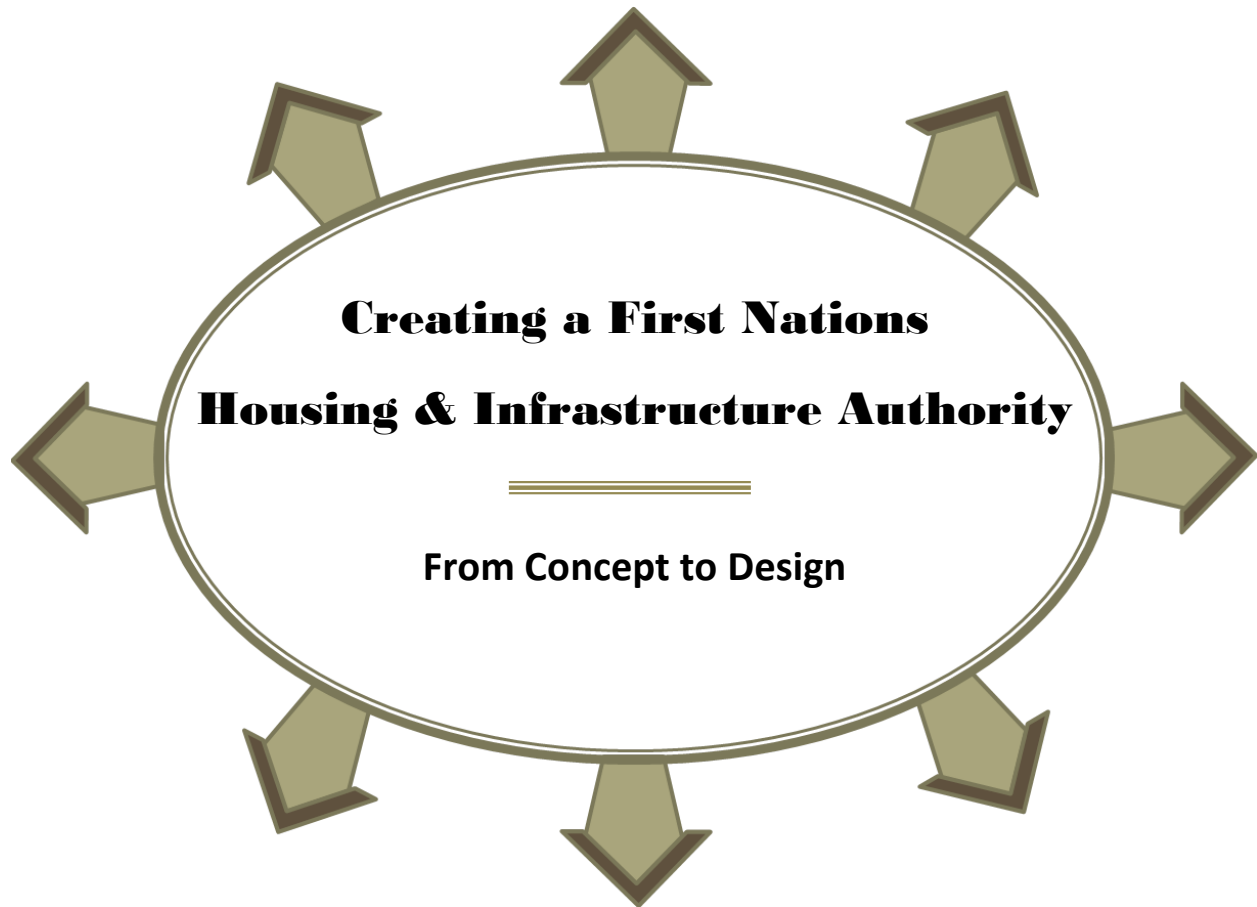




BRITISH COLUMBIA ASSEMBLY OF FIRST NATIONS
312-345 Chief Alex Thomas Way
Kamloops, BC V2H 1H1
Office: (250) 828 - 9757 Fax: (250) 828 - 9893
www.bcafn.ca



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bcafn

Prepared by: G. Merkel
Date: March 29, 2017

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Overview

This analysis was prepared by Garry Merkel, facilitator for the BC Assembly of First Nations (BCAFN) Housing Forum. The analysis is based on the author's perceptions of what was discussed, other central participants' input and a narrative summary of the forum (including each presenter and the discussion forums) prepared by Rae Ratslef, CEO, Raincoast Ventures.

