



Board of Directors

2022 Recruitment Information Package

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Our Mission, Vision and Values

Mission

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

Vision

To work towards a world where everyone has a safe, decent, affordable place to live.

Values

We live our values through respect and the confident pursuit of excellence in everything we do.

- *We are **One Habitat**, leveraging our collective knowledge and experience towards our common goal.*
- *We build trust through every action made with **integrity** and a **compassionate heart**.*
- *We passionately deliver quality experiences by taking full responsibility for our **words, actions, and results**.*
- *We serve as each other's **biggest challengers** and **loudest supporters**.*
- *We view every decision through the lens of **mission** and **sustainability**.*
- *We embrace change as an opportunity to **innovate** and **improve**.*
- *We continuously cultivate a **safe** and **comfortable** environment for all.*

Values Statement Creation and Rollout

The staff of Habitat for Humanity Edmonton collaborated on the development of a Values Statement that encompasses how we collectively want to show up and support each other, the families that we serve, and the community as a whole. While we have well engrained vision and mission statements that serve as the blueprint of what we are building, these values are the tools that will help to drive our day to day decisions.

Building off of the culture priorities previously identified of Leadership, Accountability and Personal Responsibility, Fighting for Each Others Success, Continuous Improvement, and Communication and Transparency; all staff were surveyed in early 2021, to identify values that are important to them as employees of Habitat. This survey generated a list of over 200 unique values, which were grouped into themes. The senior management team worked on analyzing these lists and created statements that best reflected the spirit of the values identified. After several edits, we arrived at a statement we feel can be embraced by all members of Habitat Edmonton, regardless of the position they hold or the department they work in.

The values statement has been published and rolled out to staff through presentations, marketing materials, and team discussions. We proudly post our Values on our walls at every Habitat site and on our website, but they are more than words. Our Values are the foundation of all of our operations. We are committed to actively living up to our values, by aligning job descriptions and performance evaluations to these statements and recognize Habitat staff and volunteers for their leadership in embodying these values.



Habitat For Humanity Edmonton History and Present

Habitat for Humanity Edmonton was founded in 1991 when a group of compassionate and dedicated community members recognized the need for affordable home ownership and realized how the Habitat program can transform lives. The team began recruiting volunteers and donors to build the first Habitat home, which was started in 1991 and completed the following year. From 1991 until 2005, the young affiliate was building a few homes each year, but they realized that more homes were needed to address the great need in Edmonton and area.

In 2003, Habitat purchased the office and ReStore North building at 8210 Yellowhead Trail. It was transformed by volunteers into what is now known as the Habitat Centre. In the mid-2000s, Habitat opened a Prefab Shop in the facility, which helped expedite the building process, and provided a more volunteer-friendly experience on the build sites. The Prefab soon outgrew the small space at the Habitat Centre and was moved to its own location in 2011. It is now located at 14755 121A Avenue NW.

In 2005, Habitat implemented the Buy Back program, which allowed a Habitat home to serve more than one family over its lifetime. At this point Habitat began to ramp up the number of families it was serving each year. In 2013, it reached a record high of 81 families served. In July of 2009, Habitat built home number 100. Since that time, Habitat has significantly increased its operations and had grown to serve over 788 families by 2022.

In order to fund a rapidly expanding charity, Habitat also focused on growing its ReStore operations. A social enterprise dreamed up in Winnipeg, ReStore uses its proceeds to support Habitat Homeownership in the communities we serve. The first store opened in 2000, the second in 2009, and the third and fourth opened in 2013 and 2017 respectively. In 2021, Habitat shut down the store located at 6909 76 Avenue and opened a new store in Sherwood Park at 7 Streambank Avenue. Also, when Habitat Edmonton assumed Habitat for Humanity South Peace (Grande Prairie), they received a ReStore in that community at 14031A 96 Avenue. The stores currently generate millions of dollars in sales that help support Habitat's charitable work.

Rural communities began to see the need for Habitat's program in their specific municipalities, and so in 2009, Habitat launched the "Friends of Habitat Edmonton" program. This program empowered committees in rural communities to implement the Habitat program under the guidance of Habitat Edmonton. This successful program has served 186 families since its inception at a January 2022. Habitat has also helped the communities of Lloydminster and Grande Prairie transition from stand-alone affiliates into Friend communities.

