



ABORIGINAL HOUSING MANAGEMENT ASSOCIATION

LEADING THE CHANGE

| | |
|----|--|
| 2 | AHMA: A Unified Voice for Indigenous Housing in BC |
| 3 | Message from Our President & Chief Executive Officer |
| | Strengthening AHMA's Governance |
| | Building AHMA's Operational Effectiveness |
| | Achieving Synergies of Membership |
| | AHMA's Aspirations |
| 6 | Celebrating 20 Years – Setting a New Course for the Future |
| 8 | Strengthening AHMA's Operations |
| | Developing New Indigenous Housing Projects |
| | Helping Providers Build Capacity |
| 10 | Synergies of Membership |
| | Lu'ma Native Housing Society |
| | M'akola Group of Societies |
| | Prince George Native Friendship Centre |
| 20 | New Leadership Opportunities for AHMA |
| | Growing AHMA's Resources |
| | Partnering with BC Non-Profit Housing Association |
| | Partnering with Canadian Housing and Renewal Association |
| | Using Inclusive Indigenous Language |
| | New Tools Coming Soon |
| 22 | The Story of AHMA's Logo |
| 23 | Meet Our Team |
| 24 | AHMA Financial Report |
| 25 | About AHMA |

Contents



Vision

To be a world leader recognized for excellence in the support of Aboriginal housing and social enterprise.

Mission

We will work to ensure all Aboriginal people in British Columbia have access to safe, secure, affordable housing, through a culturally sensitive housing authority that supports, inspires and responds to the needs of Aboriginal communities and Aboriginal housing providers in British Columbia.

Values

RESPONSIVE: We value a responsive working culture, which is relationship-centred and collaborative in approach.

CAPACITY BUILDING: We strengthen capacity by empowering our stakeholders with self-sufficiency and visionary practices.

HOLISTIC: We deliver holistic leadership by honouring diversity, partnership and growth.

INNOVATIVE: We strive for innovation through flexibility, entrepreneurship and creativity (while honouring our experience).

RESPECT: We earn the respect of our stakeholders through trust, reliability and accountability.

ADVOCACY: We advance the quality of housing for the collective interests of our communities.

AHMA: A Unified Voice for Indigenous Housing in BC

AHMA started as a collective dream, but our impact can be far reaching. Indigenous housing is a foundation for the rest of life, for addressing other social determinants of health—social and economic conditions, education, employment, healthy child development—underpinned by culture.



Message from Our President & Chief Executive Officer

The past year has been a time of transition—and also an opportunity for transformation—for AHMA. As our organization evolves, we are focused on three priorities to advance AHMA's support for urban, rural and northern Indigenous housing across BC: we are strengthening our governance, operations and membership.

Strengthening AHMA's Governance

"Good governance is vital to the success of any organization, AHMA included," says Rosanna McGregor, President of the AHMA Board of Directors. "So we are delighted AHMA achieved a milestone in governance this year, with unanimous support to amend our Constitution and Bylaws at a Special General Meeting in March 2017."

The changes will strengthen our governance structure by:

Moving AHMA to a fully independent Board:

- ◆ Seven directors selected from six regions agreed to by members
- ◆ A careful nomination, selection and election process focused on competency-based criteria
- ◆ One seat appointed by BC Housing, as a valued partner, who meets the nominations protocol and is a good fit with AHMA's mandate

Expanding our Corporate membership base:

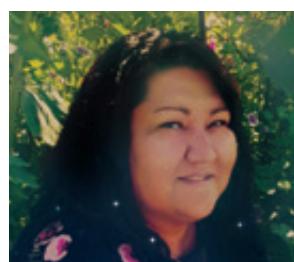
- ◆ Indigenous housing providers funded by AHMA automatically become Corporate Members who can vote at meetings; participation is optional
- ◆ AHMA can be more effective with our members' input, so previous barriers to membership—the need to apply and obtain board approval—are gone

Establishing a three-person Governance Committee to:

- ◆ Bring forward resolutions on behalf of members
- ◆ Ensure members are engaged in identifying best practices in governance



Margaret Pfoh
Chief Executive Officer



Rosanna McGregor
President,
Board of Directors

Building AHMA's Operational Effectiveness

With new leadership at AHMA, our goal is to create a corporate culture of leading the change. Margaret Pfoh joined us as our new Chief Executive Officer in March 2017, and brings both a wealth of experience in Indigenous housing, and an aspirational vision for Indigenous housing across BC:

"My goal is to integrate the pivotal pieces—our operations, communities, members and governance—so we can do the best job for our communities, because, ultimately, we are here to support the Indigenous peoples of BC.

"We have the opportunity to take AHMA from achieving the first self-governance for an Aboriginal housing organization in Canada, to growing our capacity as Indigenous peoples to meet the needs of our communities. My knowledge is matched by the passion and commitment of our housing providers. Our vision for the future will build on our history of grassroots evolution."

STRATEGIC ADVANCES

AHMA has made steady progress in meeting key performance indicators in our Strategic Plan and strengthening our operations. We are improving internal systems, policies and procedures, so AHMA's operations are increasingly independent, using a "by Indigenous, for Indigenous" model. Some highlights include:

- ◆ We created a new Development Support Toolkit to help Aboriginal housing providers
- ◆ We developed umbrella operating agreements to streamline work with our housing providers. We have implemented this initiative with the Aboriginal Housing Society of Prince George, and Dakelh and Quesnel Community Housing Society
- ◆ We refined our Asset Management Service to provide portfolio maintenance and capital planning support
- ◆ We strengthened links with other housing organizations: signing a collaboration agreement with the BC Non-Profit Housing Association (BCNPHA), becoming a member of the Rental Housing Coalition, sitting on the Canadian Housing and Renewal Association's Indigenous Caucus
- ◆ We are conducting an internal operational review to identify ways we can structure resources most effectively
- ◆ We are developing policies and procedures to ensure we meet the concepts of fairness, equity and transparency (for example, new financial review and operational review policies)
- ◆ We improved CEO reports to the Board of Directors with progress updates on key performance indicators

RECOGNIZING OUR TEAM

We want to express our thanks to David Silva, our Director of Corporate Services, for stepping up as Interim CEO and leading AHMA through a challenging time. Our directors and staff are grateful for his commitment to the organization and membership.

