



Annual Meeting

FREDERICTON

2026

June 11–13

*Deep roots.
Renewed growth.*



**Member Education
Forum**

Boundaries, Belonging, & Burnout
Robyn LeBlanc (she/her)

Land Acknowledgement

We respectfully acknowledge that New Brunswick is situated on the unceded and unsurrendered territories of the Wolastoqey, Mi'gmaq, 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.





BOUNDARIES, BELONGING, & BURNOUT

BUILDING HEALTHY CO-OP COMMUNITIES



Robyn LeBlanc

she | her | elle

June 2026

BOUNDARIES, BELONGING & BURNOUT: BUILDING HEALTHY CO-OP COMMUNITIES



OVERVIEW OF AGENDA

01

WELCOME & WORKSHOP FRAMING

02

WHAT MAKES CO-OP COMMUNITIES
BEAUTIFUL & COMPLICATED

03

TRUST IN SMALL MOMENTS &
BOUNDARIES AS CARE INFRASTRUCTURE

04

SCENARIO LAB: WHEN CARE GETS FUZZY

05

REPAIR BEFORE RUPTURE & CLOSING REFLECTION

WHY WE' RE HERE

CO-OPS THRIVE BECAUSE PEOPLE CARE... BUT HEALTHY
CO-OP COMMUNITIES NEED BOTH **CARE** AND **CLARITY**.

BELONGING WITHOUT BOUNDARIES
CAN BECOME **BURNOUT**.

BOUNDARIES WITHOUT BELONGING
CAN BECOME **DISCONNECTION**.

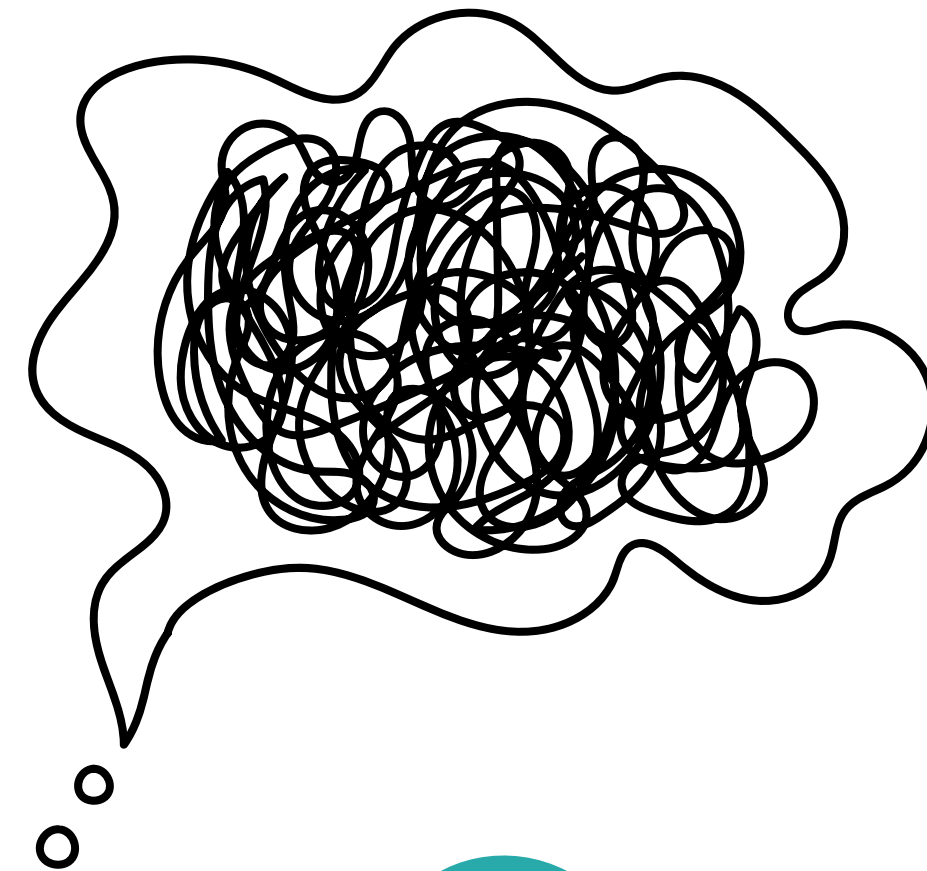
THE GOAL IS NOT A CONFLICT FREE CO-OP.
THE GOAL IS A **REPAIR-CAPABLE CO-OP**.

