

GIGNUL NON PROFIT HOUSING CORPORATION
2012 PRESIDENT'S ANNUAL REPORT
December 5, 2012

FOCUSSING ON THE FUTURE

President's Address

Let the year 2012 mark the endorsement and implementation of Gignul's Strategic Plan 2012-2017. While the core business of the management and administration of assisted housing remains constant, the by products of the Corporation require some change and refreshment in order for it to continue to move forward as the city of Ottawa's principal provider of homes for Aboriginal families and individuals. This year has been a fairly standard year in the management and operations of Gignul and with the end of it comes time for reflection, both on what we have achieved during the year and where we want to see ourselves in the future. The Strategic Plan will help shape our future and guide us in an orderly and focussed manner in the years ahead.

We have been faced with rapid growth over the past several years. The increased supply of Aboriginal housing, our role and involvement in community governance, and our desire to engage in social enterprise wherever and whenever opportunity was presented are cornerstones of our success. In order to continue to be successful we must ensure that the Corporation is positioned strongly, both operationally and financially to avoid overload on financial and human resources. This means strong fiscal responsibility and sound management must be in place in order for Gignul to remain in a state of readiness to take on new challenges and opportunities. I think we may be approaching the point of compromise in our ability to react to opportunity and I would suggest that putting our house in order be one of the principal goals of the year ahead.

Given the growth of MMDI, a greater separation between Madawan Management and Development Inc and Gignul Non Profit Housing Corporation has to be considered. In addressing this task we must protect the complimentary objectives of the two organizations to ensure a close and strong relationship will continue to exist. Keep in mind that the initial idea of creating MMDI was to address housing related initiatives outside the framework of Gignul's social housing purpose. A sustainable and growing MMDI must remain "*lean & mean*" to achieve its goals as it only has its own resourcefulness to rely on. New blood with new corporate thinking is required to continue to carefully grow this corporation. The MMDI Board should be restructured and initially consist of five members in order to be decisive and to facilitate its remake. The Board will have to attract additional members with strong corporate experience and business acumen to its ranks. Perhaps three appointed from the Gignul Board and two from the corporate world. In addition you may want to consider attracting a "*corporate champion*" to mentor the continued development of MMDI.

The year's activity levels have placed the corporation behind the eight ball. While our cash flow and financial position remain strong, our financial system has been stretched to its very limits. This has significantly delayed the schedule of annual audits throwing our audit cycle off track. In the year ahead every effort must be made to get back on schedule in order to ensure that the 2012 audit is complete well before June, 2013, the end of the second quarter. This is an important element in the strong positioning necessary to enable Gignul to balance the workload and to enable it to respond to new challenges and opportunities. Applying this approach, we will be better equipped to maintain a strong leadership role in the Ottawa Aboriginal Coalition, the UAS Steering Committee and in the advancement of community development and governance. This task and the responsibilities that have grown with it are substantial and we may be at the point of straining our management team.

Our national and provincial affiliations have both been positive. ONPHA offers important training and networking opportunities for both Board and staff. Through Marc's involvement in the Board of ONPHA and his position of Chair of the Aboriginal Advisory Committee we are able to keep a finger on the pulse of the social and affordable housing network throughout Ontario and to lend our experience and knowledge to the development of responsive housing policies and programs in the province. ONPHA is a strong advocate for Aboriginal housing providers and in its advocacy role maintains a healthy and respectable relationship with the provincial government. Charles Hill is the Executive Director of NAHA and provides the two way link between national endeavours and GNPHC. These provincial affiliations and our active involvement help to support the development of sound national and regional housing policies and programs.

Networking, partnering and relationship building are very much a key to our position in the community and to Gignul's progressiveness. Recent ongoing partnerships with the Ottawa Aboriginal Coalition, Aboriginal Apprenticeship Board of Ontario, Habitat for Humanity, United Way Ottawa and the Pikwakanagan First Nation are critical alliances that are a positive reflection on our corporate image. It is important to continue networking and to seek out partnerships that are beneficial both from within the Aboriginal community and with mainstream institutions. Government partnerships are equally important. Our relationship with the city has developed very well, for both parties. This relationship must continue as it is paramount to our goal of building neighbourhoods, strengthening our community and sharing in the "*good life*."

Our efforts in student housing are but a small beginning. We have begun to carve out a place for ourselves in this area. Surrounding First Nations youth consider Ottawa a hub to access advanced education and training to improve their life's prospects. We must consult with surrounding First Nations on the needs of their students for housing while enrolled in Ottawa's educational institutions. There may be opportunities for us to put our collective minds together with a view to better meeting the demand for student housing in Ottawa. First Nations support will be integral in our thrust to create a sufficient supply of housing for Aboriginal students in Ottawa.

While we recognize the needs of our youthful population we must keep in mind the other end of the age spectrum ... our seniors. Most Aboriginal seniors exist mainly on old age pension and its supplements for sustenance. They are often without the services designed to support elders at risk and have seldom utilized the mainstream institutions designed for this purpose. Gignul's research project on affordable and supportive housing for Aboriginal seniors will provide us with the demographics of the senior population, their existing and future needs, and the location and models of housing that will better meet their expectations. The report funded by United Way is expected to be released in February, 2013.

