

*The*  
**CO-OPERATIVE  
HOUSING  
FEDERATION**  
*of Canada*



# **Mapping The Road Ahead**

Developing your 2020 Compass

Member meeting 2

Pacific Heights Co-op May 31, 2012

# Agenda

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- ❑ Quick review of the 2020 Compass
- ❑ Report from our last meeting
  - Mission statement
  - Core values
- ❑ Some important questions
  - Identify options
  - Test for consensus
- ❑ Discussion and next steps

# What is 2020 Vision?

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- End of federal operating agreements
- No more contract obligations
- No more federal subsidy
- No government safety net
- 55,000 co-op homes by 2020
- Pacific Heights Co-op – Agreement Expires Aug. 1, 2020

# 2020 Vision Objectives

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- ❑ Map a vision for the future of:
  - housing co-ops
  - co-op housing sector
- ❑ Develop tools, resources to make that vision a reality
- ❑ Get housing co-ops involved

# Key questions

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- Will we keep our non-profit status?
- Do the co-op principles matter?
- Are we well led?
- Are we well managed?
- Are our finances sound?
- Are our homes sound?
- Can we afford to live here?
- What kind of community are we?
- Does our housing meet our members' needs?

# 2020 Vision Project

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- ❑ 2020 Compass (one part of the 2020 Vision process)
- ❑ Become a 2020 Co-op
- ❑ Tools, resources and the 2020 Coordinator

# What is a 2020 Co-op?

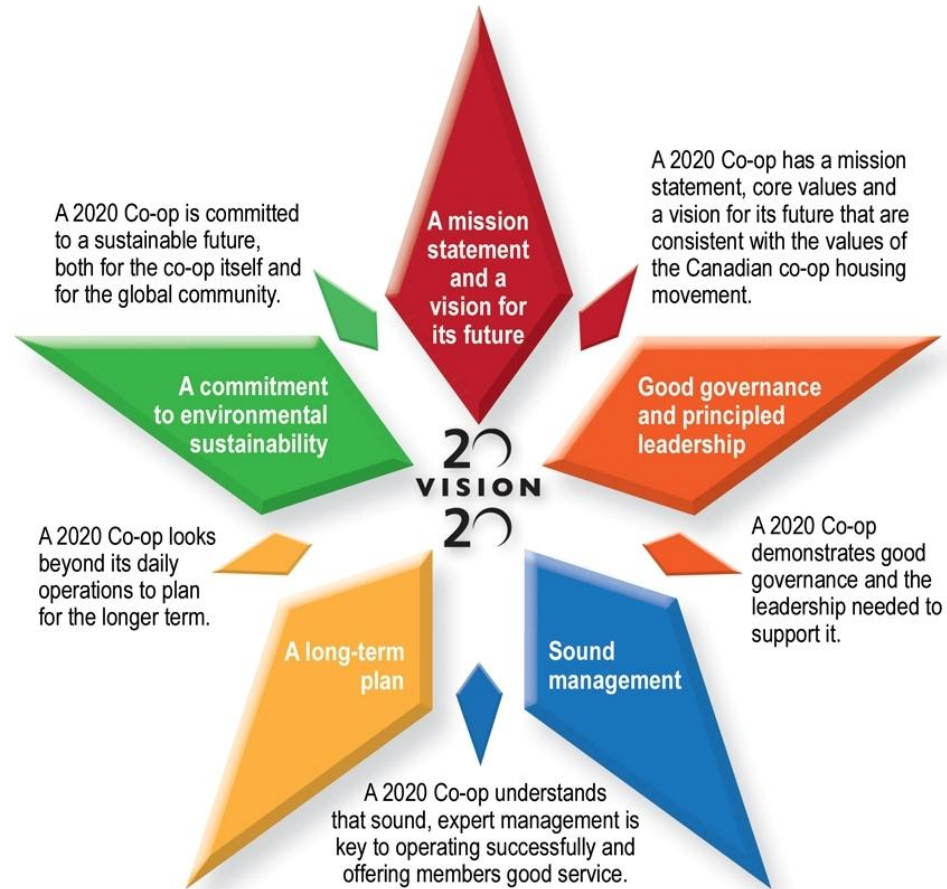
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## A 2020 Co-op has:

- A mission statement and a vision for its future
- Good governance and principled leadership
- Sound management
- A long-term plan
- A commitment to environmental sustainability

# The five standards of a 2020 Co-op

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# The 2020 Vision Toolkit

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- ❑ The **2020 Compass**, a tool to help co-ops:
  - take stock of where they are now
  - decide what they value as a community
  - incorporate those values in a mission statement and a vision for the future

# The 2020 Compass

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## First characteristic of a 2020 Co-op:

- ❑ A mission statement and a vision for its future

# The 2020 Compass

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## A three-step process

- Mission statement: why do we exist?
- Core values: what do we believe in?
- Vision: what kind of future do we want?

# Final product

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A long-term vision for your co-op, based on your mission statement and core values

In other words, a plan for the future based on why you exist and what you believe

# Mission Statement

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## □ A mission statement:

- answers the question “*why do we exist?*”
- gives purpose to everything you do

# Mission Statement

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- ❑ **A mission statement works if:**
  - it is short and simple
  - everyone knows it and can repeat it
  - it drives decisions and behaviour

# Your Mission Statement

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## Your first challenge:

- Draft a mission statement for Pacific Heights Co-op
- Answer the question: why do we exist?