Habitat for Humanity Edmonton continues to grow and include more and more families annually, and empowers its staff, volunteers, donors, partner families, and community partners to carry out its mission across the capital region and northern Alberta.

Locations: In addition to several build sites, Habitat For Humanity Edmonton operates three office locations, a pre-fabrication shop, five retail ReStore locations and a distribution center for the ReStores.

Build site addresses are not listed because they are subject to frequent change with the addition of new sites and the completion of others.

Habitat For Humanity Edmonton Society and Board of Directors

Habitat for Humanity – Edmonton Society is incorporated under the Societies Act of the Province of Alberta and is registered as a charity with Canada Revenue Agency.

Registered Charity Number: 12944 3966 RR 0001

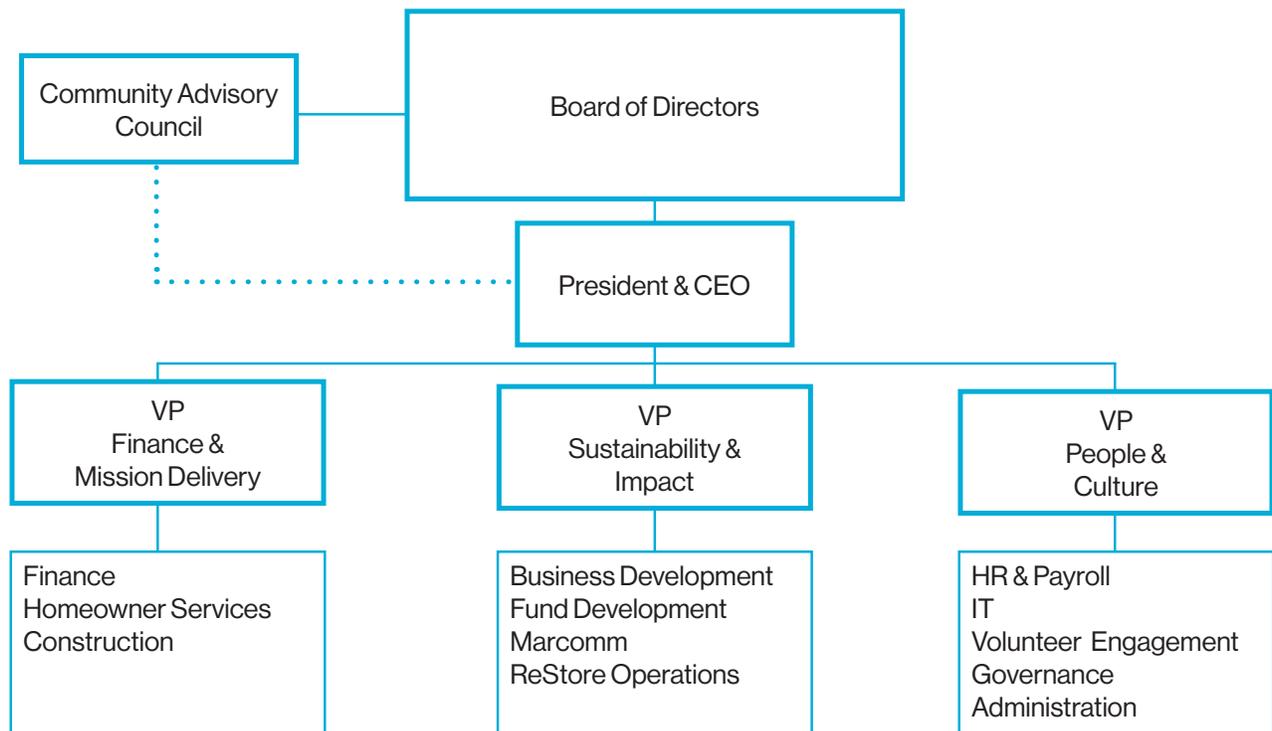
Society Number: 50489757

Incorporated: 16 April 1991

A volunteer Board of Directors oversees the organization. Habitat For Humanity Edmonton operates within a board governance mandate. This means that the board is responsible for the strategic goals and bylaw policies of the Society. The board hires only one staff person, the President and CEO, who is responsible for all operations and staffing of Habitat For Humanity Edmonton.

