



HIGHLIGHTS REPORT OF THE CANADIAN HOUSING AND RENEWAL ASSOCIATION ABORIGINAL HOUSING CAUCUS DAY 2015:

TOWARDS TRANSFORMATION – CREATING OPPORTUNITIES

Held April 28, 2015, Radisson Hotel, Winnipeg, Manitoba



This report was prepared by Louise Atkins for the
Canadian Housing and Renewal Association

October 2015

CANADIAN HOUSING AND RENEWAL ASSOCIATION ABORIGINAL CAUCUS DAY 2015

Table of Contents

1

Foreword

2

Executive Summary

5

Who was in the Room

6

Evaluation Results
Recognizing Sponsors

7

CHRA Aboriginal Housing Caucus Day 2015 Highlights
Overview
Session One - End of Operating Agreements – Aboriginal Perspectives

12

Session Two – Business Transformation – Profiling Innovation

15

Session Three – Federal Election 2015 – Key Messages and Lobbying
Strategies that Reflect Aboriginal Realities/Issues

17

Concluding Remarks
Future Directions

18

A. Agenda – CHRA Aboriginal Caucus Day 2015

20

B. Presentations – website links

21

C. Planning for Aboriginal Caucus Day 2015– Approach and Format

22

D. List of Delegates

25

E. Evaluation Feedback from Delegates

**Source materials for the Highlights Report included presentations, detailed notes from Discussion Tables, and responses from the Caucus Day evaluation forms.*



Foreword

The world of social housing in Canada is shifting and changing rapidly and its future shape is likely to look significantly different than the past. Nowhere is this more apparent than in Aboriginal non-reserve housing in urban and rural areas of Canada where virtually 100 percent of the social housing units were established for those Aboriginal families and seniors in greatest “core housing” need.

The existing portfolio of Aboriginal social housing is disproportionately small compared to mainstream social housing and the poverty rate among Aboriginal households is well-documented to be much higher than the general population. Further to this, the urban Aboriginal population is young and growing rapidly – in some cities as much as 60 percent in the last 10 years. Aboriginal people are already severely underserved and without federal reinvestment, this disparity will increase.

The Canadian Housing and Renewal Association’s (CHRA) mission is to ensure that all Canadians have an affordable, secure and decent place to call home. Founded in 1968, CHRA is the national voice for the full range of affordable housing and homelessness issues and solutions across Canada. CHRA has nearly 300 members who collectively house and shelter hundreds of thousands of Canadians, and provide housing support to many more.

CHRA’s Aboriginal Housing Advisory Caucus was established in 2013 in recognition of the large number of Aboriginal led and Aboriginal serving organizations who are CHRA members and wanted to work together for better housing for Aboriginal Peoples across the country. Aboriginal housing and homelessness service providers across Canada face a number of

challenges to which they are responding with resourcefulness, good management and innovation. The Aboriginal Housing Caucus is tackling these challenges collectively, providing policy advice to CHRA, and working on solutions.

The Caucus was launched at CHRA’s Annual National Congress in 2013, by Aboriginal Communities Director, Tina Larouche, and CHRA President, Phil Brown. Since the fall of 2013, Robert Byers, CEO of Namerind Housing Corporation in Regina, has served as Aboriginal Communities Director on the CHRA Board, and as Chair of the CHRA Aboriginal Housing Advisory Caucus.

CHRA’s second annual Aboriginal Housing Caucus Day was held on April 28, 2015 at the Radisson Hotel in Winnipeg, Manitoba, in conjunction with the CHRA National Congress on Housing and Homelessness.

For Aboriginal Housing Caucus Day 2015, CHRA would like to extend thanks to all those who contributed to the event’s success – CHRA Aboriginal Caucus Chair Robert Byers, the Working Group members (listed below), CHRA volunteer Louise Atkins, Sponsors, Partners, Presenters and Panelists, Discussion Table Leads, Elder Velma Orvis, Facilitators Barbara and Lucille Bruce, and above all the 103 Delegates who brought their knowledge, passion and insights to the table on April 28.

Members of the Working Group included Robert Byers, Michael Laliberte, Susan McGee, Phil Brown, Marc William Maracle, Don McBain, Gary Gould, Richard George and Jody Ciufu.

EXECUTIVE SUMMARY

The CHRA Aboriginal Housing Advisory Caucus was established in 2013 in recognition of the large number of Aboriginal led and Aboriginal serving organizations who are CHRA members and wanted to work together for better housing for Aboriginal Peoples across the country. Year over year, Caucus momentum has continued to grow. At CHRA's first Aboriginal Housing Caucus Day in 2014 a total of 72 delegates attended, and at this year's Caucus Day 2015, 103 delegates participated – a 40 percent increase. Aboriginal Caucus members and stakeholders represent a diverse group. At Caucus Day 2015 delegates were drawn from 10 of the 13 Canadian provinces and territories and from a variety of sectors including: Aboriginal housing providers; Aboriginal focussed support organizations such as homelessness and health services and friendship centres; municipal, provincial and territorial officials; housing-related associations and networks; business people; individuals with lived experience of social housing or homelessness; as well as representatives of First Nations, media and the Government of Canada. In their evaluations, delegates said that they had come to learn, network, and have a national voice and gave all three Caucus Day sessions high ratings of good or excellent, led by the panel on Business Transformation at 95 percent. Fully 94 percent of those responding to the evaluation would like to attend again next year.

The Caucus Day Theme *Towards Transformation – Creating Opportunities* recognized that with the expiry of operating agreements and the cessation of rent subsidies, transforming Aboriginal housing to a new sustainable footing is deeply challenging. In this context, it was important for Aboriginal Caucus Day 2015 to delve into the tough challenges and impacts as well as showcasing transformative measures being led by Aboriginal housing providers such as retooling management practices and organizational structures, innovations including social enterprises, and new partnership opportunities. The key policy and funding partner in Aboriginal housing is the Government of Canada, and its current and future participation is vital to transforming the sector and creating conditions for long-term sustainability and growth. Caucus members dedicated the final part of the day to formulating key messages and action strategies to harness the Federal Election 2015 as a vehicle to gain commitment of political candidates to major reinvestment in social and affordable housing.

Each of the three Theme Sessions was formatted to include small group Discussion Tables where all participants could be part of the conversation. From these rich discussions, this report has derived a wealth of insights, powerful ideas and concrete actionable items.

End of Operating Agreements (EOA)

End of Operating Agreements (EOA) can be viewed as both a catastrophe and an opportunity. Great concern was expressed at the inevitable net loss of rent-geared-to-income units, family displacement and loss of a supportive community. EOA affords financial flexibility to sell or refinance units, and reshape housing portfolios to accommodate the diversity of Aboriginal households. But EOA also requires a whole new business mindset to conduct assessments, SWOT analysis, and strategic assessments. While some providers feel stymied and stuck, others are already transforming their units and assets. For example, M'akola Group of Societies developed tools to quantify the expiration profile of their 1,588 homes and calculated their financial exposure. In another example, BC Housing funded the BC Non-Profit Housing Association to develop a strategic, tools based EOA Planning Guide.

Underlying the discussion was the sense that the Government of Canada and Canada Mortgage and Housing Corporation are abandoning non-profit housing providers both through EOA and through the lack of any guidance or support, tools or resources for the transition. Governments – federal, provincial, municipal – must stop pointing fingers and start working together. Delegates discussed strategies locally, regionally and nationally that would educate, raise the profile of the issue, and get commitment to reinvest, build new stock and work in partnership. They concluded by itemizing concrete measures that various government levels could take to facilitate the EOA transition, from more rent supplements and raising the shelter component of social assistance, as well as consolidating existing subsidy agreements and streamlining the reporting burden, to making CMHC low-interest mortgage financing and insurance available for all non-profit housing development and redevelopment.





Federal Election 2015

Through the Housing for All Campaign, www.housing4all.ca, CHRA made social and affordable housing an election issue in Federal Election 2015 including specific reference to Aboriginal and Northern Housing. With the Expiry of Operating Agreements, virtually all off-reserve Aboriginal housing is at risk. The Federal Government will need to reinvest in the estimated 365,000 social housing units at risk – including 19,000 Aboriginal housing units. The 114 Aboriginal housing providers who vary widely in size and staffing are working hard to broaden housing options, innovate and create new revenue streams, and form new partnerships. But they cannot do it alone. Discussion Group participants affirmed their agreement with CHRA's key messages and underlined that Canada needs a National Housing Strategy including homelessness. And Northern Canada, characterized by its severe housing shortages, deserves strong, purposeful policy action.