This analysis attempts to capture the higher level common thoughts around creating a First Nations controlled housing and infrastructure authority in British Columbia ("Housing & Infrastructure Authority"). A summary of additional more specific thoughts and considerations is included in Attachment 3.

This is a starting point for discussion. The concepts in this paper provide a framework for continued discussion reaching out to the broader housing community as recommended by the participants.

BC Housing & Infrastructure Forum

Date: March 13 & 14, 2017

Location: Delta Ocean Pointe Resort,
Victoria BC

Title and Theme: Moving Forward on
First Nations Housing &
Infrastructure Reform in BC

Purpose: To determine how to move
forward on First Nations' authority
for housing & infrastructure in the
BC Region within the context of a
national First Nations housing &
infrastructure initiative.

Background

The BCAFN has been working to enact the government of Canada's commitment to Housing Reform for First Nations in Canada. This has involved various discussions with many government leaders from First Nations, federal and provincial governments as well as hosting national and regional forums to move two major initiatives forward to drive First Nations housing reform.

1. A national First Nations housing strategy.
2. Moving authority and control over First Nations housing & infrastructure to First Nations.

The second major initiative (moving authority and control) could be viewed as a component of a national First Nations housing strategy however it is thought to be important enough that it is being addressed as a separate and distinct initiative. Part of the rationale is that housing issues need to be laid out in a comprehensive strategy so that they can be addressed regardless of if and when First Nations assume authority and control over housing & infrastructure. First Nations housing & infrastructure is in a desperate situation and there are also many of the elements of that strategy can be addressed or at least started in the interim while the longer term process of establishing First Nations authority and control.

A national forum in Winnipeg on November 1-3, 2016 discussed various elements of a national housing and infrastructure strategy as well as a Housing & Infrastructure Authority. There was broad support for moving authority and control with the understanding that every region (province and territory) would have a different approach to assuming authority and control.

This BC forum invited various speakers and participants representing First Nations leadership, policy makers, administrators, housing managers, managers of other institutes and other governments to focus on how to move forward with establishing a Housing & Infrastructure Authority in BC (within the context of a national First Nations housing & infrastructure initiative). Presenters provided their views on this topic from a variety of perspectives, e.g., BC considerations, other similar initiatives experience, capacity requirements, example programs, community considerations, design considerations, etc. A list of presenters is included in Attachment 1. Approximately 180 participants also provided their thoughts on the process to create the institutional framework, many of the design features (structure, functions and services, governance) and capacity requirements for assuming authority and control. This forum was the start of a conversation that will reach out to engage First Nations at all levels (particularly communities), indigenous housing agencies and the federal and provincial governments.

Design Considerations

There is an extremely strong interest in creating a Housing & Infrastructure Authority. Various First Nations authorities have been created in BC in other sectors (e.g., health, education, taxation, finance) and the general sentiment is that, “it is time for a Housing & Infrastructure Authority”. The following are some general design guidelines that participants provided.

1. Legitimate & sustainable

- ✓ The entire approach and the resultant Housing & Infrastructure Authority must provide concrete solutions that can be supported by all levels of government. This means that it must pass the tests of effectiveness, transparency, accountability, public good and foster strong inter-governmental relationships and collaboration.
- ✓ The Housing & Infrastructure Authority needs to have the full set of tools to achieve its overall goal including appropriate jurisdiction, legislation, formal governing structure, approved policy & procedure, adequate administration, appropriate funding and other elements.
- ✓ The design process needs to include a full review that fully determines what is working and what is not working. There is little appetite to add additional bureaucracy if the Housing & Infrastructure Authority does not add value and usefulness.
- ✓ Support for this initiative and subsequent delivery must be long-term and sustainable. This means assigning funds that are tied to a larger measure such as a percentage of Gross Domestic Product (GDP).

2. Collaboration

- ✓ Designing and implementing this type of initiative requires deep collaboration within First Nations and between First Nations and other levels of government - no single entity can do this on their own.
- ✓ A formal division of powers, assigned roles and responsibilities and relationship protocols are essential to support effective collaboration among the various involved parties.

