

BCNPHA Strategic Plan 2025–2027

Strengthening the Non-Profit
Housing Sector for the Future



Land Acknowledgement

Our offices are located on the traditional and unceded territories of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish) and Səlilwətaʔ (Tsleil-Waututh) peoples, whose stewardship and care for these lands continue today.

Our work with our members across the province, takes place throughout the ancestral lands and the many unceded territories of more than 200 distinct First Nations in British Columbia, each with their own histories, governance and deep relationships to the land. We recognize that housing is not just a policy issue, but a matter of Indigenous sovereignty, self-determination and justice.

BCNPHA is committed to working alongside Indigenous housing providers, communities and leadership to support culturally appropriate, self-determined housing solutions and to address the ongoing impacts of colonization on housing, land and community well-being.



Sharpening Our Focus to Meet the Challenge

The housing crisis in British Columbia is deepening, placing growing pressure on non-profit housing providers who are essential in ensuring communities have access to safe, affordable and sustainable housing. Yet, the sector itself faces mounting challenges—financial instability, workforce shortages, operational complexities and a lack of public recognition of its vital contributions.

For years, BCNPHA has been a trusted leader, strengthening the non-profit housing sector in British Columbia by providing advocacy, education, resources and sector-wide support.

As a provincial member association representing non-profit housing providers, BCNPHA has played a significant role in

convening organizations, amplifying their voices and ensuring the sector remains strong, sustainable and impactful. But we know that to meet today's challenges, we must sharpen our focus and maximize our impact.

This strategic plan is the result of deep and meaningful engagement — it includes hundreds of touchpoints with housing leaders and other key stakeholders. We listened, analyzed and responded to what we heard.

The result is a bold and responsive plan that builds on our strengths while ensuring we take a focused and intentional approach to tackling the sector's most pressing challenges. With clarity and purpose, we are charting a path forward that positions non-profit housing providers to meet this moment and drive lasting change.



**Message from the
Board Chair,
Alita Tocher**

For the first time in more than a decade, BCNPHA has taken a comprehensive approach to shaping our new strategic plan—one that reflects nearly a year of member and stakeholder engagement. As we look ahead, we recognize that while the sector has seen incredible growth, that growth must also be sustainable.

The landscape is shifting rapidly. Non-profit housing providers are managing an evolving set of challenges, from increasing resident needs to rising operational costs and the ongoing difficulty of attracting and retaining qualified staff. We live in a time where major shifts happen frequently and at speed, and our sector must be positioned to respond.

This strategy strengthens BCNPHA's ability to tackle today's challenges while preparing for future opportunities. In partnership with staff, and guided by input from the sector, the Board has set clear priorities to navigate a changing landscape. We are excited to see this plan drive meaningful impact for non-profit housing providers across the province—and for all British Columbians.



**Message from the
CEO, Jill Atkey**

This strategic plan marks an exciting new chapter for BCNPHA—one that builds on our strengths while sharpening our focus to best support the sector in the years ahead.

Working closely with our team, this strategy will serve as a roadmap to guide our advocacy, services and member-driven supports over the next three years. While continuing to deliver the high-quality events and services our members rely on, we are expanding our efforts to build greater sector capacity, strengthen career pathways into non-profit housing and create opportunities for scaling efficiency and collaboration.

A key priority is ensuring the story of non-profit housing is told in a way that connects, not just within our sector, but with the public and decision-makers. The role of non-profit housing has never been more critical, and we are committed to deepening understanding and our support for this work.

There's a renewed sense of energy among our staff as we take on the challenges ahead. We are ready to move forward - together with our members and partners - to strengthen and grow the non-profit housing sector.

About Us

Our Vision

A safe, secure and affordable home for everyone.

Our Mission

Strengthening BC's non-profit housing sector through advocacy, education and support.

Our Values

We build strength through connection.

Our work is rooted in bringing people together—facilitating partnerships, aligning voices and unlocking collective solutions to the sector's toughest challenges.

We push beyond the status quo.

We champion innovation, test new ideas and adapt alongside our members—driving the creative solutions the housing crisis demands.

We work for a sector—and a housing system—where everyone belongs.

We are committed to creating a non-profit housing sector that values and embraces diversity, equity and inclusion and works to advance reconciliation with Indigenous communities. We challenge barriers to ensure all providers, communities and people can thrive.

We believe the non-profit housing sector is a powerful force for change.

We work alongside providers to harness their expertise, strengthen their influence and shape the future of housing—driving solutions that reflect the sector's full potential.

