



Annual Meeting

FREDERICTON

2026

June 11-13

Deep roots.
Renewed growth.



Member
Education
Forum

**Building for the Future: The Board's
Role in Development**

Thursday June 11th, 2026 1:00-2:30pm AST
Anjala Kulasegaram & Janielle Maxwell

Land Acknowledgement

We respectfully acknowledge that New Brunswick is situated on the unceded and unsurrendered territories of the Wolastoqey, Mi'gmaw, and Peskotomuhkati peoples. We seek to repair and rebuild meaningful relationships with Indigenous peoples and honour these lands which hold the hopes of future generations.





Agenda

- Introduction
- Conceptual Framework: Development Process
- Board's Role and Consideration in the four Phases of Development
- Break
- Group Activity & Report Back
- Role of the Board in Funding Success
- Summary



Introductions



Anjala Kulasegaram, Manager
Co-operative Housing Growth
and Development



Janielle Maxwell, Program Manager
Co-operative Housing Development
Program



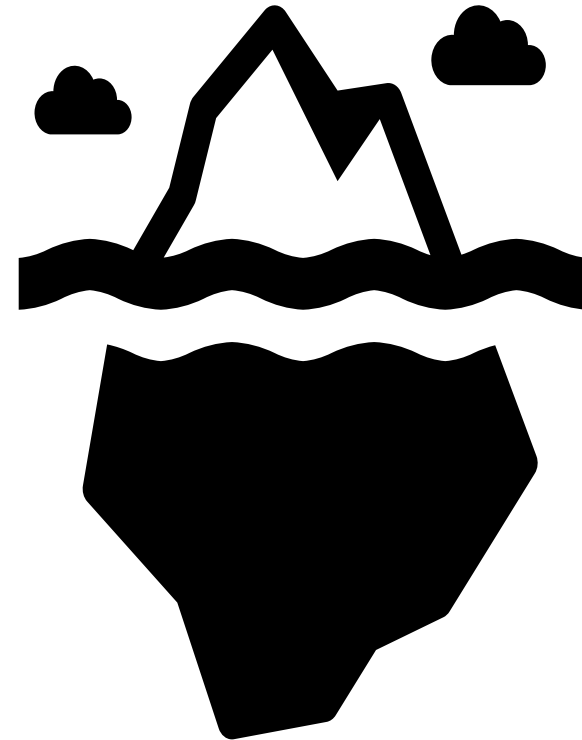
Objectives

- Develop a clear understanding of the four major phases of co-op housing development: Feasibility, Design Development, Construction, and Operations.
- Understand the role of the board throughout the 4 phases
- Learn who the key stakeholders are, such as the co-op board, development manager, construction manager, property manager, and funder/monitor, and what they do.
- Support informed decision-making by clarifying board responsibilities throughout development.



Icebreaker

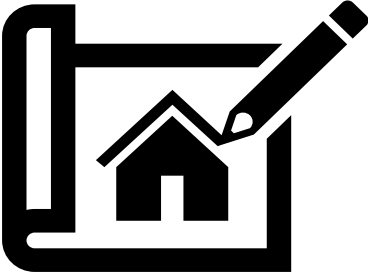
- What is your co-op's experience with acquisitions, amalgamations, or new development?
- What are some barriers to development in your co-op?
- What is your experience with co-op development?



Conceptual Framework: Development Process



Feasibility



Design Development



Construction



Operations

The Board's Governance Role

Who?

- Board members must be members in good standing
- Development committees may include: board members, non-members, advisors or partners
- Clear distinction between decision-makers and advisory/support roles is needed
- For new developments, board can be made up of future Co-op members

What?

- Guides implementation of the vision and mission (member-led)
- Legal/ Fiduciary
- Hiring professionals
- Operational readiness
- Decisions through development phases

Why?

- Flows from the "what" through the Co-op's Strategic Plan
- Protect affordability
- Ensure collective interests upheld
- Live up to legal duties

The Board's Governance Role: Important Clarifications

- In practice, co-op boards have flexibility in how they support development.
- Committees do not replace board accountability.
- Authority should be clearly defined, documented, and understood .
- Certain decisions may still require full board or member approval, regardless of committee structure.
- Boards should be empowered to choose the model that best fits their co-op while staying within their legal and fiduciary responsibilities.

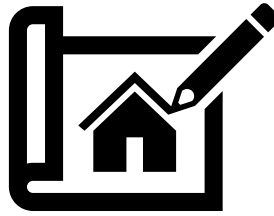
The Board's Role: Feasibility



- Strategic oversight & risk governance
- Site evaluation & selection
- Community needs & member alignment
- Hiring professionals
- Authorizes funding applications
- GO/ NO GO decision

Consider: balancing capital & operational costs, long term affordability, governance gaps and lack of real estate development experience for the feasibility stage, funding uncertainty, site related risks, overambitious goals

The Board's Role: Design Development



- Oversight of design direction (direct responsibility vs technical design)
- Risk oversight: increasing construction costs
- Sign off on schematic design
- Advocating for member and community needs in the design aspects (unit mix, affordability, sustainability, community spaces etc.)
- Oversees performance and deliverables of consultants
- Design for communication
- Appliance decisions

Consider: cost escalation vs. design quality (trade-offs), governance capacity, over or under reliance on professionals, misalignment between design or timing and funding, modular housing techniques

