

2020-21 ANNUAL REPORT

MANITOBA NON-PROFIT HOUSING ASSOCIATION



About MNPHA

Membership in MNPHA is the best way to be part of the larger community that is building the non-profit and affordable housing sector across the province.

MISSION AND VISION

Our Mission is to support our members to build a thriving, sustainable non-profit housing sector in Manitoba.

Our Vision is that non-profit housing in Manitoba is secure, sustainable and affordable for all who need it.

FOUR PILLARS

Member Development

We provide our members valuable programs and services that support them to provide safe, secure, and affordable housing across Manitoba.

Advocacy

We advocate on behalf of members with government, funders and other stakeholders on issues of importance to the sector.

Sector Development

We develop the capacity of the Non-Profit Housing sector through professional development opportunities, networking, and knowledge exchange.

Partnership Building

We build partnerships within the non-profit housing sector and with other sectors that support resilience, relevance, and innovation.

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**2020-2021 MNPHA BOARD
OF DIRECTORS**

Report from the Board of Directors and Executive Director

When we put together our annual report last year, it seemed almost unimaginable that the COVID-19 Pandemic would continue to have a major impact on all aspects of MNPHA, and truly our world, throughout all of 2020-21. Because of our engaged members, volunteers, partners, and employees, MNPHA was able to meet higher than ever demand for information, assistance, and sector advocacy.

The non-profit housing sector came together more frequently than ever throughout the year, though it was virtually, sharing information, resources, ideas, fears, and inspiration through forums, an extended conference series, and many e-mails and phone calls. At a time of great uncertainty, open forums and Q&A sessions with experts in various fields helped MNPHA members learn from each other and know if their practices and policies were similar or different from those of their peers. This networking is the primary reason people tell us they join the Association.

The annual Building Partnerships conference once again brought us together to discuss the future of our sector, operational issues, and tenant service needs. Sponsors remained committed to the event, which allowed us to offer affordable registration with more direct service staff and volunteers able to attend. The virtual environment permitted attendance from speakers from across Canada and the world, with panelists on Social Housing Transformation from Canada, the Netherlands, Australia, the UK, and the USA.

Transformation continues to be our word of the year. Through encouragement and financial support from the Community Housing Transformation Centre, MNPHA's Board, partners, and stakeholders created a *Sector Transformation Strategy* we are beginning to implement. The strategy defines what social housing transformation can and should result in, and what the roles of MNPHA, our members, and governments, can be in creating a social housing system that aligns with our values.

While the pandemic, along with the need for information and data collection, has paused some of the changes taking place within Manitoba Housing, it has not paused the need and demand for affordable housing nor the requirement to do things differently if we are to

"WE ARE OPTIMISTIC THAT THE CONNECTIONS AND TRUST WE HAVE BUILT WITH EACH OTHER THROUGH THIS TIME OF STRIFE WILL LEAD TO A NON-PROFIT HOUSING SECTOR THAT COLLABORATES TO CREATE A 'NEW NORMAL' WE WANT; ONE THAT VALUES AND ACHIEVES THE RIGHT TO HOUSING FOR ALL IN MANITOBA."

improve and build more of it. This year, we are creating a broader platform and advocacy strategy for the Association to include areas of need beyond Manitoba Housing devolution.

The MNPFA Board has seen many of its founding members retire from the Board or reach their term limit. Their commitment to creating and building the Association, recognizing the value of working together as a sector through change and challenge, is the only reason MNPFA exists. Laurie Socha retired from SAM Management and therefore MNPFA this year, and Menno Peters and Lawrence Poirier are not eligible for additional terms. We thank them for their dedication and leadership in the non-profit housing sector, and to all our board members who have volunteered their time even when it was in short supply during the COVID-19 pandemic: Debbie Van Ettinger, James Heinrichs, Joanne Schmidt, Pete Sanderson, Bill Dinsdale, Eva Cameron, Mark Fleming, Darren Fulford, and Crystal Wels. Thank you also to our partners at Manitoba Housing who have supported MNPFA to grow. At the end of the fiscal year, we had major new commitments to MNPFA and the non-profit housing sector that will support low-income renters and lead to more successful tenancies.

