

FIRST NATIONS HOUSING AND
INFRASTRUCTURE COUNCIL

Transfer through Transformation –
Proposed Activity Plan

2024/25

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1 INTRODUCTION

Background

The First Nations Housing & Infrastructure Council (FNHIC) is creating a First Nations-led Housing and Infrastructure Organization in British Columbia for First Nations ‘based on First Nations’ traditional values, principles, and governance practices. This will result in the management and delivery of an Indigenous services model built on First Nations’ priorities. A key component of this framework is to transfer the knowledge from the engagement phase into the key Guiding Principles of the Organization.

The requirements for a renewed approach to address the housing gaps and system improvements has been ongoing. The benefit of program delivery under indigenous management are more responsive to their own communities and will be based more on the community’s real needs and goals with a closer cultural match. The organization will be bound to the ISC legal policy frameworks with some flexibility in administration governance. FNHIC will design the organization and its operations to meet the desired outcomes requested from the Phase 1 and 2 engagements delivered from 2017 to 2021. The framework will not impact Aboriginal Title and Rights, or Treaty Rights and will maintain the fiduciary obligations of the Crown and will only impact existing federal program funding agreements if the First Nation chooses. No negotiated agreements between the Authority and Canada will interfere with Treaty agreements or take away from Canada’s fiduciary responsibility to First Nations people.

Purpose of FNHIC and Development of Program and Service Delivery

This framework describes the Integrated FNHIC and Nations aligned model for program and service delivery. FNHIC will continue to design and establish Housing and Infrastructure programs and services through a pilot project process where we learn and design as we go. Transfer of responsibilities could possibly happen later down the road, but we would not be interested in transfer of any current ISC responsibilities on H and I as the programs are inadequate and under-funded and would be much more difficult to design or increase funding after the fact. We want the ability to design and continually develop a Housing and Infrastructure program that fully meets the needs of our FN communities and we also will require the appropriate funding levels to do this.

This proposal provides a description of the elements, operations, core services, and key users of the model. The key users and readers of the model are First Nations, Housing Managers, Indigenous Leaders, educators, managers, community planners, partners, and those who are supporting and implementing in hub regions. Although the framework sets about a broad provincial direction, it is really based on a philosophy that the owners of FNHIC are the end users of our programs and services, which will mainly be our FN communities. Based on these philosophies FNHIC’s core objectives are:

1. Design and establish a **First Nations led housing and infrastructure program and service and delivery organization** that fully meets the needs of BC First Nations.
2. **Negotiate an Agreement with ISC** for the remainder of 2024/2025 fiscal year and beyond, that will remain in place whether transfer occurs or not.
3. Secure a **sustainable fiscal resourcing model** that fully supports the housing and infrastructure needs of BC First Nations.

4. Create a **system of governance** that meets the needs of the organization as well as those people it serves.
5. Create and implement an **organizational evaluation process** that clearly demonstrates value to the First Nations housing sector and the effectiveness of FNHIC programs and services.
6. **If or when First Nations are ready, negotiate a transfer of Housing and Infrastructure responsibilities** from Indigenous Services Canada.

This framework may be revised from time to time and it's mission is to develop a framework that establishes transparency, accountability, and efficiency to First Nations in BC and funding providers. The framework works to serve the First Nations interests by fostering truth, growth, and long-term stability in the housing sector. It provides a foundation that contributes to transparency by enhancing the quality of information, enabling leaders, management, and board members to make informed decisions. It aims to strengthen accountability by reducing the information gap between the providers of funders, and FNHIC and hold management accountable.

Overview of FNHIC Integrated Model

Philosophy

Housing for all, no one left behind.

Vision

Our vision for this project is that BC First Nations will have full responsibility for their own housing and infrastructure programs and services through a transformative process which will improve housing and infrastructure outcomes for First Nations across the housing continuum from homelessness to affordable home ownership.

Mission

FNHIC's mission:

- work with BC First Nations communities to design, develop, implement, and evaluate a housing and infrastructure process that fully meets their housing needs.
- 5 service delivery hubs across BC, with sub-hubs developed where needed.
- FNHIC will take its direction from First Nations communities, First Nations leadership and our Board of Directors.
- FNHIC will be responsible for providing much needed community infrastructure and housing support and funding services through a transfer of authorities from Indigenous Services Canada (ISC).
- Our funding will come mainly from ISC, with additional resources coming from other federal and provincial agencies.

Desired Outcomes

Self Determination

- Provides BC First Nations with full responsibility for their own housing and infrastructure.

Transformation:

- Improving housing and infrastructure services for First Nations across the housing continuum from housing the homeless to creating financing mechanisms for people who want to design and build homes.

Institution Building:

- A First Nations designed and managed institution that results in a thriving First Nations housing and Infrastructure sector.

No First Nations Left Behind:

- Services that close the gap between housing opportunities in reserve and urban communities.

Closing the Gap:

- Programs and Services that close the Housing and Infrastructure gap between First Nations and BC mainstream.

Commitment to Reconciliation and UNDRIP

Adopted by the United Nations in 2007, UNDRIP establishes a universal framework of minimum standards for the survival, dignity, and well-being of the indigenous peoples of the world. The declaration consists of 46 articles, which covers the preservation of Indigenous Peoples' culture to the rights and special needs of Indigenous Elders, women, youth, children, and persons with disabilities. Canada signed on to UNDRIP in 2016 and passed legislation in 2021 to support its implementation in this country. The UNDRIP Act's 22 paragraph preamble presents an introduction to the Act. It also recognizes the inherent right to self-determination and affirms UNDRIP as a source for the interpretation of Canadian law. Working together with Indigenous peoples—in a manner that promotes reconciliation, respects the rights and cultures of Indigenous peoples, and protects and ensures the inclusion of Indigenous knowledge—is at the core of federal act.

The creation of the FNHIC BC reinforces Articles 3, 4, 5, 21 & 23 of the United Nations Declaration on the Rights of Indigenous Peoples as well as aligning with the Province of BC's Declaration on the Rights of Indigenous Peoples Act. The BC provincial government passed the Declaration on the Rights of Indigenous Peoples Act (Declaration Act) into law in November 2019. The Declaration on the Rights of Indigenous Peoples Act (Declaration Act) establishes the United Nations Declaration on the Rights of Indigenous Peoples (UN Declaration) as the province's framework for reconciliation, as called for by the Truth and Reconciliation Commission's Calls to Action. Reconciliation recognizes the need for a new relationship with Canada's and British Columbia's Indigenous peoples and is based on the idea that all levels of government and the private sector must reconcile the past with the Indigenous community to assist with securing a better future for Indigenous peoples.