In anticipation of the expiry of the current operating agreements in 2020 and beyond, we have made modest progress exploring and creating opportunities in social enterprise, mainly through volunteer support. Our centre piece in this effort is MMDI. These activities support the evolution of an unencumbered asset base to seed development opportunities. Gignul must begin to plan and prepare for the expiration of the operating agreements and the subsidy that these Agreements provide.

The Ottawa Aboriginal Coalition brings together the local Aboriginal service providers charged with providing response and remedy to the challenges of Aboriginal people in an urban environment. It carries with it community responsibility and a new spirit of governance. Building stronger relationships with local government is a by-product of these changes and our relationships continues to mature. The significance and importance of the priority given to Aboriginal children and youth by the OAC is well affirmed given Justice MacTavish's decision in favour of First Nations in April of this year. The Justice ruled that the Chair of the Canadian Human Rights Tribunal erred when she dismissed a 2007 case from the First Nations Child and Family Caring Society and the Assembly of First Nations. Justice MacTavish granted the three applications a judicial review of the decision. The Aboriginal groups allege that the federal government discriminates against Aboriginal children by consistently underfunding services on reserves, leading to poverty, poor housing, substance abuse and vast over representation of Aboriginal children in state care. The article states that more than 27,500 Aboriginal children are in foster care. Children and youth services will continue to demand attention in the city.

On the political front, the majority Conservative government has taken strong measures to curb federal spending with the hopes of deficit reduction and returning fiscal balance by 2015. Unfortunately, important Aboriginal initiatives have been targeted for termination and reduction. The National Aboriginal Health organization has been terminated; health activities of ITK, NWAC and other representative organizations have been reduced substantially; the support for the National Centre for First Nations Governance, along with the First Nations Statistical Institute has ended. These measures will impact on jobs for the Aboriginal workforce and even more on the lives of Aboriginal people both in urban centres and on traditional territories. Other than inflicting hardship, the overall impact of these decisions in communities and on reserves is that mobility to urban centres will continue, along with a growing demand for urban services. The need for affordable housing will remain a priority here in Ottawa.

The one year old provincial Liberal minority government was thrown into chaos by the recent resignation of the Premier and a rash of similar announcements by senior members of his Cabinet. The Drummond Report sanctioned by the government proposed a \$17.7 billion cut in spending over the next three years. It was clear in the earlier presentation of the provincial budget that Cabinet did not footprint the economic plan contained in the Drummond Report. The budget declined to offer new funding for housing; declared a freeze on social assistance payments; announced a delay in the Ontario child benefit; terminated the Dr. Albert Rose Bursary for post secondary students in social housing; and, reduced the community Start Up and Benefit Program by 50%, moving it outside the mandate of social assistance. The provincial legislature has been prorogued, halting all government business pending the selection of a replacement for the Liberal Party and Premier. Given the government's minority status, an early provincial election may not be far behind. I think it's fair to say that these uncertainties may have deeper repercussions for the province's Aboriginal agenda.

The city of Ottawa has not taken a back seat in its commitment to an adequate supply of affordable housing. The mayor announced a budget of \$23 M will be set aside for the creation of an additional 200 units of affordable housing. The Mayor renewed the City's proclamation of June 21st as Aboriginal Awareness Day for the City of Ottawa. Mayor Watson presented a plaque to the Ottawa Aboriginal Coalition on behalf of the Aboriginal community to mark the occasion.

A Gignul representative attended the Community and Police Action Committee (COMPAC) consultations held on February 22, 2012. Gignul, on behalf of its tenants is committed to working close with the police commission to create a greater sensitivity to Aboriginal challenges and issues in the city.

The Housing Services Branch held a series of half day focus groups to receive input from local citizens to develop a 10 year housing plan for Ottawa by 2014. The focus groups addressed questions concerning program gaps, leveraging assets, and capitalizing on opportunities to inform decision making for housing and homelessness planning. A Housing Systems Consultative Group has been established to continue this work.

The development of an Asset Management Program for use by housing providers across the City has been completed. The Program will help housing corporations to develop a new capital reserve plan or update an existing one. It will provide access to a web-based capital planning tool to assist corporations to plan and manage capital replacements and repairs in their housing portfolio. The software platform can continuously update the condition of each building based on the work being completed or deferred and will enhance the ability to prioritize need, optimize use of capital funds and manage risks. Training for Gignul staff on the use of this software is scheduled for the end of November. The collective information of social housing providers will assist the City in advocating for stronger investment in the social housing sector regarding the maintenance of existing assets and capital planning.

Under the HHIP-Social Housing Repairs/Renewal program, the OHB provided Gignul an additional \$32,000 to support renovations to buildings within its portfolio. Several projects have been targeted by the Board.