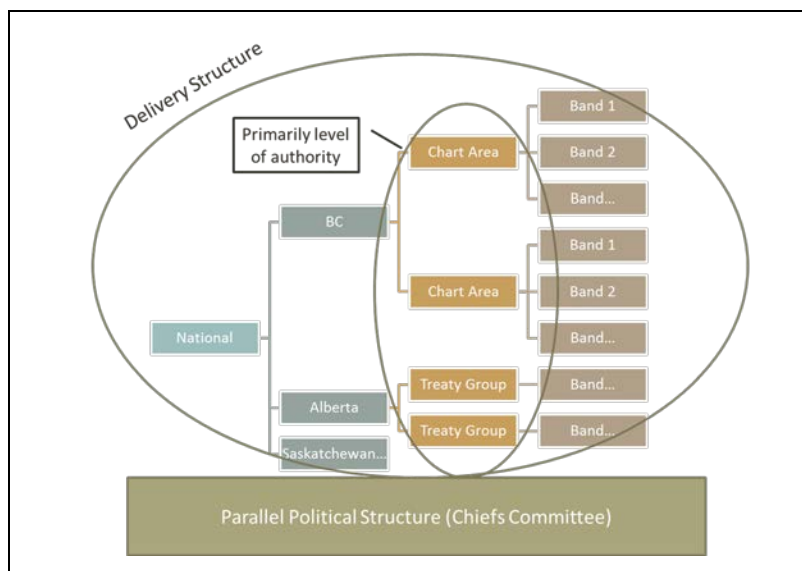


Figure 1: General Housing & Infrastructure Authority Structure

3. Client centered

- ✓ The Housing & Infrastructure Authority needs to be First Nations controlled with the ability to operate under its own policy and design and deliver its own services and programs. This is not a delivery agent for other governments programs (although it may deliver or coordinate other government’s or agencies programs as an exception as opposed to the norm).
- ✓ The Housing & Infrastructure Authority needs to build from the communities outwards with the primary level of authority at the sub-regional level within BC as illustrated in Figure 1. Individuals who build and operate the Housing & Infrastructure Authority need to spend substantial time on the ground with the communities to continually hone its delivery and practises to better meet community needs.
- ✓ The overall administration must use reasonable resources so that as many resources as possible can go towards community level housing needs. This requires exploring various economies of scale and common services.

4. Professional & disciplined

- ✓ There needs to be a high level of professionalism in the design and delivery phases. i.e., using and developing professionals, using professional planning and management tools.
- ✓ Governance discipline, particularly as it relates to the relationship (and separation) between the political advocacy and the administrative body, is fundamental to success.
- ✓ The process of developing the Housing & Infrastructure Authority and achieving desired results from the Housing & Infrastructure Authority needs to be long-term, strategic and systematic. Realistic objectives, maintaining and following a schedule of achieving specific capacity, housing, infrastructure and other targets and a management framework that fosters full openness and accountability are some suggestions.

- ✓ The system must be very clear about the roles and responsibilities of, and the relationship between each level of the Housing & Infrastructure Authority. This must be done for all activity areas, e.g., ensuring adequate resourcing & support, program and service delivery, funding and financing, advocacy, etc. Figure 2 provides an initial illustration of possible roles and responsibilities of each level of the Housing & Infrastructure Authority system.

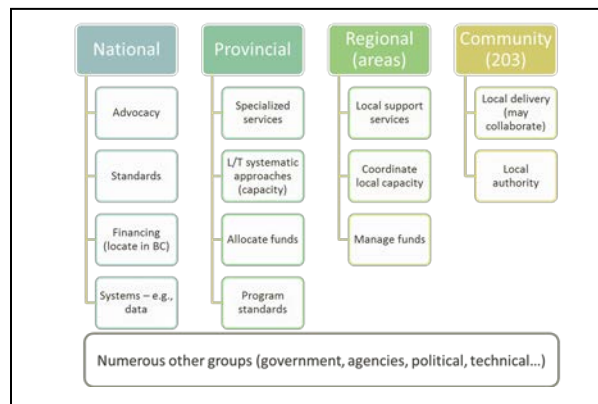


Figure 2: Roles & Responsibilities

- ✓ The Housing & Infrastructure Authority must be able to focus on its mandate without distraction. This means keeping a strong focus on housing and infrastructure and not trying to be all things to all people.