How we'll work together

- 1 Participate in whatever way you can
- 2 Assume best intent, attend to impact
- 3 Make Space, Take Space
- 4 Confidentiality – take the lessons, leave the details
- 5 Open Space:
Whoever comes are the right people
Whatever happens, happens
When it starts is the right time
When it's over, it's over



🧠 *Quiet Brainstorm (sticky notes)*
🎤 *Loud Brainstorm (group conversation)*



WHAT MAKES A HEALTHY CO-OP?





BEAUTIFUL & COMPLICATED

**NORMALIZING THE UNIQUE COMPLEXITY OF
CO-OP HOUSING**

THREE LAYERS OF CO-OP LIFE

“Neighbour”



“Member”



“Decision-maker”



WHERE ROLES BLUR

IT'S **NOT** “HOW DO WE MAKE CO-OP LIFE SIMPLE?”

BUT... “HOW DO WE MAKE THE ROLES CLEARER, THE EXPECTATIONS MORE TRANSPARENT, AND THE RELATIONSHIPS STRONG ENOUGH TO HANDLE THE COMPLEXITY?”

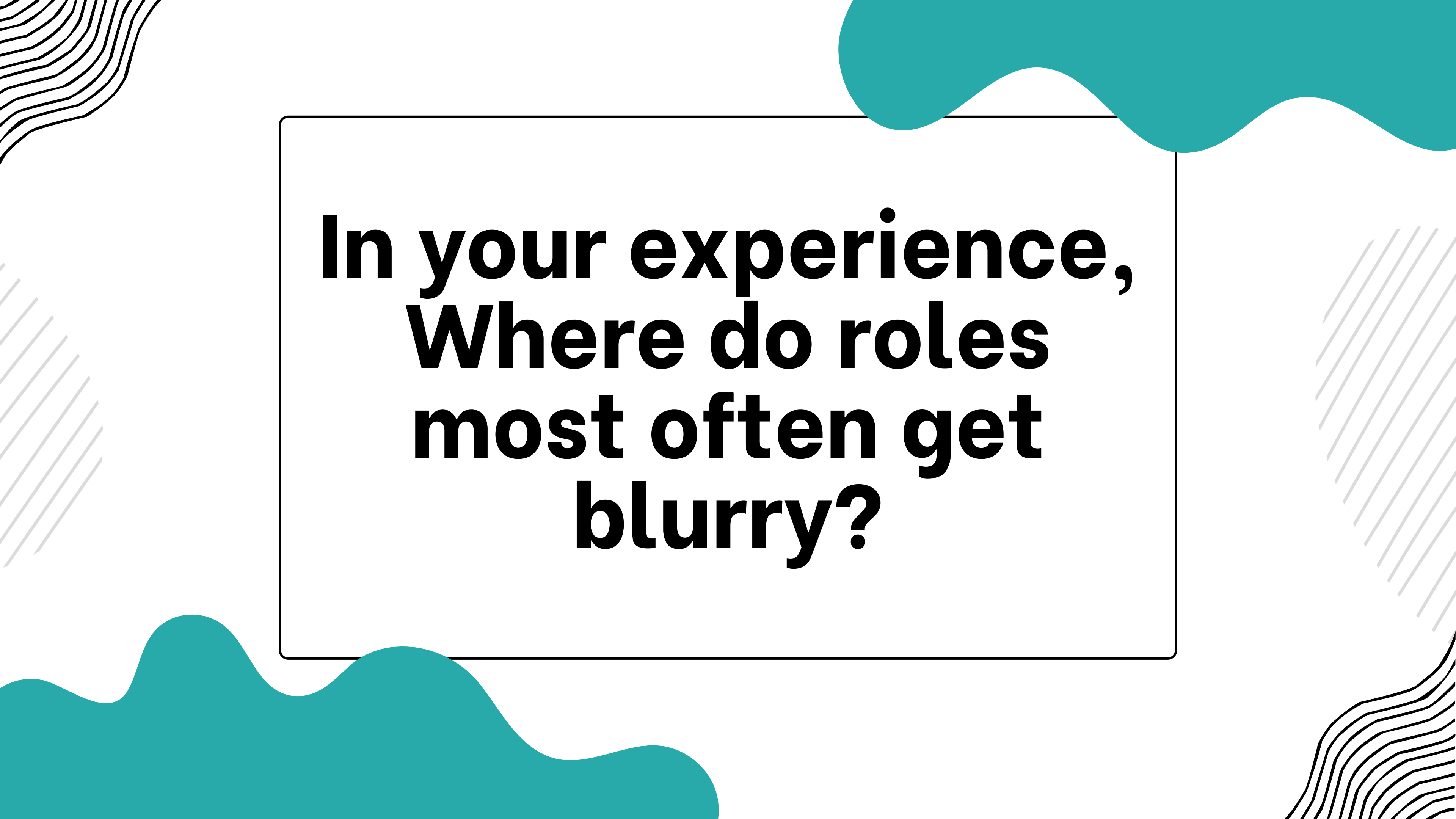
BOUNDARIES MIGHT SOUND LIKE...