As we look ahead to 2021/22, we are optimistic that the connections and trust we have built with each other through this time of strife will lead to a non-profit housing sector that collaborates to create a 'new normal' we want; one that values and achieves the right to housing for all in Manitoba.

Yours sincerely,

Debbie Van Ettinger
President

Christina Maes Nino
Executive Director

Guiding Principles

1

We are a membership organization and our agenda is driven by our members' concerns, needs, and aspirations. We will remain non-partisan and respectful of our diverse stakeholders in all our endeavors.

2

We believe that safe, secure and affordable housing is a basic human right and we understand that access to housing is a social determinant of health, both for individuals and communities.

3

We are committed to ensuring that affordable housing is available in our communities.

4

We honour the history of affordable housing in Manitoba by building on the strengths that exist and sharing the successes of our members.

5

We provide innovative responses that assist our members to improve the financial viability and sustainability of the affordable housing sector.

6

We are committed to creating opportunities to be part of reconciliation with Indigenous peoples.

Member Development

THROUGH PROGRAMS AND SERVICES

With evolving relations with government there is demand for organizations to become increasingly independent and interdependent. We support members with planning, resources, tools, and services that will save them time and money.

Member Benefits

This was the first year of expanded Member Benefits programs to leverage the purchasing power of the sector, offering exclusive discounts on office supplies, paint, and maintenance supplies, and a feasibility study for a Comprehensive Group Insurance program. We saw less uptake than we anticipated. MNPHA is assessing whether this relates to the issues COVID-19 has created for those working in the sector, or if there is indeed limited interested in MNPHA developing benefits programs.



Services to Respond to the COVID-19 Pandemic

During COVID-19 response, we established regular communications with members with bi-weekly newsletters, Ask Each Other Anything breakfast sessions, and an online forum. We created a web page dedicated to sharing information, including supplier information for personal protective equipment and cleaning supplies, and up-to-date information on public health orders and resources. We engaged with Residential Tenancy Branch, Winnipeg Regional Health Authority, and the Companies Office to keep members updated with the Amendment of Residential Tenancy Act, options for AGMs, and public health recommendations.

Energy Retrofit Pilot Project

With new funding available for energy retrofits through the National Housing Strategy, MNPHA members told us their biggest barrier to accessing funding was putting the applications together. A partnership including MNPHA, Efficiency Manitoba, and Sustainable Building Manitoba, worked with a consultant who assisted two MNPHA members apply for and meet the requirements of the Federation of Canadian Municipalities Planning Grant, with the aim of applying for the larger retrofit projects.

Sector Development

THROUGH PROFESSIONAL DEVELOPMENT, NETWORKING, AND KNOWLEDGE EXCHANGE



Social Housing Transformation in Manitoba, June 25, 2020

Education and networking looked different this year from years before. Moving to online education helped create new opportunities and flexibility that in-person sessions do not offer. Online, self-directed courses in Board Governance and Accessibility Standards were piloted, and will continue to be part of our educational offerings in years to come.

This year, COVID-19 dominated our education and networking discussions. Frequent open discussion forums allowed housing providers to hear what others were doing and see if they were following similar practices as their peers in the sector. Q&As with experts in the field assisted people in complying with public health orders and changes in regulations.