5. Readiness

- ✓ First Nations need to assume responsibility based on their readiness – a key component of the design process is building this readiness.
- ✓ Designing and effectively implementing this type of institutional infrastructure takes time (around a decade with other institutions). Building supporting systems, capacity, relationships, policy, procedure and other elements must be done on a realistic but aggressive time line. We must manage our expectations in a professional systematic manner and not be driven by unrealistic political goals.

6. Flexible

- ✓ Programming and delivery need to adjust to local, geographic and timing needs. This applies to the outreach portion of the design component that must engage these areas. It also requires funding to adjust to construction schedules with flexibility across fiscal years.

7. Comprehensive

- ✓ There was a strong desire to explore addressing housing needs both within and outside of the community as well as housing and infrastructure under this umbrella with the understanding that they may be related but separate in form and function. These are design features that will require a special focus.
- ✓ A component of delivery needs to foster a change First Nations community member's way of thinking about housing. We need to move from an entitlement mentality to a privilege and valued asset that it passed down through the generations.

Think of this list as a starting checklist that must be adhered to during the design, delivery and monitoring & evaluation phases of a Housing and Infrastructure Authority.

Functions & Services

There are numerous ideas about the functions and services in a Housing & Infrastructure Authority, a sampling of which is illustrated below.

Programs: Design, allocation of funds, coordination of various entities,

Advocacy & Collaboration: Negotiations support, communicating community needs, political representative education and awareness,

Human Resources: Maintaining a candidate pool, quality control (certification of individuals), hiring support.

Research /Studies: Local and regional housing and infrastructure needs and gaps assessment, rent to own (province wide by community), current program effectiveness, best practices, economic profile, pilot projects

Infrastructure Development: Surveying, water system design and construction, septic/sewage system design, subdivision design and construction, energy planning, comprehensive community development planning, ground water protection planning, community building design and construction (fire halls and recreational facilities), zoning support

Infrastructure Management Planning and Resourcing: Support regular maintenance of community infrastructure assets.

Housing Construction & Maintenance: Housing plans, construction management, bulk purchasing, maintenance planning, asset planning & management, contractor and labor pool (potential certification), localized standards development (and enforcement), technical services (engineering, building inspections, surveying...)

Capacity Development: Apprenticeships, needs and gaps assessment, coordinating and possibly delivering training, tenant and owner training

Administrative Support: Reporting templates, checklist for success, toolkits, cultural training, common database and database support, common software platform, budgeting, strategic planning, policy and procedure templates

Financial: Access to financing, market housing, credit counselling, partnership development (e.g., joint ventures), personal & community financing, managing (or causing to be managed) trust funds

The Housing & Infrastructure Authority cannot start doing everything at once so it is very

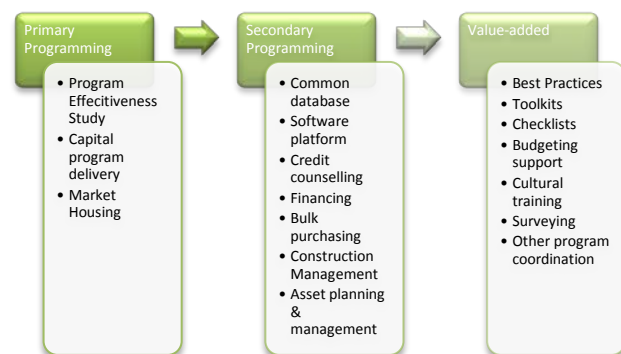


Figure 3: Phased Approach to Implementation

important to consider timing – as mentioned previously responsibilities must be assumed when the required capacity is in place to fulfill those responsibilities. Figure 3 illustrates a phased approach as a starting point for discussion.

Again, it is important to stress that the overwhelming sentiment is that the Housing & Infrastructure Authority is not simply a delivery agent for other government's programs. Its success will be determined by its ability to design relevant and effective programs and services that meet First Nations' needs.

Capacity

The following design guidelines must be followed to ensure that First Nations' have the necessary capacity to successfully meet their responsibilities during the design and delivery phases of the Housing & Infrastructure Authority.