We also want to acknowledge our operational team at AHMA and our Board of Directors for staying the course during a time of transition. Everyone genuinely cares about supporting our communities.

And, of course, we want to recognize our members for providing affordable housing and frontline support for Indigenous people across BC.

Achieving Synergies of Membership

Margaret has been meeting one-on-one with AHMA members across BC to hear about their operations, see local housing stock, and learn how AHMA can provide more effective support. The geography of our communities impacts each differently; access to resources and services in northern and rural areas can be much more challenging than in urban areas, and more so in winter.

AHMA's capacity to support our members relies on empirical knowledge. Our goal in meeting members is to gain a tangible understanding of the challenges housing providers face to meet local community needs. This awareness:

- ◆ Ensures we carry our members' voice to government in lobbying for our needs as Indigenous leaders
- ◆ Helps frame requirements for adequate funding and resources into the future

AHMA's Aspirations

Our activities in governance, operations and membership are designed to build resiliency within AHMA, so we have greater capacity to respond holistically to Aboriginal housing providers. We will continue to focus on key areas of importance to our members:

- ◆ Allocate resources based on need
- ◆ Offer holistic services in addition to housing to meet clients' needs
- ◆ Ensure a political voice for AHMA
- ◆ Address sustainability issues once subsidy expires
- ◆ Compare the cost of homelessness versus the cost of housing
- ◆ Integrate the importance of culture

After five years, AHMA and BC Housing are renewing our BC Aboriginal Social Housing Management Agreement (ASHMA) in 2017. We have been fortunate to have strong relationships and support from CEO Shayne Ramsey and the team at BC Housing during the first five years of this agreement. Now we have an opportunity to further this commitment to support Indigenous people in BC.

We will also renew AHMA's Strategic Plan in 2018, with the goal of expanding our capacity to better serve our providers and communities.

All of this work will take time, but we have an incredible opportunity to build long term sustainability and take AHMA to a higher level of leadership in Indigenous housing, while honouring our past.

All my relations,

Margaret Pfoh
Chief Executive Officer

Rosanna McGregor
President, Board of Directors

BENEFITS of new governance structure

Ensure Indigenous housing providers have a voice

Confirm equal regional representation from across the province

Empower AHMA to attain greater influence and resources, with a unified voice on behalf of Indigenous housing providers

Increase AHMA's transparency and accountability

Strengthen AHMA's ability to be member-driven in a culturally appropriate way

Celebrating 20 Years – Setting a New Course for the Future

1994 - 1996: Canada Mortgage and Housing Corporation (CMHC) stops building new urban native housing and devolves social housing to the provinces. An informal collective of Aboriginal housing societies formed in response, which evolved into a **unified umbrella organization, the Aboriginal Housing Management Association, in 1996.**

2000: BC urban native organizations gathered to create a resolution to develop a **housing self-management model.**

2003 to 2005: BC and AHMA signed an interim self-management agreement—the first in Canada—authorizing AHMA to **subsidize Aboriginal housing providers.** BC Housing transferred 189 units to AHMA.

2006 to 2011: AHMA created a **new governance model** to increase transparency and accountability, and built capacity to manage devolution. BC Housing transferred an additional 565 units to AHMA.

2014: Corporate Members adopt a special resolution to **renew AHMA's Strategic Plan**

2016: 100% ratification for amending AHMA's Constitution and Bylaws to establish a **fully independent Board of Directors, expand corporate membership, and create a member-driven Governance Committee**

2017 and beyond: Take the next step in AHMA's evolution, building internal capacity and resilience, so we can provide strong leadership and support for our communities:

- ◆ Elect our **first fully independent Board of Directors**
- ◆ **Renegotiate ASHMA** with BC Housing to seek additional resources, so AHMA can provide more robust support services for Indigenous housing providers and help create sector-wide sustainability
- ◆ **Partner with the BC Non-Profit Housing Association** to deliver Indigenous-focused training
- ◆ Build a **Technical Resource Centre** to offer training in capital asset management
- ◆ **Capitalize on our network** of connections with agencies like BC Housing, the Canadian Housing and Renewal Association, and the BC Non-Profit Housing Association
- ◆ Engage in respectful collaboration with our housing providers, support community partnerships to achieve synergies, and work with all levels of government to **advance Indigenous housing and social programs**
- ◆ **Partner with the University of BC's Sustainability and Innovation Department** on **research studies.** One of our strategic goals is to engage in research and knowledge translation on Indigenous housing. But AHMA does not currently have the resources to lead research projects. So we are working on a Memorandum of Understanding with UBC—which has the systems and capacity to conduct research—to collaborate on generating new knowledge.

"Collectively, we established AHMA to lead urban, rural and northern housing by Indigenous, for Indigenous."