The Board of Directors is accountable to the membership of Habitat For Humanity Edmonton. The membership meets at least once a year at its annual general meeting. Special meetings can be called throughout the year if there is an immediate need for the membership to approve an important matter. All residents of Alberta, including Habitat For Humanity Edmonton employees, are welcome to become members of the Society. By purchasing a membership in Habitat For Humanity Edmonton Society you support the vision and mission of Habitat. Your membership entitles you to attend meetings of the Society, to speak at meetings and to exercise your voting rights at the annual general meeting and any special meetings of the Society.

Annual memberships can be purchased by contacting the Executive Assistant in the Office of the CEO, and, according to the bylaws of the Society, must be purchased at least 30 days prior to the annual general meeting in order to exercise voting privileges.



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

Habitat has more moving parts than most charities:

- ☑ Prepare families for home ownership.
- ☑ Operate a social enterprise (5 locations).
- ☑ Fundraise and manage approximately 930 volunteers (38,000 volunteer hours).
- ☑ Construct and renovate homes as well as acquire land for future builds.
- ☑ 100+ staff.
- ☑ \$80M in assets.

Key Value Propositions

Our unique place in the housing continuum means families can access affordable homeownership, empowering them to focus on other meaningful goals in their lives outside of stable and secure housing.

We raise funds, deliver programming, and run a social enterprise so that contributions allow for accessible home ownership and amplify a sustainable, long-term model that supports the community.

We activate immersive and engaging experiences for our corporate partners and volunteers in a way where skills can be developed, and tangible outcomes result from investments.



What it means to be an Habitat For Humanity Edmonton Board Director

Our Board of Directors provides guidance and leadership on the strategic direction of Habitat for Humanity Edmonton – Society. To be eligible, applicants must live, work or volunteer in the jurisdiction of our Society. The Habitat for Humanity Board of Directors (BOD) is fully insured for liability and is governed by the Bylaws of the Society. Candidates interested in serving on the BOD should be fully conversant with and comfortable with the [Habitat For Humanity Edmonton vision and values](#)

Interested in becoming a board member?

Interested candidates are encouraged to access the Board of Directors information and application package attached.

In terms of skills and experience, we are seeking candidates with Board Governance Experience who can contribute in the following areas:

- Legal
- Banking/Finance/Accounting
- Real Estate/ Land Development
- Marketing and Public Relations
- Technology Transformation

Diversifying the Habitat For Humanity Edmonton BOD is a priority in the nomination process.

The families and communities we serve are diverse in many ways. By better reflecting this diversity in the makeup of our board, we will increase our understanding of how to best serve Habitat families, and our ability to reach these families and the full range of volunteers, partners and resources we need to help them.

We are looking for candidates who have a good skill set and a strong connection to Habitat, but who will also bring an under-represented perspective to the Habitat Edmonton board by virtue of their racial or ethnic background, national origin, age, sexual orientation or identity, education or disability.

Commitment:

All BOD members will be expected to:

- Attend all board meetings including four regularly scheduled board meetings and any special board meetings scheduled as needed.
- Participate on either the Audit and Risk Committee or the Governance and Human Resources Committee of the Board (four in-person/teleconference committee meetings annually).
- Schedule 2 - 4 hours for preparation prior to each meeting, in addition to meeting and travel time.
- Attend other critical events (e.g. Volunteer Appreciation Event, Habitat Day, Home Dedication Ceremonies, Golf Tournament, the Habitat Annual Open House)
- Attend the Annual General Meeting, in late April.
- Attend the Strategic Planning event.
- Add value through participation in special projects.
- Assist the organization to expand its resource base by sharing expertise and by providing access to personal or professional contacts who may be interested in contributing to Habitat Edmonton's success.

