

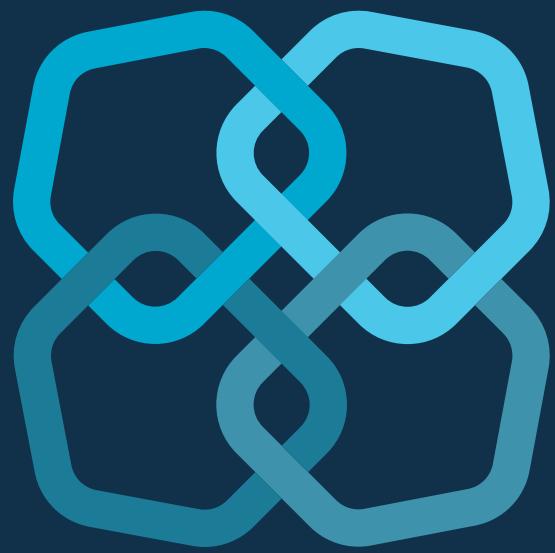


community  
LAND TRUST

# CLT Strategic Plan

## 2025–2030

Land, housing, and community — stewarded for collective good.



## Land Acknowledgement

CLT acknowledges that our offices are located on the unceded traditional territories of the xʷməθkʷəy̓əm (Musqueam), Sḵwxwú7mesh (Squamish), and səlilwətaɬ (Tsleil-Waututh) Nations. We recognize that our work extends across many Indigenous territories throughout what is now known as British Columbia. These are the homelands of diverse First Nations and Metis peoples, each with their own laws, governance systems, and enduring relationships with the land.

As a land trust committed to stewarding housing in the public interest, we recognize that our work takes place on lands that were never surrendered, and that the housing crisis we aim to address is deeply connected to ongoing processes of colonization and displacement.

This strategic planning process calls us to examine how we can more actively support Indigenous self-determination, build relationships rooted in reciprocity and respect, and ensure that our approach to land and housing contributes to repair, not harm.

We commit to living into this acknowledgement—continuing to lean in, listen, and act with intention.



# About Community Land Trust

## Who We Are

In a province where housing costs have displaced entire communities, CLT offers something different: permanently affordable homes owned and governed by community and designed to serve generations to come. As BC's largest co-op housing developer and a recognized leader in the community land trust movement, we've built our work around a simple principle—housing should anchor communities, not displace them.

## Our Purpose

**CLT exists to support people and communities to thrive.** We know that housing shapes everything else: where kids go to school, how families save money, whether neighbours know each other. We focus on creating homes that strengthen the fabric of place—built with community input and designed to remain accessible for generations.

## The CLT Model

**CLT is the vehicle through which BC's co-op housing movement grows and protects its collective assets. We aggregate, develop, and steward permanently affordable, community-owned housing across BC.**

Our work spans the entire housing lifecycle—from finding and purchasing land to acquisition and redevelopment, and ongoing maintenance and reinvestment decades later. This work is led by a professional staff team with deep sector expertise in development, asset management, finance, and co-operative governance. Co-operative housing makes up the majority of our portfolio. We also build non-profit and affordable market housing, where any surplus revenue is reinvested in our portfolio of community housing to maintain long-term affordability across all our homes.



### What We Mean by 'Community-Owned'

CLT is collectively owned by BC's co-operative housing sector through CHF BC. This means that more than 275 co-ops—representing nearly 15,000 member households and growing—own CLT together. These housing operators are not just beneficiaries; they are the owners and each member has a vote to elect leadership and shape direction through democratic structures.

Once CLT acquires properties, they're permanently removed from speculative markets and held as community assets—meaning they can't be flipped, gentrified, or converted to uses that don't serve residents.



### What We Mean by Affordable

Affordability isn't one-size-fits-all, and it's not just about today's rent. True affordability builds over time—through stable operating costs, growing incomes, increasing asset values, and decreasing mortgage balances.