Business Transformation

Social enterprise is 'profit with a purpose' and can be transformative for non-profit organizations, and for the people and communities they serve. Presenters explained that social enterprises have actually broadened the scope of what they can offer such as employment as part of a grounds maintenance franchise, subsidizing apartments for Aboriginal artists, and access to cheaper, better food choices in a First Nation community. In Discussion Groups, delegates cited many examples of innovation related to housing and some related to social enterprise businesses as well. Several providers are leveraging their Property Management and Development expertise to provide these business services to other housing operators. Others are building mixed use projects (housing and commercial) to create new revenue streams and using proceeds to subsidize family and seniors units. Key challenges included the difficulty of transforming from a social housing provider mentality to a mixed housing and business enterprise mentality and the expertise and risk tolerance required for this new line of work. Supports are needed such as CHRA Webinars for training of housing providers including Boards, and access to Aboriginal social enterprise expertise. It is becoming increasingly evident that the non-profit community is ahead of government, banking and industry in embracing innovation and social enterprise. Education and advocacy with these partners is essential for access to financing and funds, collaboration on employment and training opportunities, and ensuring legislation and tax rules are much better aligned with these new models.

Using CHRA's Housing for All messages as a base, Aboriginal Housing Caucus members recognised the need to speak with one voice to gain commitment of MPs and candidates to major reinvestment in social and affordable housing and to remind them that the Federal Government's fiduciary responsibility for Aboriginal peoples includes housing. Furthermore, the estimated capital cost of replacing 19,000 Aboriginal units would be ~\$3.8 billion. For the Federal Government to walk away from this huge investment is neither good business nor fiscally responsible. At the local level, MPs and candidates must be told about the tremendous positive social impact of housing on community stability which provides safety and opportunity structures to build successful lives. As one participant explained, "We need to invest in housing not jails".





Future Directions

Aboriginal Housing Caucus Chair Robert Byers summed up Caucus Day by saying, "We have a lot of good news but we need more and we want more". Caucus members are committed to building and supporting each other as a network and being with CHRA at federal tables amplifying the Aboriginal voice and influencing reinvestment and policy decisions. To move forward with sector transformation, non-profit housing and homelessness service providers and their partners also need the Government of Canada, Canada Mortgage and Housing Corporation and other levels of government to provide funding for tools and resources for the transition such as the Expiry of Operating Agreements Planning Guide that CHRA is proposing to produce specifically for Aboriginal housing providers. CHRA will continue to coordinate and support the Aboriginal Caucus Network with learning sessions, reports, and ready access to updates, information sessions and opportunities for dialogue with policy and program designers in government, and with philanthropic and private sector partners.

Throughout this Summary Report, Key Issues, Themes and Insights on each topic are highlighted in Bold.

Delegate quotes are in italics



Who was in the Room

With representation from 7 of the provinces and all 3 territories, CHRA Aboriginal Caucus Day 2015 brought together 103 delegates in all – an increase of 43 percent over the previous year.

Participation can be broken down as follows:

Province or Territory – numbers attending (percentage) - Total 103 delegates	
Yukon	2 (1.9%)
Northwest Territories	2 (1.9%)
Nunavut	2 (1.9%)
British Columbia	28 (27%)
Alberta	6 (5.8%)
Saskatchewan	15 (14.5%)
Manitoba	26 (25.2%)
Ontario	19 (18.4%)
Quebec	1 (1%)
New Brunswick	2 (1.9%)

A list of registered delegates may be found in Appendix D.

The higher numbers from British Columbia attest to the strength of BC's Aboriginal Housing providers sector, plus bursaries co-funded by BC Housing and the Aboriginal Housing Management Association.

Winnipeg, as host, drew a significant number of Manitoba delegates. This was further augmented by bursary funding from the Manitoba Aboriginal and Northern Affairs Department which enabled the Brandon Neighbourhood Renewal Corporation as Aboriginal and Rural Entity Coordinator for the Homelessness Partnering Strategy in Manitoba to partner with CHRA to bring 9 additional participants from far-reaching areas of the province.

In terms of sectors represented, members and stakeholders in attendance were a diverse group. Participation can be broken down as follows:

Sectors represented - numbers attending (percentage) – Total 103 delegates	
Aboriginal non-profit housing providers	49 (47.6%)
Aboriginal-focused support organizations	12 (11.6%)
Municipal departments/agencies*	7 (6.8%)
Provincial and Territorial departments/agencies*	11 (10.7%)
Federal departments/agencies	1 (1%)
Networks departments/agencies	7 (6.8%)
Private sector	5 (4.8%)
Persons with lived experience	4 (3.9%)
First Nation governments/agencies/networks	3 (2.9%)
Other non-profit housing providers	3 (2.9%)
Media	1 (1%)

* Includes some who were housing providers.

The largest grouping in attendance was Aboriginal housing providers, comprising close to half of delegates, followed by Aboriginal-focused support organizations such as homelessness and health services and friendship centres. Municipal, and provincial/territorial officials and agencies were well-represented as were housing-related associations and networks. Several financial and business people, as well as individuals with lived experience of social housing or homelessness, representatives of First Nations, media and the Government of Canada also attended.

This diversity of geography and experience added richness to the understanding of issues and discussion of solutions.

A total of 73 registered delegates were CHRA members.



Evaluation Results

The evaluation questions probed three themes:

1. Why did you attend?
2. Was the day valuable and were the sessions good?
3. Would you attend CHRA's Aboriginal Caucus Day 2016?

- Of the 103 delegates, 62 completed the Evaluation Form.
- Delegates came together to: Learn; Have a National Voice; and to Network.
- Participants rated the Elder as "Excellent".
- The Business Transformation Session received the highest ratings, followed closely by Expiry of Operating Agreements.
- Discussion Groups were central to the day's success.
- 94 percent of respondents would attend again next year.

In response to participants' comments, CHRA Aboriginal Housing Caucus Day 2016 will keep the variety of themes and the discussion group format, but allow more time both for presenters, and questions. It will also include an icebreaker as a means of introducing all participants and some activities that move delegates around the room.

Recognizing Sponsors

CHRA would like to acknowledge the generosity of sponsors who made Aboriginal Caucus Day 2015 possible:



BC Housing

Manitoba



CHRA ABORIGINAL HOUSING CAUCUS DAY 2015 - HIGHLIGHTS

Overview

In summarizing Aboriginal Housing Caucus Day 2015, Caucus Chair, Robert Byers had this to say:

"In all respects, Aboriginal Caucus Day 2015 was a great success. And for me, the best part was the participation of Aboriginal Caucus members and other delegates with a deep interest in Aboriginal issues. We are so grateful to our sponsors and presenters, many of whom were registered delegates and gave freely of their time and talent to inform and inspire delegates."

In 2014, our inaugural year, we had 72 registered delegates compared to 103 this year – a 40 percent increase! In their evaluations, delegates gave high marks to the speakers and panels, the interactive format of the Discussion Tables, and the learning and networking opportunities. And of those delegates who plan to attend Congress 2016, almost all would like to attend Aboriginal Caucus Day as well.

The Theme of CHRA's Aboriginal Caucus Day 2015 was "Towards Transformation – Creating Opportunities". From the opening prayer by Elder Velma Orvis, to the three major sessions on End of Operating Agreements – Aboriginal Perspectives; Business Transformation – Social Enterprise Innovations; and Federal Election 2015 – Aboriginal Realities; and the Discussion Groups on each topic, Caucus Day was highly interactive with all delegates in the conversation sharing challenges and solutions, networking and making new connections in the Aboriginal housing and homelessness services community."

CHRA's Aboriginal Housing Caucus – A Communiqué from Robert Byers, Chair, Aboriginal Caucus, July 7, 2015

The Agenda for CHRA Aboriginal Housing Caucus Day 2015 is appended as Annex A.

"EOA is not negative. What is negative is the end of Federal money." – Don McBain

SESSION ONE – End of Operating Agreements (EOA) - Aboriginal Perspectives

With the expiry of operating agreements and the cessation of rent subsidies, transforming Aboriginal housing to a new sustainable footing is deeply challenging. In this context, it was important for Aboriginal Caucus Day 2015 to delve into the tough challenges and impacts of EOA.

This session was divided into four parts, starting with an Overview and a Panel, followed by the Discussion Groups and concluding with an EOA Planning Guide presentation. The four parts are numbered accordingly.

1. GENERAL OVERVIEW ON EOA

Presenter: Don McBain, Ontario Aboriginal Housing Services Corporation

The Expiry of Operating Agreements can be framed as a Catastrophe and an Opportunity.

Operating Agreements and their funding established by Social Housing Agreements have started expiring and over the next several years will become a severe issue with the following outcomes already being seen:

- Formerly subsidized rents will rise hundreds of dollars per month to cover costs thereby reducing the number of rent-geared-to-income (RGI) units;
- The stock of social housing will further shrink as housing providers sell off units to control costs and generate operating funds;
- Aboriginal families will be dislocated and in some cases will become homeless; and
- One analysis suggests that up to half of all housing providers may not be viable after their operating agreements expire.

Once Operating Agreements expire there will be benefits for housing providers:

- Flexibility to sell or refinance units, which is severely limited under the current agreements; and
- Opportunity to transition to a more client-focused entrepreneurial model through a business transformation process.