BOARD NOMINATIONS & ELECTIONS

1. Bylaw Policy Excerpts on the Board of Directors, and Election of Directors.

The following guidelines shall be used for the nomination and election of Directors of the Corporation:

6.1 The Board of Directors

- 6.1.4 No staff of the Society of Operating Committee members may be appointed or elected to the Board until a minimum of one (1) year after leaving their position; and, no Directors of the Board may become staff until one (1) year after leaving their position on the Board.
- 6.1.5 Each Director shall be a Member of the Society and must have demonstrated a willingness to work with the Board as specified in Article 2 of these Bylaws.
- 6.1.5 The total number of Directors shall be no less than nine (9) with a maximum to be determined by the Board, but not to exceed thirteen (13).
- 6.1.7 Directors shall be elected at the Annual General Meeting for a term of two (2) years And may be re-elected for a total of three (3) terms. The positions as Officers of the Board are carried out on a one (1) year term.
- 6.1.8 Membership on the Board is limited to three (3) consecutive terms – except where a Director’s final (6th) year is carried out in the position of Board Chair in which case that term on the Board may be extended for one (1) year to serve in the position of Past Chair. In exceptional circumstances, the Board may extend this term.

6.1.11 Election of Directors

- 6.1.11.1 The Governance and Human Resources Committee shall present to the Board a list of individuals for election as Directors. The proposed individuals for election to the Board shall be presented by the Board at the Annual General Meeting for voting by Members of the Society.
- 6.1.11.2 The Board may nominate and appoint up to four individuals as Directors to fill vacancies in the Board between Annual General Meetings.
 - a) Appointments shall be by a simple majority of Directors present at the meeting. Such newly appointed Directors may serve until the next Annual General Meeting; and,
 - b) When nominating and appointing Directors as specified in Article 6.1.11.2a), the Board Chair, or his designate, may solicit nominations from Members.

2. Nomination Process

- Directors will be vetted by the Nominating Committee to ensure that they have the prerequisite skills, experience and expertise to serve on the Board.
- All other factors being equal, the Nominating Committee will try to foster a Board of Directors which is diverse with respect to gender, ethnicity, and professional experience.
- The Habitat For Humanity Edmonton BOD shall maintain a Board Matrix which catalogues Director profiles, tracks the rotation schedule of Directors, identifies vacancies that need to be filled, and indicates required characteristics that should be sought from future candidates to the Board.
- The Nominating Committee shall use the Board Matrix to develop a profile of “required candidates” and for preparing a “Call for Nominations” that will be issued to Affiliate Members and, where appropriate, to the public at large.
- The Nominating Committee shall, after the Call for Nominations is closed, review the nominations and assess those nominations against the profile for required candidates and shall recommend to the Board of Directors a list of eligible and proposed candidates, together with the proposed term of office for the successful candidates, for approval for distribution to the Board Directors.
- Upon approval of the candidates by the Board of Directors, the Nominating Committee shall prepare and distribute to Society Members a list of eligible and recommended candidates, the term of office, and their biographical profile for the successful candidates at least one month prior to the Annual General Meeting.
- At the Annual General Meeting, the Chair of the Governance and Human Resources Committee will nominate the proposed candidates for election to the Society Membership and a vote will ensue.
- Per Habitat For Humanity Edmonton Society Bylaws, The Board may nominate and appoint up to four individuals as Directors to fill vacancies in the Board between Annual General Meetings.

Habitat for Humanity Edmonton – Society Board Mandate

The Societies Act and its regulations set out the key legal responsibilities of the Board of Directors of Habitat for Humanity Edmonton – Society (“Habitat for Humanity Edmonton”). The articles of incorporation and bylaws of Habitat for Humanity Edmonton - Society, set out other operating requirements and the processes by which the Board of Directors operates. The Terms of Reference of the Board of Directors and its committees set out the collective duties and responsibilities of the Board of Directors. The Affiliate Covenant entered into with Habitat for Humanity Canada further elaborates on the role of the Board of Directors.

Within this context, this Board Mandate sets out the responsibilities and expected behaviors for a director and serves as a guideline for individual director performance.

Preamble

Habitat for Humanity is fortunate to have many skilled individuals who contribute to the success and positive impact of the organization through the board. In certain instances, board members will have expertise and knowledge which may be helpful to the CEO and the management team. The CEO is encouraged to take full advantage of such skills and call on the entire board or specific board members to assist him/her as necessary.

1. Attendance

A Board member shall properly prepare for all scheduled meetings. Each Director should understand the time requirements to adequately fulfill their responsibilities as a director. The Board will generally meet not less than four times per year. In addition, each director can expect to attend committee meetings. Other time commitments are on an as requested basis.