Our mixed-income communities combine deeply subsidized homes with rent-gearied-to-income units and low-end-market housing, creating the financial foundation that sustains deep affordability over decades.

Rather than each co-op navigating development alone, our portfolio approach and economies of scale reduce operating and capital expenses, directly benefiting the members of our co-op partners.

## Our Role in the Housing Ecosystem

As a wholly owned subsidiary of CHF BC, CLT serves as the vehicle through which BC's co-op housing sector grows and protects community ownership.



**We aggregate co-op housing assets** by consolidating and holding land and housing under collective ownership—preserving both long-term affordability and security of tenure for current and future residents.

**We steward community-owned housing** by supporting the long-term care of land and housing, ensuring governance, asset management, and resident experience reflect co-op values and community priorities.

**We drive growth** as a mission-driven developer, building and scaling up the next generation of co-op and community housing to expand access and meet growing needs.

# A Decade of Proven Impact

Ten years ago, CLT was a bold idea. Today, we're a proven model. We've grown from one person with a vision to 40+ professionals managing 2,500+ homes across BC. More importantly, we've proven that community-owned housing isn't just idealistic, it's practical, scalable, and transformative.



## Why Our Model Works at Scale

Our track record shows that community ownership creates lasting value. Residents report higher satisfaction, stronger community connections, and greater housing stability than in market alternatives. Properties maintain their affordability permanently while building equity for the broader co-op housing sector. Most importantly, we've demonstrated that values-driven development can be financially sustainable at scale.

# What's Ahead: 2025 – 2030

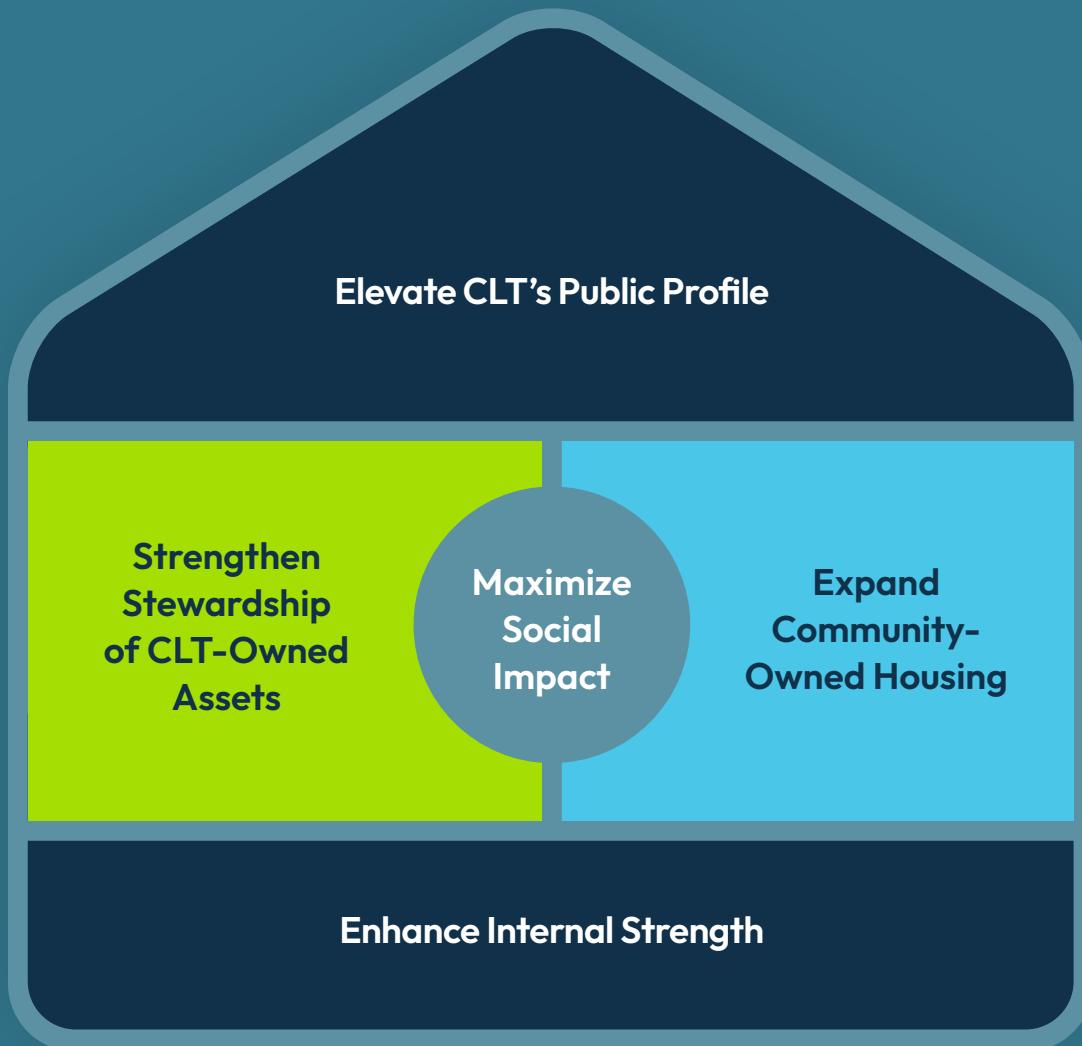
Building on this track record, we're ready for our next chapter. BC's housing crisis demands both immediate action and long-term solutions. Alongside government efforts to increase supply and market-based development, CLT offers a complementary approach: community ownership that removes land from speculation permanently while creating homes designed for people, not profit. Our challenge is to scale this model while maintaining the quality and values that make it transformative.