(The link for this Powerpoint presentation may be found at Appendix B)

2. PANEL ON EOA : TACKLING & OVERCOMING THE BARRIERS

The themes of catastrophe and opportunity were further developed and illustrated by the three panel presenters drawn from East, West and Central Canada, who explained how their respective organizations were tackling EOA.

Presenter: Gary Gould, Skigin-Elnoog Housing Corporation, New Brunswick

Defining the organizational mission broadly enables Skigin-Elnoog Housing Corporation to be proactive and to look forward to the future. Their corporate mission is, "To work towards becoming the Housing Authority for the off-reserve Aboriginal people of New Brunswick". Under this broad mission, their objectives encompass housing accommodation for a spectrum of Aboriginal people in the jurisdiction, and their Strategic Action Plan is geared to avoid complacency, maintain and enhance organizational transition and viability and fully involve the board, staff and tenants. This proactive approach allows for careful scrutiny of each part of the 559 unit portfolio, adopting a business approach to decisions, and creating new opportunities to increase low income housing and expand home ownership. This mission-driven approach embraces change and enables the organization to be a force for wider social development and collaboration.

(The link for this Powerpoint presentation may be found at Appendix B)

"Since Day 1 in 1973, we have always operated like a business with a strong social conscience. Our Motto is NIHKANAPOLTIPON – 'We are looking forward to the future'"
– Gary Gould

Presenter: Gary Sutherland, Simcoe Urban Native Housing, Ontario

"Thirty or forty years ago, nobody anticipated the Expiry of Operating Agreements. But by the end of 2015 in the 54 unit portfolio of Simcoe Urban Native Housing, we will have lost over half our subsidies and the rest will be gone by 2018. We met with the Premier to explain that for single mothers the rent will triple from \$400 to \$1,200 when they move out of social housing and into market rental. We have invited tenants and explained what's going on and are encouraging them to do what they can to take responsibility to prepare for the future. We want to be there for the people and have done a plan, but there are roadblocks everywhere. We lack the money to get units ready to sell, and we have applied to the municipality for rent supplements and utility coverage,

but the waiting lists are long. Tenants are coming into the office crying. We have had no response from the province and no help from the municipality. People will be forced out of their homes and back to the reserves. There is sense that Aboriginal people are blocked from other housing in this city." – Gary Sutherland

"We want to be there for the people and have done a plan, but there are roadblocks everywhere."

– Gary Sutherland

Presenter: Kevin Albers, M'akola Development Services, British Columbia

Gathering a number of housing societies as a group under one umbrella enables operational efficiencies, a greater ability to manage EOA, and the capacity to become financially and organizationally sustainable. The presentation included tables and tools demonstrating how the M'akola Group of Societies quantified the expiration profile of their 1,588 homes and calculated their financial exposure. The analysis revealed that rental increases from 30 percent to 256 percent would be required to break even, and by 2030 their unfunded deficit would rise to \$1.6 million per year. Challenges of providing attainable rents for tenants, providing affordable housing options, maintaining the properties, and retaining organizational stability in the face of looming deficits, required a new framework approach. Communication "early and often" with tenants, staff and Board was essential to carrying out the change strategy. Strategies included partnerships and amalgamations, tough decisions on strategic dispositions, renovation of existing units, standardizing the rent-geared-to-income (RGI) calculation, a leaner administrative base, analyzing properties for business opportunities, new project development, and business diversification into property management and development consulting. Tenant supports, education and options were increased. Through these measures, panic was avoided, tenants are adapting and becoming political advocates, and projections indicate the organization will be financially sustainable.

(The link for this Powerpoint presentation including tables and tools may be found at Appendix B)

"Communication is key – early and often. Educate tenants and staff and DON'T PANIC!!!" – Kevin Albers

3. DISCUSSION GROUPS

Following the panel presentation, Discussion Groups explored three questions:

1. What key issues positive and negative are you dealing with at this time with the EOA?
2. What resources and tools do you need or have put in place to effectively address EOA?
3. What are the actions we (Delegates, Aboriginal Caucus and CHRA) could take to address these challenges and requirements?

Discussion Group Leads facilitated the conversation and recorded the key points. Each table consisted of 10 people who had been assigned to represent a range of experience and geography.

Question 1. Delegates generally confirmed and expanded upon the key issues and themes offered by the presenter and panelists and offered their own insights.

NEGATIVE IMPACTS

With no ongoing funds to renovate the ageing stock and continue the subsidies, many real life examples were offered where families have had to move out of their homes and the units sold in order to revitalize the remaining stock and maintain rent subsidies on some units while raising the rent on others. Units that fall into disrepair post-expiry are a hazard for tenant families. Great concern was expressed at the inevitable net loss of RGI units, family disruption, loss of a supportive community, and the erosion/decline of tenant wellbeing. Tenants moving out are facing severe affordability problems with rents increases of up to \$1,000 per month in market housing units and hoping to find subsidized housing which is in limited supply. Aboriginal housing providers feel they are stuck as the messenger bearing the bad news about the end of subsidies, a job that properly belongs to the Government of Canada which has chosen to phase out the funding.

“In every scenario the number of social housing units available to serve those in “core housing need” will shrink.”

EOA ensures that many Aboriginal tenants will be displaced. Some will end up homeless or struggling to pay market rent, and with less money to spend on food and necessities the rate of child poverty will increase. And there is a definite sensitivity to the real risk to Aboriginal women ending up on the street and being unsafe or worse because they lose their housing and then their children, leading to drug addiction and prostitution, and/or being ghettoized in undesirable and unsafe areas.

“Housing is about investing in people. There is no chance of success for families and children if there is no investment in housing.”

Aboriginal households are now more diverse than when the program geared to families and seniors was first put in place over 40 years ago. In addition, there are now empty nesters, people have disabilities and chronic illnesses like diabetes, some families are working and others are on welfare, youth are aging out of care, people exiting the corrections system, and there are young mothers recovering from addictions and raising their children. To respond, a broader spectrum of housing choices is required including affordable ownership housing, singles housing, and various forms of supportive housing. Partnerships with social and health organizations are being established to serve these special needs, and more of these ‘wraparound services’ are needed. Delegates also noted that over the last 40 years the Aboriginal population has greatly increased and it is a young population – 50 percent are children and youth. There are many young families in need of subsidized housing.

Of great concern were the challenging conditions on many First Nation reserves and in Northern Canada where the only housing is social housing and there is far too little. Families are doubled up, there is overcrowding and homelessness. Everything in the north costs more, and to build infrastructure and housing is prohibitively expensive. In short supply, trades people can charge whatever they wish.

“It is hard to think about opportunities when facing EOA.”

“Tenants are afraid and scared to act.”

POSITIVE IMPACTS

Many delegates in Discussion Groups agreed that expiry of agreements affords financial flexibility, but it also requires a whole new (business and economic drivers) mindset. Less day to day government involvement and controls is a definite positive. Full control of capital enables reinvestment of equity into properties, and social enterprises to supplement rental income. Portfolio realignment offers the opportunity to diversify the stock, provide a continuum of housing, operate mixed use buildings and respond better to emerging needs. Some felt it is making them become better managers in such areas as rental arrears, assessing what tenants can genuinely afford, and focusing on training for Board, staff, administration, management and tenants. Delegates found that EOA is forcing them into partnerships and greater cooperation with other housing and social

agencies, and has the potential for growth. Several are leveraging their Property Management expertise to enter into fee for service arrangements with other housing providers. Others are engaged in pooling resources, entering into mergers and amalgamations to benefit from economies of scale moving forward.

These points were tempered by the understanding that some of the providers feel stymied and stuck, while others are already transforming their units and assets. Many find EOA is all-consuming. In the words of one delegate, "All of our current capacity and resources are being directed to EOA".

"EOA forces us to have conversations we should have been having 10 years ago, with tenants, board, staff and community."

"EOA is forcing us to become more creative, more than just housing providers."

Question 2. Tools and resources to effectively address EOA.

In addressing EOA, there was broad consensus among delegates that Strategic Planning was a critical tool to focus on sustainability and creative solutions. And furthermore it should be inclusive of tenants, staff and Boards. For some, Strategic Planning would be wider – involving community partners, social and health agencies, other non-profit and private housing groups, government, and community leaders to inform and discuss the issues, building the relationships and strategy to work together. A broader process would forge strong leadership in the sector and a bigger profile for the issue. It could also yield new partnerships to assist projects in difficulty and to offer tenants more resources.

"The Aboriginal housing sector needs to have a business mindset to conduct assessments, SWOT Analysis and to move forward with Strategic Planning post-EOA."

It was also acknowledged that some housing providers have more capacity than others. For example, to conduct a portfolio assessment and SWOT analysis, develop a Strategic Plan, adopt a "business mindset" on options and opportunities, and to take action.

There was a long list of resources that have helped and would help housing providers and communities to effectively address EOA. Chief among these was money and other supports such as facilitation for Strategic Planning and implementation, as well as competency training on partnering, portfolio diversification, property leveraging, and how to train and support tenants and staff to lessen the impact of the transition.