- ✓ **Systematic:** Activities must fall within an overall capacity development schedule with measures, targets and timelines. This schedule must be based on a detailed needs and gaps assessment for each community, sub-region and provincial level Housing & Infrastructure Authority needs.
- ✓ **Flexibility:** Delivery must engage existing learning institutions and coordinate existing programs within a common framework.
- ✓ **Tailored:** All programming must be designed from an Indigenous world view, i.e., socio-economic conditions, legislative environment, political environment, etc.
- ✓ **Comprehensive:** Programs must target all levels of capacity development, e.g., professional, technical, trades, administration, management, governance...
- ✓ **Applied:** A deep and extensive set of supporting resources (e.g., templates, checklists, best practises, toolkits, systems) must be readily available with appropriate resources to support effective integration and use into their final destination.
- ✓ **Incremental:** The capacity development strategy must start from the numerous capacity development resources and trained managers that are already available.

It is important to stress that First Nations have produced some of the best housing managers on the planet. However, the First Nations on-reserve housing management system is often an almost toxic work environment that is extremely uncertain, stressful and in some cases outright dangerous. Unless we concurrently address the non-capacity needs in the housing system (e.g., governance, paradigm shift) we are creating capacity for a system that is geared for ongoing failure.

Next Steps

Forum participants felt that it is imperative to continue trying to realize the goal of a Housing & Infrastructure Authority: the political will appears to be present and as mentioned numerous times by many participants, “it is time.” The following are the next steps towards achieving this goal.

1. Secure a broader political mandate to continue this work. BC-AFN has the mandate to pursue this (it is the only organization that represents all First Nations in BC) but securing a wider mandate will help with future advocacy.
2. Establish a political support structure. There is an Assembly of First Nations Chiefs Committee on Housing & Infrastructure: Chief Dan George from Burns Lake is the BC representative on that committee. A similar body needs to be established to support the BC process.
3. Establish a technical steering committee. This committee will coordinate the overall process (political, outreach and technical) according to established terms of reference and an approved workplan.
4. Develop an initial strategy based on input from the forum and the political and technical committees.
5. Systematically conduct a full outreach process to the BC First Nations housing community securing input on, and support for the strategy. This must focus on ensuring that the communities have full and informed input into the process. An initial list of potential involved players is included in Attachment 4.
6. Begin implementation of the strategy with the understanding that continuous input and refinement will be necessary to adjust to improved understanding and changing circumstances.

A group of forum participants (see Attachment 2) put their names forward to assist in with the design and implementation process. This group will likely expand through the outreach process.

ATTACHMENT 1 - List of Presenters

The following is a list of presenters provided in order of their presentation in the agenda. This also provides the purpose of their presentation and a very brief summary of their key messages. These key messages obviously cannot capture the full content but are intended to give a sense of the presenter's message

Presenter	Purpose (Instructions)
Chief Maureen Chapman, BCAFN Regional Chief	BC Considerations <ul style="list-style-type: none"> • Are we seeing a new relationship with the Liberal government? • How does the BC region fit into the national picture when assuming FN authority over housing and infrastructure? • What are some of the key considerations in the BC region as we develop this initiative?
Chief Perry Bellegarde, AFN National Chief	The Political Imperative <ul style="list-style-type: none"> • Are we seeing a new relationship with the Liberal government? • What are the commitments being discussed at the national level? • Are we seeing a difference with this new Liberal government?
Chief Kevin Hart, MBAFN Regional Chief, Chair Chiefs Committee on Housing & Infrastructure	What We've Heard <ul style="list-style-type: none"> • What was the national forum? • What did we hear at that forum (feedback & political directive)? • What have we done since that forum?
Harold Calla, CEO, First Nations Finance Authority	Creating A Regional Service Entity <ul style="list-style-type: none"> • What was the process that we went through to build full service FN controlled institutions? • What advice can you offer when creating a FN housing & infrastructure authority? • What are some tools that FNFA and FNFI have that might support a FNHA?
Deborah Taylor, Executive Director, First Nations Market Fund	A Federal Perspective <ul style="list-style-type: none"> • What does your program do (services provided)? • What new direction has your program received as a result of the Liberal government's commitments to housing reform and a new relationship with First Nations? • What considerations would we have to address if market housing was moved under a FN housing & infrastructure authority?
Eric Blueshky, Housing Policy Advisor, Naut'sa mawt Tribal Council	The Local Perspective <ul style="list-style-type: none"> • What are some of our key service needs at the community level? • What functions or services would the community like to see from a FN housing & infrastructure authority?
Ray Gerow, Past CEO, Indigenous Housing Management Association	A BC Housing & Infrastructure Authority <ul style="list-style-type: none"> • What services does an off-reserve authority provide? • What are some of the key hurdles when developing and delivering services?