Over the next five years, CLT will continue growing community-owned housing in BC, expanding our portfolio, building sector capacity, and protecting land for public good. We will deliver homes that are not only affordable, but held in trust, governed by community, and designed to support greater equity and belonging for current and future generations.

This strategy positions CLT to lead the next era of social purpose real estate; scaling with intention, deepening social impact, and strengthening the organization to support long-term success.



# Our Strategic Priorities (2025 – 2030)



## Our five strategic priorities work as a connected whole.

At the core is our commitment to **expanding community-owned housing** and **strengthening stewardship**. Together, these priorities ensure we are growing our portfolio while maintaining quality across our asset base. **Maximizing social impact** sits at the center of this work and reflects why we build housing – not just for affordability, but for community connection, resident wellbeing, and long-term stability.

**Elevating our public profile** builds the credibility, partnerships, and resources that fuel continued growth and amplify our impact. **Strengthening our internal foundation** forms the foundation for all of this work – investing in the people, systems, and governance ensures we can sustain performance, manage growth, and deepen our impact.

# Strengthen Stewardship of CLT Assets

Growing our portfolio means nothing if we can't maintain excellence across every property we steward.

**Ensure all CLT properties are well-maintained and operated with consistent, mission-aligned stewardship that centers residents.**

## GOALS

- **Implement unified property and portfolio management** across all CLT-owned assets.
- **Enhance staff support** through improved training, competitive compensation, and retention strategies for property and portfolio managers.
- **Invest in integrated technology systems** that streamline operations and improve resident communications.
- **Develop comprehensive performance tools** to consistently assess, manage, and improve asset performance across the portfolio.
- **Protect long-term access to land and housing assets** by renewing and negotiating leases—especially with municipal partners—to ensure portfolio stability.

## TARGET

Transition 100% of CLT-owned properties into a unified stewardship model with consistent asset performance standards by 2030.

# Expand Community Owned Housing

We are growing strategically to meet housing needs across BC—guided by our values and committed to long-term quality and impact.

**Grow the overall stock of community-owned housing through a diversified, values-aligned portfolio and intentional regional expansion.**

## GOALS

- Establish clear development criteria focusing on equity, community need, and mission alignment to guide both redevelopment and new construction decisions.
- Maintain a majority co-op composition while strategically expanding into low-end-of-market, nonprofit, and shared equity models to diversify the portfolio.
- Assess the viability of shared equity co-ops by pursuing enabling legislation and testing innovative ownership models.
- Explore opportunities to extend impact in other regions—through development, local partnerships, or by supporting community land trusts with a local presence.
- Develop a comprehensive capital strategy combining government, philanthropic, and private funding—prioritizing social impact investment models.

