



Aboriginal Housing Management Association

Strategic Plan 2018-2023

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Please note that anything italicized, denotes a key word from Membership

Executive Summary

In 2018, AHMA began a comprehensive process designed to address a broad range of both **operational matters** internally, as well as **governance matters** pertaining to the organization. AHMA then engaged in a multi-level process to best research, create and implement the new upcoming 5-year strategic plan for 2018-2023. Our focus from the beginning of this operation has been to connect our members voices and needs with a sustainable and rigorous delivery plan over the next 5 years.

The process began with a brainstorming session with those in attendance at the **Special General Meeting** (May 2nd, 2018). The session identified **nine different issues** that members wanted to see AHMA address. These nine issues were then distilled in to **three themes**. From these three themes, an electronic survey was distributed to **all 42-member organizations**.

The data collected from the member organizations that opted to participate in the survey, along with the feedback from individual interviews with both Board and Staff was used to compile a preliminary draft of the Strategic plan fundamentals. Alliance Public Affairs Group then facilitated a two-day **Strategic Planning Retreat (SPR)** on June 18th & 19th, 2018 for the Staff and Board of Directors.

The theme of the SPR was **“Two Themes, One Outcome.”** The themes were **advocacy** and **innovation**. The outcome was **autonomy**. Simply put, members identified that they wanted to see AHMA both **expand its scope / value proposition** while also seeking to **become autonomous** in the hopes of truly becoming an organization **‘For Indigenous, By Indigenous’**.

With all the above in mind, the Board and Staff – **based on the information provided by the membership** – have authored a new Strategic Plan for AHMA. A **draft version** of this plan was shared with the membership **during the 2018 Annual General Meeting (AGM)**, with this final version being ratified at the **2019 Membership Gathering**.

Message from the Chief Executive Officer

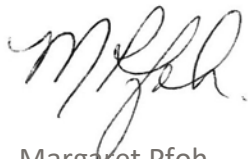
Dear Members,

On behalf of the Aboriginal Housing Management Association Board of Directors, I'm delighted to present your **2018 – 2023 Strategic Plan**. Driven by you, the membership – *inclusive of all the organizations who joined AHMA at the 2019 Membership Gathering* – this document represents your priorities.

At its core, this Strategic Plan represents a new and exciting future for AHMA. Never before has the Membership provided such a profound mandate for growth. From a desire to undertake a broader scope, to the undeniable call to become a truly autonomous organization that is 'For Indigenous, By Indigenous', it is clear that you, the membership, have an elevated expectation for AHMA.

Rest-assured that your voice has been heard. Your expectations have been integrated into this plan and that we will be taking this new vision to the Minister of Municipal Affairs & Housing. We are confident we can work together to fulfill this mandate so that AHMA will, in the next five years, finally stand equal as its own housing authority and welcome a direct relationship with government.

Yours Sincerely,

A handwritten signature in black ink, appearing to read 'M. Pfoh', written in a cursive style.

Margaret Pfoh,
Chief Executive Officer

Vision

A globally recognized leader in Indigenous housing solutions across the housing spectrum.

Mission Statement

Lead and advance the housing rights for all Indigenous People living in British Columbia.

Values

Responsive – Valuing a responsive working culture, which is relationship-centered and collaborative in its approach.

Capacity-Building – Empowering our stakeholders with self-sufficiency and visionary practices.

Holistic – Honoring diversity, partnership, and growth

Innovative – Strive for innovation through flexibility, entrepreneurship, and creativity (while honoring our experience).

Respect – Respecting our stakeholders through trust, reliability and accountability.

Advocacy – Advancing the quality of housing for the collective interests of our communities.

Governance

Continue to strive for the ideal governance model

- 2018 – 2021 - Probe the idea of a *sister society* with charitable status for diversification of donations and fund-raising streams for private and philanthropic alternatives.
- 2018 – 2023 - Ensure a continuous review of the implementation of the *Strategic Plan*.
- 2021 – 2023 - Ensure a continuous review of the *good functioning* of our current governance model.

Promote autonomy and sustainability in all aspect of business

- 2018 – 2020 - Implement a management strategy for *excess funds*.
- 2018 – 2020 - Investigate *gaps in current funding streams* and create ways on how to resource.
- 2018 – 2023 - Examine alternative *economic development* ventures.
- 2020 – 2023 - Research *diversification* in funding streams.