Collaboration

Creativity

Inclusivity

Agency

The Change We're After

Systems Level Transformation

This strategic plan reflects the collective insights of BCNPHA members, partners, staff, Board and stakeholders, reinforcing a shared vision for systems-level change. While BCNPHA alone cannot shift the entire system, we can make meaningful contributions in key areas. This plan focuses on the key levers through which BCNPHA can contribute to meaningful change, shaping a non-profit housing sector defined by the following shifts:



More visible and valued

With broad public recognition of non-profit housing's role in solving the housing crisis.



More financially sustainable

With non-profit housing providers exercising greater agency over their financial futures through a diversified mix of funding alongside stable government support.



More innovative and effective

Leveraging new funding models, shared services and strategic partnerships.



More inclusive and equitable

Ensuring all communities, including Indigenous and equity-deserving groups, have access to secure and culturally appropriate housing.

This strategy translates those ambitions into tangible priorities and goals, while identifying the key enablers that will drive progress, ensuring BCNPHA remains a leader, connector and champion for the non-profit housing sector.

Our Strategic Priorities: Focusing Our Efforts

Our strategic priorities focus our efforts for maximum impact, guiding decisions, resources and actions to ensure the non-profit housing sector's long-term success. To meet the urgent and growing need for affordable housing, the non-profit housing sector must be resilient enough to withstand challenges and dynamic enough to expand its reach and impact. For each priority we have defined tangible goals which have been directly informed by the needs and insights of the sector.



Non-profit housing providers face rising financial, operational and workforce pressures, putting existing housing at risk. Strengthening resilience means ensuring providers can thrive, adapt and remain mission-driven despite uncertainty.

Sector Resilience Goals

- **A financially sustainable non-profit housing sector**, with diversified funding streams that reduce reliance on government funding.
- **Operationally and strategically equipped non-profit housing providers**, with the training, tools and policy knowledge needed to navigate evolving challenges.
- **A sector that maximizes collective capacity**, through shared services, strategic partnerships and innovative resource management.
- **Well-maintained, climate-resilient non-profit housing assets**, ensuring long-term viability and protection against future risks.
- **A strong, skilled and stable non-profit housing workforce**, supported by clear leadership pathways, succession planning and sustainable career opportunities.
- **A recognized and trusted non-profit housing sector**, engaged with all levels of government in shaping policy—while earning broad public support as a vital contributor to housing affordability and community well-being.

The current demand for non-profit housing far exceeds supply, straining providers and limiting access to affordable homes. Focusing on growth means expanding housing stock, securing sustainable investments and building the sector's capacity to scale and innovate.