If government is truly committed the principles and legislation stated above, then they will work with us to help us fulfil our vision and mandate with regards to this endeavour. Assisting FNHIC to bring this

work to fruition will truly mean that government used action instead of rhetoric to the idea of reconciliation as we have seen in the past, that talking is only one step, action is the key to success.

Mandate

As a step in the path towards Indigenous self-government, a First Nations management of Housing & infrastructure organization and will eventually assume *the main responsibilities and management* for First Nations housing and infrastructure program delivery in British Columbia; and deliver associated housing and infrastructure services.

The FNHIC is one of the first in the country to start creating a First Nations Housing and Infrastructure Organization. The FNHIC-BC was formally established in the fall of 2017 in response to a political mandate from the members of the BC First Nations Leadership Council.

Core Values

- Community Based – Supporting needs, providing services, and utilizing communities to drive priorities.
- Inclusive – Harmonize and Integrate services for on/off reserve, one stop shops and focus on outcomes for needs.
- Service Oriented – providing quality services, building relationships, and respecting the foundations of the community.
- Flexible and Adaptable – accommodating the unique fingerprint of the Community and collaborate for better outcomes.
- Sustainable – environmentally, economically, and socially sustainable housing that meets the needs of communities without compromising the future.
- Transparent – Accountability and Transparency in deliverables, financial and non-financial reporting, and progress.
- Building Readiness – Ensure all affected are supported and fully prepared for transfer under care and management.

Governance

FNHIC will use a traditional, Indigenous “style” of governance, which will start with community members from First Nations. This will be achieved largely through our Regional Service Delivery Hubs and the First Nations Housing Managers Association. The second part of our governance model will include First Nations Leadership, largely through a relationship with the BC Assembly of First Nations, as they include members from the First Nations Summit and the Union of BC Indian Chiefs. The First Nations Summit and the UBCIC are traditionally divided because of the philosophies on Treaty Negotiation and in order to attempt to maintain neutral politically, FNHIC will work with all three groups but mainly with BCAFN. The third aspect of our governance will be through the FNHIC Board of Directors.

Additional governance structures will be added as need and could take the form of advisory committees or already existing groups such as ISC’s Aboriginal Capital Committee (ACC) as there will likely be a need to determine funding allocations for housing or infrastructure projects. It should be noted that this kind

of mechanism for determining funding is not the preferred choice for allocating funding, we would rather have enough funding so that if a First Nation has a solid case for housing they can work with FNHIC to establish this and access the needed funding based on this case, as opposed to using a “win/lose” approach because there isn’t enough funding in place.

BC First Nations Leadership/Chiefs Committee on Housing and Infrastructure

FNHIC cannot proceed with a transfer of authorities from Indigenous Services Canada without getting endorsement from BC First Nations Leadership as they represent the First Nations rights and title holders in BC and have the responsibility working with their respective communities to make important decisions that will ultimately influence their lives.

Renewing the mandate:

FNHIC-BC is one of the first in the country to start creating a First Nations Housing and Infrastructure Organization. The FNHIC-BC was formally established in the fall of 2017 in response to a political mandate from the members of the BC First Nations Leadership Council, with resolutions from BC Assembly of First Nations (2017), First Nations Summit (2018), and Union of BC Indian Chiefs (2018). We will be seeking a renewed mandate from or leadership and will get a renewed mandate in the spring of 2024 as quite some time has passed since the original resolutions were passed and with Covid setting us back its been close to 6 years since the original mandate was provided through these resolutions. It also provides an opportunity introduce a revised approach to transfer through development of pilot projects and program and service design implementation.

FNHIC Board of Directors:

The FNHIC Board of Directors will play a governance, advisory and oversight role to the organization. They will ensure that we develop policies, procedures and processes that assist the FNHIC with fulfilling the terms of its mandate in accordance with the terms and conditions of our funding agreement.

Other Advisory Committees and Groups:

FNHIC has utilized the services of other advisory committees and groups in the past such as a Technical Advisory Committee. ISC sponsors and coordinates an Aboriginal Capital Committee who also could play a role in an advisory capacity to FNHIC. BC Housing is also establishing an Indigenous Advisory Committee who could also play a role if need be.

Housing and Infrastructure Policy/Process Officer:

Indigenous Services Canada has offered to sponsor a full time FTE, that would be housed within one of the BC FN leadership organizations to work with FNHIC and the leadership groups as a policy and process resource who would be an internal resource to the FN leadership groups who will assist in keeping them informed of the progress of FNHIC and provide FNHIC with guidance in the development of the Housing and Infrastructure strategy.

Band Council Resolution

The purpose of the Band Council Resolution is indicating First Nations supported commitment to FNHIC through data sharing and providing services with funding mechanisms.

Their support will ensure that FNHIC is the governing and managing body to address and serve the Housing sector. The community's consent to an integral modern data privacy and allow FNHIC to collect and use their information to provide services that fit the need of the community.

The Nations have an option to opt-in or opt-out of FNHIC services. The opt in/out mechanisms for participating First Nations is to be determined in the Governance documents and discussed with Nations as a component to self-determination and FNHIC accountability on how services are planned, prioritized, funding and managed and delivered to First Nations through the transfer.

Membership is open to all nations in BC and business model is adjustable to allow additional nations to join later.

2 Transfer through Transformation Approach

FNHIC has begun to offer BC First Nations communities with a menu of services largely derived from the needs identified in the engagement sessions in 2018-2020. It was identified that many of the needs require an immediate response as BC First Nations have largely been operating with a nonexistent housing system for over 40 years. This means that FNHIC will be using a service delivery approach providing direct services and a pilot project methodology to learn as much as we can about First Nations Housing and Infrastructure so that we can design a program that fully meets the needs of BC FNs.