Strengthening AHMA's Operations

Developing New Indigenous Housing Projects

"Our biggest task in the past year has been helping Aboriginal housing providers bring 28 new projects with more than 1,150 units on stream," says **Carol Endrizzi**, Director of Housing Operations. "Experienced Aboriginal housing providers are leading some of the developments. But we also need to support and mentor new providers with no property management experience, with budgeting, policies, tenant relations, residential tenancy knowledge, and more. We're providing a new scope of service, engaging with members to build their capacity. It's a good challenge to have, but time intensive to ensure everyone's successful."

Many projects are funded by \$500 million in new provincial funding for affordable housing, announced in 2016, with \$53 million specifically for Aboriginal housing in BC.

Even for established providers, this funding model is different, so AHMA staff provided training on the new approach. Aboriginal housing providers receive money to develop a project, but no ongoing operational funds, so rent is the sole revenue towards breaking even. And the time frame was tight, from a February announcement, to a call for proposals in April, to a submission deadline in August. We responded quickly, working with providers one-on-one and at regional meetings with BC Housing. In the end, 90% of proposals were approved, a major success.

The first batch is close to construction, and most will be coming on within the next 18 months, which will keep AHMA staff very busy in the year ahead.

Some new shelters will also open in the next year to help improve conditions for homeless people, with federal funding support.

Helping Providers Build Capacity

New Development Support Service at AHMA

"We began a new Development Support Service last year to enable Aboriginal housing providers obtain as much of the new funding as possible," says **David Silva**, Director of Corporate Services. "And we helped a number of them develop proposals. With our support in the early stages, a few providers realized they weren't ready, or this proposal call wouldn't meet their community's needs. We will continue to collaborate with these groups to find future opportunities that align with their goals."

AHMA's new services match the three-stage development process to build capacity and support success among Aboriginal providers:



PHASE 1: PROPOSAL DEVELOPMENT

- ◆ Preliminary planning
- ◆ Expression of Interest submission
- ◆ Preliminary budgets and design
- ◆ Provisional project approval



PHASE 2: PROJECT COMMITMENT

- ◆ Engage development consultant
- ◆ Finalize budgets
- ◆ Finalize design
- ◆ Obtain permits and municipal approvals
- ◆ Initiate contractor procurement



PHASE 3: CONSTRUCTION

- ◆ Award the construction contract
- ◆ Monitor construction progress until completion
- ◆ Work on take-out financing
- ◆ Determine tenant selection process
- ◆ Review operating/operator agreements

"AHMA is committed to supporting success and sustainability for our members and communities."

Asset Management Service

We heard from members that some need asset management support from AHMA. Larger organizations may have an asset manager on staff, but many focus on supporting residents and need help with building and maintenance planning. So we provide support with:

STEP 1: INFORMATION GATHERING – Assessing building conditions to obtain data on each asset's current and future condition and renewal needs

STEP 2: PORTFOLIO PLANNING – Developing strategic plans for maintenance, capital renewal and portfolio changes to make the best use of existing assets to achieve the housing provider's vision and meet community's needs

STEP 3: INITIATIVE DELIVERY – Implementing opportunities—such as technical support to increase self-management capacity, or a business plan and partners for a new project—identified during portfolio planning, capital planning, and maintenance planning

Our next priority in the coming year is to provide training to help providers build internal capacity in maintenance planning.

Streamlining operations

This year, we signed an umbrella operating agreement with another experienced Aboriginal housing provider, Dakelh and Quesnel Community Housing Society, and have three more in the works. (The Aboriginal Housing Society of Prince George was first to sign such an agreement, last year.) This approach combines about 20 phases in the Urban Native Housing agreement into one, so no more separate financial reviews for each phase.

"I calculate average costs and subsidy, based on previous financial reviews," explains Business Manager **Nizar Laarif**. "Then we forecast the subsidy amount for the next five years. The umbrella operating agreement gives the provider more authority over the budget. They can move money to manage expenses across the portfolio without our approval, keep their surplus, and manage a deficit. The umbrella operating agreement really streamlines provider and AHMA staff time. Eventually we want to offer this model to all Aboriginal housing providers."

2016/17 CAPITAL RENEWAL PROJECTS

\$2,231,000 Total value

11 Societies we delivered projects

19 Projects throughout the year

REGIONAL BREAKDOWN*

| | | |
|------------------------------|------------------|-------------|
| Region 1 (Northern BC) | 4 projects | \$697,000 |
| Region 2 (Cariboo Chilcotin) | 3 projects | \$219,000 |
| Region 3 (Thompson Okanagan) | 4 projects ... | \$84,000 |
| Region 4 (Vancouver Island) | 5 projects | \$1,169,000 |
| Region 5 (Vancouver Coastal) | 2 projects | \$46,000 |
| Region 6 (Fraser Valley) | 1 project | \$16,000 |



*Matches map on AHMA website

Check us out online

We updated our website recently to share information and resources on our work, with a new webpage on Aboriginal housing providers to help connect people looking for affordable housing. And you can find AHMA on Twitter and LinkedIn at

www.ahma-bc.org.



Synergies of Membership

This year, we are profiling three AHMA members—Lu'ma Native Housing Society, M'akola Group of Societies, and the Prince George Native Friendship Centre—to celebrate the success of Aboriginal providers leading the change for Indigenous communities. These organizations offer a spectrum of services, in addition to affordable housing, for our people.



Lu'ma Native Housing Society

Lu'ma Native Housing Society

"Lu'ma began providing social housing for Aboriginal people in Vancouver in 1980," says President **Kent Patenaude**. "Since then, we've evolved into a broader community service agency with just under 500 units of housing—market and non-market—and a host of other programs and services. We run the only Aboriginal Patient Lodge in Canada; we are the only urban Aboriginal housing society to open an Aboriginal Medical Centre; and we were named the first Aboriginal Community Entity (a role we have fulfilled for 18 years) under the federal Homelessness Partnering Strategy to address Aboriginal homelessness in BC."

