

**Nunavut  
Housing  
Corporation**

**Business  
Plan**

*2009-2010*

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## **INTRODUCTION**

The Nunavut Housing Corporation (NHC) is a public agency of the Government of Nunavut (GN), created through the Nunavut Legislature by the *Nunavut Housing Corporation Act*. As such an agency, the NHC is at arm's-length from the GN, and its operating boundaries are set out in Part IX of the *Financial Administration Act*, the section specifically devoted to public agencies.

The NHC reports to the Legislative Assembly of Nunavut, Executive Council, and to Nunavummiut through its President and the responsible Minister. This approach allows the Minister to maximize the effectiveness of the Corporation for the present and future benefits of Nunavummiut.

The advantages of being a stand-alone corporation include:

- The ability to enter into funding partnerships independently, principally with the Canada Mortgage and Housing Corporation (CMHC), outside of the GN's financial structure. This means that Nunavut's transfer payments from the federal government are not affected by the funding the NHC receives.
- The ability to carry over funds from one year to the next, ensuring funds from all sources designated for housing initiatives remain dedicated to housing solutions.
- The stewardship of funds appropriated for Capital and Operating and Maintenance, which gives the NHC full authority for the delivery of housing initiatives.
- The creation of an entity that is focused specifically on meeting housing challenges within Nunavut and providing housing solutions using a one-window approach.

### **Our Mission**

*To provide opportunities for all residents of Nunavut to have homes that support a healthy, secure, independent and dignified lifestyle through working with our communities to allow them to assume the role of providing housing to Nunavummiut.*

### **Our Vision**

*To ensure families and individuals in Nunavut have access to a range of affordable housing options.*

## **Principles and Values**

The Nunavut Housing Corporation believes in and strives for:

- Placing “human capital”—its employees, Local Housing Organization (LHO) partners, tenants and clients—first when looking at housing solutions for Nunavummiut.
- Recognizing the contribution that NHC and LHO staff make towards housing in Nunavut and providing them with the proper work environment and tools required to maximize that contribution.
- Making a positive impact on the quality and affordability of housing.
- Providing quality advice, assistance and support to LHOs, to other client organizations and agencies, and to individuals.
- Providing quality property management services for Nunavut’s Public and Staff Housing programs.
- Ensuring housing services and supports are provided in an equitable manner.
- Applying Inuit societal values in NHC decision-making.
- Building good relationships with other governments, agencies, departments, and both community and Aboriginal organizations.

## **STRATEGIC LINK TO *TAMAPTA***

Through the provision of housing, the NHC is working to build a brighter future for Nunavummiut. However, we must recognize that achieving our vision requires direction, cooperation and dedication. As such, the NHC is committed to working with the Government of Nunavut, communities, and Nunavummiut in the provision of affordable housing options. By continuing to improve the accessibility, affordability and suitability of housing throughout the territory, the NHC embraces the philosophy of *Tamapta/CL<sup>CC</sup>: Building our future together*.

As Nunavut celebrates its tenth anniversary, the NHC will continue to review its current business practices, with the overall goal of supporting the viability of our communities through housing.

The NHC is a service-oriented crown corporation. Most of our work takes place at the community level, with a great deal of community input. This history of grassroots involvement helps to give NHC clients confidence in the NHC’s programs and services.

The NHC’s five offices strive to include Inuit societal values in their daily business, and to assess their practices on an ongoing basis to see if there are better ways to

integrate local knowledge. This approach will be continued in 2009-10 as NHC staff work to meet Nunavut's housing challenges.

The NHC is committed to delivering its programs in close cooperation with our community partners, the LHOs. The Corporation recognizes that the LHOs play an invaluable role in the continued effort to provide affordable housing options to Nunavummiut. In 2009-10, the NHC will renew our commitment to our community partners through increased support and training efforts.

We will continue to collect feedback from local people, compare notes with staff, and use the resulting information to plan improvements that will make housing programs more culturally appropriate and better suited to the northern climate. *Aajiiqatigiinni*, or the principal of decision making through discussion and consensus, remains central to the NHC's efforts to design housing-related programming that meets the needs of Nunavummiut.