Based on current information we have a fairly accurate understanding of the H and I need in our communities. We know that the current cadre of programs and services do not work for our communities and fall woefully short in assisting us to reach our full potential, especially in the area of Housing. Government seems to be very eager to negotiate a transfer, but they need to understand that we need to move at the speed of First Nations, let us first design the new system, establish an appropriate level of funding and then we can begin the process of determine some kind of transfer arrangement that works for our nations. We realize that some of our nations may not want to participate with FNHIC and we fully respect that community-based decision and we will work with those who want to work with us.

FNHIC Core Service and Programs

Community Support For FNHIC Support Services

FNHIC developed its suite of services and programs based on what we heard during the engagement sessions conducted in 2018-2020 and which were published in our Phase 3 report. Currently FNHIC has 60 BCRs that demonstrate support for the organization and for sharing data, which will be an important component of the service delivery. The following describes the first phase of services which are largely devoted to addressing immediate needs identified in the report.

Regional Service Delivery Hubs

BC is a diverse province, both in terms of the First Nations communities as well as the geography and the housing needs. Our Phase 3 report contained feedback from First Nations who suggested that it would be ideal if we developed regional service delivery hubs, possibly mirroring BC Housings or the Health Authority 5 areas of the province. We feel that the Service Delivery Hubs will also provide us with **ongoing engagement** with regions and, in addition to the Housing Managers Association, will be another **governance measure** for FNHIC as traditional government systems were “grassroots” where decisions were made by the people. One of the main objectives of the regional service delivery hubs is to ensure all Nations receive a level of service that meets their needs. The Regional Service Delivery model will divide BC into five regions, similar to those used by Health authorities and First Nations Health Authority:

1. Northern British Columbia
2. Interior/Eastern Region
3. Mainland/Coastal
4. Vancouver Island
5. Fraser Valley

To respect regional differences amongst the five regions themselves, it may be necessary to establish sub-regions to allow for a more client centered focus, cultural, and traditional territories. The functional view will supply help on the content, structures, processes, and tasks of FNHIC. The more specialized professional services will allow advisory services to identify problems, analyze the problems, recommend solutions to these problems.

To begin the development of the development of the Regional Service Delivery Hubs, each will have its own Coordinator who will lead the development of the Hub. Initially the activities will include:

1. 1 in person and 3 virtual meetings a year
2. Identify relevant hub participants, main and adjunct (This will include provincial governments, municipalities, builders and developers, consultants, housing providers, social groups.)
3. Identify and address housing needs.
4. Provide information, networking, mentorship and effective communications on regional/provincial housing events, seminars, activities.
5. Partnership and relationship development

The vision for the Regional Service Delivery Centre will be a need to increase staffing levels, so that each region has one a Director/Manager, coordinator, infrastructure and housing development personnel who could provide advising and consulting in the areas of new development, asset management, operations and building maintenance.

HR considerations for Regional Service Delivery

- 1 Housing Hub Coordinator per region, currently we have 4 Regional Service Delivery Coordinators.

First Nations Housing Managers Association

The First Nations Housing Managers Association (FNHMA) is made in BC approach to support housing managers on a personal and professional level. The FNHMA is dedicated to developing housing managers to be high performing, innovative and strategic housing professionals who will create value for the First Nations housing sector. Members of the FNHMA will receive professional development through our 3 levels of training, that will be categorized as Basic, Advanced and Certificate. FNHIC will work with other organizations (e.g. First Nations Housing Professionals Association) and institutions (e.g. Vancouver Island University) who also offer training programs but we also feel that there are gaps in those programs that we will address in our training programs such as managing new housing development and in depth asset management.

Since we have already started the FNHMA, we are focused on organizing the association such as establishing an advisory committee, communications, website development, curriculum and training development, terms of reference and holding initial meetings/training sessions. Recently, the BC First Nations Housing Managers Association has adopted the Hawk Solutions Communications App to support Housing Staff across BC. This app allows us to share resources, post events and updates and alert users through their cell phones. Resources such as Funders, Education Providers, Mentorship, Templates, Agencies, and much more will now be available at their fingertips. They can be alerted to new funding opportunities and sent the link directly. Invitations to Workshops and Webinars will be posted under events with direct registration links attached. Updates will not only be from our agency, but also any announcement from partnering agencies such as ISC, CMHC or BC Housing. The Alert function allows users to share alerts such as a fire in an area. This app will connect and support housing managers like never before, while they are on the go, from their phone.

HR Considerations in Year 1(current):

- Full time - 1 FNHMA Manager,
- 1 Program Advisor
- Consultants/Trainers – 1 trainer

Asset Management

FNHIC is creating an asset management program, which is designed to maintain capital assets such as housing and buildings such as schools, offices, community centres, health centres and the like. This part of the housing system is imperative as it assists in ensuring the health, safety, and resiliency of the buildings in our communities. This system does not currently exist in any ISC program, even though there may be some minimal funding available for AM, there should have been a system in place years ago that would have included a replace reserve of funds for each building, data gathering mechanisms, data management systems, and capacity building for housing managers. Since we are basically starting from scratch, we've identified the basics of a robust asset management program which include the following:

1. Condition Assessments
2. Data Entry/Data System (i.e. Asset Planner)
3. Capital Plan
4. Funding/Budgeting
5. Procurement
6. Project Management
7. Renovation/Reconstruction/Demolition

8. Tenant Considerations

We will spend the next year or two achieving two main objectives: Gathering robust Data to fully establish the AM need as well as coordinating AM Pilot projects with interested FNs. We anticipate a challenge with the Pilot Projects and will need to manage expectations as we know once word gets out that we are doing this the demand will increase quickly.

Approach - Asset Management Pilot Projects

FNHIC will use a pilot project approach to assist in the design and delivery of a robust Asset Management program for BC First Nations. Our approach will be to establish a group of First Nations who want to participate, likely 3 to 4 groups of 4-6 nations or 1 or 2 groups of 6-10 nations who want to participate in these pilot projects. We will determine if these groups want to use an approach whereby FNHIC will work with them to build the capacity in the community to do this work or we could work with them to hire a consulting group to do the work for the project, with the main objective getting the data to create a capital plan. We will also be open to using a hybrid approach or combination of the two approaches. Either way, we will be able get the data we need to assist with the capital planning, accessing funding and doing the reconstruction work.

Pilot Project Value Adds

- As part of the pilot project approach, we will also work with these First Nations to provide them with some added value by assisting with developing new housing, accessing funding, as well as operational professional development such tenant relations, rental regimes, minor maintenance, maintenance worker training and housing manager training.