"We have also brought dignity, respect, and a way to stay connected through our Community Voice Mail service, which helps people find jobs, get health care, and locate housing. And we created the first Aboriginal Children's Village in Canada to provide youth housing, as well as an Aboriginal Youth Mentorship program."



Wraparound services

DAVE PRANTEAU ABORIGINAL CHILDREN'S VILLAGE

This beautiful building in East Vancouver has 24 units of affordable housing, 10 dedicated to Aboriginal foster children and their families, three units for Aboriginal youth transitioning out of foster care, and 11 units for families and individuals. The building is named after a late Lu'ma board member whose dream was to build a safe community around Aboriginal children. The building also has commercial spaces for Lu'ma's administrative offices, the Lu'ma Medical Centre, Youth Mentorship Program, and a community-based commercial tenant.

Guests enter the Aboriginal Children's Village through cedar totem poles, carved by Nisga'a artist Mike Dangeli, with some help from elementary school students (he set up a carving tent to teach children traditional west carving techniques).

And Lu'ma's newest endeavour teaches foster families how to integrate Aboriginal culture into their family and community connections, in partnership with a local child and family services society.



ABORIGINAL YOUTH MENTORSHIP

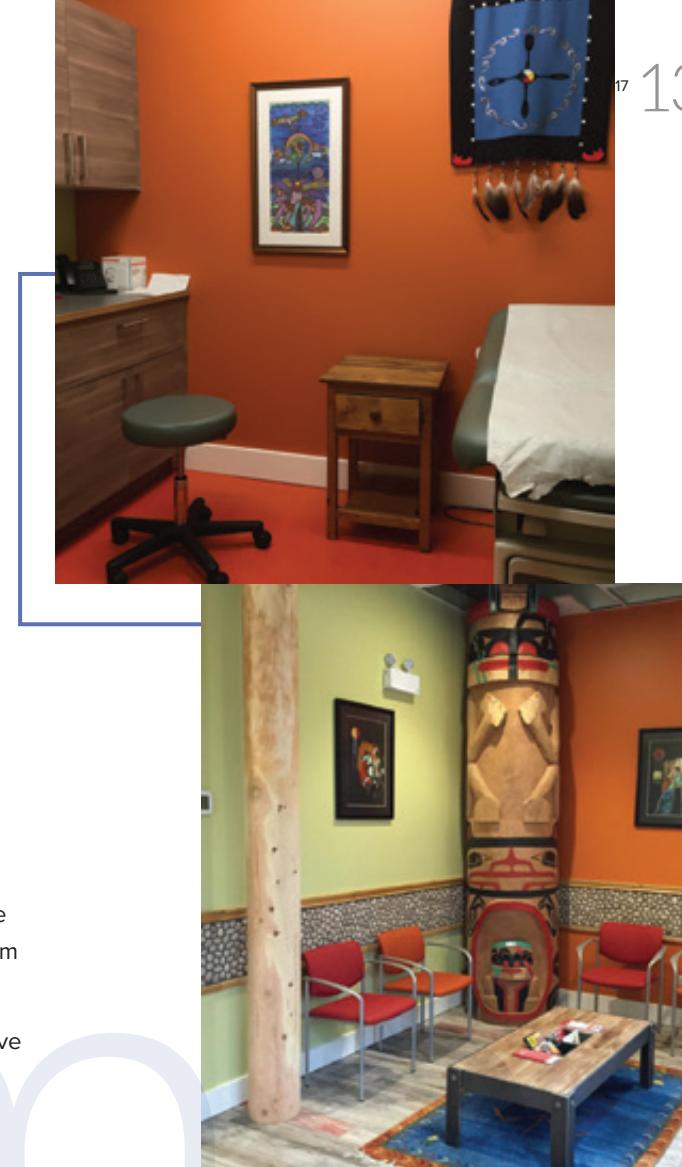
"Our programs—Aboriginal Youth Mentorship Program, rent supplements, and independent youth units both in the Village and the private rental market—give youth safe, affordable, stable housing," says Program Manager **Barbara Lawson**, who helps youth find a sense of identity and purpose to make a successful transition to adulthood. "With mentorship and support, they begin to build family connections.

"Lu'ma modeled the program after a successful youth mentorship program in the United States, called the Jim Casey Initiative. The only change we made was to thread Aboriginal culture into everything we do in our program.

"On Monday and Wednesday evenings, we eat together to connect as a family and then hold workshops so everyone can learn together in a safe space. We focus on 12 key development areas to empower our youth when they are aging out of care."

- ◆ Building respectful **relationships** and kinship
- ◆ Gaining **life skills** in communication and problem solving
- ◆ **Goal setting** for education and employment
- ◆ Developing self-esteem, awareness, and a strong sense of **identity**
- ◆ Pursuing emotional, mental, physical and spiritual **health and wellness** through nutrition, fitness, and cultural experiences
- ◆ Tenancy coaching to prevent homelessness and become ready to rent **stable housing**
- ◆ **Education** counselling and career planning
- ◆ Acquiring pre-employment **skills and training** like computer skills, first aid, FOODSAFE and more
- ◆ Attaining job readiness skills and work experience for **employment**
- ◆ Learning **financial literacy** – budgeting, bank accounts and financial planning
- ◆ Evaluating business ideas and creating work plans for **entrepreneurship**
- ◆ Ensuring **justice** through crime prevention and legal aid knowledge

"Some youth reconnect with family they were taken from, which isn't easy. We try to help them bridge relationships with family, bridge the trauma of loss, because our history is what brings us to our future."