Presenter	Purpose (Instructions)
Cole Rheame, First Nations Energy & Mining Council	A Potential Service / Function <ul style="list-style-type: none"> • What is your program (energy efficiency, energy planning)? • What other functions or services do you see a need for in FN communities (within your general area of work)? • What would a FN Housing & Infrastructure authority have to build to deliver the services you currently provide under your program?
Chief Dan George, BC Representative, Chiefs Housing & Infrastructure Committee	The Larger Needs <ul style="list-style-type: none"> • What are the priority First Nations' housing & infrastructure needs? • How might these needs be better met under a First Nations' authority over housing & infrastructure?
Andrew Robinson, CAO, Laxgalts'ap Village Government	Treaty First Nations <ul style="list-style-type: none"> • What are the considerations when factoring treaty First Nations into the design and delivery process?
Mike Sadler, CEO, BC Housing	Delivering Housing Programming in BC <ul style="list-style-type: none"> • What does it take (particularly in terms of capacity) to run a BC Housing organization? • What advice can you offer in terms of building capacity to create a FN controlled housing & infrastructure authority? • How do you ensure that housing deliver meets local community needs?
Harvey McLeod, Chief, Upper Nicola Band	A Local Perspective <ul style="list-style-type: none"> • What capacity did you have to build to deliver effective local housing? • What additional capacity do you feel you need? • How could a FN Housing & Infrastructure authority help you build additional capacity
Irving LeBlanc, AFN National Housing Advisor	Other Models & Approaches <ul style="list-style-type: none"> • What existing models and approaches have other First Nations used for housing authorities
Jim Munroe, Member, Chiefs Housing & Infrastructure Committee Technical Working Group	Technical Working Group <ul style="list-style-type: none"> • What are the current thoughts on a BC technical housing & infrastructure committee to coordinate the process moving forward?
Sylvia Olsen, Member, Chiefs Housing & Infrastructure Committee Technical Working Group	Capacity <ul style="list-style-type: none"> • How do we develop our capacity to meet our responsibilities? • Who do we work with? • What can we build on?

ATTACHMENT 2 - List of Supporters

The following individuals want to remain closely involved with and support the development of a BC First Nations controlled housing & infrastructure authority.

Name	Organization	Contact	Notes
Oliver Arnouse	Little Shuswap Lake Indian Band	oarnouse@lsib.com 250-253-0891	Chief
Eric Blueschke	Naut's mawt Tribal Council	eric@blueschke.ca 250-381-8762	Housing Policy Advisor
Terry Dunn	West Moberly First Nations	housing@westmo.org 250-788-3663	Property Manager & Capital Projects
Richard Hall	Nuxalk	asset@nuxalknation.ca 250-799-5959	
Cheyenne Hood		chood@twnation.ca	
Fran Hunt-Jinnouchi	Indigenous Coalition to End Homelessness	Frannj16@hotmail.com 250-590-9240	Executive Director
Galen Illerbrun		galen@lsib.nt	
Allen Louie	Uklatcho Council		
Peter Mitchell		pmitchellfirstnations@hotmail.com	Housing Coordinator for Tswawwassen acting as an independent
Teneal Nole	Tahltan Band	Tenealnole@tahltan.ca tenealnole@gmail.com	
Marnie Sellars		m.sellars@xatsull.com	
Elaine Steward	Haisla	estewart@haisla.com	
Lorna A. Stewart	Musqueam	lstewart@musqueam.bc.ca	Housing Manager
Paula Stewart	Tla'amin Nation	paula.stewart@tn.bc.ca 604-483-1987	Housing Manager with successful experience at grant writing and securing funds
George William	Splatsin	george_william@splatsin.ca 250-306-01014	Governance & Title and Rights Coordinator

ATTACHMENT 3 - Specific Comments

The following is a summary of more specific thoughts and considerations provided by the participants on First Nations housing conditions and needs that need to be addressed in a First Nations Housing Strategy plus creating a Housing & Infrastructure Authority.

