



2025 – 2030 STRATEGIC PLAN

Strengthening Our Foundations, Deepening Our Impact

Territorial Acknowledgment

We acknowledge and pay our respect to the Indigenous keepers of the traditional and unceded lands upon which our office and many housing co-operatives are situated: the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), sʔə́ilwətaʔt, (Tsleil-Waututh), WSÁNEĆ (Saanich), and ləkʷəŋən (Lekwungen)-speaking Peoples.

Unceded means they were never signed over through treaty rights, and still rightfully belong to the Peoples who have stewarded them since time immemorial.

We acknowledge the impact of colonialism and that our presence today was paved through a system of discriminatory and racist practices. We are committed to honouring, listening, and continuously learning from the diverse perspectives of these and other Indigenous Peoples.

Introduction

For nearly five decades, CHF BC has been a pillar of support for co-operative housing in British Columbia, ensuring safe, secure, permanently affordable homes in member-led communities for thousands of residents. As we move forward, this strategic plan not only builds on our legacy but also sets the stage for a bold future of growth and innovation. Our focus over the next five years is clear: to enhance our internal capacity, expand our influence, and foster a thriving co-operative housing sector that is resilient, inclusive, and sustainable.

This plan is more than just a roadmap; it is a commitment to our members, partners and communities to lead with vision and purpose.

By working hand-in-hand with our members, partners, and the wider community housing sector, we are dedicated to creating vibrant, supportive, and empowered co-op communities across British Columbia. Together, we will achieve these ambitious goals and shape the future of co-operative housing.



About Us

CHF BC, along with its affiliated entities, COHO Management Services Society and the Community Land Trust (CLT), forms a comprehensive support system for housing co-ops across British Columbia.

CHF BC advocates for policy and sector-wide support, COHO delivers expert management services to help co-ops operate efficiently, and the CLT is a social purpose real estate developer that builds and maintains co-operative housing. This integrated approach allows us to address the diverse needs of co-ops, from supporting their day-to-day operations to enabling their long-term growth and sustainability.



A province-wide federation dedicated to serving housing co-ops and their members



A non-profit society providing management services to housing co-ops



**community
LAND TRUST**

A social purpose real estate developer that helps to create permanently affordable housing solutions for people, with a focus on co-operative housing

Our Vision

Growing an inclusive community of sustainable and permanently affordable co-operative housing.

Our Mission

To unite, represent and serve our members in a thriving co-operative housing movement.

Our Role



Convenor

We facilitate connections among co-ops and partners to strengthen the co-operative housing network.



Capacity Builder

We enhance the capabilities of housing co-ops through targeted programs and education that build organizational capacity and resilience.



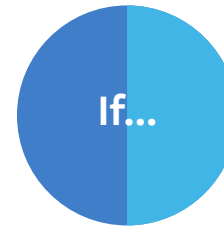
Catalyst

We act as a driving force for change, advocating for supportive policies and practices within government and the wider community housing sector.

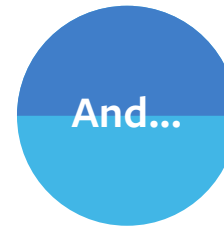


Our Theory of Change

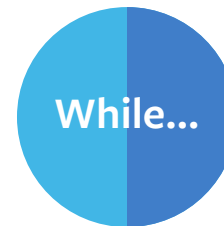
Our Theory of Change articulates the comprehensive impact we strive to achieve in the housing sector. We believe that co-operative housing is more than just a model for affordable living; it is a powerful tool for building connected, resilient, and empowered communities.



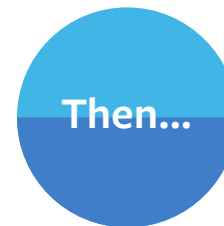
we provide robust support to individual co-ops through a range of services, tools, resources, and strategies that promote growth and sustainability,



we elevate public awareness of the value of co-ops while advocating for policies and conditions that empower and expand the co-operative housing model,



placing a strong emphasis on equity, access, and fostering a sense of belonging for all members of the community,



we cultivate a thriving ecosystem where inclusive, sustainable, and permanently affordable co-operative housing can flourish across British Columbia.

Our 2025 – 2030 Strategic Priorities

Our strategic priorities are designed to work together, and are sequenced to reinforce a cohesive approach to achieving our vision for a more inclusive, sustainable, and just co-operative housing sector.

By strengthening our foundations, we ensure that CHF BC has the internal capacity and resilience needed to support our mission effectively. Deepening our influence allows us to advocate more powerfully for the co-operative housing model, shaping public policy and increasing awareness of its benefits. As we grow and sustain co-op housing, we not only meet the increasing demand for affordable homes but also ensure that these communities are vibrant, diverse, and enduring. Central to all our efforts is the commitment to advance equity and reconciliation, ensuring that everyone, regardless of background or lived experience, has access to the opportunities and benefits that co-operative housing provides.



Strengthen our Foundations

Deepen Our Influence

Sustain and Grow
Co-op Housing

Advance Equity and Reconciliation

Strengthen Our Foundations

To build a resilient and sustainable future, CHF BC must first ensure that our internal structures and capacities are robust and well-supported. By investing in our people, systems, and organizational structures, we will lay the groundwork for long-term success and the ability to effectively support our member co-ops now and into the future.

