



Housing Resources Bainbridge 2018 – 2020 Strategic Plan

Mission

Our mission is to preserve the diversity and vitality of Bainbridge Island by providing and maintaining affordable housing opportunities in the community.

Vision

We envision a diverse community where there are homes affordable to all.

Values

Stewardship:

HRB takes our responsibility of stewardship toward people and properties seriously and with utmost respect for our community and environment. We strive to care for, nurture, and preserve the people and assets in our community.

Inclusivity:

HRB strives in our words and actions to be open and inclusive of all people and ideas in our community. We welcome outsiders and treat everyone with dignity. We are mindful of privilege and how it effects interactions with others. We work to refrain from judgement and are open to all sides of the story.

Stability:

HRB offers stability to our community and the people we serve. The direct result of our work is stability in housing and in our community.

Diversity:

HRB believes that diversity starts with an open mind. We welcome all types of people, thoughts, lifestyles, backgrounds, and stories. We know that the attainment of diversity happens in the process and is ongoing.

Growth:

HRB courageously takes action in order to meet the challenges of our community. We seek out creative and innovative solutions and collaborate with others. We take calculated risks and view failure as an opportunity. We are committed to the growth of those we serve. Growth takes place for the sake of our mission, not just the sake of the organization.

About Housing Resources Bainbridge

Founded in 1989, Housing Resources Bainbridge (HRB) is the only nonprofit organization that provides affordable housing on Bainbridge Island.

Through a range of programs that serve more than 600 people annually, we build and maintain properties, help people find affordable housing, and make it possible for seniors and people with disabilities to remain in their homes.

Our portfolio currently includes 89 affordable rental units and 42 affordable homes for homeownership. Because we are a Community Land Trust, the 131 residences in our portfolio are **permanently** protected as affordable. We recently completed Ferncliff Village which includes 40 homeownership units. Ferncliff Village represents our largest homeownership development project to date.

We provide the only Independent Living program in Kitsap County. Through this program, we make health and safety modifications to the residences of seniors and people with disabilities so that they can continue to live safely at home.

In one of the most expensive zip codes in Washington State, we provide affordable housing solutions that preserve the diversity and vitality of Bainbridge Island.

Ultimate Impact Statements

- Increase the number of housing units on Bainbridge Island that are affordable to people making 30-120% of Average Median Income (AMI).
- Increase the number of seniors and people with disabilities who are able to remain in their homes.

2018 – 2020 Strategic Plan Framework

The focus of our 2018-2010 Strategic Plan is:

1. Advocate for affordable housing in the City of Bainbridge Island

2. Increase the affordable housing inventory we own and manage
3. Expand our independent living program
4. Increase outreach and visibility for our organization

2018 – 2020 Strategic Goals

Goal 1: We will advocate for affordable housing in the City of Bainbridge Island and be our city and community's primary resource on affordable housing

Desired Outcomes: To strengthen our relationships with the City of Bainbridge Island so that the city connects with us first for all new affordable housing projects. To create an activist network of 100+ Bainbridge Island residents who will advocate with us on behalf of affordable housing.

Objectives:

- Build and sustain an affordable housing activist network
- Promote the platform developed by the Affordable Housing Task Force

Goal 2: Increase the affordable housing inventory we own and manage

Desired Outcome: To add more properties to our portfolio each year

Objectives:

- Conduct a pilot project of a Scattered Site Community Land Trust
- Establish a task force to recommend whether or not to take on management of the Island Terrace property
- Use our strategy screen to evaluate new affordable housing projects as they arise

Goal 3: Expand our independent living program

Desired Outcome: Define the scope of our independent living program

Objectives:

- Complete an analysis of unmet need for independent living services in our community and make recommendations for program expansion
- Complete succession planning for program director
- Implement program expansion and succession planning

Goal 4: Increase outreach and visibility for our organization
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Desired Outcome: By 2020, increase our donor base, increase our business and community partnerships and increase the number of real estate brokers in our House to Home Program

Objectives:

- Develop a comprehensive outreach campaign that includes strategies for engaging various constituencies
- Collaborate with the Bainbridge Island Land Trust to build bridges between environmental and housing efforts in our community
- Build relationships with the real estate community
- Further engage the Bainbridge Island business community

Acknowledgements

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