The Ontario Aboriginal Housing Services announced an extension of the First Nations Inuit Métis Urban and Rural Program (FIMUR) for an additional 3 years. Funds available will be \$4.592M in 2012/13, \$4.372M in 2013/14, and \$4.372M in 2014/15, for a total of \$13.37M to create an estimated 120 units. Priority will be given to communities who have not benefited from the initial tranche of funding offered by the Program. These funds represent a share of the affordable housing framework announced in 2008. OAHS continues to do a remarkable job in the delivery of this program.

The proposal to manage and administer the Kawartha and Otonabee housing corporations in Peterborough has been awarded to Ontario Aboriginal Housing Services. This brings to an end the long standing issue of ownership and management of these housing assets and marks the beginning of the restructuring process and the assurance of Aboriginal control and management of this housing portfolio.

In June of this year, the Gignul Board appointed two representatives to attend the Indigenous International Housing Conference hosted by the AHMA held in Vancouver, on June 12 to 15, 2012. The Hon. John Duncan Minister of Aboriginal and Northern Affairs, addressed the conference via electronic media.

The highlights of the conference included a presentation by Mike Holmes. Mike's advice to housing providers was: "*plan it right, build it right* and, "*do it right the first time.*" He discussed Aboriginal projects that he was involved with in Calgary, Edmonton, Whitefish Lake, Sudbury and Val d'Or. He commented that trades in the construction industry are becoming "*cool*" and are attracting greater interest among youth.

Following his presentation in the plenary session Mike invited a number of delegates to a private roundtable. This personal setting provided a chance for organizations to share housing experiences and challenges. Chief Steve Miller spoke of the Sudbury experience which centred on his "*building homes, building skills*" project, a three way partnership between the First Nation, the AFN, and Mike Holmes. Community planning, regulatory environment, staff capacity development and creation of a housing strategy were very much at the centre of the success of the project. Mike also spoke of the importance of developing standard building codes and being aware of chemicals in building products. The Métis Housing Corporation spoke of their work in the restoration of properties developed under former federal housing programs that time had rendered below standard. The Corporation is having success with the restoration and occupation of these units under home ownership and affordable housing models. Mike is a mentor to its CEO, Darlene Lennie. In response to Mike's comments of the housing trades being "*cool*" I spoke about the success of the Aboriginal Apprenticeship Board (AABO) in Ontario and their efforts to develop a north eastern region in Ottawa to add to its regional structure. I also spoke of the successful efforts in apprenticeship training for Aboriginal youth that is happening in Toronto. NAHA president, David Seymour relayed the history and

evolution of urban Aboriginal housing and the importance of urban housing providers building strong links with First Nations.

The international flavour of the conference was provided by strong delegations from Australia, New Zealand and United States. Australia presented on "*Building a Town*", a \$5.5 B project extending over 10 years. Australia has 300 Indigenous housing organizations. During the downturn in the economy Australia designated \$6B to bolster its economy. Their housing programs included building new and upgrading existing housing, introducing tenant management, job experience and trades certifications, creating a "*Race to Buy Program*", after 5 years, 60% of rent payments are recognized as a down payment to purchase the home.

New Zealand presented its "*talk stories*" which included a mortgage guarantee program and a special mortgage program based on 80% of standard income rate.

The United States presented on "*Building Homes, Communities and Nations: Achieving Self Determination Through Housing*". There are 566 tribes which represent 1.7 % of the American population. The program provides training and technical assistance, advocacy, appropriations, regulations, capacity building, research and information services and leadership development. Amerind is a self-insurance corporation established by the Indian housing organizations. A Risk Management firm provides mortgage insurance to protect Indian housing assets built with public funds. The American program is legislated under, the Native Self Determination Act (NAHASDA)

Andrew Leach, the CEO of AHMA presented on behalf of Canada. His presentation concentrated mainly on western successes such as the Homeward Trust in Edmonton; Nu Chah Nulth "*Standing Tree to Standing Home Program*", Eco Trust Canada, green and culturally appropriate building designs, financial literacy training and the on line Indigenous Housing gateway. He provided an overview of AHMA's evolution as a provincial Aboriginal housing delivery agent. This Aboriginal social and affordable provincial delivery model is envied across the West and in parts of eastern Canada.

The conference was culturally significant, extremely well organized, offered a strong agenda and was attended by a delegation of international, domestic and local housing intelligence and experience.

COMMUNITY RELATIONS

Community Relations Committee

The Community Relations Committee is made up of: Angela Slaughter, Chairperson; Glen Basque; and, Karen Jacobs-Williams with the staff support from Dolores Peltier-Corkey, John Russet, and Marc Maracle. The Committee meets on a regular basis to review applications, assign units, and offer new leases and to provide support services and information to our Tenant population. The CRC is committed to a timely response to

tenant applications exercising control over the corporation's vacancy rates and maximizing rental revenue. The CRC administers the rewards programs: Pay and Win Program and the Yard Care Program

Improved Vacancy Rates and Reduced Downtime (projected)

The amount of unit down time in which units remain unoccupied, as a result of terminations, abandonments and evictions, projected to year end is estimated at 108.9 rental months, as compared to 88.5 rental months in 2011 reflecting an increase in unit down time. The average vacancy rate for 2012 is expected to be 6%, up from 5% the previous year. Gignul continues to strive for improvement and control of its vacancy rate. Unit down time is monitored closely and there is flexibility to accommodate housing needs relative to household size.

