



STRATEGIC PLAN



Mission:

"Providing quality social housing that allow families to thrive within society."



Vision:

Social housing is a community concern, especially on a small island. We are reliable and approachable for tenants and future-tenants. We procure, build and manage affordable and sustainable homes for tenants who due to low income find it difficult to provide for their housing. We are involved and dedicated to provide homes for our tenants in a descent neighborhood. We're working together with our tenants, the public entity and other stakeholders.



Priority #1 - More Homes



There is a high demand for homes on Statia, as indicated by our waiting lists. There are approximately 120 households waiting to move into social housing. As a result, many of them are still compelled to rent a private rental property, which is often either too small or too expensive. Moreover, we expect that the number of people living on Statia will increase in the near future. It appears that 150 additional social rental homes will be required based on the Spatial Development Plan from 2022.

Approximately 100 homes are managed by SHF. Our first priority is therefore to build homes for more people. As a first step, 9 homes have already been completed in 2023. On the basis of a letter of intent, Bazalt Wonen plans to build 50 new rental homes. A realistic expectation is that 24 homes will be built by 2026. We therefore expect that we will manage a total of approximately 135 homes by the end of 2026.

Building locations are needed to realize the new construction project. This must be done in collaboration with OLE and Bazalt Wonen. In addition to GTI-Condo, SHF sees opportunities in the Golden Rock district as well as unused land at Lodi. The process of preparing land for habitation is not easy, and it takes a long time. Those seeking a home don't have the time. As a result, we also look for creative solutions. Make use of empty buildings on the island (Weesgronden) or add additional floors to existing construction, pre-fab homes (with large parts made in the factory), or add extra floors to existing construction. In addition, we are looking for options such as SHF to add homes ourselves. Home ownership and financing are both required (as a form of security for the lender). The journey isn't over yet...

Further, we provide our tenants with assistance in finding a new home in the event that their old home is no longer suitable for their housing needs or income. Whenever possible, we allow people to move on. While we strive to prevent house evictions, we also combat housing fraud (unlawful use of a home). Upon completion of the current sale of social rental homes (part of the letter of intent), we will be cautious before making any further sales. Ultimately, there is a long waiting list. It is expected that approximately eight homes will be sold.

Naturally, we make sure the waiting list is kept up-to-date and that no incorrect names are added to it. However, the current waiting time is far too long. It would be great if we could reduce the time from 5 years to 2.5 years. It is also necessary to reduce the waiting list of 120 home seekers to 60-70.

According to BZK and VRO, increasing the housing stock is also a key part of their policy agenda. Aside from what has already been mentioned, the following topics need to be addressed:

- Putting the "Verhuursubsidie" in order
- Explore whether there is a need for housing for vulnerable target groups
- Make an inventory of which existing real estate can be used for social goals
- Further elaboration of a 'housing deal'.



This is what we strive for:

- ✓ At least 33 new social buildings have been constructed and a maximum of eight homes have been sold. There will then be 125 homes at the end of 2026;
- ✓ We have made maximum use of opportunities for the flow of our tenants (5);
- ✓ With OLE and Bazalt Wonen, we have developed plans to create at least 40 additional social rental homes between 2026 and 2033, so that we have at least 165 homes in 2033;
- ✓ Approximately 60 home searches are on our waiting list, with an average wait of 2.5 years;
- ✓ To obtain financing for new construction, we want to own all social rental units on Statia by 2033;
- ✓ As outlined in the policy agenda, we will contribute to the other objectives in 2023-2026.



Priority #2 - Affordable Homes



We are and will remain a source of accommodation for people who are unable to do so independently. The majority of our tenants are not well off and receive social assistance or unemployment benefits (AOW). This is why we believe it is essential to ensure that our tenants' housing costs remain limited and that they do not spend more than 30% of their household income on housing. In addition to the rent, we also consider the cost of energy when calculating the total housing costs. The maximum rental price of a house is determined by the number of points x the point price of the house. Rents at SHF are moderately increased in line with inflation. Further, we ensure that the rent is still in line with the household income every year. This rent adjustment is handled in a personal manner: each tenant is asked to provide his/her details and a personal interview is scheduled.