The Board's Role: Construction



- Oversight of project delivery (not everyday construction) and staying informed
- Monitoring construction, without micromanaging
- Approve changes in scope, use of contingency, dispute resolution, or schedule extensions
- Ensuring compliance with funding conditions, insurance
- Ensure readiness for transition to Operations phase

Consider: unexpected costs and contingency use, ripple effect of schedule delays, maintaining delineation between governance and operation roles, operational readiness, communication with members, staying informed without micro-managing

The Board's Role: Operations



- Governance, legal, fiduciary i.e., Co-operative Corporations Act, Co-op Articles & By-laws
- Oversee long-term financial stability
- Ensure democratic accountability through meetings, elections, and member relations
- Maintaining distinction between governance and operations
- Strengthening and updating core policies and processes
- Ensure the membership orientation process is strong
- Deepen commitment to the Co-operative Principle of Concern for Community

Consider: role confusion/ micromanagement vs. insufficient guidance, inconsistent policy enforcement, member conflict, underfunded reserves, delayed maintenance, board burnout, and turnover

Break

- **Voting in CHF Canada National Business meeting happens on Saturday.** Your co-op's delegate must be there to vote. The delegate can pick up a voting device at conference services
- **All coffee breaks will be held in the tradeshow area!** Make sure you visit all the tradeshow exhibitors so that you can complete the bingo card (found in your bag) and have a chance to win prizes.

Activity: Board's Role throughout the Development Cycle

- **INSTRUCTIONS**
- **ACTIVITY 1** • [15 minutes]
- **Step 1** • Do a round of introductions at your table (30 seconds each), introduce yourself
- **Step 2** • As a group, brainstorm 3-6 key board responsibilities during each of the 4 Development phases: Feasibility, Design Development, Construction, and Operations using this worksheet (you can recreate this worksheet on your papers)
- **Step 3** • Think about and note down the challenges your board has faced during these responsibilities- what CHF Canada (or other) resources/ programs/ trainings helped you overcome them? Share with plenary.

Activity: Board's Role throughout the Development Cycle Part 2

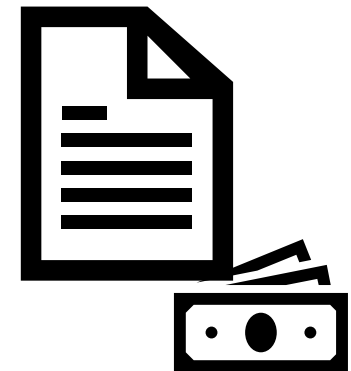
INSTRUCTIONS

ACTIVITY pt.2 • [10 minutes]

- **Step 1** • Consider the unique scenario listed for each phase of the development process. Brainstorm with your group, on how to answer each of the questions.

The Role of a Co-op Board in Funding Success

- Setting mission, affordability, alignment with community needs to showcase true Co-op housing intent to funders
- Showcase board's capacity to steward public investment to funders
- Financial realism & risk management
- Pursuing partnerships and expertise



Summary

Co-op housing development is a co-ordinated process that involves the active engagement and collaboration of multiple stakeholders throughout all phases. Much like a well-choreographed performance, each participant plays a distinct and essential role at specific stages.

Share what you've learned on social media!

- Post photos, favourite moments, or key learnings from today's workshops on social media
- Tag us @chfcanada
- Use the hashtag #CHFCanada2026



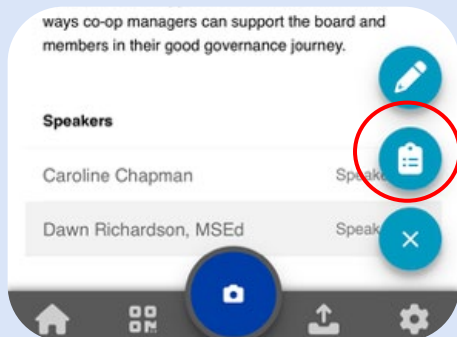


Before you go

We need your help to do better!

Fill out a paper evaluation, fold in half and leave it in the room. Or, fill out a digital evaluation using our conference app.

Thanks!



When you get home

Find today's workshop materials in the resources section of our website:

chfcanada.coop/education

Education Materials

The CHF Canada Resource Centre is open to everyone.

With 200+ resources—including guides, tools, templates, tip sheets, checklists, and model by-laws—you'll find everything you need to strengthen your co-op. Resources are carefully organized by topic and role, making it easy to find exactly what you need, when you need it.

Our resources are developed and regularly updated in collaboration with experts across the housing co-op sector, ensuring you have the latest insights to tackle any challenge.

Start Exploring

Resources ▾ Online Learning ▾ Manager Training ▾ Sharing Circles ▾ Co-op Staff Oasis Net... ▾ Education Events ▾

The National Education Committee presents

ONLINE LEARNING

Self-Paced

Move through the content when it suits you.



Courses

Fulfilling your legal duties as a board director

Taking effective meeting minutes

Chair like a champion

Personal information protection

Identity affirming language

Maintenance 101

Financial statements 101

- ✔ For board directors, co-op members, and staff
- ✔ \$30 per course
- ✔ Many courses to choose from
- ✔ 30 minutes per course
- ✔ Requires internet connection
- ✔ Develop practical skills and gain knowledge



TAKE ACTION TODAY!

Youholdthekey.ca



**YOU HOLD
THE KEY**

Protect affordable homes
Renew rental assistance now