## TARGET

Grow CLT's portfolio to 5,000 community-owned homes by 2030, with the majority maintained as co-op tenure.

# Maximize Social Impact

Quality expansion and stewardship create the conditions for our ultimate purpose: housing that transforms lives and strengthens communities.

**Move beyond affordability to embed equity, belonging, and wellbeing in all aspects of the housing we steward.**

## GOALS

- Establish equity-centered inclusion and design standards for new builds (such as accessible units, family-friendly layouts rather than studios, community spaces, culturally responsive and safe design).
- Integrate universal design principles that reflect a broad spectrum of accessibility needs from project conception.
- Deepen resident engagement through structured feedback systems, shared governance tools, and participatory decision-making processes.
- Launch a comprehensive social impact framework to track resident wellbeing, community connection, and other social outcomes.
- Build strategic partnership to connect equity-denied groups with housing and services—recognizing that CLT's role may be collaborative rather than direct.

## TARGET

Implement equity-centered design and engagement standards across 100% of new developments and launch a social impact measurement framework by 2030.

# Elevate CLT's Public Profile

Proven results across all these areas become our most powerful tool for advocacy, partnership, and continued growth.

**Clarify and amplify CLT's identity, model, and impact to build public support and shape the broader housing sector.**

## GOALS

- **Distinguish CLT's community ownership model** from traditional non-profit and private development through strategic communications and brand development.
- **Launch public-facing campaigns** featuring resident stories and community impact to increase visibility and understanding.
- **Develop comprehensive education and engagement strategies** for governments, funding partners, and the general public.
- **Strengthen policy advocacy** in collaboration with CHF BC to secure flexible funding, shape enabling policy, and expand sector support.
- **Increase community presence** through targeted engagement with equity-denied groups and underrepresented regions.

## TARGET

Achieve measurable increase in public awareness of CLT's model and impact by 2030, demonstrated through campaign reach, media coverage, policy influence, and sector recognition.

# Enhance Internal Strength

Everything we aspire to accomplish—from expanding affordable housing to maximizing community impact—depends on having the organizational foundation to deliver excellence at scale.

**Equip CLT with the people, systems, and governance needed to sustain and scale our work.**

## GOALS

- **Expand organizational capacity** through strategic hiring, comprehensive onboarding, and leadership development programs.
- **Establish robust internal systems** for operational clarity, knowledge management, and cross-team collaboration.
- **Upgrade housing administration systems** to improve accessibility, transparency, and resident communication.
- **Explore mission-aligned revenue diversification** through fee-for-service offerings and consulting opportunities.
- **Strengthen governance structures** by investing in Board development and establishing resident and community advisory bodies.

## TARGET

Fill key organizational roles, establish resident and community advisory structures, and launch new revenue-generating service offerings by 2030.



Housing is more than shelter—it's the foundation for everything else. Stable communities. Thriving families. A future where the next generation can afford to stay.

CLT's next chapter is about proving this vision at scale. Over the next five years, we'll add homes to BC's permanently affordable housing stock and demonstrate that community ownership isn't just idealistic—it's practical, sustainable, and transformative.

The work ahead requires courage: the courage to think beyond individual projects toward systemic change, to balance growth with values, and to build for the long term in a world focused on quick fixes. The housing crisis didn't happen overnight. Neither will the solution. But every home we build or acquire is a step toward the BC we want to leave the generations to come: one where housing serves people, not profit.

## Be part of what's next.

Visit [cltrust.ca](http://cltrust.ca) to learn more about our work, explore partnership opportunities, and help us build the next generation of co-op and community-owned housing in British Columbia.



[cltrust.ca](http://cltrust.ca)

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