It is our policy to implement what is outlined in the regulations. All of our tenants are familiar with us personally. We should at least try to reach an agreement with the relevant tenant, even if that is outside of our sphere of influence.

The installation of solar panels will reduce the energy costs of our tenants. This will still be a pilot program in 2023, but we hope to receive sufficient structural subsidies to eventually allow this for all homes. There is more to housing costs than just energy costs. It is also important that we use water wisely. For our homes, this means collecting water in cisterns.

In partnership with OLE and other organizations, we strive to assist people with debts and other problems in a timely manner. Additionally, we provide information to our tenants and attempt to find a solution with regard to both rent increases and rent arrears. As part of the allocation process, we ensure that the price-quality ratio of a home matches the situation of the tenant. The goal is to reduce rent arrears to a minimum of 15 of the current 30 households by the year 2026.

BZK and VRO have also focused a great deal of attention on promoting affordable housing in their policy agenda. Aside from what has already been mentioned, the following actions are requested:

- Improving the legal protection of tenants by setting up a rent assessment committee
- Explore which temporary measure can be introduced in 2023 to financially support low-income households forced to rent privately
- Introducing a mortgage guarantee that makes it possible to finance a home at a lower interest rate (limited role for SHF)
- Self-build support

**AFFORDABLE
HOUSING
FOR ALL**



This is what we strive for:

- ✓ Renting an affordable home is our priority for all our tenants;
- ✓ We strive to assist tenants who run into problems by actively seeking solutions;
- ✓ As a company, we are committed to preventing new rent arrears as well as reducing the number of old rent arrears to 15;
- ✓ As part of our commitment to providing livable neighborhoods and districts, we address tenants' concerns about living behavior (no mess in the garden);
- ✓ As stated in the policy agenda, we will contribute to the other objectives in 2023-2026.
- ✓ More affordable rental homes for all income levels that need assistance
- ✓ Facilitate new construction that address the specific needs of St. Eustatius
- ✓ Increase opportunities for housing development
- ✓ Develop and pursue financial resources and opportunities for rehabilitation and or new construction of affordable housing.
- ✓ Facilitate the maintenance of existing housing in safe and healthy conditions



Priority #3 - Living together on a Beautiful Island!



The term "Home" refers to something more than just a roof over your head. This includes the neighborhood as well. Therefore, we take special care to maintain or improve the quality of life in our neighborhoods. Everyone should feel at home in a pleasant neighborhood. As well as speaking to residents individually, we would like tenants to organize themselves into a tenants' association. Our organization has a group with which we can consult and present new ideas. In this way, we will be able to work even more effectively with our tenants for their benefit.

In addition to being the first point of contact for our tenants, we identify problems as early as possible and provide assistance as needed. In cases where we are not able to do so, we find the appropriate assistance under the direction of OLE (Social Domain/ENI). Residents' initiatives that promote connections in the neighbourhood, more contact between neighbours, sense of security, and a clean neighborhood are encouraged and supported. Residents are best positioned to ensure a pleasant neighborhood by working together. As part of our partnership with the municipality, we are also trying to establish neighborhood facilities and prepare neighborhoods for climate change, such as by creating more greenery in the neighborhood.

The majority of the homes that SHF manages are situated on fairly large plots. Tenants usually have a garden in addition to a nice place to live. In addition to assisting residents with renovations, the social worker talks to tenants about keeping their gardens clean. We will find solutions together if the tenant cannot maintain the garden independently. To keep the neighborhood livable, we all have a responsibility.

- ✓ A greater emphasis on livability;
- ✓ Examine whether vulnerable target groups require housing
- ✓ Identify existing real estate that can be used for social purposes
- ✓ Further elaboration of a 'housing deal'.



Pre-condition A: Professional Organization and Services



There is a great deal of work to be done by SHF. Further, the future is uncertain, and we must remain flexible to keep up with all developments inside and outside Statia. It is only possible to accomplish this if our organization is in order, our finances are in order, and our employees work in an environment that is pleasant, safe, and conducive to their work. It is for this reason that we invest in our own professional development and training. Within the SHF organization as well as with the organizations we work with frequently, particularly OLE and BZK, there is a clear division of roles and responsibilities. For a strategic plan, we also require a website. A website can also serve as a tool for giving shape and content to transparency for (digitally literate) tenants.