Association and consultation with membership

- 2018 – 2019 - Empower the *Good Governance Committee* as the voice of the membership, especially at a members-only gatherings/meetings.
- 2018 – 2020 - Establish an annual membership gathering in addition the AGM.
- 2020 – 2023 - Improve our use of *technology* to keep lines of communication with our membership.
- 2020 – 2023 – *Assess, Learn and Expand membership* in all categories as outlined in the Constitution & Bylaws.

Partnership/Stakeholder Engagement

Continue to build social capital by engaging with members regularly and political capital by maintaining and expanding organization participation in major conferences and events

- 2018 – 2019 - Ensure the CEO has *a meeting with each Society* once per year.
- 2018 – 2019 - Maintain *active participation* with BCNPHA, CHRA and CHFBC.
- 2018 – 2021 - *Assert our presence* with the federal government as the first Aboriginal Housing Authority in Canada.
- 2019 – 2020 - Improve AHMA's *internal communication*.
- 2019 – 2022 – Work on a *unified branding* that promotes consistent, functional narrative and themes for AHMA and all membership.

Increase AHMA's visibility and reach

- 2018 – 2019 - Strengthen AHMA's *online presence*.
- 2018 – 2019 - Promote and implement *Proactive stakeholder engagement*.
- 2018 – 2020 - Develop and implement a comprehensive *Communication Plan* for internal and external stakeholders.
- 2018 – 2021 - Engage Politically at the *municipal level* (UBCM and FCM) and empower members to be more involved with their municipalities.
- 2019 – 2020 - Conduct an *environment scan* of potential provincial partnerships and resources that would benefit membership.
- 2020 – 2023 - Develop *new capacities*, platforms and solutions through ongoing engagement with stakeholders, members, political figures and various communities.

Establish its own housing authority no later than 2023 with the appropriate funding and resources to undertake the initiative

- 2018 – 2020 - Continue with building a direct relationship with the Minister of Housing.
- 2018 – 2020 - Enforce a *true partnership* with BC Housing.
- 2018 – 2021 - Ensure that the CEO – via building a relationship with the Minister – is invited to sit as a stakeholder at all meetings impacting *Indigenous Housing* where BC Housing participates.
- 2020 – 2023 - Coordinate a structure with the Minister to ensure that all Indigenous Housing authorities are made aware of AHMA as their first point of contact.
- 2020 – 2023 - Engage in negotiations that discuss AHMA becoming its own, truly autonomous agency.

Advocacy

Assist Membership to advocate for their specific needs and program development

- 2018 – 2020 - *Create resources* for membership when engaging politically.
- 2018 – 2020 - Create, develop and implement a *Risk & Emergency Management* policy and protocol for Membership.
- 2020 - 2023 - Create, publicize and maintain a service *e-catalogue* that defines and can initiate available services.
- 2020 – 2023 - Create a series of material that can be used by Membership to *promote* Indigenous Housing and related benefits in the community (centralized campaigns).

Empower Membership to act as effective voices for housing within their communities

- 2018 – 2021 - Create a *communication platform* accessible for all membership to remain up-to-date on all relevant announcements, opportunities, risks, etc.
- 2020 – 2023 - Shortlist a group of *recommended firms and consultants* accessible for membership in areas like development, public affairs, communications, etc.

AHMA will continue to be responsive to the general public and political leaders at the municipal, provincial, and federal levels

- 2018 – 2019 - Establish a *Government Relation Committee* among our BOD.
- 2018 – 2020 - Develop and implement a comprehensive *Communication and Media strategy*.
- 2018 – 2021 - Create a strategy utilizing the regional distribution of AHMA Directors that will have them engaging with their respective *MLAs*.
- 2021 – 2023 - Enable AHMA's Strategic Plan to support the *National Housing Strategy*.