6

Educational workshops
+ Panel presentations

5

Ask Each Other
Anything Forums

3

Indigenous Housing
Provider Forums

3

Online Courses

230+

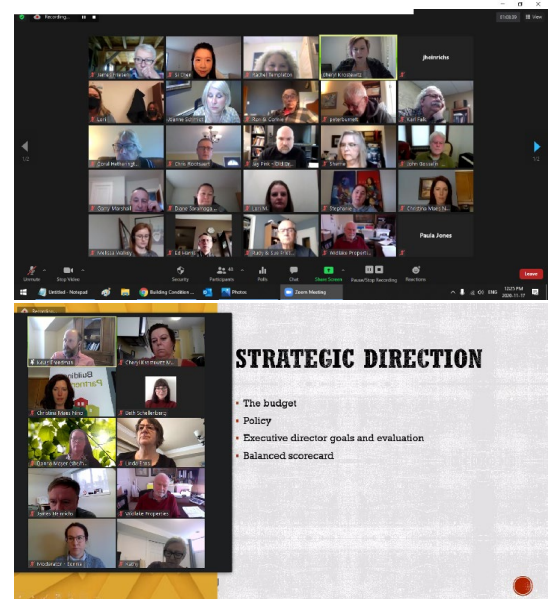
Attendees

Building Partnerships Conference 2020

The 2020 Conference was spread out over five months, and despite the challenges of a virtual environment, recieved positive feedback from attendees. Regular sponsors of the event supported again this year, and contributed to an accessible, affordable, and high quality series of workshops and panel discussions.

“The series and sessions I attended were excellent, professionally delivered and near flawless technologically speaking” - Conference attendee

CONFERENCE ATTENDEES	#
Attendees	147
Organizations	54
Communities represented	12
Sessions/workshops	10
Presenters and Speakers	37
Sponsors	24



Workshops, Events, and Forums of 2020-2021

MNPHA is in the unique position to address members' concerns and reach out to professionals to share solutions.

Here are some of the notable events from April 2020 to March 2021:

**APR-
SEPT**

ASK EACH OTHER ANYTHING

While each organization was dealing with the challenges of staying on top of public health orders and good practices for keeping tenants and staff safe, they were not doing so alone. The five open "Ask Each Other Anything" forums allowed people to discuss topics of priority to them, from keeping common rooms open, to financial planning, to mask requirements.
(5 sessions)

**APR-
MAR**

Q&A WITH EXPERTS

Presentations with open questions and answers on pandemic-related regulations, programs, and challenges provided information on topics including personal protective equipment, financial management, residential tenancies regulations, and the provincial vaccine strategy

**DEC-
MAR**

INDIGENOUS HOUSING FORUMS

The annual Indigenous Housing Provider forum transitioned to a series of forums due to the virtual format. Housing Providers discussed operating policies and procedures, Residential Tenancies Act and Regulations, and capital planning.

JUN

SOCIAL HOUSING TRANSFORMATION

Panelists discussed the core issues impacting non-profit housing providers in the province: evolving relationships with government, new financial and funding models, and partnerships and collaboration.

AUG

ENERGY RETROFIT BASICS AND FUNDING OPPORTUNITIES

The session provided a basic overview of energy retrofits, including terminologies and principles, and the concept of the total cost of building ownership to illustrate a holistic way of looking at energy retrofitting. Efficiency Manitoba and the Federation of Canadian Municipalities presented on their current funding and financing initiatives to support energy efficiency.

SEPT

ACCESSIBLE CUSTOMER SERVICE STANDARDS COURSE

This online, self-directed course covers foundational knowledge for all staff and volunteers of the housing sector to understand the Customer Service Standard.

NOV

BUILDING BOARDS LEVEL 1

MNPHA launched its new, annual training program for boards of directors. This online, self-directed course will be offered each Fall. At the end of Level 1, participants are able to:

- Differentiate governance from management, and know the core requirements of a housing governance board;
- Organize meetings, annual meetings, and board communications to be effective and efficient; and
- Understand their role and have tools to assist in hiring and overseeing an ED/Manager/Property Management Company

MNPHA Board Toolkit



The non-profit sector is defined by the community involvement and ownership that comes from governance through a board of directors. With changing relationships with government, the end of operating agreements, and an increasing need for non-profit housing providers to be self-sustaining, adaptable, and strategic, boards are truly the backbone

of the non-profit housing sector and will lead the way in affordable housing provision in Manitoba.