It is imperative that we remain on course with our priorities and avoid taking any unnecessary actions. However, there are times when adaptability is required due to the island's circumstances. It is a demanding task for our organization and our employees. The long-term goal of public housing often requires leadership and the courage to persevere. Like short- and long-term objectives, social objectives often compete for priority.

As long as this benefit the tenants of SHF or all residents of Statia, we are willing to provide services to third parties. As a starting point, it should be noted that SHF may not be disadvantaged by these activities. This is the reason why we continue to develop. Our goal can only be achieved together, as professionals, with our tenants, OLE and BZK. To better coordinate processes and tasks, we redesigned our organizational structure in 2021 based on this concept.

As a result, we are working together within SHF to improve governance. All of this is supported by tailor-made training for SHF employees and board members.

We need continuous insight into our financial situation in order to be able to make responsible decisions for the realization of our tasks. In order to improve the effectiveness of our financial management, we work in a more professional and project-oriented manner. It is important to us that we work closely with our accountant, not only for financial reports, but also for advice regarding the operation of the business. Our goal is to make the best use of the space we have available in order to maintain our financial stability. Thus, we ensure that we will be able to invest not only in the coming years but also in the future.



This is what we strive for:

- ✓ An organization that is well-trained and equipped, cost-conscious, efficient, and effective;
- ✓ Having a well-functioning website;
- ✓ Engaged in social activities under the condition of continuity;
- ✓ There is room for consultation with others, but we must adhere to our own priorities in terms of public housing;
- ✓ There is room for SHF to offer services to third parties, as long as these services benefit SHF's priorities;
- ✓ A focus on governance within SHF;
- ✓ Continual attention to reporting and solid financial principles.



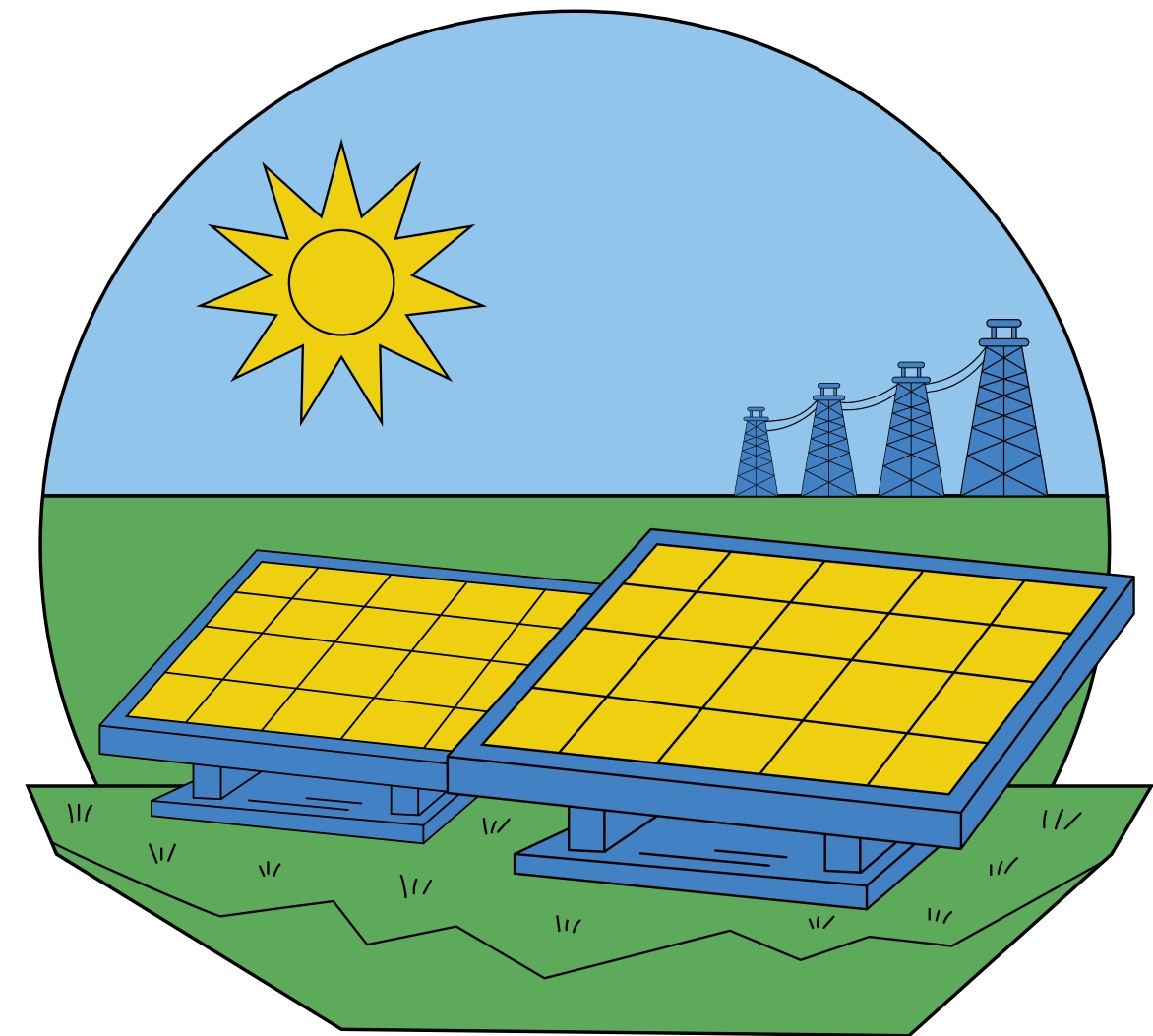
Pre-condition B: Quality and sustainability