Asset Management Data Gathering

-We need to be able to provide interested parties with a full picture of the housing renovation and new development need in BC. We will be working with BC Housing and their Asset Management team to implement a larger data gathering exercise to estimate a provincial First Nations asset management need that we can use for inclusion in future funding asks through the transfer process. We are aware that some of this work has been completed as far back as five years ago. We will be able to estimate how much it will cost over the next 10-15 years to bring each First Nations home up to a liveable standard. We will have to include not only the cost of replacement, but also the costs of minor and major renovations as well as retrofits to ensure current housing can withstand present and future weather changes and severe weather that causes floods, fires and extreme cold or heat.

HR considerations for Year 1

- 1 Asset Management Manager,
- Consultants/Trainers – 1 to 2 Trainers
- AM Technicians

Building Maintenance Worker Training

Asset Management will provide the scope of need for renovation, reconstruction, retrofitting, and/or replacement, which obviously will include demolition, if need be. One of the challenges for First Nations endeavouring to do this work will be access to and employment of workers to do the work once the funding has been secured. The more remote and isolated a community, the increase in this challenge will be realized. To this end it is incumbent on FNHIC to begin exploring the idea of Building

Maintenance Worker Training so that local talent can take advantage of these work opportunities. We will work with Industry Training Authority (ITA), Indigenous Skills, Employment and Training Strategy (ISETS) holders and other training organizations to achieve this goal of locally trained BMWs.

HR Considerations for Year 1

- 1 BMW Training Manager

FNHIC Program Areas

FNHIC has two core program areas that have been identified through our past and current engagement activities that require focussed attention: Homelessness and Mother and Child Housing, that keeps our Indigenous children out of care.

Homelessness

Homelessness is increasing in every urban centre, large and small across Canada and most certainly in British Columbia. Unfortunately Indigenous people, many from local reserves, are over-represented in the homeless population in BC and since every urban centre is in the traditional territories of BC First Nations, many want to assist in developing solutions to address homelessness in both on and off reserve. There are many reasons for homelessness, which dictates there is no one solution to the issue and it requires a multi-faceted approach to properly address. Indigenous Services Canada must realize that on major reason for this over representation is the failure of on reserve housing. Their response to homelessness is to not respond at all, using the battle-tested excuse that since this is largely off reserve and they feel they don't have responsibility for First Nations off reserve. We disagree with this stance and will work with ISC to make the necessary "fiduciary" responsibility changes to find ways to better address this.

In the meantime, we will devote time and resources to be involved in research, communication, events, advisory groups and continue to lead the Indigenous Homelessness Advisory group to put the Indigenous Homelessness Strategy we developed, into action.

Housing to Keep Indigenous Children out of Care

The legacy of colonization, assimilation policies, and the trauma of residential schools has resulted in shocking child removal rates and housing instability, disproportionately impacting Indigenous women and their children. The FNHIC is committed to addressing these issues through a culturally sensitive and comprehensive housing-first framework, rooted in the principles of decolonization, reconciliation and Indigenous family preservation.

FNHIC, in partnership with BC Housing, currently supports five programs that support Indigenous mothers and children with a goal to preventing child apprehensions. Four of the five programs are operated by Indigenous organizations and all of the programs support almost exclusively Indigenous mothers and their children. The programs are located across the province including the [Aboriginal Mother Centre Society](#) in Vancouver, [Harmony House](#) in Prince George, the Hu-ay-uht First Nations near Port Alberni, Snuneymuxw First Nation near Nanaimo, and Gitxsan Child and Family Services near Hazelton.

To this end we are in the midst of developing a policy paper that will guide policy and funding and we will continue to support the development of housing projects to reduce the number of Indigenous children in care.

Infrastructure Development/Pilot Projects

Much of the focus of FNHIC activities to date, have been focussed on Housing. For 2024, FNHIC will begin to explore the Infrastructure side of our mandate and we will be utilizing a similar pilot project approach to getting the necessary information to design or redesign a system that will work better for First Nations. To this end we will be hiring a full time Director, Infrastructure to lead this work. Work plan activities will include:

1. Hire Director, Infrastructure Programs
2. Engage the services of a GIS consultant
3. Create a working relationship with ISC, BC Region on Infrastructure which will include the development of a working group and liaise with ISC's Aboriginal Capital Committee
4. Explore the idea of a secondment of a BC Region ISC Infrastructure Specialist
5. Research all available data on BC FN Infrastructure needs to get a sense of capital requirements for BC Region.
6. Identify the full range of BC FNs Infrastructure needs
7. Explore the idea of implementing a GIS mapping system
8. Identify and support some pilot projects for the purpose of systems learning to use for system design and costing.
9. Present findings to FN Communities and FN Leadership

FNHIC Human Resources

FNHIC will combine both an online and a physical office space for operations. The hybrid model will allow for FNHIC to deliver and do business online and provide a site for employees and clients to work in a formal location. A physical location will offer collaboration and systems in place for the design and development teams. Face to face and gathering places for clients and partners to communicate.

Office: We currently work out of an office in West Vancouver at 100 Park Royal, that we share in partnership with BC Housing and use for meetings and strategizing. Employees, professionals, and management are flexible to work in the office to work collaboratively.

Online: Working remotely at home or specified location identified by staff. Preferable from home to ensure the flexibility of a results only work environment. This allows for a diverse set of staff to work for FNHIC in all locations of British Columbia. This also provides a platform for CRM, Data, and Research access. Secured systems are in place with the IT service provider. Staff are given laptops and cell phones to ensure no communication gaps.

Regional: Specific regions will eventually have stationed locations to ensure clients have access to services with a face-to-face collaboration. FNHIC will better be able to deliver the values on relationships and trust, service leaders, and operational excellence.

2023/24 HR Activities/Considerations

We have engaged the services of a Human Resources consulting group to assist FNHIC with the development of their Human resources. They will assist primarily with development of our organizational job descriptions, salary recommendations, and HR policies and procedures. A copy of the HR plan for 2024/25 is provided in Appendix xxx. For this year, we will be incurring the following changes in HR:

Chief Executive Officer – This position is going to change the title from Executive Director to Chief Executive Officer. Currently the incumbent to this position is seconded from BC Housing, where BC Housing, demonstrating support for the development of FNHIC, has covered half the salary of this position, to which we would like to thank them for this arrangement and demonstrates the provincial UNDRIP and Reconciliation commitments by assisting First Nations with strengthening the Indigenous Housing sector. The secondment ends on June 1, 2024 and FNHIC will then assume full responsibility for the salary of the CEO.