1) General & other considerations

- a) First Nations face many housing issues such as overcrowding, mold, lack of amenities, deteriorating infrastructure.
- b) Overcrowding, e.g., 20 people in a 2 bedroom house, shortens the house lifetime to 5 to 10 years.
- c) A 2008-2010 survey showed that there are 37.3 % of FN households requiring major repairs, 33.5% require minor repairs, and 29.2% require regular maintenance, plus almost 51% of FN adults have reported mold/mildew present in their homes, This is unacceptable in this day and age.
- d) First Nations in Manitoba have adapted to E.coli levels as high as Walkerton, Ontario due to prolonged exposure.
- e) Housing related affects include 43.5% of adults have asthma, 52% chronic bronchitis have mold in their homes and 25% of FN adults live in overcrowded housing.
- f) Some recommendations received from prior processes included: access to and implementation of modern financial tools for housing infrastructure development; FN care of housing and infrastructure; inclusive, safe, secure, affordable and quality housing infrastructure – by our standards; move from stick frame to sustainable and culturally relevant homes
- g) It makes no sense to spend \$250-\$400,000 on a home that will need to be renovated in 5-10 years.
- h) May be able to access decommissioned containers (from CN and CP Rail) to build container housing.
- i) First Nations need to become institutes of wealth, not poverty and it will mean we have to do things differently.
- j) We need to change the way our people (First Nations) think about housing. This needs to happen at all levels and in all ways starting with middle school.
- k) Additions to Reserves is an important process that must be simplified and integrated into this initiative.
- l) This cannot be amalgamated with another authority, e.g., First Nations Health Authority. It needs to maintain its focus on it complex and difficult mandate.

2) Building the Housing & Infrastructure Authority

- a) The design process should consider whether the authority will be blanket or optional. This may be on a service by service basis, i.e., some services may be blanket (capital programming, capacity development) and some may be optional (e.g., financing, market housing).
- b) Not everyone will agree on every aspect in the beginning and we must recognize that this is a process of building trust by achieving concrete, useful and effective results.
- c) We are not looking for less oversight and accountability – we are looking for more flexibility to tailor services to our specific needs.

- d) Need to move beyond INAC and our dependency attitude. No one can do this for us – we need to do it for and to ourselves.
- e) We need the federal government to stop looking at Indian Bands as a 12-month cash flow plan. We need the federal government and ourselves to look at the reality that we have to manage cash flow. We need to be in a position to borrow money and to manage finances in a modern day world in order to move forward, which means managing debt, assets, wealth and programs and services. No one First Nation can do this alone, without the support of a national initiative.
- f) This must be a stepping stone towards genuine First Nations self-determination and self-governance – this should not be carried out in absence of that goal.
- g) Need to map the journey (there is no room for error). You need to know where you are going, how to get there, what vehicle to use, and how to get there in the safest manner.
- h) Do not let those in power take the reins and design the journey, listen to those that are not usually heard from or you will end up with the status quo.
- i) Learn from what has worked, and what has not.
- j) Take the time to design the fundamentals properly – the details can be worked out later.
- k) Successful housing authorities have excellent training for staff, a long term vision and strategic plan, creative ways to attract capital and leverage financing and experienced administration. Key services: receiving and disbursing funds, granting mortgages, working with clients to become home owners, administering rentals, advocating for FN housing, etc.
- l) In BC, many of the required housing services are provided by off reserve housing agencies, but they need to be integrated into this larger goal, building on the strength they have already created.
- m) The process must rebuild the community at the same time (person by person). We must include tenants in the discussion and capacity development otherwise we continue to set tenants up for failure.
- n) Explore ways to foster collaboration and bring families together. We might be able to allow families to use multiple homes as collateral for additional financing.
- o) This system must fund housing managers, inspection agencies and address the federal liability clause.
- p) Should recognize the Northern Infrastructure Standardization Initiative and the First Nations Building Officers Association.
- q) Need to be able to adapt to local areas and create geographic and climatic specification, e.g., no OSB in wet areas.
- r) Look at possible regional structures that are used in the health model, i.e., linguistic groups.
- s) Our goal should be to reach a level where we can be proactive and get ahead of housing issues as opposed to always being in a reactive role.
- t) Include mentoring in the capacity development component.