Increased Rent Revenue (projected)

Assuming the monthly rent is maintained to year end, rent revenue to December 31, 2012 will reach \$1,003,840, an increase of \$71,049 over the last year's revenue. The average monthly rent per unit projected to year end will be \$562. Rent revenues have been maximized and are consistent with conditions of the project operating agreements.

Reduced Rent Receivables (projected)

Collecting on default rents takes up a significant amount of work on behalf of the Tenant Relations Officers. The monthly mean rent receivable for the year is expected to remain stable at \$18,335 down slightly from \$24,196 in 2011. The rate of default on receivables is estimated at up to 50% of the mean. Rent default rates may be due to the impact of the new school year on household budgets, a reduction of tenants receiving employment income, and/or a sensitive economy.

Tenant Mobility (projected)

Tenant mobility impacts directly on performance standards such as vacancy rates, rent revenue and unit restoration costs. In 2012, 58% of Gignul's tenant population remained in their homes while 19% relocated. The reasons for relocation included: 13% of tenants who relocated with notice; and 6% of tenants who relocated were evicted for breach of lease conditions; as well, a small shift of tenants transferring (3%) within due to being over or under housed. The majority of tenants leaving provided the required notice of departure. It is Gignul's policy to give tenants every opportunity to meet lease conditions. Eviction is a last resort.

Tenant Services

Tenant counselling services include: in-home care, budgeting, access to family services, rent recovery, community relations, evictions, communications, tenant events, and

interventions with the Ontario Landlord & Tenant Board, Ontario Works agencies, and local service providers, both Aboriginal and mainstream.

Two Tenant Relations Officer (TRO) positions provide administrative support to the Community Relations Committee. One TRO position was vacant for the first four months of 2012. In the absence of a full complement of TRO's Gignul filled the position with temporary staff. The vacant TRO position was filled in May 2012 by John Russett.

Tenant Profile

Aboriginal Ancestry

86% of GNPHC's tenant population are First Nations, 2% Inuit, 2% Métis/Non Status and 2% families with FN's children.

Tenant families

14% of the tenant population are families

37% of the tenant population is single parent females

7% of the tenant population is single parent males

28% of the tenant population are single - 13% females and 15% males

6% of the tenants are seniors

4% couples

Income Levels

17% of incomes are < \$10,000 annually

37% of incomes are \$10,000 to 19,999

15% of incomes are \$20,000 to 29,999

9% of incomes are \$30,000 to \$39,000

14% of incomes are > 40,000 annually

Sources of Income

Employment 33%

Ontario Works 21%

Ontario Disability 12%

Student 10%

Pension 6%

Self employed 1%

EI 3%

Mixed/Combined Benefits 7%

Communications

In providing services to our community it is necessary for GNPHC to communicate effectively with our tenants and with other service providers. To do this, the organization

publishes a monthly newsletter “*Maseyngun*”. The Administrative Assistant prepares the newsletter with input from staff and Board. The Newsletter provides a window into Aboriginal community events, home maintenance tips, fire prevention, promotions, homemaking, home safety, recipes, public interest stories, tenant/corporate responsibilities etc. The newsletter is distributed electronically and by regular mail. In the new year the newsletter will consider the addition of a tenant’s column.

The URL for the Gignul website is gignulhousing.org. The Website provides information on the services offered by Gignul, the office location, application forms that can be downloaded, and a tenant handbook. It also identifies the Directors of the Corporation, provides a library of the monthly newsletters and a calendar of community events. It provides a link for tenants and newcomers to all Aboriginal service providers and organizations in the City of Ottawa. Complete information on the First Nations Inuit, Métis Urban and Rural Program can be accessed on the site. Communiqués such as the work with Habitat for Humanity and the Seniors Research Project on Affordable and Supportive Housing Needs are posted on site. The website has accumulated a total of 24,036 hits since its inception.

Activity	Last 7 days	Jan 1 - Nov.03
Page Loads	77	5,055
Unique Visitors	46	3,252
1 st Time Visitors		2,662
Returning Visitors	07	590

MAINTENANCE

Maintenance Review Committee

The Maintenance Review Committee (MRC) consists of Jim Lanigan, Chairperson, Charles Hill, and Angela Slaughter. Marc Maracle, Terry Conroy and Jerry Rakus support the work of the Committee. The Committee’s terms of reference include the general review of all maintenance activities and the review and authorization of regular maintenance expenditures exceeding a \$5,000 limit. The Committee meets on an “*as required*” basis throughout the year to review tender calls and select the successful Contractors on tendered work such as janitorial, snow removal, roofing, yard maintenance and major unit rehabilitation.