In order to maintain the quality of our homes, we perform daily, planned, and change maintenance. As part of our Multi-Year Maintenance Budget, we provide insight into what is needed at what time. In the next three to four years, we will renovate all existing homes in order to further improve the quality of our housing stock. The necessary funding for this project comes from the Ministry of VRO, as indicated in the Letter of Intent. This renovation is of great importance to the residents as well as to the appearance of the neighborhood as a whole. It is our goal to guide all residents of the homes in a pleasant manner in cooperation with the Renovation project leader (from OLE) and the Social Worker from SHF.

Along with renovations, we make these homes more sustainable, keeping in mind the affordability of the housing market. In order to ensure that our tenants and homes are prepared for the future. By 2026, we aim to have 80-100 homes equipped with solar panels. By taking affordable housing costs as a starting point, we hope to make more homes more sustainable and climate-proof. Planned maintenance is integral to sustainability. As a result, we limit the nuisance to tenants and neighbors to the greatest extent possible. Our team provides clear information about the costs and the procedures involved. We examine the possibilities with tenants and tenants' organizations. In order to accomplish this, we rely on subsidies. We can accelerate our ambitions if more resources are available. With OLE and BZK, we will make a case for these additional resources.

- ✓ By 2026, approximately 90 homes will be renovated;
- ✓ Aim to equip 80-100 homes with solar panels in order to enhance affordability;



Pre-condition C: Smart Collaboration



We are well aware that we cannot achieve our goals on our own. Together, we are stronger. Together, both internally and externally. Having a joint responsibility and each taking responsibility for his or her own role is essential to working together. As a result, different ways of working together must be developed, both on the island and with organizations from outside the island. Cooperation has always been a significant factor at Statia, since we cannot and should not expect to always receive assistance. Any form of cooperation we undertake is always driven by our mission: "Providing quality social housing that allow families to thrive within society."

Using the resources we have available, we focus on activities which will achieve the maximum benefit for our tenants. We accomplish this by coordinating our roles and responsibilities with others and, if necessary, by establishing covenants. Our tenants, OLE and BZK, have been informed of our ideas and ambitions. In this way, we will be able to determine what to expect from one another. It is important for us to share information with each other in a smart manner and to learn from each other. Specifically, we see added value in Caneye, which facilitates the exchange of information between all housing associations in the Caribbean.

In order to meet the diverse needs of our tenants, we communicate in a variety of ways; face-to-face or through digital means, through resident committees, themed meetings, and working groups.

- ✓ Collaboration based on diversity, where our role and commitment are derived from our mission;
- ✓ Having a good relationship with tenants' organizations, OLE, and BZK as important partners in public housing;
- ✓ Collaboration with other Caneye partners has been enhanced through increased commitment.
- ✓ Promote positive environmental and health outcomes in affordable rental housing through quality design and operations along with OLE.