3) Economic & Finance

- a) Housing is linked to jobs and employment. If people do not have an adequate place to live they have a more difficult time developing themselves and finding employment.
- b) Based on studies the estimated financial needs to address immediate housing needs are \$2.5 billion for Quebec, \$3.3 billion for Manitoba and \$3.5 - \$3.6 billion for Saskatchewan. This

translates into 175,000 home shortage on-reserve in Canada. The national numbers are staggering but unknown.

- c) We need the federal government to stop looking at Indian Bands as a 12-month cash flow plan. We need the federal government and ourselves to look at the reality that we have to manage cash flow. We need to be in a position to borrow money and to manage finances in a modern day world in order to move forward, which means managing debt, assets, wealth and programs and services. No one FN can do this alone, without the support of a national initiative.
- d) Need to be aware that when First Nations take control it reduces our ability to gain access to discretionary government funds, i.e., everything is provided under the transfer agreement.
- e) Financing and funding arrangements need to be based on effective construction schedules versus fiscal years.
- f) Financing and funding needs to be based on real rental, purchase and construction costs – current model uses formulas that are not realistic.
- g) Need to look at a one-window funding and financing approach (versus the current fragmented program and financing environment).
- h) Funding should flow directly to regional delivery entities or communities who have the authority to determine allocations.

4) Current Housing & Infrastructure Program Issues

- a) Local housing and welfare managers are forced to deliver different programs under different rules.
 - i) INAC housing that does not come with appliances versus CMHC housing that does.
 - ii) Could not charge rent on the INAC house but could on the CMHC house.
- b) People have quit their jobs at the band office to go on welfare so they could qualify for these housing perks.
- c) The current First Nations Market Fund has \$300 million and is operating off the interest from that fund. This is irrelevant in the face of the estimated \$20 - \$30 billion required to address immediate housing needs.
- d) Construction schedules are often tied to fiscal years which often gets in the way of Government departments already have an ability to carry forward some revenue – 5% in O&M and 20% in capital – we could mirror that, as a start.
- e) There are First Nations in BC that have not received a housing and infrastructure allocation for over 30 years.
- f) The existing fiscal framework for housing and infrastructure does not work. There is a 200-year procurement strategy for a problem today.
- g) Support and funding for housing inspectors has reduced significantly which is resulting in poorer quality housing.

ATTACHMENT 4 - List of Players

Participants provided the following suggestions on who might be involved with this initiative.

Indigenous Financial Officers Association	Certification of certain professions, financial collaboration
Assembly of First Nations (BC)	Provincial political advocacy, harmonizing with national approach, strategic/political guidance to process
Assembly of First Nations (National)	Political advocacy, facilitating national level process and dialogue
BC Housing	Collaboration, possible integration
BC Hydro	Service templates, energy programs
Canada Mortgage & Housing Commission	Transfer of programs and services, ongoing advisory support
Central government or community coalitions (First Nations)	Collective service delivery candidates
Chartered lending institutions	Alternate financing, access to capital
Chief and Council	Input on design, ongoing evaluation of implementation
Chief's Committee on Housing	Direction on the overall effort, political advocacy, negotiations support
Child and Welfare	
First Nations Emergency Services Council	Collaboration on local design and services
First Nations Financial Management Board	Support the development, collection, analysis and publication of financial performance and management system standards
First Nations Health Authority	Advice on design and making this happen
First Nations health authority, environmental health officials, child and welfare authority	Advice on design and making this happen
First Nations Leadership Council	Political advocacy and support
First Nations Market Housing	Transfer of programs and services, ongoing advisory support
Habitat for Humanity	Potential large scale construction partnership
Health inspectors	Training, inspections
Housing Manager/Tenant Associations	Collaboration, certification, delivery assistance
Housing Program Advisor	Input on design, primary administrative interface to community
Housing providers	Collaboration, delivery agents (e.g., M'akola Housing)
Indigenous and Northern Affairs Canada	Transfer of programs and services, ongoing advisory support
Lands advisory board	Assist with implementing land governance over Indian Reserve lands and resources
Municipalities and Regional Districts	Template services agreements
Province of BC	Collaboration, funding, harmonization of on and off reserve housing