Director – Community Relations and Engagement: This will be a new position title and is currently performed by our Senior Advisor, who is on a secondment from Canadian Housing and Mortgage Corporation. This secondment ends March 4th, 2024 and FNHIC will assume full responsibility for the salary.

New Positions and Hires

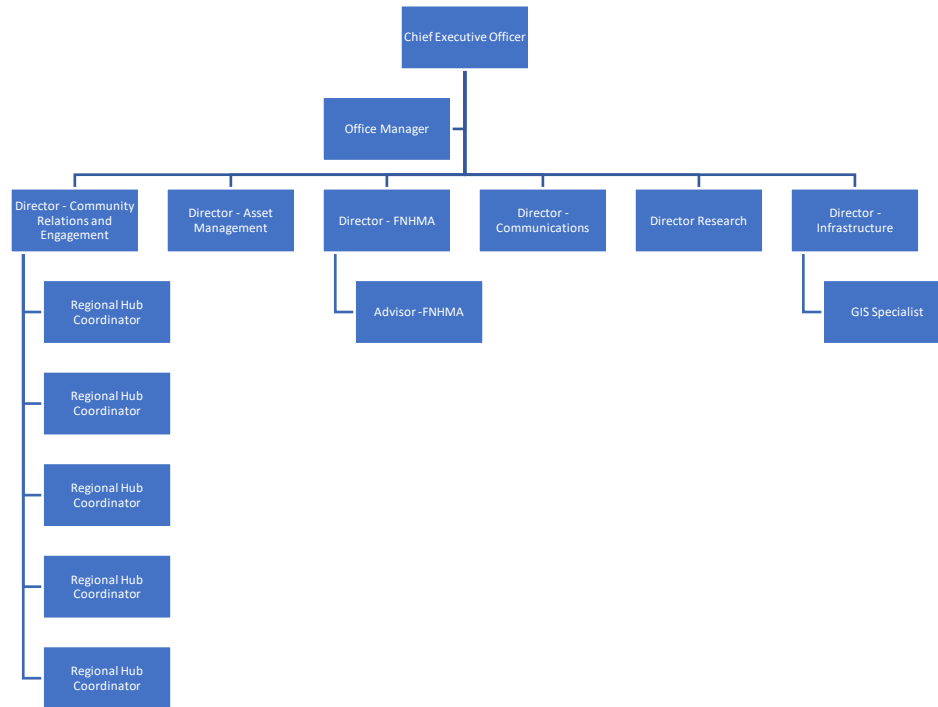
Director – Asset Management: This position will oversee our the development and implementation of our Asset Management pilot projects which will morph into a provincial Asset Management program.

Director - Infrastructure: This position will oversee our work plan for infrastructure and be responsible for developing our infrastructure program.

GIS Specialist – Reporting to the Director of Infrastructure, this position will provide technical support to the Director as well as to First Nations participating in our Infrastructure pilot projects.

Regional Hub Coordinators – We will need to add one possibly two more Regional Hub Coordinators for this year, so that at a minimum we have 5 Coordinators in five regions of the province. Their main responsibilities will be developing housing related relationships and community engagement in their respective regions.

The following is a proposed Organization Chart for this year:



FNHIC HR 2024 and Beyond

The main concept for developing this service delivery is to start small, with current staff, create and develop the services and add staff as needed. Our funders will have to be flexible with providing a funding mechanism that supports this. The funding and human resources section will provide greater detail with regards to our human resources needs and identify the types of positions that we will need and what it will cost and how we anticipate increasing each year until we have a full compliment of staff. In the meantime, in each core area of the organization, here is what we will likely need in each area to proficiently provide our services as well as a snapshot of anticipated needs in other areas.

Asset Management

Director	1
Technicians	5
Project Managers	3

FNHMA

Director	1
Program Assistant	1
Program Advisor	1
Trainers	3

Building Maintenance Worker

Director	1
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Program Assistant	1
Program Advisor	1
Regional Service Delivery Hubs	
Regional Managers	5
Program Assistants	5
Program Advisors	5
Communications	
Director	1
Program Assistant	1
Communications Officers	2
Research	
Director	1
Program Assistant	1
Research Officers	3
Administration Office	
CEO	1
Executive Assistant	1
Office Manager	1
CFO	1

Performance Management

FNHIC strategies will change overtime due to technology, new programs, new legislation, new policies, or complex issues in construction. Monitoring systems and processes through performance measurement methodologies to integrate new practices into the organization. Effective successful performances require effective strategies and implementation. Performance measures will include but not inclusive to the following: Employees, Departments, processes, and goals through personal levels (career development), functions levels (marketing, financial, HR, Production, and Research and Development), organization levels (BOD directives, and strategies) and are aligned with FNHIC goals and values.

Key Success Factors

To effectively align performance with strategy, FNHIC will identify key success factors (KSF). An important element that will occur to accomplish the goals and values. When the KSF is very important this will become a critical success factor. These will be unique to FNHIC, its goals, and its plans. The focus will be on the values of relationships and trust, service leadership, and operational excellence. Other KSF will focus on procedures and processes. A relationships and trust strategy requires that employees understand and respond to individual client needs. The emotional intelligence is the ability to understand both the interpersonal relationships and your own relationships.

2024/25 Funding Requirements

Our plan for funding is based on current and future FNHIC activities as well as immediate needs. Our approach, as stated above, is based on the idea of Transfer through Transformation. We understand that ISC has an idea in mind with regards to funding FNHIC activities, as they have two pots of funding for transfer activities: Engagement and Transfer activities. Funding requirements will be divided into Organizational requirements for Service Delivery and funding for Transfer. We have expressed to ISC HQ, who provides the funding to FNHIC for our activities, that our goal is to get to transfer through transformation, which means we will be doing work that looks like work that would occur after transfer has been occurred. But we need to conduct some pilot projects in both Housing and Infrastructure, that will provide us data and information to help us design a system or systems that works for First Nations, and, as well, which will also be properly funded, before we begin negotiating a transfer of authorities or responsibilities. FNHIC Service Delivery which we have described above, will be open to all First Nations regardless of whether they are participating in transfer or if transfer doesn't happen. Transfer of responsibilities or authorities (we prefer the term responsibility rather than care and control or authorities) will require an opt in/opt out clause as some First Nations or First Nations groups will not want to access housing or renewal funding through FNHIC, which is their prerogative and supports UNDRIP, Reconciliation and Self Government concepts.