KEY GOALS	TO DO THIS, WE WILL
<p>Invest in Our Internal Capacity</p> <p>Ensure CHF BC has the resources, volunteers, staff, and systems in place to support its mission</p>	<ul style="list-style-type: none"> • Ensure each business unit is self-sustaining with the operational, financial, and staffing supports needed. • Diversify revenue by adding new lines of business that add value to members and others. • Invest in engagement and succession strategies that build governance capacity, support staff development, and ensure a motivated, committed, dynamic board and staff team.
<p>Enhance Our Services</p> <p>Improve the quality and accessibility of services provided to co-ops</p>	<ul style="list-style-type: none"> • Increase access to and volume of member training and education in high-need areas. • Expand the group buying program to increase savings and boost member economic participation. • Strengthen member unity through networking events, workshops, and shared resources.



Outcomes

- Strengthened internal capacity and improved board and staff engagement.
- Greater financial resilience through diversified revenue streams.
- Expanded access and improved quality of co-op training and services.
- Enhanced service delivery and higher member satisfaction.

Deepen Our Influence

Increasing our influence and raising awareness of the co-operative housing model is crucial for building broad-based support and understanding. By engaging with members, the public, and policymakers, we can elevate the profile of co-ops and advocate for the supportive policies necessary for our sector to thrive and grow.

KEY GOALS	TO DO THIS, WE WILL
<p>Increase Engagement and Awareness</p> <p>Raise public, government, and member awareness of the value of housing co-ops</p>	<ul style="list-style-type: none"> Strengthen member engagement through events, workshops, and improved communication to empower members as champions of co-ops. Highlight CHF BC's success stories and organizational impact. Educate the public, government, and policy makers on the individual and societal benefits of co-op housing.
<p>Advocate for an Enabling Environment</p> <p>Create a supportive policy environment that enables housing co-ops to thrive</p>	<ul style="list-style-type: none"> Advocate at all levels of government to remove barriers that hinder co-op development. Implement a targeted advocacy strategy to secure permanent subsidies and long-term financial support for co-ops. Collaborate with provincial and national partners, including Housing Central, to shape a supportive policy environment for community housing.



Outcomes

- Increased public, government, and member awareness of co-operative housing and its many benefits.
- Empowered members actively championing co-op housing within their communities.
- More policy frameworks supporting co-op sustainability.

Sustain and Grow Co-op Housing

To meet the growing demand for affordable housing and ensure a diverse and inclusive housing market, CHF BC is committed to significantly expanding and sustaining co-operative housing opportunities in British Columbia. Through strategic partnerships, innovative funding models, and comprehensive planning, we aim to create and maintain housing options that are accessible to all.

KEY GOALS	TO DO THIS, WE WILL
<p>Sustain and Enhance Co-op Housing Infrastructure</p> <p>Strengthen the support required for the long-term sustainability of existing co-op housing</p>	<ul style="list-style-type: none"> • Provide co-ops with technical and management support for ongoing maintenance and asset protection. • Develop and share best practices for co-op management and governance to ensure high standards and consistent quality. • Assist co-ops on leased land in securing permanent solutions, including exploring pathways to ownership.
<p>Facilitate Growth of the Co-op Housing Sector</p> <p>Increase the number of co-op homes and expand the Community Land Trust.</p>	<ul style="list-style-type: none"> • Leverage assets and partnerships for building acquisition and new development. • Support the refinancing and redevelopment of aging co-ops to protect existing members and offer new co-op homes to more people who need them. • Focus on diversifying the co-op housing stock to meet a variety of household, accessibility and cultural needs.



Outcomes

- Resilient co-operative housing operations and buildings.
- More diverse and accessible housing options.
- Sustainable growth and development of the co-operative housing sector.

Advance Equity and Reconciliation

Across all of our strategic priorities is a commitment to diversity, equity, and inclusion and meaningful reconciliation. We recognize that fostering an equitable environment is essential to the success and sustainability of co-operative housing.

KEY GOALS	TO DO THIS, WE WILL
<p>Increase Inclusion and Equitable Access</p> <p>Enhance and implement processes that ensure cultural inclusion and equitable access to co-operative housing.</p>	<ul style="list-style-type: none"> • Promote and support transparent and equitable governance and management in housing co-ops. • Prioritize inclusive design and accessibility in co-op housing, addressing systemic housing injustices and ensuring culturally relevant housing. • Revamp member resource materials to incorporate principles of equity and reconciliation, ensuring all education and workshop materials reflect the needs of equity-deserving populations.
<p>Mobilize Meaningful Reconciliation</p> <p>Support culturally relevant and inclusive co-op housing for Indigenous communities.</p>	<ul style="list-style-type: none"> • Develop and champion a reconciliation framework for housing co-ops and the co-op housing sector, with input from Indigenous communities to support their priorities. • Catalyze and support partnerships and pilot projects to respond to Indigenous housing needs. • Provide ongoing education and training for staff, board and co-op members on reconciliation, cultural competence, and Indigenous history.



Outcomes

- Enhanced transparency and trust within housing co-ops.
- Increased access to co-operative housing for equity-deserving communities and increased sense of belonging.
- Emergence of Indigenous-led co-op housing options.

What do we mean by 'equity-deserving' populations?

Equity-deserving populations are communities that have been historically marginalized or systemically discriminated against. 'Equity-deserving' recognizes their inherent right to equal treatment, free from bias or discrimination.

Examples include people of colour, Indigenous Peoples, immigrants, refugees, people with disabilities, LGBTQ+ individuals, and low-income individuals and families. These groups consistently face higher risks of inadequate housing and require targeted support. While Indigenous communities are part of this group, we recognize them as distinct as the original owners and rights holders of these lands.



2025 – 2030 Strategic Plan

The priorities laid out in this plan—strengthening our foundations, deepening our influence, growing and sustaining co-op housing, and advancing equity—are designed to meet the challenges of today and tomorrow.

We invite our members, partners, and wider sector collaborators to join us in this journey and thank you for your continued trust and commitment to the co-operative housing movement.

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