GNPHC is a partner in advancing the goals of the Aboriginal Apprenticeship Board of Ontario (AABO). The organization was built and is led by the Aboriginal community through the Aboriginal Skills Employment and Training Agreements (ASETA) holders. The AABO website (www.aabo.ca) provides additional information. The ASETA’s support the *LINK = Aboriginal Supply + Construction Demand* concept connecting skilled Aboriginal workers to the construction industry. The Ontario-based Aboriginal Apprenticeship Strategy supports this concept in its Strategy Implementation Plan. This concept has been operating in other parts of Canada for over ten years and is now being

developed in Ontario. Unfortunately, the efforts in the North Eastern Region have remained dormant for some time and action must be taken to stimulate this important effort.

General Maintenance

General maintenance represents 25% or more of Gignul's manageable cost expenditure budget. Given the size and nature of this element of the budget, it is incumbent on the Maintenance Review Committee and the staff to closely monitor and control expenditures and to respond to market place and industry challenges.

Requirements for Tender

When estimated renovation costs exceed the spending authority ceiling of staff, the work must be tendered or a request for proposals issued. Tendering is a process of calling for prices and a commitment to undertake predetermined work, under pre-determined conditions from contractors. In order for a potential contractor to prepare an accurate bid it is important that work be sufficiently defined in addition to preparing the necessary specifications which detail the nature, scope and quality of the work. Gignul must outline the manner of payment consistent with the stipulated sum method. Policies include:

- Contractors provide a fixed sum for work
- Contractors are not paid in advance for repairs or renovations
- Contracts over a prescribed amount must have a minimum of 3 competitive invitational bids
- The MRC approves all contracts or purchases above the \$5,000 limit
- Tenders are accepted up to the stipulated closing time and placed unopened for security and confidentiality
- Tenders may be adjusted by telegram, telex or letter up to the prescribed closing time

Reporting

In its monthly financial statements Gignul reports on maintenance expenditures by individual operating agreement. This information is also contained in our annual audited report, which upon completion is provided to the Ottawa Housing Branch along with other annual reports required under the operating Agreements.

Cost Considerations

There are a number of considerations that impact on the cost of maintaining Gignul's portfolio at an acceptable standard. These factors place Gignul at a disadvantage when comparing operation and cost standards against mainstream providers of social housing.

- The average age of the Gignul portfolio.

- Gignul's portfolio is spread across five former municipalities that now make up the city of Ottawa and there are numerous active maintenance sites that require monitoring. Maintenance responsibilities extend over a vast area.
- Maintenance stressors include over-crowding, animals, TV satellite dishes, malicious damage, infestation and domestic strife and court challenges
- The Maintenance Assistants, Mike Assinewai and Arnold Owl (half time) respond to general service calls and create greater efficiency providing in-house service thus reducing the use of contractors. Following receipt of a 6 month-wage subsidy from Kagita Mikam. Mike's position has since been added to Gignul's permanent staff structure. Gignul makes efforts to utilize Aboriginal contractors where possible. Aboriginal contractors are small and unsophisticated. The social and economic impact on the contractors and the community far outweigh the minimal cost factors.

Capital Planning Program 2011 (Ottawa Housing Branch)

A capital reserve plan, with access to web-based capital planning software (Asset Planner) has been developed with the support of OHB and the Housing Services Corporation (HSC). Building Condition Audits (BCA's) were conducted on all Gignul properties and the seniors lodge at 388 Carmen Street to develop baseline data for the program. The BCA's were completed by exp Services Inc. The Asset Planner will maintain a detailed inventory of building components and their associated repair and capital replacement needs. HSC will provide hands-on training for the new software program at the end of November.

There has been no further advancement by GNPFC on the introduction of a maintenance expenditure tracking system. Efforts to marry this initiative with the asset Planner Software will be explored in consultation with Ameresco Inc.

Capital Reserve Fund

Annually, a replacement reserve allotment of \$72,700 is included in the budget allocation. Capital repairs include expenditures such as fridges, stoves, furnaces, windows, doors, roofing and generally time worn repair that necessitate replacement products. Should these funds not be expended during the course of a fiscal year they are retained and held in the Capital Reserve Fund to address future replacement costs.

To December 31, 2011 the Capital Reserve Fund registered a balance of \$530,040. To November 30, 2012, the CRF expenditures were \$27,732. Additional expenditures to year end are estimated at \$20,000 for a total expenditure of \$47,732 for the year. A significant amount of these expenditures were dedicated to replacing and repairing roofs and major capital renovations.

Fire Safety and Prevention

The insurance agent for GNPHC in 2013 will be Tanner Insurance. Quotes were invited from three insurance brokers. Tanners Insurance was selected with the lowest bid of \$52,690.

With an older housing portfolio safety upgrades and retrofits are often required to meet the Ontario Fire Code. Gignul continues to satisfy Code requirements. In 2012, the city did not request any upgrades and retrofits.

Gignul's Maintenance and Tenant Counsellors manage our portfolio under the new fire regulation standards and inform and educate our tenants on home safety and fire prevention. Annual unit smoke detector inspections with a Tenant sign-off were conducted in February, March and April, 2011. Accurate records of inspections and work undertaken associated with fire prevention and safety is maintained. Articles on fire prevention and safety are published regularly in our monthly newsletter and on our website.