Throughout 2009-10, NHC programming will continue to be assessed by senior management, as well as policy and program staff so as to evaluate the NHC's ability to respond to the needs of communities, of families and of individuals. *Pijitsirniq* – serving and providing for family and/or community – must be the guiding principal when allocating new housing funding, developing and/or enhancing homeownership services, and in the daily delivery of NHC programs.

Managing the final year of the Nunavut Housing Trust and the new \$100 million dollars of federal funding for housing over two years will take hard work and innovation on behalf of the NHC staff and community partners. It is recognized that housing constructed under these initiatives must be guided by the principal of *Qanuqtuuriq*, so as to develop innovative and resourceful responses that will ensure the greatest impact of housing resources.

In 2009-10, the NHC will continue to work hard to meet the housing needs of Nunavut's most vulnerable citizens. This includes those who are experiencing poverty: low-income seniors, families and individuals who require assistance in accessing affordable housing.

*Tamapta* provides the NHC with clear direction to work collaboratively with those who have an invested interest in housing, and will guide the NHC in providing innovative housing solutions throughout 2009-10 and beyond.

## **Connect our community**

Since the implementation of the Nunavut Housing Trust in 2006, the NHC has concentrated on constructing housing units in communities throughout the territory. As NHT construction draws to a close, it is time to reinvest in supporting the day-to-day delivery of housing in our communities.

The Local Housing Organizations play an invaluable role in working with the NHC to deliver housing. Each of the 25 LHOs across Nunavut has a Housing Board that makes decisions on behalf of the community according to the management agreements with the NHC. Each Board has 7-9 members, many of whom are elders. Board Members bring their knowledge, expertise, and wisdom when decision making is required for allocations, the designs of houses and the future of the overall production. Their input directly affects the successful delivery of public housing units to Nunavummiut.

In 2009-10, the NHC will renew our commitment to our community partners. A key component of this work will be increasing the training and supporting documentation available to the LHO Housing Boards. Strengthening the communication between the LHOs, the NHC District Offices, and the NHC Headquarters and Directorate is an ongoing activity. We will also work with LHOs to enhance their ability to manage, store and secure their inventories. Through these activities, the NHC will emphasize the following core business activities:

Offering education, training and support to Local Housing Organizations (LHOs) in the areas of administration, finance, program delivery, and technical construction techniques and procedures.

Improving the supports available to the LHOs and to the Housing Boards is a cost-effective way to address issues raised in the Report of the Office of the Auditor General in regards to the consistent application of housing policies. Throughout 2009-10, the NHC will collaborate with our community partners in all aspects of housing delivery, allocation and maintenance of existing units.

### **Increase housing options**

Planning for and implementing the delivery of the \$100 million in federal funding for housing for 2009-2011 will be an important activity for the NHC throughout 2009-10. The NHC will work closely with the Department of Community and Government Services to develop the land required to construct new public housing units in all 25 of Nunavut's communities. Furthermore, the NHC will explore the possibility of delivering a greater variety of housing types from 2009 to 2011. Meeting the housing needs of families is recognized as a priority for this new phase of housing delivery, particularly as many of Nunavut's young families are expected to grow throughout the upcoming years.

The NHC will work with its district offices and with the LHOs to ensure the timely delivery of additional public housing units, all the while completing units currently under construction under the NHT.

Continued construction in Nunavut's communities beyond the NHT will ensure that apprentices currently working on NHT job sites will have uninterrupted employment opportunities. Recognizing that housing is an important economic



generator at the local level and that training is a long-term investment, the NHC remains committed to furthering the skills of labourers and apprentices. Ongoing collaboration between the NHC, Nunavut Arctic College, and the Department of Education will take place throughout 2009-10.

Providing affordable housing options as part of the NHC Staff Housing program is an ongoing activity. The NHC will continue to advise GN Departments to ensure that Capital Plans include the required number of Staff Housing units to support infrastructure expansion throughout the territory.

In addition, the NHC will continue to push for northern and Nunavut-specific research initiatives and pilot projects on housing design. Enhancing the design of the units currently available under the Material Assistance Program (MAP) in house will be an important undertaking for the Corporation in 2009-10.