“HERE IS THE ROLE I AM IN RIGHT NOW.”

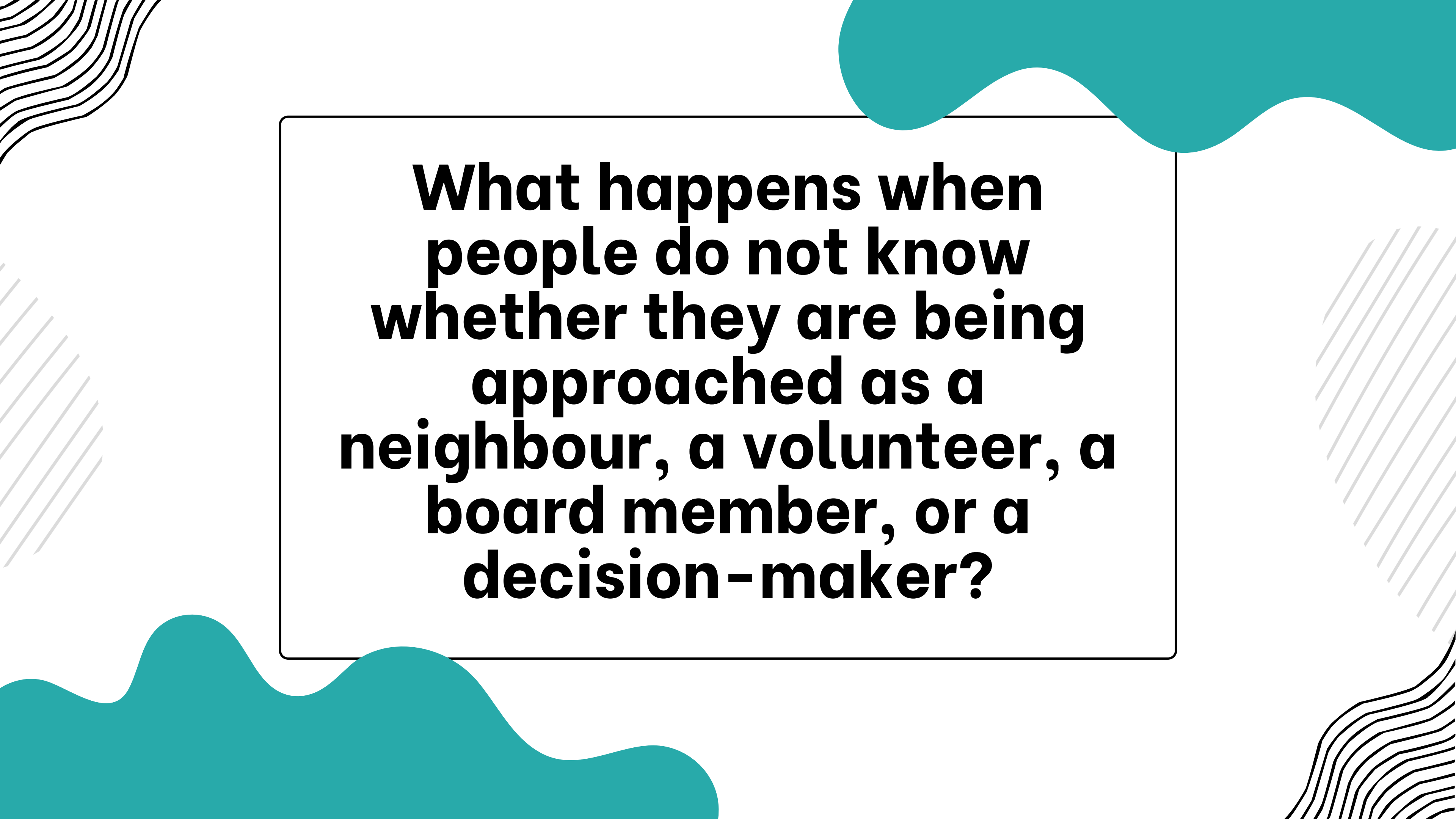
“HERE IS WHAT I CAN AND CANNOT HOLD.”

“HERE IS THE RIGHT PLACE FOR THIS CONVERSATION.”

“HERE IS HOW WE CAN STAY CONNECTED WITHOUT
CREATING MORE CONFUSION.”



**In your experience,
Where do roles
most often get
blurry?**



What happens when people do not know whether they are being approached as a neighbour, a volunteer, a board member, or a decision-maker?