LU'MA MEDICAL CENTRE

At the Lu'ma Medical Centre, two First Nations physicians deliver culturally safe health care—combining family practice with traditional healing—in warmly decorated rooms with Indigenous art on the walls. Lu'ma is turning one room into a cultural healing space, with a Medicine Wheel on the ceiling, drums, cedar poles and benches. Within ten months of opening, the clinic had a full patient panel.

ABORIGINAL PATIENTS' LODGE & FAMILY HOUSING

More than 400 Aboriginal patients come to stay at Lu'ma's lodge each year from communities across BC and the Yukon, for a broad range of treatments such as surgery, chemotherapy, radiation, pregnancy care, transplants, diagnostic tests and appointments.

Lu'ma partnered with BC Women's Hospital and Health Centre to build a culturally safe place for Aboriginal patients travelling to Vancouver. Since opening 15 years ago, over 7,000 patients and their families have stayed at the Aboriginal Patients' Lodge, which won a Best Practice in Affordable Housing award from CMHC, and an International Best Practice Award from UN Habitat.

The building has 22 apartments with balconies on log pedestals, evocative of Long Houses: 15 affordable units for Aboriginal families, and eight for Aboriginal patients.

ABORIGINAL HOMELESSNESS TEAM

Lu'ma is also the Community Entity for Aboriginal homelessness, in partnership with the federal government and Aboriginal Homelessness Steering Committee (AHSC), which represents more than 20 Aboriginal agencies in the Lower Mainland. In this role, Lu'ma helps Aboriginal organizations obtain funding for frontline projects serving urban Aboriginal people who are homeless. Lu'ma supports the AHSC, which selects culturally sensitive, community-driven projects by consensus, and administers federal funding for the Aboriginal homeless serving community in BC, on behalf of Service Canada.

COMMUNITY VOICE MAIL

Potential employers or landlords are likely to turn away people with a shelter or transition house listed on their application. Lu'ma launched the Community Voice Mail (CVM) service in 2010 to give local phone numbers with voicemail to people who are homeless and/or phoneless, so they can connect to jobs, housing and social services. Since then, more than 5,500 people have used the service:

- ◆ 635 homeless people found housing
- ◆ 635 people who were unemployed/on assistance found employment
- ◆ 533 in need obtained social services
- ◆ 466 in need obtained health care

Lu'ma provides 1,700 free phone numbers to over 120 service providers of housing, employment, health care and social services in the Lower Mainland. CVM is also available in Calgary and Prince George, and will be coming to Port Alberni soon. (CISCO donated the equipment and expertise, and Bell hosts the service.)

LU'MA DEVELOPMENT CORPORATION

Another new area for Lu'ma, one of AHMA's founding members, is offering design/build development support for Aboriginal housing providers.





M'akola Group of Societies

M'akola Housing Society opened its first townhome project in Victoria in 1984; today the organization has more than 1,600 homes serving more than 5,000 family members. M'akola Housing offers a variety of housing options including townhomes, apartment buildings, assisted living facilities for Elders/seniors and single family dwellings. Across BC, M'akola employs nearly 100 people.

"At M'akola we focus on the families we serve and strive to do things differently, as an Aboriginal affordable housing provider," says **Kevin Albers**, Chief Executive Officer of M'akola Group of Societies, also a founding member of AHMA. "We focus on building and fostering relationships with our tenants, our staff, First Nations whose traditional territories we operate on, and all of our stakeholders."

M'akola is the second largest Aboriginal housing provider in Canada, with:

- **Affordable rental housing for Aboriginal families** – With multi-unit developments and single family homes across Vancouver Island and Northwest BC.
- **Assisted living** – Affordable housing for Elders, seniors and people with disabilities, with daily assistance to help them live independently. M'akola provides meals, housekeeping, recreation, security and property management. One project, Ts'iits'uwal' Lelum, was in partnership with Cowichan Tribes who provided land on their territory. M'akola will give the development back at lease end, and mentor the Nation's members to take on this work.
- **Redevelopment to increase density** – After 30 years in cramped quarters, M'akola redeveloped its Goldstream project, creating a four-storey, mixed-use building: purpose built offices with Indigenous design and art throughout; expanding from five townhomes to 36 affordable two and three-bedroom family homes.

DEVELOPMENT CONSULTANTS

Over the years, M'akola worked with various consultants to develop projects, gradually contracting for less and less while building team capacity. As a result, M'akola Development Services (MDS) was established in 1988, and now helps Aboriginal and non-Aboriginal housing providers across BC plan, develop and manage new housing. The team of 10 staff currently has 1,072 units at various stages of development across the province.





GIVING BACK TO THE COMMUNITY

"We emphasize community at M'akola," says Kevin Albers. "Our team donates hundreds of hours to a variety of community projects, including Aboriginal Day Festivals, food drives and Aboriginal Back-to-School Picnics. We also contribute financially to a variety of initiatives that include scholarships and bursaries for Aboriginal students across BC."

UP NEXT

"We will start redeveloping our Station site in Langford soon to increase density from 16 to 64 units for families, Elders, seniors and singles," says **Kaela Schramm**, MDS Director of Projects and Planning. "Like Goldstream, this multi-storey project will have a mix of incomes. We'll still be able to provide some units with full subsidy; others will be 10-30% below market to take the pressure off people who don't need subsidy but can't afford full market rents."

"Station will create more affordable Indigenous housing—crucial with the housing crisis in Victoria—in a vibrant community near transit, shopping and services. And we'll achieve great synergies with space for support services on the ground floor."

"We wouldn't be able to grow without M'akola," says **Kendra Gage**, Executive Director, Hulitan Family and Community Services Society, which will purchase the space and move into the building when it opens in early 2019. Hulitan provides culturally appropriate social and emotional support services for Aboriginal children, youth and families.