Delegates suggested several tools – from transition guides to social enterprise manuals – that would be useful in addressing EOA. Delegates suggestions for tools included: a roadmap for the steps in transitioning to sustainability; a legal framework document for diversifying the portfolio and creating market units for internal cross-subsidization; a manual on developing social enterprises and taking skill sets public such as fee-for-service property management to supplement revenue from rent; and a "What does a good non-profit look like" inventory of best practices.

Underlying this is a sense that the Government of Canada as well as its agent, Canada Mortgage and Housing Corporation, are abandoning non-profit housing providers both through EOA and through lack of any guidance or support, tools or resources for the transition.

Question 3. Discussion Groups considered strategies to gain political commitment to reinvestment. They also articulated policy and program changes that would help with EOA transition.

STRATEGIES

There was a strongly held view among all the Discussion Tables that Governments – federal, provincial, municipal – need to be working together and in partnership with the housing providers. But the general sentiment was that levels of government are not working well together; they are pointing fingers rather than tackling the issues.

Delegates felt that CHRA as a whole as well as Aboriginal Caucus members and delegates need to be more cohesive and must work together nationally, regionally and locally to get politicians and the public educated and focused on the issues and solutions.

"The federal and provincial politicians are playing a shell game."

■ ***“Most politicians have no idea of EOA.”***

Delegates want to support CHRA “Our National Voice” in a National Strategy with key messages that will be consistent across provinces and territories. Common messages must be clear and talking points need to explain why social and affordable housing is valuable to all Canadians as well as the real impact of loss of this stock. Delegates recognize that the EOA file is complex and difficult to explain and that most politicians have no idea of EOA. They felt a sample briefing package that takes the KISS approach to developing key messages would be most useful.

They underlined that this be a National Strategy and Campaign that pushes the membership to be more active, to get the message out and pressure the politicians.

The implementation of this strategy would happen at all levels, much of it locally and regionally as well. The goal would be to educate, raise the profile of the issue and get commitment to reinvest, build new stock and work in partnership. Ideas for action ranged from inviting local, regional and federal politicians to housing projects to meet tenants and board members to see firsthand the positive social impacts, to working with media so that voters understand that the impact is greater than loss of RGI housing. The impact involves real people, families, children. The advice was to continue building and broadening community relations, and to conduct evidence-based research including a cost analysis of continuing versus stopping EOA.

■ ***“It is hard to fathom that the Federal Government would fritter away all that investment.”***

POLICY AND PROGRAM CHANGES TO HELP TRANSITION FROM EOA TO SUSTAINABILITY

Look to municipalities and provinces/territories to assist in supporting housing by increasing the shelter component of social assistance rates and ensuring rent and utility supplements are part of homelessness prevention programs. Additional strategies will vary by province and territory. In Nunavut, the maximum hourly rate charged by professional tradespersons needs to be regulated. In Ontario, municipalities are largely responsible for housing and need to be more educated and responsive when it comes to urban native housing. A different strategy would be needed in British Columbia where the province has stated its intention to continue the funding after EOA.

Lobby for those things that don't cost money but do serve to reduce barriers to transformation, as has already been done

this year with the new pre-payment of mortgage policy:

- More flexibility with subsidy agreements allowing partial prepayment so that assets can be leveraged.
- Permitting consolidation of subsidy agreements e.g. on 40 units, shift the entire subsidy to 20 units to realign the rest of the portfolio, cash in on the 4-bedroom units and reinvest in smaller units to better accommodate seniors and smaller family sizes.
- CMHC mortgage insurance must be made available for all housing development and redevelopment – private insurers are not interested.
- Low-interest CMHC loans for 25 year terms at 1.5 percent or 2 percent on all affordable housing, compared to banks' mortgage rates of 3-5 percent for only 5-10 year terms.
- Eliminate CMHC's massive reporting requirement – a system that pre-dates the transfer of Social Housing Agreements to Provinces in the late 1990's – and replace it with a streamlined report to the Provincial level only.

Create employment opportunities and training so tenants can increase their incomes.

Investigate the concept of the Federal Fiduciary Responsibility for Aboriginal people. What is the impact of recent court rulings on tenants and families? Could these force the Federal Government to reinvest in urban Aboriginal housing?

Continue to hold CHRA Aboriginal Housing Caucus Days. There is value and usefulness in these types of conversations specific to Aboriginal housing. We need to exchange information about EOA.

4. EXPIRING OPERATING AGREEMENTS: TOOLS FOR MANAGING

Presenter: Jada Basi, CitySpaces Consulting Ltd, Vancouver, British Columbia

Expiring Operating Agreements - A Planning Guide for BC's Non-Profit Housing Societies is a six-step tool to review financial viability and social sustainability on a project by project basis under EOA and to assess and select the best options to implement. The Guide presents and explores 15 options, including many which were described by presenters and in Discussion Groups and more. The tool was developed by CitySpaces Consulting for the BC Non-Profit Housing Association with funding support from BC Housing. It is designed to be practical and user-friendly, and is available on-line free of charge at http://bcnpha.ca/wp_bcnpha/wp-content/uploads/2014/12/EOAPlanningGuide_141217.pdf

(The link to this Powerpoint presentation may be found at Appendix B)

SESSION TWO – Business Transformation – Profiling Innovation

Aboriginal Caucus Day 2015 was a day of engagement, learning, inspiration and action. Session Two inspired delegates by focusing on how social enterprises can be transformative for organizations and for the people they serve. This session was divided into two parts, the panel presentations followed by Discussion Groups. The two parts are numbered accordingly.

1. PANEL ON BUSINESS TRANSFORMATION

The three panel presentations illustrated different facets of social enterprise, but common threads ran through all three.

Presenter: Robert Byers, Namerind Housing Corporation, Regina, Saskatchewan

With 300 housing units for First Nation and Métis people and 5 business enterprises, Namerind has created a new model for affordable housing. Their commitment is to supporting the Aboriginal community by providing affordable housing and by creating opportunity, jobs, wealth and a sense of ownership. With the end of operating agreements, Namerind recognized they had to become more than a non-profit housing provider and would accomplish this through social enterprises. Their transformation began 8 years ago, and they signaled this new business focus by joining Regina's Chamber of Commerce. Membership in the Chamber has been an effective avenue to reach out, build bridges and increase awareness and support for Namerind's work. By diversifying Namerind's revenue streams through their mall, pharmacy, warehouse and other projects, their business cash flow is now \$1.5 million per year which they use to sustain affordable housing. Through their businesses and their partnerships with other community-based organizations they have greatly broadened their scope and what they can offer to tenants and to the community. Namerind's next venture, the 'Downtown Project', is a plan to develop a whole city block with a mix of housing and commercial space including a grocery store that will contribute significantly to Regina's core revitalization. Their outreach efforts to build relationships with local government and businesses has created a foundation of support for this new enterprise.

(The link to the text of this presentation, and the Powerpoint presentation of photo images may be found at Appendix B)

"Namerind became part of Regina's Business Community by joining the Chamber of Commerce."
– Robert Byers

Presenter: Shaun Loney, Social Enterprise Developer, Manitoba

As founder of more than half a dozen successful social enterprises, Shaun Loney sees "the upside of down" with problems from bedbugs to high energy and food costs being viable business opportunities that yield positive environmental and social benefits. As a Social Entrepreneur, Shaun Loney has learned over the years that poverty has no causes – it is the absence of prosperity, therefore the focus should not be on poverty but on promoting prosperity. In fact the businesses that Shaun and his partners have created solely hire individuals who want to work but have no means to land a job, including a significant number of Aboriginal people. He has determined that there are two kinds of money circulating in the economy. Government funding represents a small proportion, while the vast majority is money spent on goods and services throughout the economy in general. Social enterprises concentrate on the latter. BUILD Social Enterprise Inc., an Aboriginal non-profit, was established in 2006 by tapping into the green economy to create businesses such as energy and water saving retrofits in social housing, and by repurposing an old building for a warehouse, a co-op hardware store and a social enterprise incubation centre. These days, Shaun is focusing on First Nations communities and enterprises including AKI Geothermal energy as well as sustainable farming and a fresh-food grocery at Garden Hill First Nation. These green social enterprises are documented in Shaun's book, "BUILD Prosperity Energizing Manitoba's Local Economy", which may be downloaded free of charge at <http://buildinc.ca/wp-content/uploads/2013/11/BUILD-Prosperity-2013.pdf>

(The link to this Powerpoint presentation may be found at Appendix B)

"Poverty has no causes – it is the absence of prosperity." – The Economy of Cities, Jane Jacobs





“Be agile....expect the unexpected.”
– Richard George

Presenter: David Eddy and Richard George, Vancouver Native Housing Society, British Columbia

Skwachàys Lodge started as a way for Vancouver Native Housing Society (VNHS) to turn a problem into a social enterprise solution that has blossomed. VNHS currently operates 18 buildings and houses 8 percent of the Aboriginal population of Vancouver. In anticipation of the Expiry of Operating Agreements, VNHS analyzed their portfolio in 2006 and found that without subsidy, the housing base would become unstable. Recognizing that new approaches and new thinking were required, the Society struck a Social Enterprise Committee and carried through all the steps to a business plan. For this process they found *The Canadian Social Enterprise Guide 2nd Edition** invaluable. VNHS’s guiding principles were that enterprises must align with their social purpose and that the organization must be agile to recognize and seize opportunities. In the case of Skwachàys Lodge, it started out as a Healing Lodge, but when Health Canada did not follow through with funding, VNHS was forced to change gears. They opened the lodge as a basic hotel. But a chance encounter with Jon Zwickel, a hospitality industry specialist, developed into a broad partnership including professional interior designers who worked pro bono with Aboriginal Artists to design 18 unique hotel rooms. The value of their services plus donations from elsewhere amounted to \$500,000. Through this process, the facility was reimagined and transformed into an Aboriginal art gallery and an 18 room Aboriginal art hotel, with the revenues going to support the 24 studio apartments for Aboriginal artists in the building. Opened in 2014, it has received lots of national and international media attention and topnotch reviews. By respecting cultural traditions, Skwachàys is successfully building community through the transformative power of art.