2. Communication/Confidentiality

There is an ongoing need for communication between the Board and its stakeholders. Each Director is expected to comply with the communication policy approved by the Board of Directors and to maintain the confidentiality of all Board deliberations and all donor, volunteer and homeowner related information.

3. Representation/Unanimity

Even if a Director may, based on their specific background, be in a better position to represent the interests of a specific group or constituency, that Director is still expected to have the best interests of the society foremost in his or her decision-making. Once a decision is reached, the Board of Directors speaks with one voice, subject only to legal exceptions regarding declaration of conflicts of interest and abstentions.

4. Governance Role

A Directors' role is to provide leadership, policy governance and insight, with an emphasis on vision and to prescribe the results expected and the measures of such results. A Director approaches governance by emphasizing strategy, stewardship, oversight and measurement of results versus administrative detail. A Director must attempt to view the future rather than focus only on the past or the present.

5. Individual Director Responsibility

The responsibilities of each Director include:

- (a) Leadership - understanding the difference between governing and managing the corporate enterprise and after clarifying the extent of management's responsibilities, avoiding intrusion in management's responsibilities;
- (b) Contribution - contributing to the definition and accomplishment of the Board's objectives and the achievement of Habitat for Humanity Edmonton's short and long term objectives, the promotion of the mission, method of operation and foundational principles of the society through its work within the community;
- (c) Stewardship - ensuring and safeguarding the resources of Habitat for Humanity Edmonton;
- (d) Internal Communication - as appropriate, communicating privately and constructively with the Chair and/or the CEO between meetings;
- (e) Participation - participating actively in Board meetings and expressing his or her views frankly and fully;
- (f) Relationships - maintaining good interpersonal relationships with other Directors and independence from management, with sensitivity to the complex relationships that exist within the Board, the Directors, management and the stakeholders;
- (g) Knowledge - understanding their legal and fiduciary responsibilities, Habitat for Humanity Edmonton's mission and foundational principles, the risks and challenges involved in achieving its strategies, and the society's organizational structure and its culture;
- (h) Oversight and Management - developing appropriate performance management measures and evaluating progress in executing the annual strategic plan;
- (i) Competence - applying their special skills, expertise, knowledge and external contacts to provide a unique contribution to the Board's overall performance;
- (j) Informed Decision Making - ensuring sufficient and appropriate information is obtained and understood so that as a Director, they are satisfied with the way Habitat for Humanity Edmonton is managed and that all decisions made are informed and appropriate;
- (k) Risk Mitigation - knowing enough about Habitat for Humanity Edmonton's mission, methods of operation, foundational principles and external factors to ensure Habitat for Humanity Edmonton operates in a way which both mitigates risks and maximizes opportunity;
- (l) Integrity and Ethics - demonstrating high standard of personal values and ethics and contributing to the achievement of a high standard of ethics for Habitat for Humanity Edmonton, its employees, donors, volunteers and homeowners;
- (m) Promotion - promoting the interests of Habitat for Humanity Edmonton where appropriate, through referrals, community involvement and public relation activities as a representative of Habitat for Humanity Edmonton.



Candidate Application Form

This form is to be completed by each BOD candidate applying to the Habitat for Humanity Edmonton (HFHE) Board of Directors (BOD). Forms submitted by mail should be sent to:

Habitat For Humanity Edmonton Board Nominating Committee
 Habitat for Humanity Edmonton
 8210 Yellowhead Trail NW
 Edmonton, AB T5B 1G5

Electronic submission should be sent to: officeoftheceo@hfh.org

If you do not receive confirmation that your application form has been received within 15 days of doing so, please contact officeoftheceo@hfh.org

Applications will only be fully considered if they have been signed by the candidate.

CANDIDATE

Name of Candidate:			
Work Address:			
Home Address:			
Phone Numbers:	Work:	Home::	Cell:
Email:			

Signature:	Date:
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I hereby let my name stand to serve on the volunteer Board of Directors of Habitat for Humanity Edmonton. I confirm that I have read the Habitat For Humanity Edmonton BOD Information package; I affirm that the information contained in this application is complete and accurate; and to the best of my knowledge I have no conflicts of interest that would hinder my ability to serve the corporation

BOD CANDIDATE APPLICATION FORM

Note: All or part of the following information may be distributed to individuals involved in electing or selecting the BOD and its committees.