"This partnership is an incredible opportunity for us to deliver more services in a larger space, within our current budget. And M'akola is helping us design the space to meet our needs. We began as part of M'akola and have continued to work together for years. We identify families we work with who need affordable housing. M'akola provides housing and we provide the support they need to stabilize."

Prince George Native Friendship Centre

"The power of friendship is very meaningful to us," says **Barbara Ward-Burkitt**, Executive Director of the Prince George Native Friendship Centre (PGNFC) for the past 25 years. "Our vision is that we are a dynamic team facilitating individual, family and community growth through the power of friendship. We have so many vulnerable people in our community without the means to reach out for mainstream support, so it's important for us to build relationships where people can come through our doors without any judgement, where they won't get turned away, and where they can trust, feel safe, be respected."

"We recently did capacity building focused on reconciliation. Even though we are open to Indigenous and non-Indigenous people, many come with a history of living with the impacts of colonialism and residential schools; we live on the Highway of Tears, so much of our work is to support people going through a process of recovery."

The Story of Friendship Centres

Friendship Centres have been around for 60 years. BC has 25 centres and a provincial association in Victoria, with 123 centres across Canada and a national association based in Ottawa. These centres started as grassroots entities for Indigenous people coming to urban areas, mostly from remote rural locations.

The Prince George Native Friendship Centre was founded in 1969 by a group of young people, Indigenous and non-Indigenous, and has grown to become the largest in Canada:

- ◆ **Staffing** – PGNFC employs about 200 staff and about 170 volunteers
- ◆ **Funding** – PGNFC has a large amount of annual funding, with a ~\$12 million budget (AHMA funding accounts for just one-eleventh of the centre's budget)
- ◆ **Land holdings** – PGNFC operates 10 different locations in Prince George
- ◆ **Programming** – PGNFC runs a lean operation at the management level, with about 50 programs split among five directors (some have been with the centre for 20 years or more):

Youth and Community Services – youth residential, outreach and life skill programs, including Friendship Home, a six-bed co-ed facility for youth aged 12-18; For Us By Us, a youth in care network; the eight-bed Reconnect Youth Village Emergency Shelter; and a range of holistic programming to empower youth to develop a sense of self and connection to Aboriginal culture

Supportive Housing – adult residential programs, including Friendship Lodge supportive housing, Ketso Yoh emergency and supportive beds, Tse'Koo Huba Yoh supportive housing for women, plus Smokehouse Kitchen, a social enterprise with food service employment training



Early Childhood Services – little people programs, including Aboriginal Head Start, Little Friends Daycare, Aboriginal Supported Child Development, Aboriginal Infant and Family Development, plus a back to school picnic celebration, where the centre gave out 1,000 backpacks to students

Health – Native Healing Centre (addiction and one on one counselling, victim services, pro bono law clinic), Strengthening Families, Aboriginal Child and Youth Wellness, Emergency Resources, Better at Home support to help elders stay independent at home, Learning Circle Literacy for youth, adults and families

Finance – accounting, plus the summer camp program, maintenance and leases (the centre occupies 65% of the main building and leases the rest to other non-profits)

"We are predominantly a social service agency and housing is a part of our work," adds Barbara Ward-Burkitt. "We combine a diverse range of programming for everyone from infants to Elders with our residential services. People don't just live with us, they access all kinds of programs to help them stabilize—counselling, employment assistance, our powwow night—and then many want to give back and apply to become volunteers when they have settled. This diverse, one-stop shopping makes us unique. We supported more than 24,000 people who came through our door last year, so the need is obvious."

Helping change lives

AHMA provides funding toward PGNFC residential services, including two developments that help change lives: Ketso Yoh and Tse'Koo Huba Yoh.

KETSO YOH

"A cornerstone of our organization is the belief that the people who access our services deserve the very best," says **Jennifer Harrington**, Director of Supportive Housing. "We use this philosophy to assess all of our services. An important move we made, as a result, was to let go of an old building and build a new one for Ketso Yoh.

"The programming stays the same: 21 emergency shelter beds, 10 supportive alcohol and drug recovery beds, and 15 supported living beds, with meals, outreach teams, 24-hour staffing and a drop-in centre. But we took on a \$4 million mortgage to make sure our clients get the best service they can. Like us, organizations with aging buildings can face difficult decisions: how to obtain capital and handle new costs to give clients the best service? We learned a lot of lessons we can share along the way.

"Then we watched the men move into the new building. The look on their faces, knowing they were the first to live there and knowing we believed it was important to us to do this for them, was an amazing experience."

TSE'KOO HUBA YOH

"We set up Tse'Koo Huba Yoh like a home for the 17 women living there," says Coordinator **Christine Dalziel**. "For some, it's the home they never had. We build trust by letting them know they are respected and safe.



L-R: The first transitional living clients, at the new Ketso Yoh; a resident who completed a Street Humanities course; AHMA CEO Margaret Pfob and Jennifer Harrington, Director of Supportive Housing.

One woman is a residential school survivor and it's taken a year for her to know this is her place; she doesn't need to hide away.