* *The Canadian Social Enterprise Guide 2nd Edition** may be downloaded for free <http://www.socialenterprisecanada.ca/en/learn/nav/canadiansocialenterpriseguide.html>

(This Powerpoint presentation including videos may be found at Appendix B)

“Community building can thrive through the transformative power of art.” – David Eddy



Photo credit: photography by Craig Minielly at Aura Photographics

2. DISCUSSION GROUPS

Following the panel presentation, Discussion Groups explored four Questions:

1. What innovative opportunities are you involved in or planning for the future?
2. Can you share any challenges you are encountering when it comes to transforming and development of a business and/or innovation?
3. What kind of support do you need?
4. What actions can Delegates, Aboriginal Caucus and CHRA take to help in this area?

Discussion Group Leads facilitated the conversation and recorded the key points. Each table consisted of 10 people who had been assigned to represent a range of experience and geography.

Question 1. Delegates cited many examples of innovation, and while most of these were directly related to housing, there were several examples of social enterprise businesses as well:

- Ready to rent program – mitigating costs of tenancy by having tenants care for the units.
- Building mixed use projects to create new revenue streams – housing, plus commercial – renting out retail and office space and using proceeds to subsidize family units e.g. a Thrift Store on first floor and Yoga Studio on second; renting space to other support service agencies.
- Diversification using high-end market rent to provide a cash flow.
- Several examples of partnerships in transforming housing into affordable homeownership.
- Sale of expired units as equity to buy land, build new units sometimes with provincial or municipal government support – different levels of support in different jurisdictions.
- The Calgary Resolve Campaign – a 5 year, city-wide charitable campaign in partnership with other agencies and faith groups to raise \$120 million as a source of capital.
- In Greater Vancouver Regional District, a Regional Housing Trust Fund is levied in all 13 municipalities (\$15,000 per door), and other communities have Community Land Trust Models.
- Smaller Boards amalgamating with Boards of large housing providers for economies of scale.
- In addition to M'akola, some other providers are leveraging their property management and development expertise to provide these business services to other housing operators.
- Need to find the right partners and sign legal partnership agreements – e.g. Correctional Facilities to help inmates

integrate back into society, Habitat for Humanity for an Elder's residence on-reserve, heat energy co-generation with YMCA selling surplus energy into the grid.

- Partnering with a non-profit that is already in the social enterprise business e.g. John Howard Society.
- Franchising is a good business model.
- Look at using excess real estate for business opportunities, training and employment for tenants, and using revenues to support housing e.g. furniture refurbishing for a fine furniture store, commercial janitorial services.
- In Lethbridge, Clean Sweep and Housing First employs youth and gives them stable housing.

“Social Enterprise is best understood as ‘Profit with a Purpose’.”

Question 2. Key challenges included the difficulty of transforming from a social housing provider mentality to a mixed housing and/or business enterprise mentality and the expertise and risk tolerance required for this new line of work. A number of external barriers also exist with zoning, lack of serviced land in the north, municipal development costs, NIMBY which in some cases includes racism, and lack of funds and financing to either build new housing or start a social enterprise.

“When you're small it can be hard to take on change and innovation.”

Question 3. Supports are needed to break down the barriers identified in Question 2, and there is a need for networking and training including Board members, CHRA Webinars and a central registry of expertise in Aboriginal Social Enterprise. Better information on sources of funding and financing are also required.

Question 4. Advocacy and education is also required as it would seem that the non-profit community is ahead of government, banking and industry, in embracing innovation and social enterprise. Partnerships with these players is essential for access to financing and funds, collaboration on employment and training opportunities, and ensuring legislation and tax rules are much better aligned with these new models.

SESSION THREE – Federal Election 2015 – Key Messages And Lobbying Strategies That Reflect Aboriginal Realities/Issues

Caucus members dedicated the final part of the day to creating key messages and action strategies to harness Federal Election 2015 as a vehicle to gain commitment of political candidates to major reinvestment in social and affordable housing.

This session was divided into four parts, starting with a Fact Sheet presentation and an Impacts Panel, followed by a summary of CHRA's Messaging and Campaign for Federal Election 2015, and concluding with the Discussion Groups.

1. FACT SHEET PRESENTATION

Presenter: Marc William Maracle, Gignul Non-Profit Housing Corporation, Ontario

The growing Aboriginal population in Canada is predominately young, and increasingly urban. This demographic reflects a growing and sustained need for affordable housing for the foreseeable future. Now is the time to expand, not reduce, the amount of urban Aboriginal social and affordable housing. As of 1993 CMHC's Urban Native Housing Program stopped funding any new units. With the subsidy agreement on these units now maturing, this small pool of 19,000 units is already shrinking with little or nothing to replace it. The trickle of social housing units now lost or no longer affordable will soon become a flood.

The 114 Aboriginal housing providers who vary widely in size and staffing, are working hard to broaden housing options, innovate and create new revenue streams, and form new partnerships. But they cannot do it alone.

Participation in the Federal Election Process is an opportunity:

- To put your voice and reality in front of the politicians and the political process;
- To build confidence in your staff, board and community to speak to your issues; and
- To build capacity for future elections (federal, provincial/territorial, municipal).

"The capital cost of replacing these 19,000 Aboriginal units would be ~\$3.8 billion. For the Federal Government to walk away from this huge investment is neither good business nor fiscally responsible."
– Marc Maracle

(The link to this Powerpoint presentation including facts and figures may be found at Appendix B)

2. IMPACTS ON PROVIDERS – VIGNETTES

Three providers spoke from the heart about the realities of delivering Aboriginal social housing.

Presenter: Sandra Brown, Lloydminster Métis Housing, Saskatchewan

Growing up in Lloydminster, Métis Housing gave Sandra four gifts: hope, home, community and patience. Now as Executive Director, it is her mission to pass these gifts forward by ensuring the Urban Aboriginal Housing Program is not assimilated but remains unique and distinct. Her organization has worked very hard to ensure future viability. Her advice to Aboriginal providers is, "When making decisions for your future direction remember where you came from, why you exist and who you are."

"I constantly struggle to understand why the Government ignores the voices of Urban Aboriginal Housing Providers who have 35+ years of positive impact on peoples' lives and ultimately on society." – Sandra Brown

Presenter: Lawrence Poirier, Kinew Housing, Winnipeg, Manitoba

One hundred per cent of Kinew's 430 units are RGI and facing the end of subsidy agreements. No matter what measures Kinew takes, most tenants will not be able to afford the increased rents and will have to move. But where can single mothers going to school or working families with low paying jobs go? They need subsidized housing! It is hard to understand that a country like Canada does not have a social housing policy. The mission statement of Kinew Housing is "to provide decent, affordable housing to low income Aboriginal families". What should the new mission statement be "to provide decent housing to Aboriginal families who can afford it"?

"Who would believe that CMHC would actually abandon social housing in this great country of ours?"
– Lawrence Poirier



Presenter: Susan Bacque, Peterborough Housing Department, Ontario

In 2006, after several years of difficulties, the Province of Ontario succeeded in having the local urban native housing provider placed in court-appointed receivership. Responsibility for the 131 unit portfolio was assigned to the City of Peterborough. In this stressful period, relations between the City and the urban native housing Board were extremely strained and tenants were anxious. Meanwhile, the City's costs for receiver and court fees and lawyers climbed to \$1 million. The expertise of the urban native housing community locally, regionally and nationally was engaged and became pivotal in ensuring the assets would be conveyed to Aboriginal ownership. The City concurred and by 2012, the receiver had been discharged and the Ontario Aboriginal Housing Service Corporation had become the new owner.