Service Delivery and Pilot Projects

FNHIC will be operating on a Service Delivery approach, which will be mainly predicated on capacity building and professional development, but will also include networking, information dissemination, research, mentorship, engagement, data gathering and data management. The housing model will be closely related to BC Housing and Management Commission the way they approach the housing continuum from emergency shelters to affordable home ownership.

BC Housing has three core functions: new developments, asset management and operations. These core functions are wrapped in research, innovation, and effective communications. The service delivery functions will focus on all the above except, at this point, funding of new developments (this will be the basis for a transfer agreement and an opt in/opt out process).

For the purposes of FNHIC's Service Delivery we have developed a First Nations Housing Management Association which is well under way and which is offering much more in terms of training, regional support and networking than the national Housing Professionals Association. Our main focus this year will be to develop our Regional Service Delivery Hubs. We will also be developing our Asset Management program that we are piloting with groups of First Nations and a number of individual First Nations. Building Maintenance worker training will also be in our work plan for this year and will require us to work with the various entities such as Universities and training programs to develop programming. The funding requirements are estimates **added** to the current Administration funded through the transfer process. For example, our current funding envelope pays for the Directors of both Asset Management and the First Nations Housing Management Association, and 2 Housing Hub Coordinators which are both contained in the Administration Category. It will be further delineated in the Budget actuals and the following table is estimates with current Administration and each category adding to the current Administration costs.

Estimated Funding Requirements – 2024/2025

Category	2024/25	Totals
Staffing(Salaries, Pensions, Benefits)	\$1,400,000	
Administration(Rent, IT, Materials, Supplies, Equipment)	\$200,000	
Meetings, Events, Forums(Room Rentals, Equipment, Booth Expenses)	\$150,000	
Travel(Meetings, Community Engagement, Events, Forums)	\$120,000	
Consultants(HR Development, Infrastructure, Legal, Training, Asset Management and Infrastructure Pilots)	\$600,000	
Pilot Project Funding	\$700,000	
Totals	\$3,100,000	

Work Plan 2024/2025

First Nations Housing Managers Association

Goal	Activities (Inputs)	Intended Outcomes (Outputs)	Timeline/ Responsibility
Coordinate FNHMA Advisory Group	<ul style="list-style-type: none"> Recruit Members Create T of R Hold Inaugural Meeting 	<p>Achieve FNHMA Operational oversight.</p> <p>Housing Manager input into FNHMA programs/services</p>	Q1/ FNHMA Manager w/assistance from Program Coordinator
Identify, Develop and Coordinate Training and Pro Development for Housing Managers	<ul style="list-style-type: none"> Coordinate development session with Advisory Group Identify Training and Pro D needs. Identify Funding Sources to Develop Training 	<p>Establishment of the Training Programs</p> <p>Housing Managers get needed training to develop skills and abilities.</p> <p>Create Networking and</p>	Q1, Q2, Q3, Q4/FNHMA Manager w/assistance from Program Coordinator and FNHMA Advisory Group

	<p>Materials</p> <ul style="list-style-type: none"> • Run Pilot Training Sessions • Incorporate FNHMA App 	Mentorship opportunities	
Create and Deliver Training workshops, webinars, forums	<ul style="list-style-type: none"> • Hire Training consultant. • Develop training program. • Pilot training 	<p>Development of effective training program(s) for Housing Managers</p> <p>Modify training to suit needs</p>	<p>Q3/Q4 FNHMA Manager</p> <p>Program Coordinator</p>
Develop FNHMA Comms Plan	<ul style="list-style-type: none"> • Identify Comms needs. • Create and Implement tools/materials. • Create website for FNHMA 	Establish effective communications with Housing Managers	Q1-Q4 FNHMA Manager
Develop FNHMA Organizational Framework	<ul style="list-style-type: none"> • Create policy and procedures. • Develop Membership Benefits • Develop effective working relationships with other organizations with similar mandates 	<p>Establishment of a well-defined organizational framework</p> <p>Effective working relationships to ensure relevancy and continued capacity growth</p>	<p>Q1-Q4 FNHMA Manager</p> <p>Program Coordinator</p>

FNHIC Asset Management Program Workplan 2024/2025

Goals	Activities	Intended Outcomes	Timeline/Responsibility
Hire AM Manager	<ul style="list-style-type: none"> • Create Job Description • Post Position 	Hire a qualified AM Manager to oversee development of AM Program	Q4 FNHIC/Office Manager
Develop and Implement AM Program of Services	<ul style="list-style-type: none"> • Identify Program Needs • Establish relationship with BCH AM Program • Create Partnership with BCH to use Asset Planner 	<p>FNs begin to fully understand AM and importance in managing community capital assets</p> <p>Increase in AM knowledge skills and abilities</p> <p>Decrease in capital housing costs over time</p>	Q3-4 AM Manager

Develop and Implement AM Pilot Projects	<ul style="list-style-type: none"> • Identify interested FN communities to Participate • Obtain BCRs to establish partnerships • Establish data sharing agreements • Hire AM Techs/Consultants • Implement Pilot Projects 	<p>Identify optimal approach to AM in FN communities</p> <p>Increase knowledge base for FNHIC and FNs on AM</p> <p>Increase FN Capacity on FN</p> <p>Establish Capital Plans for funding</p>	Q2-Q4
Identify and Publish BC FN AM Capital Needs	<ul style="list-style-type: none"> • Collect and Analyze Data • Publish Data • Create Capital Asset Plan for BC FNs • Identify Funding 	Create a fully funded Asset Management system for Housing with BC FNs	Q4 (Ongoing and may take longer than fiscal year 2023/24) AM Manager