Sector Growth Goals

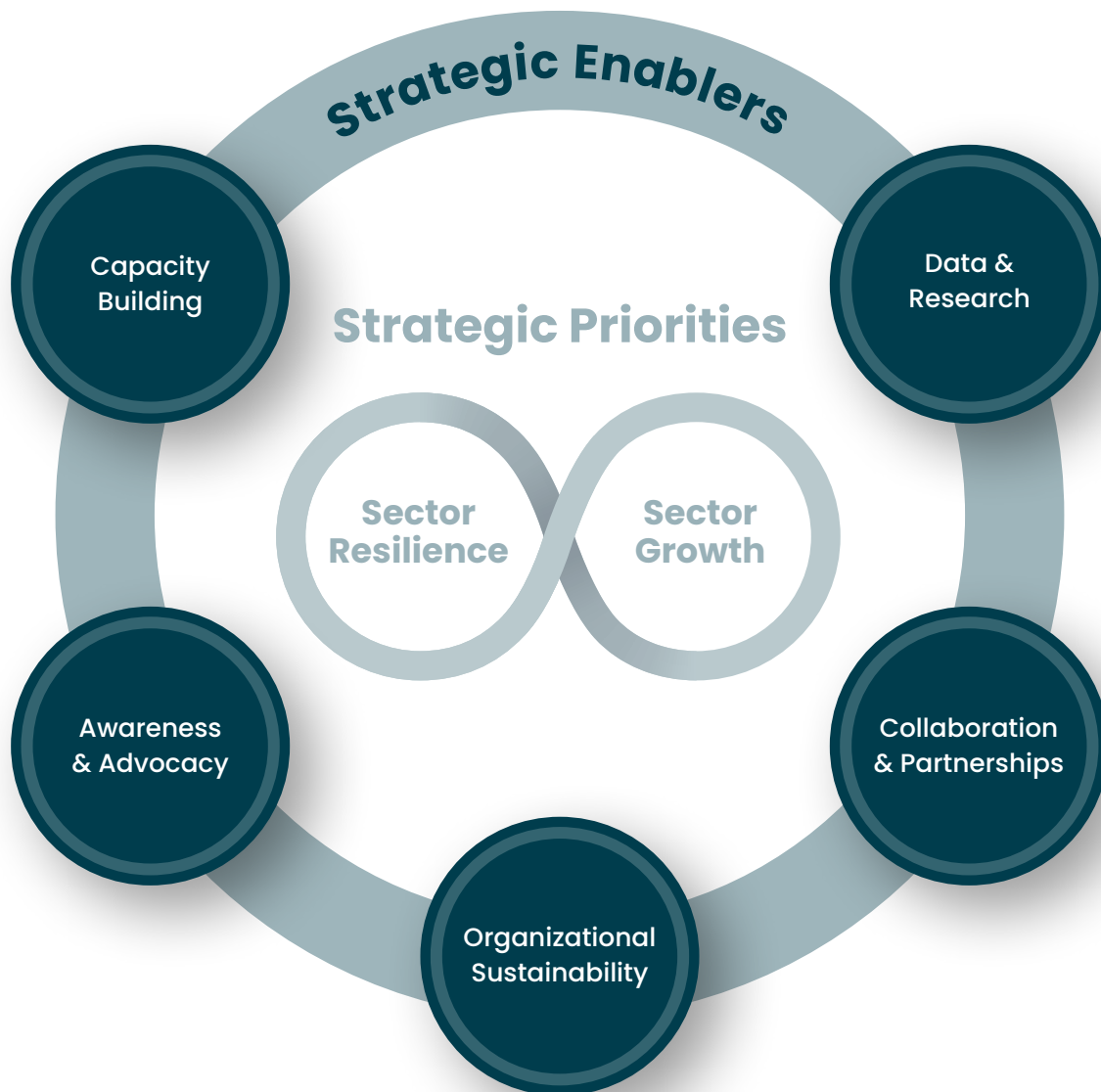
- **The supply of non-profit housing is increasing**, improving housing affordability across the province.
- **The sector has sustainable financial mechanisms and long-term investment strategies** that facilitate new housing development and their operational needs.
- **Government partnerships, policy frameworks and processes are collaborative, future-focused and sustainable**, enabling non-profit housing growth and facilitating improved access to land.
- **Within-sector and cross-sector partnerships have expanded and deepened**, enhancing sustainability, efficiency, innovation and scalability.
- **The non-profit housing sector is celebrated across the province** for its role in building strong, inclusive and affordable communities.

Our Strategic Enablers

BCNPHA’s strategic enablers define **how** we will drive sector resilience and growth. They have been shaped by what we heard from engagement across our sector; we learned where BCNPHA’s efforts are making a difference and where there are gaps that need to be addressed. This feedback informed the development of our enablers to address these needs, challenges and priorities directly.

Taking targeted action in these areas will help us achieve the goals we have outlined under our strategic priorities.

These enablers do not stand alone—they are interconnected and mutually reinforcing. Progress in one area strengthens others, creating a multiplier effect that accelerates progress toward our goals. Together, they create the foundation for a stronger, more sustainable and more effective non-profit housing system.



Our Strategic Enablers

Capacity Building

To strengthen resilience and position the sector for growth, **BCNPHA will continue to equip non-profit housing providers with the skills, resources and tools needed to navigate a complex and evolving housing landscape.**

Over the next three years we will:

- **Support non-profit providers in asset management, risk mitigation, sustainability and financial planning**, ensuring housing assets remain viable, well-maintained and responsive to future needs.
- **Support non-profits in planning for climate resilience**, equipping providers with the tools, funding strategies and risk-mitigation approaches to adapt to climate-related challenges.
- **Expand financial advisory support** to help members strategically leverage assets, optimize funding opportunities for development and explore social finance and impact investing as sustainable funding solutions.
- **Develop tailored resources that reflect the diverse experiences of non-profit housing providers**, recognizing that needs vary across the sector—including rural providers, supportive housing operators and those serving distinct populations.
- **Support workforce growth retention** across the sector by strengthening career pathways and leadership development, enhancing governance capacity and expanding mentorship and peer-learning.
- **Embed equity and anti-racism in non-profit housing operations and governance** through sector-wide training and facilitated conversations.