The Board Toolkit has been designed for non-profit housing boards in Manitoba, and complements the MNPHA Building Boards training program. Many of the tools are developed and shared by MNPHA Members for the benefit of their colleagues in the sector. Some of the resources in the toolkit include:

- 1** **Summaries:** these are 1-2 pages on key topics, such as governance vs. management; the duties of board members; succession planning explained; a list of recommended policies; and Legislation and Regulations for Housing Providers to Know and Follow
- 2** **Tools:** these are checklists, spreadsheets, surveys, and other items that boards can adapt and use themselves. Tools include evaluations for EDs, Property Management companies, and the board; contracts for EDs; a board skills matrix, and; a policy template
- 3** **Templates and Samples:** these are samples of documents boards should have that can be adapted and adopted. They include: bylaws; code of conduct and confidentiality policies; budgets

The Board Toolkit and Building Boards were developed in partnership with SAM Management, and funded by the Winnipeg Foundation and the Assiniboine Credit Union

Advocacy

THOROUGH COMMUNICATIONS AND PUBLIC PROFILE



Roundtable on the Federal Budget with Manitoba MPs

MNPHA continues to advocate on behalf of its members regarding financial, legal, and regulatory issues impacting your organizations.

We educate the public about non-profit housing, and partner with governments and funders to ensure the non-profit housing sector's issues and concerns are kept front and centre.

MNPHA wrote to the Premier and Ministers of Families and Finance sharing the impact of COVID-19 on housing providers and advocating for supports for tenants in arrears, for housing providers, and recommendations regarding RTB regulations

During Federal and Provincial budget consultations, MNPHA recommended making social and affordable housing central to economic recovery plans

MNPHA established an Advocacy Committee, to guide our policy positions and strategies. Priorities will include support for new development, expiry of post-85 operating agreements, capital renewal, tenant supports, and Manitoba Housing's transition from direct management to a regulator and funder

Successes in advocacy this year include:

- Working with our provincial counterparts and the Canadian Housing and Renewal Association through CANPHA to support the Rapid Housing Initiative and have it renewed
- Ensuring employees of non-profit housing are included in the Manitoba Risk Recognition program
- At the end of the fiscal year, MNPHA was provided with \$2.65m to fund supports for tenants experiencing or at risk of homelessness within non-profit housing, in recognition of our long-standing advocacy for resources to support successful tenancies
- A \$5.6m provincial Rent Relief program was funded, to address rental arrears related to COVID-19

Partnership Development

TO SUPPORT RESILIENCE, RELEVANCE, AND INNOVATION

Through a diverse Sector Transformation Committee, interviews with stakeholders, and research on Manitoba and other jurisdictions, MNPFA developed a Sector Transformation Strategy. The Strategy provides a vision for sector transformation, criteria for success, and specifies the roles of non-profit housing providers, MNPFA, and Manitoba Housing. It closely aligns with Manitoba Housing's Three Year Action Plan, identifying broad timelines and potential next steps in devolution based on the existing capacity and developmental needs of the community housing sector to ensure a successful transformation. This is a summary of that strategy.

Criteria for Success

#1

Leverages and builds capacity and scale to achieve high standards of business and asset management

#2

Facilitates local community/ agency/business collaboration and leadership

#3

Considers both rural and urban realities – addresses regional and community needs

#4

Considers diverse needs of tenants/ populations served to provide human-centred housing and services

#5

Enables sustainability – builds on the legacy of community assets and promotes expansion and growth of affordable housing space

#6

Builds partnerships and trust within the sector to share services and resources

Regional Non-Profit Housing Corporations

The Strategy proposes that Manitoba have governance-oriented regional housing corporations. Existing/emerging organizations will be supported to expand or partner to the greatest extent possible, and new organizations developed where gaps exist.

Boards will be representative of the communities they serve and have strong governance capacity.