Gignul Strategic Plan 2012-2017

On June 24, 2011 GNPHC held a Board & Staff Workshop. The objective of the workshop was to refresh the vision and mission statement of Gignul, examine corporate structure/operations and develop a strategic plan in preparation for the future. The output of the Workshop is a Five Year Strategic Plan that will be presented for ratification at Gignul's annual general meeting. The Plan (a work in progress) is currently being formatted and will be made available at the January Board meeting. Thanks are extended to Ms Joan Riggs from Catalyst Research and Communications for a job well done.

Throughout the year we have continued to create training and work experience for students attending institutions of higher learning. Stacey Alexander, a Carleton student completed a second work assignment with us. Throughout the summer months, with support from Kagita Mikam, we received funding to hire Michelle Thompson. The Youth services Bureau (YSB) provided funding to employ Danielle Lanouette. Joseph Wabegegig, a student from Algonquin College also completed a volunteer work assignment. Chad Kicksnosway worked on a casual basis assisting as an interim tenant counsellor and completing some excellent work on the guidelines and procedures for student housing. These work assignments are beneficial to both students and the Corporation.

For the first time since it was established the George Divine Scholarship provided a bursary in the amount of \$500 that was presented to Joseph Wabegegig. Joe is attending Lakehead University in Thunder Bay and is studying engineering. The Board wishes him every success in his pursuits. Joseph, an engineering student, responded with an appreciative letter to the Board.

FINANCIAL ACCOUNTABILITY

Balanced Budget

As reflected in the monthly financial statement to September 30, 2012 Gignul has an unaudited surplus of \$65,820. Due to an increase in rent revenue the surplus is projected to reach \$150,000 by year end.

Gignul forecasts an over expenditure in snow removal and maintenance to December 31, 2012. There is sufficient room in other cost areas to protect a balanced budget. To the end of September 2012, maintenance costs totalled \$334,828. An additional \$105,000 is projected to year end. This is approximately \$85,940 over budget. In this fiscal period 33 units were restored for tenancy which accounted for \$123,208 or 28.0% of the total maintenance costs. The flexible budget accommodates necessary cost adjustments. It is expected that Gignul will end the year with a surplus.

Accountability

Throughout the year Gignul's finance has maintained the reporting requirements and the integrity of its 17 operating agreements through the management of tenant leases, maintenance of units and properties, provision of tenant counselling services and communication with the tenants and the community at large. Regular and accurate reporting was prepared throughout the year to support the monitoring of progress and to measure corporate performance.

Financial Highlights 2008 - 2012

Line Item	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Budget
Rent Rev.	839,218	885,199	915,999	971,669	968,828
Subsidy	1,762,096	1,786,728	1,803,204	1,804,884	1,550,592
Maintenance	436,132	469,829	478,652	386,347	348,888
Tenant Rel.	127,456	115,972	124,670	124,882	138,289
Administration	257,117	271,669	283,821	288,004	303,784
Mgble costs					656,231
Surplus/(Deficit)	(10,302)	24,473	71,292	203,541	-----

Principal Budget adjustments for 2012:

Manageable Expenses 4.04% increase	1,447,192
Property Taxes - actual +2.42% increase	
Rental Revenue 97% of 2011 projected actuals	
Principle & Interest-actual monthly payment	

- In 2011, gross Rental revenue exceeded the budget forecast by approximately, \$ 87,611 or 9.9%.

- Maintenance expenditures for 2011 exceeded the budget by approximately \$3,903.
- Utility costs (gas/oil/hydro/water) for 2011 were \$68,399 under budget.
- Snow removal and landscaping costs for 2011 exceeded the budget by as much as \$26,325.
- The annual subsidy for 2012 of \$1,550,592 represents a decrease in subsidy of \$257,854 over 2011.
- Budget flexibility is a positive financial feature (manageable costs)
- An estimated operating surplus of \$150,000 is projected for 2012.

During the year, mortgage renewals were approved for Gignul Operating Agreements 11, 12, and 17. The mortgages on projects 1 and 2 expired in 2011.

AFFILIATIONS

Ontario Non Profit Housing Association

In 2012, Gignul maintained its membership in the Ontario Non Profit Housing Association (ONPHA). ONPHA is a provincial non-profit organization that represents 770 housing organizations in 220 communities in Ontario. A significant number of Aboriginal housing providers attended the annual conference. The ONPHA has a well established Aboriginal Advisory Committee that provides input into matters of importance to Aboriginal housing providers.

The ONPHA AGM "*Housing is the Home of all Issues*" focused on the role that housing plays in addressing life issues...family, education, health, employment.