“Receivership was too extreme a measure – more constructive options needed to be pursued.”

– Susan Bacque

3. CURRENT CHRA MESSAGING AND CAMPAIGN FOR FEDERAL ELECTION 2015

Presenter: Jody Ciufo, Canadian Housing and Renewal Association

Through the Housing for All Campaign, housing4all.ca, CHRA aims to make affordable housing an election issue in Federal Election 2015 including specific reference to Aboriginal and Northern Housing.

Overall Message:

With the Expiry of Operating Agreements, two thirds of social housing including virtually all off-reserve Aboriginal housing will be at risk. The Federal Government needs to reinvest in the estimated 365,000 social housing units at risk – including 19,000 Aboriginal housing units.

Measures Required:

- To keep existing social housing affordable to low-income households with annual subsidies of \$3,600 per unit for off-reserve Aboriginal housing; \$3,000 for other housing at risk; and \$9,600 for housing in the Territories.
- To renew existing housing stock through 3R Capital Renewal – repairs, replacements and retrofits (\$3,000 per unit annually).
- To invest in sector transformation toward self-sufficiency (\$10 million one-time funding).
- To provide funding to build new social housing.

(CHRA's graphic handout for federal candidates encapsulating the facts, figures and issues and the federal reinvestment required was distributed to all participants and may be found at Appendix B)

4. DISCUSSION GROUPS

Following the presentations, Discussion Group participants shared their views on three Questions:

1. Using CHRA's Key Messages as a starting point, what are the special points you think should be added to CHRA's Federal Election Campaign for 2015?
2. What lobbying opportunities and strategies can we as Aboriginal stakeholders create to ensure our concerns are front and centre?
3. What action can your organization commit to?

Discussion Group Leads facilitated the conversation and recorded the key points. Each table consisted of 10 people who had been assigned to represent a range of experience and geography.

Question 1. Discussion Group participants affirmed their agreement with CHRA's key messages and underlined that Canada needs a National Housing Strategy.

It was very important and appropriate to continue using the term social housing, as affordable housing is too generic, and necessary to make a special case and develop strong messages for Northern housing. Some questioned the amounts requested, e.g. the \$10 million for Sector Transformation should be much higher.

Delegates were pleased that through #Housing4All, CHRA is partnering with other national organizations such as the Cooperative Housing Federation of Canada and the Federation of Canadian Municipalities, and would like to see national Aboriginal organizations such as the Assembly of First Nations and others involved as well. In terms of talking points, we need to highlight impact – specifically the social return on investment of current social housing and the high cost of doing nothing to reverse the loss of units. Days of action, writing and media campaigns, and peaceful rallies are also good strategies.

“We agree with CHRA's messages to BUILD, RENEW and SUPPORT social housing.”

“Canada needs a National Housing Strategy that includes homelessness prevention strategies.”

Question 2. For Aboriginal concerns to be front and centre, members of CHRA's Aboriginal Caucus need to support each other as a network, build credibility and be with CHRA at federal tables to influence investment and policy decisions.

It would help if CHRA had a tab on their website that Aboriginal Caucus members can reference. And as part of a CHRA Task Force or other vehicle, the Caucus needs to seek out ways to meet with influential people such as the President of CMHC and the federal Minister of Finance. A renewed housing policy needs to recognize that an estimated thirty-five percent of non-reserve Aboriginal people are in core housing need and the allocation of new units should reflect this. Bringing back the long-form census will enable policy-makers and advocates get a better handle on the actual numbers and income levels of Aboriginal people in Canada. Similarly, Northern Canada with its severe housing shortages deserves strong purposeful policy action. Also, the Sector Transformation funding program must be designed to include smaller housing providers who may have less capacity to move quickly to access these funds.

"We need to remind the Federal Government that their fiduciary responsibility for Aboriginal Peoples includes housing."

Question 3. At all levels national, regional and local, we all need to speak with one voice and stick with the CHRA #Housing4All messages to provide consistency and get the attention of MPs and candidates.

Locally teaming up with other housing providers and other community organizations and harnessing social media will increase the impact of the message. We need to engage tenants in the campaign and encourage them to vote. At any public meetings and townhalls always make sure to ask questions on Aboriginal housing. For example, asking all local party candidates a direct question on where they stand: "Do you support federal reinvestment to retain the estimated 365,000 social housing units at risk – including 19,000 Aboriginal housing units – and in federal funding to build new social housing? Yes or No?" At the local level, tell MPs and candidates about the destabilizing effects of lost units, and the tremendous positive social impact of housing on community stability and as a powerful driver of local economies.

"Canada's National Disasters are Homelessness and Housing - where is the Government's rescue plan?"

CONCLUDING REMARKS

In his concluding remarks, Chair Robert Byers thanked everyone for a very good day and for their participation in building the Aboriginal Caucus movement as part of CHRA.

"Today as an Aboriginal Caucus we have advanced our agenda by strengthening our connections, building our networks, sharing and learning from each other. We have also worked on our key messages and strategies for the upcoming election."

He assured delegates that CHRA would keep pushing to make federal reinvestment in social housing and money for new construction a priority in the election platform of every party, and reminded all delegates that they need to keep pushing too by reaching out to their political candidates. They need to be sensitized to the work we do, the Aboriginal families, seniors and single people we house, and how decent social and affordable housing is the best practice in building strong, safe, healthy communities.

"Let's be counted and let's make a difference in this year's Federal election!" – Robert Byers, Chair of the Aboriginal Housing Caucus

FUTURE DIRECTIONS

Looking ahead, CHRA, the Aboriginal Caucus Chair, and Caucus members will seek out opportunities to advance the Caucus agenda. This includes a comprehensive report on Aboriginal Housing Caucus Day 2015 and taking the key themes, messages, and strategies discussed by participants as starting points for action. During the election campaign, CHRA ensured that Aboriginal and Northern housing needs were an important part of the core messages conveyed to all parties and candidates. Over the coming year, we will focus on building partnerships and alliances and reaching out to decision-makers to promote concrete measures at the federal, provincial and municipal levels that will support reinvestment, sustainability and transformation.

With feedback from Caucus Day 2015 as a starting point, planning is already underway for the CHRA Aboriginal Housing Caucus Day 2016 which is scheduled for April 12th, one day in advance of the CHRA National Congress on Housing and Homelessness which runs from April 13th to 15th, 2016. Both events will be held in Montreal.

In response to specific suggestions at Caucus Day, CHRA will create an Aboriginal Caucus tab on its website, and organize one or more Webinars on specific themes such as Aboriginal Social Enterprise.

CHRA Aboriginal Caucus members are able to access the full Highlights Report of Aboriginal Housing Caucus Day 2015 on the CHRA website and will receive update communiqués from Caucus Chair, Robert Byers.

APPENDIX A - Agenda



CHRA Aboriginal Housing Caucus Day 2015:
Towards Transformation – Creating Opportunities
April 28, 2015
 Radisson Downtown Hotel, Winnipeg, Ambassador H – 12th level

Agenda



47th National Congress on Housing & Homelessness Canadian Housing and Renewal Association

Winnipeg • April 28 - May 1 2015

8:30 am	Welcome and Introduction of Elder – Robert Byers, Chair CHRA Aboriginal Housing Advisory Caucus, and Aboriginal Communities Director, CHRA Board of Directors
8:35	Opening Prayer – Elder Velma Orvis
8:45	Purpose of Day and Introduction of Facilitators – Robert Byers
8:50	Introduction of Process – Facilitators, Barbara Bruce and Lucille Bruce, AMR Associates
9:00	Session One - End of Operating Agreements – Aboriginal Perspectives General Overview on End of Operating Agreements (EOA) - Don McBain, Ontario Aboriginal Housing Services Corporation Panel on EOA: Tackling and overcoming the barriers <ul style="list-style-type: none"> • Gary Gould, Skigin-Elnoog Housing Corporation • Gary Sutherland, Simcoe Urban Native Housing • Kevin Albers, M'akola Development Services
9:35	Q & A's – Facilitators, Barbara and Lucille Bruce
9:45	BREAK - 11th Floor Foyer in front of Ambassador A
10:00	DISCUSSION GROUPS - End of Operating Agreements
10:35	Feedback from Discussion Groups
10:55	Expiring Operating Agreements: Tools for managing – Jada Basi, CitySpaces Consulting Ltd.
11:15	Session Two – Business Transformation – Profiling Innovation Panel: <ul style="list-style-type: none"> • Richard George and David Eddy - Vancouver Native Housing Society • Robert Byers – Namerind Housing Corporation • Shaun Loney – Social Enterprise Developer
11:55	Q & A's – Facilitators, Barbara and Lucille Bruce
12:15 pm	LUNCH - 11th Floor Foyer in front of Ambassador A
1:15	DISCUSSION GROUPS - Business Transformation
1:55	Feedback from Discussion Groups