The Regional Housing Corporations will be responsible for: negotiating and upholding the purchase/management and financial agreements; developing strategic and business plans that align with the housing needs and goals in the region; establishing/hiring building management; developing partnerships or resources to support tenants. They will improve and preserve the assets, and over time create more housing to achieve communities' visions for social housing in the region.

Vision: Non-profit led, government supported, client centered, community integrated, well managed and governed, consistent system of housing.

Provincial Sector Services

The Regional Corporations, and existing non-profit housing corporations, will be able to access sector services. Some of these services are currently provided by and for Manitoba Housing, and the non-profit sector will be able to take advantage of scale and increase the capacity of the sector. These services include governance and operational supports that are most effective at a provincial or large scale such as insurance, information technology infrastructure (property management and asset management), repair and unit turnover, and technical services such as asset management. The first stage will start with housing applications and waitlist functions. Once established, additional services will be determined through a business case, with priority to services that will increase efficiencies and meet social objectives.

We see the role of MNPHA in Sector Transformation as working to:

1

Establish a Transformation Unit as part of MNPHA that will provide business development and improvement services to new and existing housing corporations, and facilitate sector excellence.

2

Establish Mentorship and Advisory Services. MNPHA will establish a pool of strategic advisors, available to organizations negotiating management or purchase agreements.

3

Grow the Sector Transformation Fund. New and existing organizations will require capital for equity to purchase buildings, to repair buildings, and for purchase costs.

In 2020-21, MNPHA hired a Transformation Team Lead who has worked with organizations negotiating sponsor management agreements to advise on budgets, business planning, and property management. MNPHA developed template operating policies for Indigenous Housing Organizations, who have taken on increased sponsor management. We also developed a business plan for a collaborative affordable housing registry.

Currently, Manitoba Housing is assessing and appraising its portfolio, and transfers of assets are on hold while that is in progress; MNPHA is prepared to respond once that is complete.

Member Profile

As a membership organization, MNPHA is proud to support the sector to provide safe, secure, affordable housing across Manitoba. Our success will depend on strengthening and growing the non-profit housing sector.

CURRENT MEMBERSHIP



24,738

HOUSED BY **88**
HOUSING PROVIDER
MEMBERS



12,554

Family households



11,533

Senior households



709

Individuals or households
with special needs

36

ASSOCIATE
MEMBERS

2

DEVELOPING
MEMBERS

20

COMMUNITIES ACROSS
MANITOBA

Our Funders



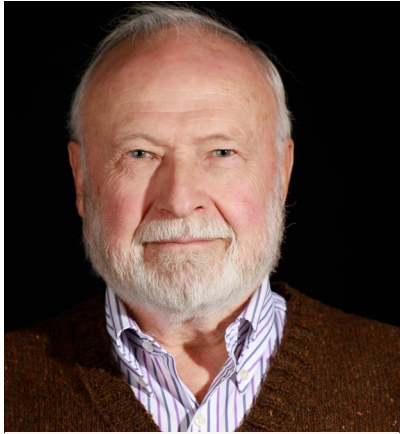
Community Housing
Transformation Centre
Centre de transformation
du logement communautaire

Building Boards
Funders



THE WINNIPEG
FOUNDATION Your Community Foundation
For Good. Forever.

Board Nominees (Re-election)



PETE SANDERSON

Board Member,
Carriage House

Pete has been a property manager since 1974. He has managed co-op, not for profit, public and private sector properties.

In the private sector, he had been directly responsible to investors/owners for the operational performance and value of more than 100 properties. He later reviewed property performance for the CMHC portfolio management dept., including audits of Saskatchewan Public Housing and the MMF. Pete took early retirement from CMHC in 1997.

Pete is on the Board of Directors for multiple non-profits in Manitoba, including 500 Widlake, Carriage House, Meadows Garden, and 474 Hargrave.