TRUST AND THE MARBLE JAR



Trust is...

- Built slowly
- Broken quickly
- Repaired intentionally

Trust isn't built in grand gestures
– it's built in tiny moments.

Every small act that strengthens
connection = a marble in the jar.

Every small behaviour that
undermines connection = a
marble removed.

WHEN THE JAR BREAKS

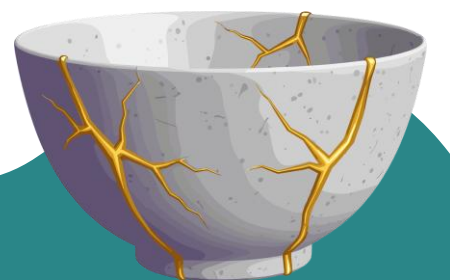


Trust isn't just about adding or removing marbles. Sometimes something big happens—and the whole jar cracks.

When the jar is cracked or broken:

- Small positive gestures (marbles-in) won't land
- The relationship can't hold new trust yet
- People may feel guarded, disconnected, or unsafe
- Progress feels “stuck,” even with good intentions

A broken jar can't hold marbles! Repair must come before rebuilding...



If your co-op were a jar...



What are the marbles people keep putting in?
What keeps getting scooped out when no one's looking?

01

What pouring into the trust jar at your co-op?

Think of the everyday moments that make things smoother, kinder, clearer, and more connected.

02

What's sneaking the marbles out?

What little habits, slips, or "oops" moments quietly drain the jar? (We're talking patterns here — the tiny things that make you go, "ugh... not this again.")

03

What do we want more of around here?

If you could sprinkle a little extra magic across your co-op, what would make it feel easier, safer, more aligned for everyone?

 *Quiet Brainstorm (sticky notes)*
 *Loud Brainstorm (group conversation)*





BOUNDARIES AS BELONGING INFRASTRUCTURE

SEEING BOUNDARIES AS COMMUNITY CARE

WHAT BOUNDARIES ARE AND ARE NOT...

Clarity

NOT

Punishment

a way to stay
connected safely

NOT

Rejection

a protection against
resentment

NOT

Selfishness

a way to share
responsibility

NOT

A refusal to care

a signal of
capacity




NOT

A character flaw



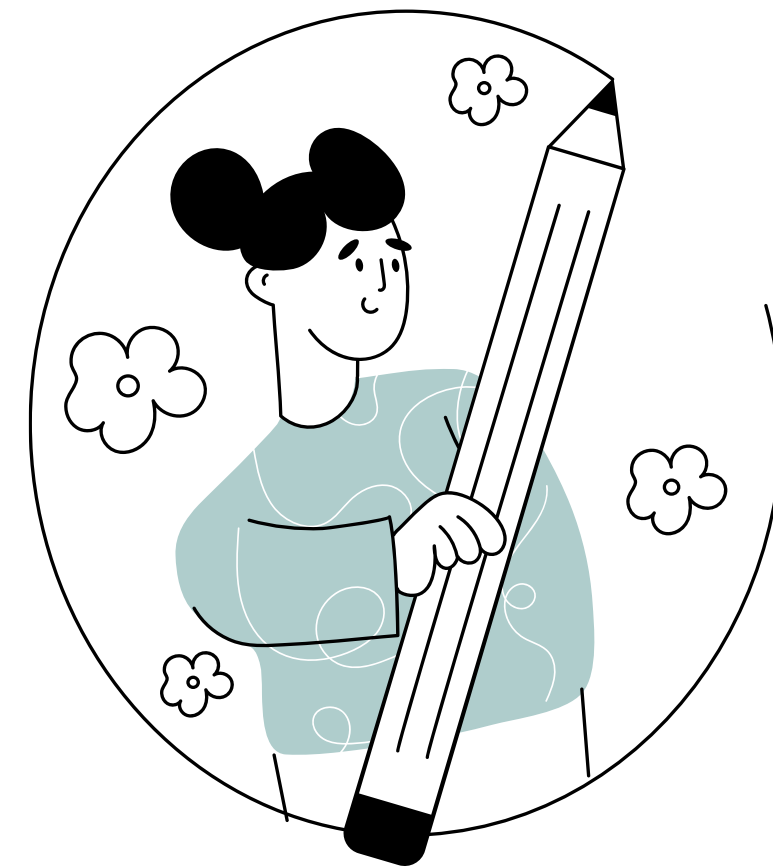


TYPES OF CO-OP BOUNDARIES

- **Role boundaries** – “I’m speaking as a neighbour right now, not on behalf of the board.”
 - **Time boundaries** – “I can talk about this tomorrow, but I’m not available for a hallway conversation tonight.”
 - **Emotional boundaries** – “I care about this, but I can’t be the only person holding it.”
 - **Process boundaries** – “This needs to go through the maintenance request process so it can be tracked properly.”
 - **Confidentiality boundaries** – “I don’t want to discuss someone else’s situation without them present.”
 - **Capacity boundaries** – “I can help with one piece of this, but I can’t take the lead.”
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BOUNDARY REFRAME PRACTICE