In order to continue increasing the NHC's Public Housing inventory, it is important to recognize the growing infrastructure requirements of the LHOs. The NHC has identified the capacity and the condition of LHO warehouses as being of serious concern. In order to remedy the situation, the NHC is committed to working with LHOs to improve their inventory controls. The NHC will lobby for increased secure storage and maintenance facilities, particularly where existing facilities are deemed unsafe and/or inadequate.

Furthermore, the NHC will look to support LHO maintenance and technical staff through ongoing training activities. For example, NHC staff will work directly with LHOs to organize their inventories, to triage required repairs on units within their communities and will focus on delivering preventative maintenance to homes owned by low-income seniors.

### **Improve health through prevention**

Close to half of Inuit children live in crowded dwellings (*Aboriginal Children's Survey*, 2006). Statistics Canada reports that overcrowded and inadequate housing can be linked to such health concerns as respiratory tract infections in children, tuberculosis and Hepatitis A. According to the National Aboriginal Health Organization, "insufficient housing can lead to overcrowding, deficient sanitation and ventilation, the spread of infectious diseases, psycho-social stresses, and violence." (*Homelessness and Housing Realities for Inuit*, 2008)

While improved living conditions alone will not solve these issues, housing is critical to improving the health and wellbeing of Nunavummiut. Recognizing this, the NHC plays a key role in this effort through increasing the number of housing units in the territory, and by maintaining and upgrading existing dwellings.

Nunavut received an additional \$100 million in funding for housing under the 2009 federal budget. This funding will be used to construct 285 units, in addition to the 725 units delivered under the Nunavut Housing Trust (2006-2009).

## **INUIT EMPLOYMENT PLAN**

### **Nunavut Housing Corporation Inuit Employment Goals**

The Nunavut Housing Corporation is fully committed to reaching Article 23 of the Nunavut Land Claim Agreement goal of 85% Inuit employment by the year 2020 and plans to increase Inuit employment in the fiscal year 2009-2010. It is important to note, however, that the NHC must address certain challenges to achieve this target. These challenges are outlined in the following section.

The total number of NHC positions in 2009-2010 is 89, up from 88 in 2008-2009. Meeting the GN target of 56% Inuit employment by the end of fiscal 2010 would require hiring 15 beneficiaries to bring the total of Inuit staff up from 29 to 44. The target number of Inuit staff for 2009-2010 is 36. It is important to note that the forecasted Inuit Employment targets are based on the vacancy rate as of December 31, 2008 and the hiring and job offers which have been completed after that date.

The percentage of beneficiaries projected to be employed by the Corporation will remain at 46% in 2009-2010. This is due to the relatively equal number of new hires that were non-beneficiaries to fill positions, particularly in the areas of technical and finance, which have proved difficult to fill with qualified beneficiaries. To address this, the NHC will undertake Inuit recruitment initiatives as outlined below.

### **NHC Engagement in GN-Wide Initiatives for 2009-2010 to meet Inuit Employment Goals**

To meet the challenge of achieving a high level of Inuit employment, the NHC will utilize such programs as the Department of Human Resources' Sivuliqtiksats (Internship) and Mentorship Programs. The NHC also avails of tools, such as the training and development courses provided by the Department of Human Resources to assist Inuit employees with the goal of advancing their employment within the NHC. Furthermore, the NHC supports continuous learning with the objective of providing opportunities to Inuit employees wishing to enhance their skills and pursue career opportunities. The development of Inuit staff will allow for the filling of positions that become vacant within the Corporation.

### **Departmental Initiatives for 2009-2010 to meet Inuit Employment Goals**

The NHC is committed to supporting Inuit staff through performance management, on-the-job training, and by encouraging continuous learning. In addition, the NHT Apprenticeship Program is a major long-term strategy to support Inuit employment goals.