On November 16 to 18, 2011, Jim Lanigan and Charles Hill represented GNPHC at the ONPHA annual meeting held in Toronto. Marc Maracle attended as a Director of ONPHA (East/Urban). Jim and Charles were the official voting delegates to the AGM. D. Peltier-Corkey and John Russett attended the Conference for training and networking. Marc Maracle with the assistance of Charles Hill facilitated the "*Aboriginal Housing: Sit and Share*"

GNPHC staff and Board members attended the following workshops and training courses:

- Aging Buildings and Shrinking Dollars
- LHIN Task Force
- End of Operating Agreements - Wake-up Call
- The Clinicalization of Housing- Common Assessment Tools and Supportive housing
- Aboriginal Supportive Housing
- Aboriginal Sit and Share
- ONPHA AGM

The highlight of the conference was ONPHA's Announcement of its new public education campaign "*Opening Doors*" to promote the importance of housing. The next ONPHA Conference is scheduled for October 20, 2013 at the Sheraton Centre in Toronto.

National Aboriginal Housing Association

Gignul holds active membership in the National Aboriginal Housing Association (NAHA). The theme of the 2012 NAHA conference was "*Sustainability and Corporate Growth*" and was hosted by Ma'kola Housing Sept 14-16, 2011 in Victoria, BC. Jim Lanigan and Charlie Hill represented GNPFC at the conference.

Bob Willard, PHD in sustainability, University of Toronto, an author of four books on the subject, was a key presenter. He talked about sustainability as a three legged stool the legs representing elements of social, economic and environmental sustainability. He stressed the necessity of adopting a common understanding of the definition of sustainability.

Darlene Lennie, the CEO of the Métis Capital Housing, spoke to the recent experience in Edmonton with the establishment of Métis Capital Corporation and Métis Urban Housing. The bulk of the portfolio of these two corporations exists in Calgary and Edmonton. They provide RGI rents based on 25% of income. The corporation is in the business of refreshing and renovating housing from past programs and creating homeownership opportunities for Métis families. They are also working in partnership with Habitat for Humanity (H4H) on five ownership houses and are engaged in affordable rental properties. A new project entitled "*voyageur*" is underway to create 90 homes for seniors and persons with disabilities. The project incorporates environmental and energy conservation features. Mike Holmes is the principal advisor in the project and a "*Holmes*" building code has been developed for the project. The project has received an international award.

A panel consisting of Namerind (Regina), Ma'kola (Victoria) and Vancouver Native Housing each presented on the importance of sound governance and strategic planning. Each focussed on recent best practices of their respective organizations and what made them successful.

Susan McGee, the Executive Director of Homeward Trust in Edmonton presented on the approach of Homeward Trust and its "*Housing First Program*" to eradicate homeless in Edmonton over the next 10 years. The Trust has a complex governing body and is supported by up to 600 volunteers. Five of its nine Trustees are Aboriginal. The Trust has 47 employees and an annual budget of \$25.2M. In addition to administering rent supplements, the Trust oversees the administration of the UAS in Edmonton and has established a Find Furniture Bank. This social enterprise has monthly gross sales of \$35K and above. Susan reported that seven cities in Alberta are involved in addressing homelessness. She indicated that Aboriginal people represent 49% of the housing first program recipients.

There was a presentation by the T'souke First Nation and the Colwood municipality on solar energy. T'souke is producing more energy than they can use. Currently they are training band members to get more involved in energy conservation. They are looking at renewable electricity, solar PV, wind, biomass, tidal and geothermal approaches to energy development.

The city of Colwood has established a "*Green Learning In Action Program*" a \$3.9M program to reduce energy needs in the city by 33% by 2020. They are focussing their efforts on home retrofits in solar hot water and solar PV. The goal is to retrofit 1000 homes. The program is focussed on the residents and involves e-tablet control, smart meters, thermostats, lighting, replacement of hot water heaters and incentive rewards for residents who participate and achieve results.

A highlight of the conference was an on a site visit to Duncan to a recently constructed assisted living centre for seniors. The Centre offers 50 living units and was built by Ma'kola housing at a cost of \$14.1M. The Cowichan First Nation provided the land. B.C Housing and the Vancouver Island health Authority support the subsidy required to operate the complex. Building features include: a strong cultural environment and presence, LEED certification, non slip floor coverings, sound dispensers in dining area, air conditioning in dining room and common area, 500 square foot living centres, outdoor walkways, landscape local shrubs and plants. Services include, 2 meals per day, laundry facilities, management of medications, day trips twice monthly, 24/7 supervision, visitors can stay up to 3 consecutive days and designated smoking areas. The cost is based on 70% of a tenant's monthly income. The Centre management engage in fund raising to support recreation and socialization. The facility is managed by Ma'kola Housing.

Four resolutions were tabled and adopted at the NAHA AGM.

- To conduct an evaluation and prepare a report on the impacts and of the Aboriginal housing trust;
- To take the lead in obtaining funding to develop the framework for the proposed Aboriginal Homelessness Research Network;
- To appoint a representative to sit on the Board of the Canadian Homelessness Research Network; and,
- To approach Susan Aglukark to serve as NAHA's patron to raise awareness of Aboriginal housing and homelessness in our communities.