2:15	<p>Session Three – Federal Election – Key Messages and Lobbying Strategies Fact Sheet Presentation - Marc Maracle, Gignul Non Profit Housing Corporation Impacts on providers - Vignettes:</p> <ul style="list-style-type: none"> • Sandra Brown, Lloydminster Métis Housing • Lawrence Poirier, Kinew Housing • Susan Bacque, Peterborough Housing Department <p>Current CHRA Messaging – Jody Ciufu, CHRA</p>
2:50	BREAK - 11th Floor Foyer in front of Ambassador A
3:05	DISCUSSION GROUPS - Federal Election – Key Messages and Lobbying Strategies that reflect Aboriginal Realities/Issues
3:40	Feedback from Discussion Groups
4:00	Key Points from Caucus Day – Facilitators, Barbara and Lucille Bruce
4:10	Next Steps and Wrap-Up, Robert Byers
4:30	Closing Prayer – Elder Velma Orvis

This session brought to you by these kind sponsors:



APPENDIX B: Presentations – website links

Session One - End of Operating Agreements – Aboriginal Perspectives

General Overview on End of Operating Agreements (EOA)

[Don McBain, Ontario Aboriginal Housing Services Corporation](#)

[https://chra.olasoft.com/document/3071/Don McBain - EOA Aboriginal Perspective.pptx](https://chra.olasoft.com/document/3071/Don%20McBain%20-%20EOA%20Aboriginal%20Perspective.pptx)

End of Operating Agreements: Tackling and overcoming the barriers – Panel Presentations

[Gary Gould, Skigin-Elnoog Housing Corporation](#)

[https://chra.olasoft.com/document/3072/Gary Gould - EOA Skigin-Elnoog.pptx](https://chra.olasoft.com/document/3072/Gary%20Gould%20-%20EOA%20Skigin-Elnoog.pptx)

[Kevin Albers, M'akola Development Services](#)

[https://chra.olasoft.com/document/3074/Kevin Albers - EOA M%27akola.pptx](https://chra.olasoft.com/document/3074/Kevin%20Albers%20-%20EOA%20M%27akola.pptx)

Expiring Operating Agreements: Tools for managing

[Jada Basi, CitySpaces Consulting Ltd.](#)

[https://chra.olasoft.com/document/3073/Jada Basi - EOA Planning Guide.ppt](https://chra.olasoft.com/document/3073/Jada%20Basi%20-%20EOA%20Planning%20Guide.ppt)

Session Two – Business Transformation – Profiling Innovation - Panel Presentations

[Richard George and David Eddy - Vancouver Native Housing Society](#)

[https://chra.olasoft.com/document/3077/Dave Eddy and Richard George VNHS Social Enterprise.pdf](https://chra.olasoft.com/document/3077/Dave%20Eddy%20and%20Richard%20George%20VNHS%20Social%20Enterprise.pdf)

[Robert Byers – Namerind Housing Corporation](#)

[https://chra.olasoft.com/document/3078/Robert Byers Namerind Social Enterprise.pdf](https://chra.olasoft.com/document/3078/Robert%20Byers%20Namerind%20Social%20Enterprise.pdf)

[Shaun Loney – Social Enterprise Developer](#)

[https://chra.olasoft.com/document/3076/Shawn Loney - What Poverty Looks Like to a Social Entrepreneur.pptx](https://chra.olasoft.com/document/3076/Shawn%20Loney%20-%20What%20Poverty%20Looks%20Like%20to%20a%20Social%20Entrepreneur.pptx)

Session Three – Federal Election – Key Messages and Lobbying Strategies

Fact Sheet Presentation

[Marc Maracle, Gignul Non Profit Housing Corporation](#)

[https://chra.olasoft.com/document/3075/Marc Wm Maracle - Federal Election 2015.pptx](https://chra.olasoft.com/document/3075/Marc%20Wm%20Maracle%20-%20Federal%20Election%202015.pptx)

Current CHRA Messaging

[Jody Ciufu, Canadian Housing and Renewal Association](#)

<http://housing4all.ca/housing-for-all-one-pager>

APPENDIX C: Planning for Aboriginal Caucus Day 2015 – Approach and Format

Careful planning went into the design and delivery of Aboriginal Housing Caucus Day 2015.

“It was very important for Aboriginal delegates to see themselves reflected in every facet of the day.”

The Working Group was comprised of the following members:

- Robert Byers, CHRA Aboriginal Communities Director and Chair of CHRA’s Aboriginal Housing Advisory Caucus
- Phil Brown, CHRA Past President
- Jody Ciuffo, CHRA Executive Director
- Richard George, Vancouver Native Housing Society
- Gary Gould, Skigin-Elnoog Housing Corporation
- Michael Laliberte, Namerind Housing Corporation
- Marc William Maracle, Gignul Non Profit Housing Corporation
- Don McBain, Ontario Aboriginal Housing Services Corporation
- Susan McGee, Homeward Trust
- Louise Atkins, CHRA

Guided by the results of the Caucus Day 2014 participant evaluations, the Working Group recognized that the 2015 event needed to be highly interactive in order to continue to build the Caucus as a network and ensure all voices were heard. Session topics were chosen that would inform, support and inspire Caucus delegates working hard to maintain and expand Aboriginal housing, and would develop consensus on key Aboriginal housing messages for the 2015 Federal Election.

In the process, the Working Group determined that a facilitated format with panel presentations followed by small roundtable discussion groups would be the most effective way to tackle each topic and bring everyone into the conversation. It was also very important that Aboriginal delegates would see themselves reflected in every facet of the day. To that end, CHRA and Working Group members gathered sponsors, selected Aboriginal facilitators for Caucus Day, and invited a Manitoba Elder to preside. CHRA and partners publicized the event and offered bursaries to include Aboriginal housing and homelessness participants who might not otherwise be able to attend. The high level of expertise among Canadian Aboriginal housing providers

and innovators, provided a rich pool from which to draw panelists, and presenters. Six Working Group members served as Discussion Group leads and the other four tables were led by Justin Marchand and Larry Bellrose, Ontario Aboriginal Housing Services Corporation, and CHRA Board members Pamela Hine, Yukon Housing Corporation and David Eddy, Vancouver Native Housing Society.

As per direction from Working Group members and the Facilitators, Barbara and Lucille Bruce, the Aboriginal Housing Caucus Day 2015 meeting room at the Radisson Hotel in Winnipeg had plenty of natural light and ample space. To commence the Day, Elder Velma Orvis performed a smudging ceremony.

“Caucus Day 2015 was designed to be highly interactive, and to continue to build the Caucus as a national network and to make sure all voices were heard.”

APPENDIX D: List of Delegates

First Name	Last Name	Organization	Province/ State	Housing Sector Category
Alden	Wiebe	Aboriginal Bursary Applicant - CONGRESS 2015	MB	Individual
Damon	Johnston	Aboriginal Bursary Applicant - CONGRESS 2015	MB	Non-profit groups
Francis	McGillivray	Aboriginal Bursary Applicant - CONGRESS 2015	MB	-
Gladys	Linklater	Aboriginal Bursary Applicant - CONGRESS 2015	MB	-
Charlene	Bienvenue	Aboriginal Bursary Applicant - CONGRESS 2015	MB	-
Sheyenne	Spence	Aboriginal Bursary Applicant - CONGRESS 2015	MB	-
Leanne	Grenier	Aboriginal Bursary Applicant - CONGRESS 2015	MB	-
Loretta	Bayer	Aboriginal Bursary Applicant - CONGRESS 2015	MB	-
Brett	Morgan	Aboriginal Bursary Applicant - CONGRESS 2015	MB	Provincial Government
Nizar	Laarif	Aboriginal Housing Management Association	BC	Non-profit groups
Ray	Gerow	Aboriginal Housing Management Association	BC	Non-profit groups
Roger	Kishi	Aboriginal Housing Management Association	BC	Non-profit groups
Jenny	Morgan	Aboriginal Housing Management Association	BC	Housing provider
Maxine	Mease	Aboriginal Housing Management Association	BC	Non-profit groups
Mike	Morris	Aboriginal Housing Society	ON	Federal Government
Cecilia	Teneese	Aqanttanam Housing Society	BC	Housing provider
Blaine	Foley	BNRC - Brandon Neighbourhood Renewal Corporation	MB	Non-profit groups
Daniel	Richer	Camponi Housing Corp.	SK	Housing provider
Bonita	Bryant	Camponi Housing Corp.	SK	Housing provider
Wally	Czech	City of Lethbridge	AB	Municipality
Linda	Campbell	Co-operative Housing Federation of Canada	MB	Non-profit groups
Gordon	Nicotine-Sands	Co-operative Housing Federation of Canada	ON	Housing provider
Karen	Jacobs-Williams	Gignul Non-Profit Housing Corporation	ON	Housing provider
Fred	Gloade	Gignul Non-Profit Housing Corporation	ON	Housing provider
Marc	Maracle	Gignul Non-Profit Housing Corporation	ON	Housing provider
Tony	Crucikshank	Gignul Non-Profit Housing Corporation	ON	Housing provider
Pamela	Hine	Government of Yukon	YT	Provincial Government
Don	Elliott	Greater Victoria Coalition to End Homelessness	BC	Non-profit groups
Tabitha Marie	Geraghty	Helping Spirit Lodge Society	BC	Non-profit groups
Susan	McGee	Homeward Trust Edmonton	AB	Non-profit groups
Arianne	Brady	Horizon Housing Society	AB	Housing provider
Sandra	Brown	Lloydminster Metis Housing Group Inc.	SK	Housing provider
Violet	Ross	Lloydminster Metis Housing Group Inc.	SK	Housing provider
Marlene	Aschenbrenner	Lloydminster Metis Housing Group Inc.	SK	Housing provider
Carla	Young	Lloydminster Metis Housing Group Inc.	SK	Housing provider
Doug	Moran	Lloydminster Metis Housing Group Inc.	SK	Housing provider
Ray	Hamilton	Lloydminster Metis Housing Group Inc.	SK	Housing provider