One of the key objectives outlined in the Nunavut Housing Trust Delivery Strategy is to support the completion of training for approximately 35-40 new trades-people (Housing

Maintenance Servicepersons or other journeypersons). These trades-people will be engaged in the long-term maintenance of housing units in Nunavut. They are trained by way of an apprenticeship program offered in partnership with the NHC, the Department of Education and Nunavut Arctic College. All NHT apprentices are Inuit and, in many cases, they will form the next generation of Local Housing Organization technical staff and/or NHC Community Development Officers (CDOs) in the maintenance and technical streams, , which would positively affect the Corporation's IEP numbers.

It is important to recognize that the nature of many of the Community Development Officer positions, which include maintenance and technical, programs and finance positions, within the NHC makes it a challenge to retain local applicants. Namely, the excessive travel demands and heavy workloads of NHC Community Development Officer positions are seen as an impediment to maintaining a healthy balance between work and traditional lifestyles/pursuits (including family life, hunting, and community engagement). In addition, these positions are centralized within Nunavut's three districts. Consequently, qualified Inuit applicants, particularly those from smaller communities, are often reluctant to apply. Ideally, if these positions were located at the community level, qualified local residents, including those who achieve their journeyperson certification via the NHT, would be more likely to apply.

The NHT Apprenticeship Program will provide Inuit trades-people with the required skill qualifications to work as journeypersons within the construction industry. However, the NHC recognizes that additional steps must be taken to locate more of these positions at the community level. As part of a long-term project to make Community Development Officer positions more attractive to Inuit applicants, the NHC will begin exploring flexible, creative solutions towards addressing this concern.

## **ENVIRONMENTAL SCAN**

### **Delivery**

Adequate, affordable and appropriate shelter is a key factor in achieving well-being, including the ability to participate and to achieve success in economic activities. Housing is also an important economic sector that responds to new and ongoing infrastructure needs. It is a source of employment and a driver for the market for materials and services.

New construction by the private sector is usually responsive rather than proactive. The continued training of Nunavummiut in the construction fields is a cornerstone to economic well-being in the housing construction industry. Over time, as more Nunavummiut become skilled in these trades, the overall economic impact of the housing industry within Nunavut will increase.

There is an extremely limited private market in Nunavut: most landlords/developers only respond to tenders, or initiate new development, that in turn promises long-

term government leases. The cost to transport materials, obtain developed land, and construct and operate dwellings, makes building on speculation unpalatable for most.

Nunavut's climate and geography also present unique challenges to the construction industry. The territory's 25 communities are remote, with no road or rail access. All construction materials must be transported by air or on the annual summer sealift. As a result, the cost of landed goods is substantially higher than elsewhere in Canada.

Adequate and secure storage facilities must be available to accommodate a 12-month supply of materials. In addition, the first snowfall usually occurs around the time that the sealift ship arrives in many communities, complicating or impeding construction. As such, the NHC will continue to lobby for improved storage facilities and increased capacity for LHOs to address these challenges.

The NHC relies on its community partners, the LHOs, to provide maintenance and administration services on housing units. With the Nunavut Housing Trust (NHT) a number of our LHOs have engaged in the construction of NHT units. This provides more local control over community construction activities such as hiring, as well as learning valuable administrative and project management skills. The NHC also looks to these partners for valuable insight on community priorities and concerns.

This Business Plan identifies supporting the LHOs as a critical priority for 2009-10. At present, many of the LHOs operate out of facilities originally built to support and maintain a much smaller housing inventory. Furthermore, unprecedented construction is taking place across the territory; however, few investments have been made to enhance the LHOs, beyond their regular operating funding. For example, the condition of certain LHO warehouses and storage facilities is identified as a critical issue by both the Corporation and by the Office of the Auditor General.

## **Supply**

54% of Nunavut's population resides in public housing and tenancy in these units is 99% Inuit. Due to the absence of private affordable rental housing and given the high costs of independent homeownership, public housing units are home to the majority of Nunavummiut.

The GN is the principal supplier of the 9,041 dwelling units in the territory. The government, through the NHC, currently maintains approximately 4,200 public housing units (of which 3,939 are NHC-owned and 261 are leased), 1,342 staff housing units (of which 244 are owned and 1,098 are leased), and holds mortgages for 500 homeowners. This represents over 65% of Nunavut's total housing stock. It does not include federal/municipal staff accommodations, other private sector

employers' staff accommodations, Nunavut Arctic College student housing or Income Support funded units.