Asset Strategies

Develop and implement people strategy to ensure internal Capacity for quality support services

- 2018 – 2020 - Hire new staff to provide lead support services to membership including *Technical construction, Portfolio & Capital Planning, Expiry of Agreements and real-estate transaction.*
- 2018 – 2020 - Update existing *policies* and create new ones to reflect the increase of tasks, responsibilities and Staff.
- 2020 – 2021 - Provide *staff training* and building technical and people skills.
- 2020 – 2023 - Develop opportunities to support *Indigenous employment and succession planning* in the Asset Strategies field internally and/or for Societies.
- 2021 – 2023 - Dedicate and hire new staff to provide lead support services to membership including *Condition Assessment, Data Management, Energy and Sustainability and New Development.*

Develop and implement a service strategy that addresses all best practices gaps for membership

- 2019 – 2020 - Develop and implement *Portfolio Planning* services for members.
- 2019 – 2021 - Implement a *training and support model* to enhance the quality of asset strategies functions within societies.
- 2020 – 2023 - Develop and Implement a training program for *First Nation Building Condition Assessors* located throughout the province.
- 2022 – 2023 - Create and maintain an *E-Catalogue* that defines and initiate available services.
- 2020 – 2023 - Complete full *condition assessments* of all inventory owned by membership to provide enhanced data analysis and planning initiatives.

Establish financial strategies that support long term capacity and multiple source funding for services

- 2019 – 2020 - Explore *new funding opportunities* that benefit members.
- 2019 – 2021 - Secure partnerships and evergreening funding opportunities for enhancing services for members.
- 2020 – 2023 - Utilize provincial scales of needs to identify and implement opportunities for savings or *social enterprise* through *bulk purchasing of products and services.*
- 2022 – 2023 - Implement a *non-member pricing strategy* for expansion of services.

Maintain a project strategy that utilized industry best practices and quality performance.

- 2018 – 2019 - Implement a *project funding request* process to streamline the support needs.
- 2018 – 2020 - Create and maintain a provincial project *prioritization list* for unfunded liabilities based on a portfolio plan and capital planning.
- 2018 – 2020 - Develop *construction contract templates and procedures* for all types of construction procurement and management utilizing fair, transparent and best industry standards.
- 2020 – 2023 - Implement *procurement opportunities* for enhancing partnerships with Indigenous owned companies in consulting, contractors and products.
- 2020 – 2023 - Issue and maintain self-serve tools, guides and training for *maintenance and capital planning.*
- 2020 – 2023 - Implement an *integrated Information Technology* condition data registry and planning tool with ability to support all strategic initiatives and support services.

Operations

Internal Capacity Building

- 2018 – 2019 - *Restructure* Portfolios for each PM to reflect a regional approach.
- 2018 – 2020 - *Hire* new staff to better serve membership and handle upcoming projects.
- 2019 – 2020 - AHMA staff will be *fully trained* on the complete version of CPS.
- 2020 – 2023 - Provide PMs with more *authority* to be able to respond to the increase in membership and to be the regional representative.

Implement the required changes to improve the quality of the services provided for the membership

- 2018 – 2020 - Implement a *risk rating system* for our membership.
- 2018 – 2020 - *Clear backlog* of Financial & Operational Reviews.
- 2018 – 2021 - *Streamline* basic agreement services like Budgets, Financial and Operational reviews.
- 2021 – 2022 - Create Synergies between providers for *cost savings*.
- 2020 – 2023 - Implement a *full-service model* for societies deemed at risk due to poor performing portfolio or minimal internal capacities.
- 2020 – 2023 - Create and implement an *on-going education programs* to enhance the quality of service offered to membership.

Promote cultural awareness in all aspect of business

- 2018 – 2020 - Convert BCH agreements to reflect *Indigenous Values*.
- 2018 – 2021 - Develop methods and procedures to integrate *Truth & Reconciliation* terminology and values into our own policies and procedures.
- 2020 – 2023 - Create a *cultural Protocol Handbook* that's accessible online for membership.

Promote innovation and creativeness to have a better service to membership

- 2018 – 2020 - Create a *comprehensive process* to differentiate between a capital and maintenance expenditure.
- 2018 – 2020 - Create and implement a budget *benchmark* per region, programs per unit per month.
- 2018 – 2021 - Seek and implement *synergies* between Asset Strategies and Operations for site visits, data management and overall services to the Membership.
- 2020 – 2023 - Establish a *predevelopment support kit* for membership (Guidance, templates, governance, capacity building).
- 2020 – 2022 - Assess the viability of *Social Enterprise* through partnership with the appropriate entities.
- 2022 – 2023 - Implement a *Social Enterprise Pilot Project*.
- 2019- 2023 - Asses the efficiency of current program and *Develop program changes* and modifications as required.