habitat for Humanity Manitoba will pursue meaningful partnerships with Indigenous communities grounded in respect, learning, and long-term relationship building. This includes deepening organizational understanding of truth and exploring opportunities to support Indigenous housing priorities where Habitat's model can contribute. The goal is to collaborate in ways that are responsive, respectful, and community-led.



Strategic Direction 3: Build Organizational Capabilities

Priorities

- **Strengthen leadership and staff capacity.** Scaling impact requires strong leadership and a continued healthy organizational culture. Habitat for Humanity Manitoba will invest in leadership development, staff capacity, and professional growth to ensure the organization has the skills and resilience needed for the future. A focus on people and culture will support both performance and workplace well-being.
- **Modernize core systems.** Modern operational systems are required to support efficiency and informed, integrated decision-making. The organization will prioritize upgrades to key operational platforms – including construction management, finance, relationship management, and human resources. System modernization will enable better coordination, stronger data, and improved organizational performance.
- **Elevate strategic capital planning.** Habitat for Humanity Manitoba will strengthen its long-term capital planning to maximize the impact of its financial resources while maintaining strong fiscal stewardship. This includes enhanced financial modelling and forecasting, along with the exploration of innovative financing tools and low-cost capital. The goal is to unlock and deploy capital in ways that support high-impact, strategic investment and sustained growth.
- **Strengthen governance and accountability.** Strong governance will guide disciplined growth. Habitat for Humanity Manitoba will continue to enhance planning, performance measurement, and risk oversight to ensure clarity of priorities and accountability for results. Clear reporting and key performance indicators will support informed decision-making by both management and the Board.

Moving the Plan Forward

Our plan will be executed through an annual operating plan, with key metrics covering delivered homes, secured land, leveraged capital, strengthened partnerships, modernized systems and more. Through regular review and strong governance, Habitat for Humanity Manitoba will pursue disciplined, responsible growth – expanding opportunity for families while strengthening communities across Manitoba and Northwestern Ontario.