Ottawa Urban Aboriginal Strategy Steering Committee

Jim Lanigan is GNPHC's representative to the Ottawa Aboriginal Coalition (OAC) and the Urban Aboriginal Strategy (UAS) - Steering Committee. The alternate representative is Charles Hill. Marc Maracle is the Chair of the OAC and Co-Chair for the UAS Steering Committee. The UAS has been renewed for two years. The UAS National Caucus met in Ottawa on October 10-11, 2012. The meeting was attended by senior officials. ADM Elizabeth Trompe and Director, John Gordon provided an overview of the renewed Strategy and the planned transition to a regional delivery system. The

Ottawa Inuit Children's Centre will be the flow through agency for the estimated \$298,066 of the UAS - Community Investment Funds. The list of projects will focus on the disparity of educational outcomes between Aboriginal and non-Aboriginal students and work will be shared among members of the OAC. Initiatives include:

- Aboriginal Education Committee Capacity Building
- Aboriginal Education Committee Lunch and Learns
- Aboriginal Education Committee Resource/Referral Cards
- Aboriginal School Liaison Workers
- Mental Health Education Conference
- Elders and Youth Gathering and,
- Aboriginal Children's Cultural Immersion Camps

Madawan Place

Occupation of the Cummings Avenue project was completed in March 2012. The Contractor - Pranger-Debruyne Construction Ltd. - and MMDI held the final one year inspection of the building in October, 2012. The Contractor is addressing all remedial work identified in the inspection report.

PRIORITIES FOR THE COMING YEAR

Gignul priorities for 2013 include, but are not restricted to the following:

- Adopt and embrace the Gignul Strategic plan 2012-2017.
- Implement the new capital reserve plan with access to web-based capital planning software (Asset Planner). The Asset Planner will maintain a detailed inventory of building components and their associated repair and capital replacement needs. Explore whether a data collection system on maintenance costs can be linked into the Assets Planning Program.
- Reduce our vacancy rate and work on reducing down time by improving the coordination of unit rehabilitation and occupancy.
- Monitor default on rental payments with the objective of improving default levels.
- Maintain an active tenant counselling unit hosting and supporting community events that help to create a sense of community belonging among our tenant population.
- Complete the Research Report on the needs assessment on affordable supportive housing for Aboriginal seniors in consultation with local Aboriginal service providers.

- Develop or acquire a home maintenance awareness program to encourage tenants to share responsibility in the care of their homes and to reduce the volume and cost of service calls. Maintain in-house capacity to respond to service calls.
- Create a greater awareness of fire safety and prevention in the home through the use of the newsletter, home visits and tenant counsellor interventions.
- Maintain GNPHC's representation on the Ottawa Aboriginal Coalition and the UAS Steering Committee
- Renew efforts to advance the goals of the Aboriginal Apprenticeship Board of Ontario (AABO). The organization was built and is led by the Aboriginal community through the Aboriginal Skills Employment and Training Agreements (ASETA) holders. The AABO website (www.aabo.ca) provides additional information. The ASETA's support the *LINK = Aboriginal Supply + Construction Demand* concept that connects skilled Aboriginal workers to the construction industry. The Ontario-based Aboriginal Apprenticeship Strategy supports this concept in its Strategy Implementation Plan.
- Transfer of the ownership of the property at 388 Carmen Street from GNPHC to MMDI.
- Increase separation between GNPHC and MMDI.

ACKNOWLEDGEMENTS

I want to acknowledge all of the staff for their commitment to Gignul. I would also like to formally welcome John Russett and Arnold Owl to the team and to recognize and thank the students who have served us well throughout the spring and summer. Additional full and part time staffing is a sign of both change and growth. Gignul is a community leader not only in property management but also in open and collaborative community governance. The staff, led by Marc, continues to earn respect not only for the quantity and quality of the work they do, but the manner in which they do it. I congratulate all of you on your personal achievements and thank you for your commitment.

I want to acknowledge the work of the Board - in particular the chairs of Committees who carry extra workloads.... the Executive Team, Charles and Angela for the experience, wisdom they lend to decision-making and development. The Community Relations Committee has controlled vacancy rates and unit downtime and monitored rent receivables. The work of this Committee reflects the social conscience of the Corporation. Maintenance is a sizeable portion of our budget and a high level of efficiency must continue to be the goal of the Maintenance Review Committee. We need to improve reporting in order to tackle greater efficiency in this area. The implementation of the OHB's Building Condition Audits and Capital Planning Program are only a part of the solution to cost control and efficiency in this area.

I want to thank Andy Foreman of Andrews & Company Chartered Accountants for the financial services he offers and for his commitment to keeping GNPHC accountable and transparent. It is without hesitation that I recommend that Andrews & Company be retained for the 2013 fiscal period as the Auditor for GNPHC. I would also like to thank Roy Jacobs for agreeing to chair the meeting and would ask him to accept this small gift as a token of our appreciation. Thanks Roy.

2012 Board Meetings

January 25, 2012

February 22, 2012

March 28,, 2012

April 18, 2012

May 30, 2012

June 27, 2012

September 26, 2012

November 07 2012

December 05, 2012 AGM

December 05, 2012

Respectfully Submitted,
Jim Lanigan, President