- “PEOPLE KEEP DUMPING PROBLEMS ON ME.”
- “NOBODY DOES ANYTHING AROUND HERE EXCEPT THE SAME FEW PEOPLE.”
- “STOP GOSSIPING.”
- “THAT’S NOT MY JOB.”





WHEN CARE GETS FUZZY

NAVIGATING REALISTIC CO-OP TENSIONS



Using your scenario, answer the following questions:

1. What roles are getting blurred here?
2. What trust marbles are being added or removed?
3. What boundary might help?
4. What repair move could happen before this grows?

5-PART REPAIR MOVE



- » **Pause**
“I want to slow this down.”
- » **Name impact without attacking character**
“That conversation left me feeling dismissed.”
- » **Own your part where needed**
“I also realize I came in frustrated.”
- » **Clarify what is needed next**
“Can we agree to bring concerns through the committee instead of the group chat?”
- » **Reconnect to shared purpose**
“We both care about this community feeling safe and fair”

This could sound like...

- “I want to reset this conversation because...”
- “I think we may be mixing up roles here, so...”
- “The impact of that was...”
- “Next time, could we...”
- “I care about this community, and I also need...”

CLOSING OUR TIME

ONE MARBLE I CAN ADD TO MY
CO-OP COMMUNITY IS...

ONE BOUNDARY THAT WOULD HELP ME
PARTICIPATE MORE SUSTAINABLY IS...

ONE WORD CLOSEOUT



THANK YOU!



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(She, Her, Elle)



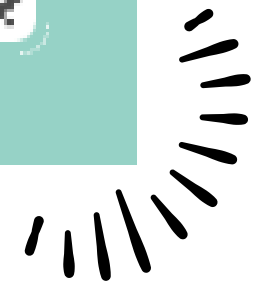
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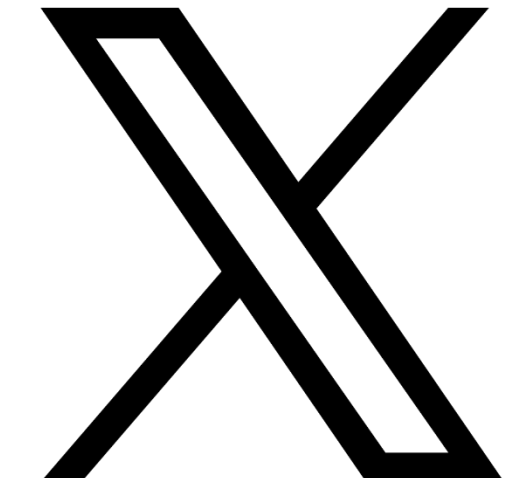


SAVE CONTACT



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



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**

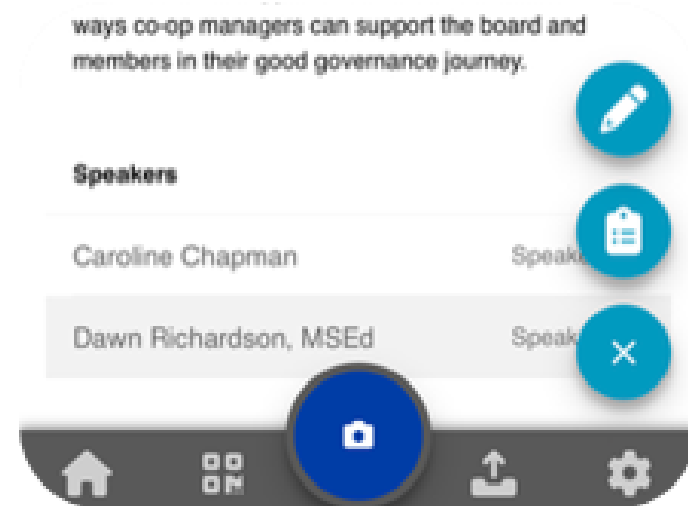
Protect affordable homes
Renew rental assistance now



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 on our website:

chfcanada.coop/education/resources



Reminders

- **Voting in CHF Canada National Business meeting happens on Saturday.** Your co-op's delegate must be there in order 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.