Our Strategic Enablers

Data & Research



A strong, data-driven sector ensures non-profit housing providers can make informed decisions, advocate effectively and plan for long-term sustainability. **BCNPHA will enhance the sector's capacity to collect, share and apply data and research, ensuring insights support both resilience and growth.**

Over the next three years we will:

- **Maintain BCNPHA's position as the leading research hub** for non-profit housing in BC by expanding sector-wide data collection and data-sharing initiatives and improving access to insights.
- **Strengthen data-driven decision making** by equipping members with research and tools that support funding proposals, organizational planning and operational efficiencies.
- **Bridge research gaps** through strategic collaborations with non-profit providers, academia, government and sector partners to enhance knowledge sharing and long-term planning, including research on climate resilience, sustainability and risk mitigation for non-profit housing providers.

Our Strategic Enablers

Awareness & Advocacy

For the non-profit housing sector to thrive, it must be valued and supported at all levels. **BCNPHA will drive advocacy efforts to secure long-term funding, shape policy decisions and increase public recognition of non-profit housing's role in supporting BC's housing crisis.**

Over the next three years we will:

- **Uphold and advance BCNPHA as the sector's collective voice**, ensuring all non-profit housing providers—regardless of size, location, or focus—are heard, represented and reflected in advocacy and public awareness efforts.
- **Increase public awareness** of the non-profit housing sector's impact, through storytelling and data-driven insights to shape public and political perceptions on the critical role of non-profit housing for community well-being.
- **Strengthen relationships with decision-makers**, ensuring non-profit housing providers have a seat at the table with all levels of government, funders and policy makers.
- **Develop and advance a proactive policy agenda**, ensuring non-profit housing is prioritized in government planning, policies and funding decisions.
- **Advocate for policy changes that reduce barriers to housing access and improve affordability** for marginalized communities.

Our Strategic Enablers

Collaborations & Partnerships

A thriving non-profit housing sector is strengthened through collaboration, strategic partnerships and shared opportunities. Stronger relationships within the sector and across industries create new opportunities for growth, innovation and long-term sustainability. **BCNPHA will enhance its role as a convener, bringing together diverse voices to drive collective action, facilitate resource sharing and support sector-led partnerships.**

Over the next three years we will:

- **Expand BCNPHA's convening role**—bringing providers together to share knowledge, surface emerging issues and coordinate sector-wide advocacy and action to amplify collective impact and shape system-level change.
- **Strengthen sector collaboration** by supporting providers in building strategic alliances and exploring sector consolidation to enhance capacity, efficiency and long-term sustainability.
- **Expand cross-sector partnerships** by deepening collaboration with government, health authorities, the private sector and other housing and social service organizations to drive integrated solutions and service delivery.
- **Strengthen Indigenous partnerships** by aligning sector-wide efforts with Indigenous-led housing priorities.
- **Mobilize resources for growth** by connecting non-profits to opportunities for land, capital and financing partnerships, ensuring providers can expand and preserve housing stock.

Our Strategic Enablers

Organizational Sustainability

BCNPHA's ability to sustain itself as a strong, effective and adaptive organization is critical to achieving sector resilience and growth. To lead and support non-profit housing providers across the province, **BCNPHA must remain financially sustainable, operationally efficient, strategically aligned and nimble to evolving sector needs.**

Over the next three years we will:

- **Diversify BCNPHA's revenue streams** by expanding fee-for-service offerings and other non-dues revenue sources, ensuring financial sustainability while enhancing the support and resources available to members.
- **Enhance operational efficiency and capacity** by investing in technology that improves internal workflows, member services and decision making.
- **Cultivate and support a high-performing and aligned leadership and governance team**, prioritizing staff development, leadership alignment and strong governance practices to drive the strategy forward.
- **Improve organizational adaptability** by growing a culture of learning, innovation and continuous improvement, ensuring BCNPHA remains responsive to sector challenges and opportunities.
- **Advance reconciliation with Indigenous communities** by embedding principles of self-determination, cultural safety and meaningful partnership across BCNPHA's programs and sector initiatives.
- **Embed equity, diversity and inclusion (EDI)** across all BCNPHA policies, programs and practices to ensure the organization and the housing sector are inclusive, representative and equitable.

The work ahead requires collective action, bold leadership and a shared commitment to advancing the non-profit housing sector. The challenges are real, but so is the opportunity to create lasting change for communities across British Columbia. By working together, we can build a future where safe, affordable, accessible housing is a reality for all.

Stay connected. Get involved.

Visit [BCNPHA](http://bcnpha.ca) to explore resources, access training and discover ways to contribute to a stronger, more resilient and growing sector.



**BC Non-Profit
Housing Association**

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