Building Maintenance Worker Training Workplan 2024/25

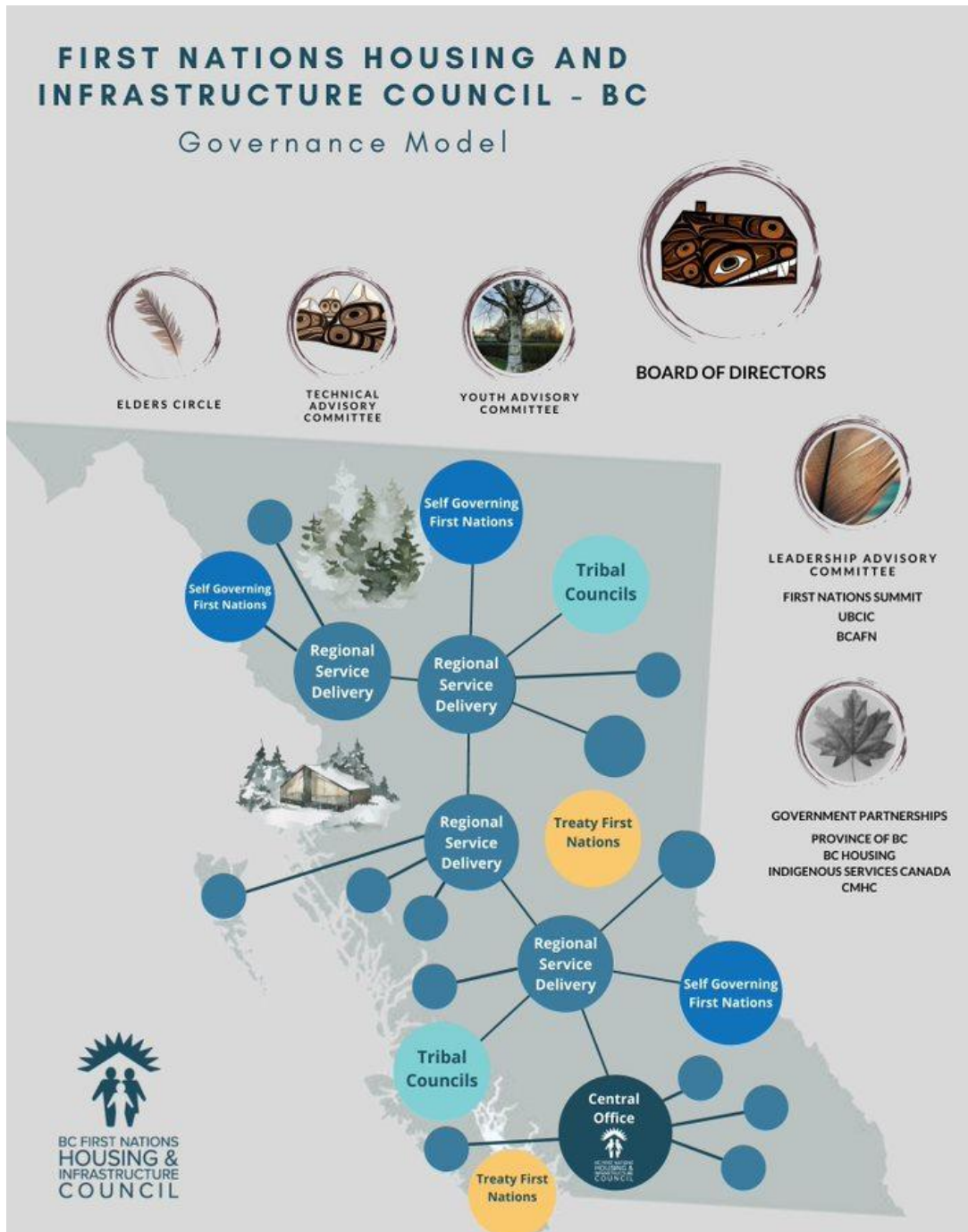
Goals	Activities (Inputs)	Outcomes(outputs)	Timeline/Responsibility
Hire BMW Training Manager	<ul style="list-style-type: none"> • Create Job Description and run competition or create contract for contract services 	Establish qualified personnel to lead the development of BMW programs	Q3/4 Executive Director w/assistance from relevant FNHIC staff
Develop BMW Training program	<ul style="list-style-type: none"> • Create advisory group to steer program development. • Negotiate partnerships with trainers • Establish funding sources • Create Evaluation process 	Create a well thought out BMW training program that can meet local and regional BMW needs	Q4 BMW Program Manager
Develop and Implement Pilot Projects	<ul style="list-style-type: none"> • Negotiate and establish willing FN communities to 	Establish a training program the meets the local or regional	Q4 BMW Program Manager

	participate in Pilot Projects	building maintenance needs of FNs Create employment opportunities and increase local economies	
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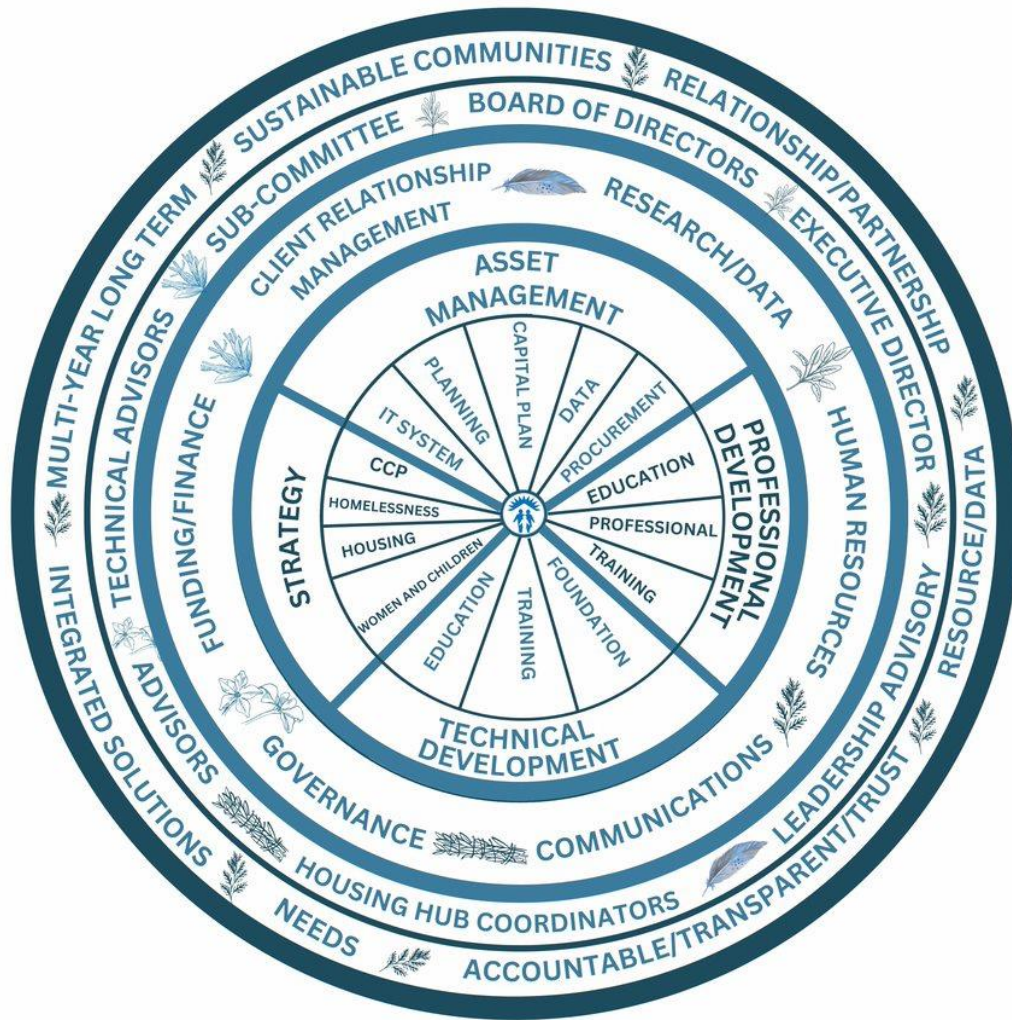
Regional Service Delivery Hubs Work Plan 2024/25