# Your Mission Statements

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Pacific Heights Housing Co-op exists:

- To provide a **safe**, **affordable** **community** for a **diverse** population.
- To provide **affordable**, **safe** **co-operative** housing that celebrates **diversity**.
- To **co-operatively** provide **safe**, **affordable** housing to **people of all ages, races and income levels** and learn.
- To provide **safe** and **affordable** housing to a **diverse community** based on **co-operation** and caring in an environmentally sustainable way.
- To provide an **affordable**, secure, accessible urban **community**.



# Your Mission Statement

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Pacific Heights Housing Co-operative provides safe, secure affordable housing for a diverse, caring community in the heart of Vancouver.

# Core Values

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## Core values are:

- ❑ Qualities we believe are worthwhile
- ❑ Guiding principles that affect how we think and how we act

# Core Values

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## Why focus on core values:

- ❑ Guide to actions and decisions
- ❑ Shouldn't the important decisions about our future be based on what our purpose is and what we believe in?

# Your Core Values

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## Your second challenge:

- Identify the core values that reflect what you believe in
- Establish the co-op's "moral compass"

# Your Core Values

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## We believe in:

- Equality
- Democracy
- Respect
- Environmentally conscious
- Involvement
- Accountability
- Celebrating diversity
- Fairness
- Compassion
- Acceptance

# Core values - Samples

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- Values only
- Definitions
- Action/behaviour statements

# Core values sample 1

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- ❑ We believe in the values of fairness, security, integrity, affordability, respect, compassion and responsibility.

# Core values sample 2

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- Financial stability
- Safety
- Security
- Sound management
- Affordability



# Core values sample 3

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**Affordable:** Halston Hills endeavors to keep operating costs reasonable and housing charges affordable while ensuring the ongoing maintenance of the buildings.

**Accountable:** Members of Halston Hills take pride in ownership of the co-op by maintaining their homes, following the policies, participating, and meeting their financial obligations. The Board and Membership of the co-op are accountable to ensure that good policies, management and governance are in place.

**Democratic:** Halston Hills Co-op holds regular members meetings to ensure a fully informed and involved membership. Decisions are made co-operatively ensuring sensitivity, equality and confidentiality. We share our skills and knowledge and seek expert advice when required.

# Core values sample 3

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**Financially Responsible:** Halston Hills members meet their individual financial obligations to the co-op. The Board and Membership create budgets, which meet the annual operating obligations, and also the future financial needs of the co-op to ensure our co-op is well maintained.

**Safe and Friendly:** Halston Hills is a community that embraces the diversity of our membership. We are supportive and respectful of our neighbours, and keep an eye out for each other. We socialize, interact, and take responsibility for our community.

# Core values sample 4

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- ❑ We value Co-operation. Therefore we:
  - follow the International Co-op Principles
  - foster participation
  - operate democratically.
- ❑ We value Good Governance. Therefore we:
  - are fiscally responsible
  - act ethically
  - are transparent in our decision-making
  - are accountable to each other in decision-making
  - maintain member safety

# Core values sample 4

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- strive for environmental sustainability
  - plan long-term.
- We value Community. Therefore we:
- strive to create an environment that is safe, supportive, diverse, affordable, friendly, positive, respectful, engaging and inclusive.

# Key Issues for You

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## **Governance (6)**

- principled leadership
- involvement
- long-term planning
- meeting legal obligations
- aging in place
- policies

## **Finance (3)**

- affordability
- graduated occupancy charges
- land-lease expires

## **Maintenance (1)**

- sound maintenance

# Key Questions for You

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1. How will we keep our housing affordable without government subsidy?
2. How will we keep our housing affordable and still maintain our homes properly?
3. What will it take to maintain our homes now and when our mortgage expires and to adapt them to meet the changing needs of our members?

## Key Questions for You

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4. How will we make sure that this will always be a safe, friendly, inclusive place to live?
5. How will we ensure that our co-op is financially, structurally and environmentally sustainable?
6. How do we make sure the co-op is well-led?
7. What can we do to maintain our values and strengthen our community?

# Key Questions for You


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- What do you think?
- How important is it to you?




# Sample Opinion Graph

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To maintain the income mix we have now and the value of our homes we have to persuade government to provide assistance to our lower-income members			To maintain the income mix we have now and the value of our homes most members will have to pay more than the real break-even housing charge so that some members can pay less

# Sample Opinion Graph

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<p>Our homes are in good shape and they'll last for many years to come.</p>			<p>We will need to invest more resources to maintain our homes to a reasonable standard over the long haul or to adapt them to meet the changing needs of our members.</p>

# IMPORTANT

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AGREE

Good News! Get started now!

Will need time, effort and work. Be patient!

DISAGREE

Also good news. Save for rainy day!

Work on this only if you have time.

# LESS IMPORTANT

# Next Steps

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- Analyse feedback from this meeting
- Prepare a draft vision for the future
- Bring everything back to the members for discussion and approval
- Get busy

# Our Vision

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**What kind of future do we want?**

“If you don’t know where you are going, any road will get you there.”

*-Lewis Carroll*