BIOGRAPHICAL PROFILE

Please attach your biography/resume

Please describe in 300 words or less your professional background, your involvement with Habitat for Humanity and why you would like to serve on the Habitat For Humanity Edmonton BOD and its committees.

LANGUAGES (mark with an X)

- Fluent English
- Fluent French
- Fluent Other (specify): _____

PROFESSIONAL EXPERIENCE

Employer	Job Title	Dates

BOD CANDIDATE APPLICATION FORM

EDUCATION

School	Degree/Certificate	Dates

EXPERIENCE WITHIN HABITAT FOR HUMANITY ***

Affiliate/National Organization	Role	Dates

EXPERIENCE WITHIN OTHER NON-PROFIT ORGANIZATIONS

Organization	Role	Dates

I have expertise and/or interests that would make me a likely candidate for the following BOD committees:

(mark with an X)

- Audit and Risk Committee
 Governance and Human Resources Committee

Please explain:

BOD CANDIDATE APPLICATION FORM

PLEASE LIST TWO PROFESSIONAL REFERENCES

Name	Organization/Role	Contact Information

Note: The Nominating Committee may call these references.

Habitat for Humanity Edmonton Summarized Financial Report for 2021

The following information is extracted from the financial statements of Habitat for Humanity - Edmonton Society as at December 31, 2021 and for the year then ended which were audited by KPMG, Chartered Professional Accountants. Full audited financial statements are available upon request.

Summarized Statement of Financial Position

	<u>2021</u>	<u>2020</u>
ASSETS		
Other current assets	\$ 1,036,012	\$ 1,833,151
Construction in progress	515,912	2,080,786
Land for future builds	1,079,440	1,149,537
Homes held for sale	24,972,200	36,886,696
Mortgages receivable	47,589,371	43,430,393
Investments (Buyback Reserve)	4,798,930	1,292,445
Capital assets	1,695,982	1,793,677
	<u>\$ 81,687,847</u>	<u>\$ 88,466,685</u>
LIABILITIES AND NET ASSETS		
Liabilities	\$ 28,613,269	\$ 31,140,623
Net assets	53,074,578	57,326,062
	<u>\$ 81,687,847</u>	<u>\$ 88,466,685</u>

Summarized Statement of Revenue and Expenses

	<u>2021</u>	<u>2020</u>
PROGRAM DELIVERY REVENUE		
Donations and fundraising	\$ 1,082,624	\$ 2,293,849
Government grants	2,419,509	3,971,230
In kind donations	233,445	249,995
Investment Income	275,974	84,218
Other income	348,136	269,723
	4,359,688	6,869,015
PROGRAM SALES AND COST OF SALES		
Home Sales	23,101,306	13,132,675
Cost of house sales and building operations	(26,318,818)	(15,371,805)
Mortgage discount net income (expense)	(1,635,936)	(335,090)
	(4,853,448)	(2,574,220)
PROGRAM EXPENSES		
*Family and community support	(1,159,698)	(1,047,777)
Interest on bank overdraft and debt	(786,300)	(871,779)
Volunteer support	(299,524)	(354,199)
**Capacity building	(144,504)	(287,374)
	(2,390,026)	(2,561,129)
NET PROGRAM ACTIVITY	<u>(2,883,786)</u>	<u>1,733,666</u>
RESTORE OPERATIONS	1,166,519	1,030,150
PREFAB CONTRIBUTION CENTER	4,600	(8,625)
GENERAL AND ADMINISTRATIVE EXPENSES	(2,538,817)	(2,636,162)
EXCESS (DEFICIENCY) REVENUE OVER EXPENSES	<u>\$ (4,251,484)</u>	<u>\$ 119,029</u>

* Family and Community Support consists of costs incurred to develop and manage rural committee based builds, Family Services costs and tithing fees to Habitat for Humanity Canada to support international builds.
**Capacity building consists of costs related to the excess capacity of the prefab facility and prefab staff not directed allocated to builds.

For further information, please contact:

Habitat for Humanity Edmonton
Jyening Rose
Strategic Assistant/Board Liaison
8210 Yellowhead Trail
Edmonton, AB T5B 1G5
Phone: 780-868-5433
officeoftheceo@hfh.org
Annual Reports: www.hfh.org/about/reports
www.hfh.org