

**CEHL's strategic objective is to sustainably maintain and grow our housing portfolio and our organisational impact.**

The strategy will be implemented through 12 strategic actions under 3 pillars:

1

## Meeting the needs of the CEHL community

We listen and respond to the voices of our member co-ops, co-op members, and direct renters

- 1.1 Strengthen **ways of working** with member co-ops
- 1.2 Implement improved **service delivery model** for member co-ops
- 1.3 Co-design and implement **good governance guidelines to create and sustain thriving co-ops**
- 1.4 **Refresh and modernise CEHL's Co-op Agreements (CCAs)** and constitution to balance compliance, co-op autonomy and best-practice governance.

2

## Driving the impact and growth of co-op housing

Being thought leaders and advocates for the growth of co-op housing and other innovative affordable housing models

- 2.1 Develop and implement an **ESG impact framework**
- 2.2 Proactively increase visibility and grow **advocacy** for co-operative housing as an affordable housing strategy
- 2.3 Nurture a **distinctive CEHL** brand that reflects international co-operative principles, to highlight our distinctiveness, showcase our success and promote interest in co-operative housing
- 2.4 Explore and implement **affordable ownership options** for our members (including shared equity and limited equity housing schemes)

3

## Operational and financial sustainability

Developing our people and our organisation to support impactful delivery over the longer term

- 3.1 Implement the right **systems, tools, and ways of working** to support our people and organisation to develop and grow
- 3.2 Develop a long term **portfolio growth strategy** that meets the diverse housing current and future needs of the CEHL community
- 3.3 Develop a **long term funding and finance strategy** to support growth and sustainability of the CEHL portfolio
- 3.4 Establish partnerships to **diversify funding sources** and accelerate portfolio growth