Goals	Activities (Inputs)	Outcomes (Outputs)	Timeline/Responsibility
Hire Two Regional Service Delivery Hub Managers	<ul style="list-style-type: none"> Run competition to hire two Managers for the North and the Fraser regions 	Hire two qualified Service Delivery Hub Managers, preferably with regional experience	Q3 FNHIC Executive Director
Establish Regional Service Delivery Hubs	<ul style="list-style-type: none"> Create networks through the FNHMA members Identify membership criteria Establish Terms of Reference for the Hubs Hold inaugural meetings of the Hubs 	Establish a Service Delivery Hub that meets the local and regional needs of FNs as well as other interested parties with Housing mandates	Q4 RSH Manager With assistance from local membership
Create Service Delivery Hub Work Plan or strategy	<ul style="list-style-type: none"> Identify needs, goals, activities and intended outcomes and timeline/responsibility Implement workplan 	Identify high priority work areas for the service delivery hubs Determine Service Delivery Hub “build up” needs including anticipated HR needs	Q4 RSH Manager With assistance from local RSH members.

Appendix 1: Governance Structure



Appendix 2: Overall Wholistic Organizational Chart



Appendix 3: Engagement Feedback on Housing Programs and Services

In 2020 and 2021 – the FNHIC-BC utilized the Expert Advisory Group to engage in some framing discussions around the limitations of existing programs and services related to housing and infrastructure across Canada. The summary of these discussions is articulated below and form the basis for ongoing engagement and development of scoping of services and programs.

Housing

Current issues with housing programs and services were discussed in several group sessions, including at an October 13 and 14 meeting in 2020. Issues identified and some of the feedback includes:

- A lack of standards
- Government is not engaged on the front line; programs and services lack context.
- Programs have resulted in, or further exacerbated First Nation debt.
- Inadequate services that don't address the need.
- Government program administration is too cumbersome, the government is too heavy handed
- Issues with wealth, financial freedom, and opportunity
- Conditions of Assets
- No clear understanding of the housing management capacity
- Legal responsibility of assets or how this question impacts programs and services
- Current programs don't deal with people moving home, they are not sufficient, appropriate, or innovative enough

Potential solutions were also explored and include:

- Identify the current set of housing programs and services (available)
- Identify the gaps and amendments needed (analysis to be conducted)
- Identify the culturally significant aspects of housing included in the new authority
- Develop a H&I delivery system that allows First Nations to design their own service package by picking and choosing which services they want to use.
- Follow the not-for-profit model of housing delivery.
- Change the paradigm from one of poverty and lack of opportunity to one of successes and opportunity
- Develop program standards, building standards, First Nations building inspectors.
- Develop good governance standards, Include land in the package.
- Conduct a housing management capacity survey to get the full picture of strengths and gaps in capacity
- Framework for Approach to Scope of Programs & Services
- The Authority could develop a set of building specs that go beyond the building code
- Establish an FNHIC statement regarding ownership of the assets.
- Conduct research re: the conditions of the assets.
- Develop a holistic approach—tie housing services to finance, SA, health, education

Appendix 4:

OUR LAND IS OUR FUTURE

UNION OF BRITISH COLUMBIA INDIAN CHIEFS

FOUNDING HEAD OFFICE
209 - 345 Chief Alex Thomas Way
Kamloops, B.C. V2H 1H1
Tel: 250-828-9746
Fax: 250-828-0319



VANCOUVER OFFICE
401 - 312 Main Street
Vancouver, B.C. V6A 2T2
Tel: 604-684-0231
Fax: 604-684-5726
1-800-793-9701
Email: ubcic@ubcic.bc.ca
Web: www.ubcic.bc.ca

April 5, 2019

BC Chiefs Council on Housing and Infrastructure
Via email: executive_director@fnhic-bc.ca

RE: UBCIC Resolution 2019-16 "First Nations Housing Officers Association"

Dear BC Chiefs Council on Housing and Infrastructure:

We are writing with respect to UBCIC Resolution 2019-16, "First Nations Housing Officers Association," which was presented, affirmed and endorsed by consensus at the UBCIC Chiefs Council on February 28, 2019 (enclosed).

By Resolution 2019-16, the UBCIC Chiefs Council supports the creation of a BC First Nations Housing Officers Association to be developed by First Nations and community housing experts, in coordination with the BC Chiefs Council on Housing and Infrastructure.

Please keep us updated as this work develops and we request that you provide regular updates to the UBCIC Chiefs Council and UBCIC Executive.

On behalf of the UNION OF BC INDIAN CHIEFS



Grand Chief Stewart Phillip
President



Kukpi7 Judy Wilson
Secretary-Treasurer

CC: UBCIC Chiefs Council