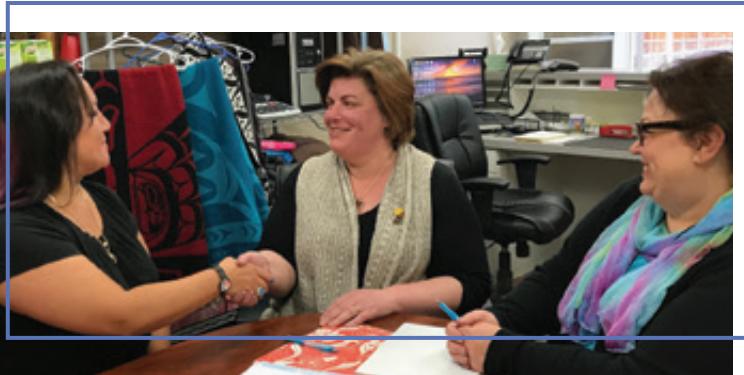
"Our staff members are there 24 hours a day because they love the women and the work. We cook and have dinners together, we hold groups the women attend, and we recognize each person on her birthday. For some, it's the first time they've received a gift and a cake. Ultimately, our hope is to facilitate a transition to stability.

"We also come together as a family for meals and cultural activities at Friendship Lodge, our second stage housing. Those living in our transition homes see how, with support, people are able to change their lives. Our people will often transition there if space allows."



*"I had to believe in them,
for them to believe in me"*
In Loving Memory of Pat Rogers

New Leadership Opportunities for AHMA



Margaret Pföh signs the umbrella agreement with Luanne Ruotsalainen, Executive Director, and Ellen Winofsky, President, of Dakelh and Quesnel Community Housing Society (see page 9, "Streamlining operations").

Growing AHMA's Resources

Since signing ASHMA five years ago, the scope of AHMA's services for members has evolved, based on consultation and research. We have expanded our support for the development process, asset management and capital planning, and for the:

- ◆ Increasing number of Aboriginal housing providers we support, some new groups with limited development or property management experience
- ◆ Organizations needing to prepare for subsidy expiry
- ◆ Providers needing to maintain aging housing stock with limited funding

As well, our strategic plan envisions a broader range of support we want to deliver:

- ◆ Creating a Technical Resource Centre to deliver training, mentoring and resources to build capacity for independence among Aboriginal housing providers
- ◆ Conducting research into Aboriginal housing and support services, and collaborating with higher education institutions
- ◆ Studying social enterprise best practices and delivering training to increase provider capacity and sustainability

We want to strengthen our partnership with BC Housing and AHMA's capacity to take a leadership role in Indigenous housing, with the 2017 renewal of ASHMA.

Partnering with BC Non-Profit Housing Association

As a provincial organization, AHMA is a natural fit to be a leading partner with the BC Non-Profit Housing Association, with the creation of an Indigenous Caucus at BCNPHA.

AHMA is hosting the Indigenous Caucus Day at BCNPHA's 2017 conference and our Annual General Meeting alongside the conference. We are also offering Indigenous-focused workshops at the event, based on members' priorities. Our collaboration achieves synergies and cost savings for both organizations and streamlines access to training for Aboriginal housing providers province-wide.

Partnering with Canadian Housing and Renewal Association

AHMA sponsored the Indigenous Caucus Day at the Canadian Housing and Renewal Association's (CHRA) Congress 2017 in Halifax, and provided some bursaries for BC housing providers to attend the event.

Our CEO Margaret Pföh was part of a panel on Indigenous funding streams in BC. She reviewed our political partnership with BC Housing and AHMA's leadership role in Indigenous housing. And she was appointed to sit on the CHRA Indigenous Housing Advisory Caucus. In that capacity, AHMA contributed to the Indigenous caucus submission to the federal government for a nation-wide Indigenous Housing Strategy.

Using Inclusive Indigenous Language

Our CEO networked with First Nations chiefs at the Canadian Institute's First Nations Housing and Infrastructure West forum. We agreed using "on and off-reserve" creates a systemic division that is not real, even though funders use this language. As a result, AHMA has decided to use the phrase "urban, rural and northern housing," because this terminology removes the "us and them" sense associated with "off- and on-reserve".

We also believe we can achieve more together, with partnerships to combine the leadership and experience of First Nations leaders on reserve lands, with AHMA's expertise in urban, rural and northern housing. AHMA is in a strong position to help First Nations communities no matter where they are—we are here for our Indigenous people.

New Tools Coming Soon

Preparing for end of subsidy

Subsidies for many non-profit projects will end, as mortgages and operating agreements expire in the next five to 15 years. This issue represents a paradigm shift for social housing providers across the country, Indigenous and non-Indigenous alike.

"AHMA is developing software to help housing providers plan for the future of their portfolios, when subsidy ends and providers will own their properties fee simple," says Nizar Laarif. "The new software won't dictate what to do; instead, it analyzes the value of each unit, using 25 strategic, economic, financial and social indicators against five potential outcomes, and produces a report explaining the best use for each unit. The outcomes include **keeping units for social housing, converting to homeownership, renting at market or below market rates, redeveloping to increase density, or selling to reinvest the funds elsewhere.**

"There's no such tool on the market right now. We anticipate bringing the first version of Portfolio Planner on stream in summer 2018 to help our members make informed decisions about new opportunities. Eventually, we will offer the software to other organizations in BC and across Canada."

Improving IT service

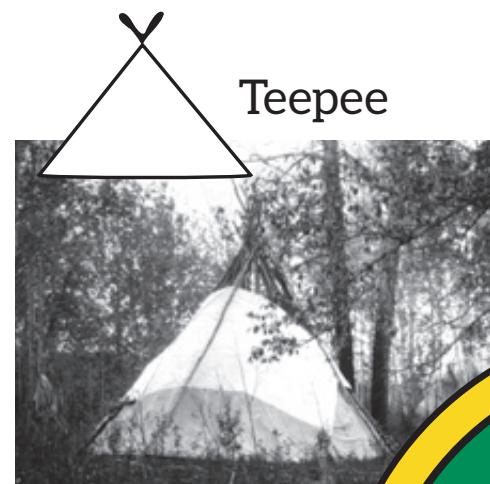
Until now, AHMA has always relied on BC Housing for our information technology equipment, software and services. That's changing. While BC Housing has been very supportive, we're creating a more robust, independent system to make AHMA self-sufficient and more responsive to our providers with:

- ◆ New server equipment to increase security and capability
- ◆ Improved functionality, mobile access, reliable back-up security, and potential future growth capacity

Portfolio Planner v1.0



The Story of AHMA's Logo



Teepee



Longhouse



Pit house



Igloo

AHMA's logo represents a synergy of nations; the graphic elements represent traditional Indigenous housing forms.