David	Seymour	M'akola Group of Societies	BC	Non-profit groups
Kaela	Schramm	M'akola Group of Societies	BC	Housing provider
Chelsea	Medd	M'akola Group of Societies	BC	Housing provider
Kevin	Albers	M'akola Group of Societies	BC	Housing provider
Rod	Porter	Manitoba Housing	MB	Provincial Government
Mark	Fleming	Manitoba Housing	MB	Housing provider
Shannon	Greer	Manitoba Housing	MB	Provincial Government
Carly	Duboff	Manitoba Housing	MB	Provincial Government
Sheena	Phillips	Metis Capital Housing Corporation	AB	Non-profit groups
Denise	Fayant	Metis Capital Housing Corporation	AB	Non-profit groups
Marilyn	Gladue	Metis Capital Housing Corporation	AB	Non-profit groups
Theresa	Harding	Metro Vancouver - Harry Lash Library	BC	regional district
Robert	Byers	Namerind Housing Corporation	SK	Non-profit groups
Michael	Laliberte	Namerind Housing Corporation	SK	Non-profit groups
John	Abramowich	Native People of Thunder Bay Development Corporation	ON	Non-profit groups
Tim	Ross	New Brunswick Non-Profit Housing Association	NB	Association
Kelly	Skiffington	Northern Spruce Housing Corporation	SK	Housing provider
Charles	Sanders	Northwest Territories Housing Corporation	NT	Provincial Government
Don	McBain	Ontario Aboriginal Housing Support Services Corporation	ON	Non-profit groups
Kim	Caldbick	Ontario Aboriginal Housing Support Services Corporation	ON	Housing provider
Jeff	Piper	Ontario Aboriginal Housing Support Services Corporation	ON	Non-profit groups
Justin	Marchand	Ontario Aboriginal Housing Support Services Corporation	ON	Housing provider
Larry	Bellerose	Ontario Aboriginal Housing Support Services Corporation	ON	Non-profit groups
Linda	Boyer	P.A. Community Housing Society Inc.	SK	Housing provider
Ronald	Fiddler	P.A. Community Housing Society Inc.	SK	Housing provider
Leah	Link	P.A. Community Housing Society Inc.	SK	Housing provider
Phil	Brown	Phil Brown	ON	Individual
Leo	Hebert	Prince George Metis Housing Society	BC	Non-profit groups
Lenora	Moerland	Right to Housing	MB	Non-profit groups
George	Campbell	Right to Housing	MB	Housing provider
Billy	Delaronde	Right to Housing	MB	Housing provider
Lynne	Somerville	Right to Housing	MB	Housing provider
Maynard	Sonntag	Silver Sage Housing Corporation	SK	Non-profit groups
Gary	Gould	Skigin-Elnoog Housing Corporation of N.B. Inc.	NB	Non-profit groups
Susan	Tatoosh	Vancouver Aboriginal Friendship Centre Society	BC	Non-profit groups
Richard	George	Vancouver Native Housing Society	BC	Housing provider
David	Eddy	Vancouver Native Housing Society	BC	Non-profit groups
Trina	Bird	Vancouver Native Housing Society	BC	Non-profit groups
Kelepi	Gucake	Vancouver Native Housing Society	BC	Non-profit groups
Pam	Ralston	Vancouver Native Housing Society	BC	Non-profit groups
Shelly	Hill	Vancouver Native Housing Society	BC	Non-profit groups
Rupinder	Cheema	Vancouver Native Housing Society	BC	Non-profit groups

Vera	Jones	Vancouver Native Housing Society	BC	Non-profit groups
Sydney	Blum	Woodgreen Community Housing Inc	ON	Housing provider
Barry	Downs	CHC Saskatoon Tribal Council	SK	Housing provider
Meghan	McKenna	City of Iqaluit	NU	Municipality
Judith	Desjarlais	Dawson Creek Native Housing Society	BC	Non-profit groups
Nancy	Baker	Employment and Social Development Canada	QC	Federal Government
Erin	Dhea	Government of the NWT	NT	Territorial government
Susan	Bacque	Housing Division	ON	Municipality
Lawrence	Poirier	Kinew Housing Inc.	MB	Housing provider
Linda	Ross	Linda E. Ross Property Management Inc.	BC	Business
Christina	Hull	Linda E. Ross Property Management Inc.	BC	Business
Jennifer	Flett	Ma Ma Wi Chi Itata Centre	MB	Non-profit groups
Colleen	Galbraith	Manitoba Hydro	MB	Business
Adla	Itorcheak	Nunavut Tunngavik Inc.	NU	Non-profit groups
Robert	LaFontaine	Provincial Metis Housing Corporation	SK	Housing provider
Gary	Sutherland	Simcoe Urban Native - SUN Housing	ON	Non-profit groups
Michele	Hobek	Sto:lo Nation Health Services	BC	Housing provider
Katie	Hyslop	Tyee Solutions Society	BC	Media
Karen	Gerein	Vernon Native Housing Society	BC	Non-profit groups
George	Cote	Yorkton Parkland Housing Society	SK	Non-profit groups
Jody	Ciufo	Canadian Housing and Renewal Association	ON	Association
Louise	Atkins	Canadian Housing and Renewal Association	ON	Association



APPENDIX E: Evaluation Feedback from Delegates

The evaluation questions probed three themes:

Why did you attend?

Was the day valuable and were the sessions good?

Would you attend CHRA's Aboriginal Caucus Day 2016?

Of the 103 delegates, 62 completed the Evaluation Form.

Delegates came together to Learn, Have a National Voice and to Network.

Delegates rated the Elder as "Excellent."

The Business Transformation Session received the highest ratings followed closely by Expiry of Operating Agreements.

Discussion Tables were central to the Day's success.

94% of respondents would attend again next year.



“Home Run! Thanks CHRA.”

WHY:

Each delegate cited multiple factors in her or his decision to participate. Top rankings went to Learning from the Sessions, followed by to Having a National Voice, and a Chance to Network.

“Very informative, meaningful discussion at tables. Great speakers!”

VALUE:

For an overwhelming majority of participants (92%), Caucus Day 2015 succeeded in meeting their expectations.

“A tremendous amount of information, great facilitation and strong resources from across the country was provided.”

PLAN TO ATTEND NEXT YEAR?

In answer to whether they would attend Caucus Day 2016, 94% said “Yes”, and 6% said “Maybe”. For those who chose “Maybe”, it would appear that it would depend on their employer providing the means for them to attend again in 2016.

“This was great. Each year will build on previous ones. I look forward to next year’s Aboriginal Caucus.”

“There is a real need for new skills and strategies regarding best-practices working with Aboriginal populations in the housing and homelessness sector. Specifically around the balance between urban societal expectations and Aboriginal cultural beliefs and values.”

SESSIONS:

Drilling down, respondents rated the different aspects of the Day.

A wide majority of delegates considered Elder Velma Orvis’ contribution Excellent.

Virtually everyone gave all three Sessions high ratings of Excellent or Good. Business Transformation (95%) led the rankings followed very closely by Expiry of Operating Agreements (90%). And a large majority of respondents appreciated the Federal Election 2015 (79%) session too.

The Discussion Tables elicited rankings of Excellent or Good from 86% of respondents, and many comments highlighted this feature as being central to the success of the Day.

“Good information, nice variety of topics.”

“Everyone who came here was informed and involved.”

CONSIDERATIONS FOR 2016:

In response to participants’ comments, Caucus Day 2016 will keep the variety of Themes and Discussion Tables format, but allow more time both for presenters, and questions. It will also include an icebreaker as a means of introducing all participants and some activities that move delegates around the room.

“Would like an actual written action plan or communiqué in advance.”

CONCLUSION:

The concluding question asked delegates what they hope to gain from CHRA’s Aboriginal Caucus. The themes of learning, networking and partnerships were cited often, but others themes were about empowerment, an Aboriginal-focused voice affecting policy and the message to government.

To amplify the Aboriginal influence and voice at the national level.