CRYSTAL WELS

Senior Property Manager
UWCRC 2.0

Crystal is currently the Senior Property Manager for the UWCRC/UWCRC 2.0. She is responsible for overseeing the complete successful lease up of all projects, including two through the midst of a pandemic. Crystal is responsible for developing policies and procedures, operations manual, and overseeing the Facilities Department to ensure the successful delivery of rental housing.

She earned her Accredited Residential Manager Certificate from The Real Estate Institute of Canada.

Prior to her work with the UWCRC/UWCRC 2.0, Crystal was the Housing Coordinator for the Donwood organization. She was appointed to MNPFA's Board in January, 2021.



BILL DINSDALE

Senior Community Account
Manager
Assiniboine Credit Union

Bill Dinsdale is passionate about housing solutions. In his role as a Senior Community Account Manager at Assiniboine Credit Union, he has been able to work with many housing providers to deepen his knowledge in this field. In his spare time he loves gardening, bonsai trees and hiking.

Bill has been an advisory member of MNPFA's Board of Directors since 2017

Board Nominees



JOSEPH KLYNE

President of the Board,
Sagamace Housing,
Camperville

Joseph served as a member of the RCMP and as a Family Services worker. He has extensive governance experience, including as Mayor of Camperville, Manitoba and serving a total of 34 years on Council.

He is the President of Sagamace Housing Inc. for same number of years. He has also served on the Northern Association of Community Councils, the School Board, Parkland Regional Health Authority, Northern Economic Development Commission.

Mr. Klyne is semi retired and still very active in the community and region.



DAVID GAWTHORP

General Manager
Village Canadien Housing
Co-op

David has been employed as an accounting and finance professional for over 35 years in a variety of sectors including property management, seniors housing, and manufacturing.

He has been involved with Co-ops as an employee, Board member, or advisor since 1990, including as General Manager for Village Canadien Co-op, for the past 15 years.

David has served as a volunteer on several Boards He holds a Bachelor of Arts (Economics) degree, a CPA, CMA designation, and a designation as an accredited property manager.



PAULA JONES

Housing Manager,
Elbert Chartrand
Friendship Centre Housing
Corporation

Paula has been the Housing Manager for Elbert Chartrand Friendship Centre Housing Corporation (ECFC Housing) since 2014, and oversaw the transition into managing of 299 Manitoba Housing owned units in the Swan River Valley and surrounding area. ECFC Housing manages 385 units in a 250 km area.

Paula was born and raised in Swan River, attended post secondary at Assiniboine Community College and University of Manitoba.

She served on the Community Foundation of Swan Valley board for six years and the granting committee for ten years.

2020/21 Board of Directors



2020-21 Board and incoming members, from left: (back) Joseph Klyne, James Heinrichs, Mark Fleming, Bill Dinsdale, Pete Sanderson, Menno Peters (front) Debbie Van Ettinger, Joanne Schmidt, Crystal Wels, Paula Jones (missing Lawrence Poirier, Darren Fulford, David Gawthorp)

OFFICERS

President Debbie Van Ettinger (2022)
Ten Ten Sinclair Housing Inc.

Past President Laurie Socha (resigned Aug)
S.A.M. Management

Vice President James Heinrichs (2023)
Winnipeg Housing Rehabilitation Corporation

Secretary Joanne Schmidt (2023)
Bethel Place

Treasurer Peter Sanderson (2021)
Carriage House

EX-OFFICIO

Bill Dinsdale
Assiniboine Credit Union

DIRECTORS

Lawrence Poirier (2021)
Kinew Housing Inc.

Eva Cameron (resigned Aug)
Spruce Woods Housing Cooperative

Mark Fleming (2023)
North End Housing Project.

Darren Fulford (2023)
Canadian Mental Health Association
- Thompson

Menno Peters (2021)
mlp Housing Solutions Inc

Crystal Wels (Appointed Jan)
University of Winnipeg Renewal Corporation 2.0

Manitoba Non-Profit Housing Association

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