Meet Our Team

We thank our directors and staff for sharing their leadership, commitment and knowledge.

Board of Directors



Rosanna McGregor,
President
(Cariboo
Friendship
Society)



Luanne Ruotsalainen,
Vice President
(Dakelh &
Quesnel
Housing
Society)



Val Chiba,
Secretary
(Vernon Native
Housing
Society)



Tom Gill,
Treasurer
(Independent)



Karen Hewitt,
General
(Independent)



Rudy Small,
General
(Independent)



Sherry Boudreau,
General
(Independent)

Nomination & Good Governance Committee

Rudy Small
Committee Chair
(AHMA Board
Member)

Marcel Swain
General Member
(Lu'Ma Native
Housing Society)

Jody Puff
General Member
(Vancouver Native
Housing Society)

Rosanna McGregor
Exofficio (AHMA
President & Cariboo
Friendship Society)

Margaret Pfoh
Exofficio (AHMA CEO)

AHMA Staff Team

FRONT ROW (L-R):
David Silva, Director of Corporate Services
Lloyd Taghavi, Chief Financial Officer
Nizar Laarif, Business Manager

BACK ROW (L-R):
Sandra Eatmon, Aboriginal Portfolio Advisor
Jennifer Nahane, Team Assistant
Emma Owen, Executive Assistant
Sarah Silva, Aboriginal Portfolio Advisor
Connie Mah, Administrative Assistant
Alexandra Christian, Aboriginal Portfolio Advisor
Carol Endrizzi, Director of Housing Operations

NOT SHOWN:
Margaret Pfoh, Chief Executive Officer
Lance Brommeland, Technical Service Advisor
Debra Webber, Team Assistant



AHMA Financial Report

Year ended March 31, 2017

Revenues:

\$34,826,287 TOTAL

| | |
|-------------------------------|--------------|
| BC Housing grants | \$35,194,784 |
| Tenant rents | \$226,528 |
| Interest | \$98,198 |
| Transfer to deferred revenue* | (\$693,223) |

*Funding received in the current year, but expenditures have not yet been incurred.

Expenditures:

\$34,880,059 TOTAL

| | |
|---------------------------|--------------|
| Subsidy payments | \$32,633,429 |
| Salaries and benefits | \$1,172,064 |
| Depreciation | \$276,004 |
| Rent | \$186,961 |
| Travel | \$125,984 |
| Property taxes | \$78,504 |
| Public relations | \$68,165 |
| Repairs and maintenance | \$67,326 |
| Office | \$52,354 |
| Professional fees | \$51,587 |
| Utilities | \$49,785 |
| Insurance | \$44,903 |
| Exterior maintenance | \$28,454 |
| Telephone | \$14,371 |
| Consulting fees | \$11,897 |
| Contracted services | \$9,172 |
| Professional development | \$5,921 |
| Management fees (RNH) | \$1,547 |
| Bank charges and interest | \$1,467 |
| Advertising | \$164 |

Summary of Financial Statements

| | 2017 | 2016 |
|--|---------------------|---------------------|
| ASSETS | | |
| Cash | \$8,957,722 | \$7,384,408 |
| Capital Assets | 6,719,400 | 6,986,570 |
| Other | 1,226,960 | 1,915,185 |
| | \$16,904,082 | \$16,286,163 |
| LIABILITIES | | |
| | \$8,371,886 | \$7,700,194 |
| FUND BALANCES | | |
| Operating | 1,812,796 | 1,599,399 |
| Capital Assets | 6,719,400 | 6,986,570 |
| | \$8,532,196 | \$8,585,969 |
| CHANGES IN CASH | | |
| From operating activities | 222,232 | 81,592 |
| Changes in Non-Cash Working Capital Account | 1,359,916 | 1,626,580 |
| Cash from financing and investing activities | (8,834) | (30,391) |
| Net Increase in cash | \$1,573,314 | \$1,677,781 |

AHMA's audited financial statements are available online at www.ahma-bc.org or upon request.

About AHMA

AHMA is the first and only Aboriginal housing management association in Canada

We are a non-profit organization with member Aboriginal housing providers

We are committed to Aboriginal self-management of quality, affordable, culturally sensitive housing for urban and rural Aboriginal people in BC

We administer about \$30 million annually for over 40 housing providers, and nearly 4,000 units of housing across 18 program streams

**ABORIGINAL HOUSING MANAGEMENT ASSOCIATION**

Suite 615 - 100 Park Royal P: 604.921.2462 | 1.888.921.2462
West Vancouver, BC F: 604.921.2463
V7T 1A2 E: reception@ahma-bc.org

www.ahma-bc.org

**ABORIGINAL HOUSING MANAGEMENT ASSOCIATION**

"Ultimately, we are here for the Indigenous peoples of BC.

AHMA is well positioned to have a profound impact, not only for our housing providers across the province, but most importantly for our people."

AHMA CEO Margaret Pfoh

2016-2017
Activities &
Achievements
Report

LEADING THE CHANGE