Each Public Housing unit requires approximately \$21,950 dollars per year to operate and maintain. However, funding from CMHC for the social housing inventory that was transferred to the Corporation in 1999 is declining and will terminate completely in 2037. Additional resources will need to be identified and dedicated to the operations and maintenance of public housing.

The NHC is committed to delivering new and refreshing existing homeownership programs to assist people who are ready to gain the advantages of independence from the Public and Staff Housing Programs. Every new homeowner either frees up a rental unit in the public or staff housing portfolios, or reduces an existing home's occupancy level.

Unfortunately, homeownership remains unattainable for most Nunavummiut. Ongoing payments for basic shelter components are very high: in 2009, on average, it costs \$976 per month for fuel, water, garbage, power, insurance, maintenance, and land lease fees.

Despite extensive public and staff housing portfolios and homeownership programs, overcrowding continues to be an issue of critical concern in the territory. The recently released *Indigenous Children's Health Report* (2009) cites overcrowding and poor housing conditions as contributing to the high rates of infant mortality amongst Inuit. The *Aboriginal Children's Survey* (Statistics Canada, 2006) reports that nearly half of young Inuit children live in crowded dwellings. In 2004, the *Ten-Year Inuit Housing Action Plan* estimated that 3,000 public housing units are required over a ten-year time span to alleviate current housing needs, and an additional 270 units per year are required to meet the needs of Nunavut's growing population.

While research clearly indicates that overcrowding in Nunavut negatively affects our communities, there is a lack of qualitative data identifying the housing shortage, the type of housing required to meet the demands of a growing population and the resources needed to address the crisis. As such, the NHC has contracted Statistics Canada to conduct a Nunavut Housing Needs Survey (NHNS). The NHNS is a major undertaking for the NHC. It is hoped that survey results will support advocacy efforts for long-term federal funding for public housing, as well as allow the NHC to direct housing resources effectively in order to meet the actual housing needs of Nunavummiut.

## CORE BUSINESS

The following section is organized into four key areas of responsibility of the Nunavut Housing Corporation: Advisory and Administrative Services; Public Housing; Staff Housing and Home Ownership. Status updates for the NHC priorities as outlined for the 2008/09 fiscal year are provided, and the NHC priorities for 2009/10 are established.

	<b>Budget (\$000)</b>			
	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
Advisory and Administrative Services	11,476	<b>12,222</b>	12,222	12,222
Public Housing	62,910	<b>76,341</b>	84,073	87,979
Staff Housing	38,431	<b>39,405</b>	39,567	39,567
Homelessness	200	<b>200</b>	200	200
<b>TOTAL</b>	<b>113,017</b>	<b>128,168</b>	<b>136,062</b>	<b>139,968</b>

### Advisory and Administrative Services

Advisory and Administrative services for the NHC are provided by a group of dedicated housing professionals. A small team of approximately seventy people works diligently to make the NHC an action-oriented service delivery agency. Through its Advisory and Administrative services, the NHC strives to deliver targeted housing solutions to all audiences and to provide the following services: education, training and support to Local Housing Organizations (LHOs) in the areas of administration, finance, program delivery and technical construction techniques and procedures. It also develops services for homeowners in the areas of finance, education and technical assistance, as well as coordinates housing-related advocacy efforts on behalf of all Nunavummiut.

### Objectives

- To increase coordination of housing policies and procedures in Nunavut;
- To increase staffing, delivery capacity, training and professional development for Nunavut Housing Corporation and the LHO staff;
- To increase the awareness and understanding of housing realities in Nunavut within the territory and nationally.

The following divisions of the NHC are responsible for the delivery of Advisory and Administrative Services:

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-2010</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Corporate Governance</b>		750	<b>804</b>	804	804
Responsible for managing the NHC to ensure consistent application of policy, standards and procedure and program delivery throughout Nunavut.					
<b>Corporate Operations</b>		2,700	<b>2,168</b>	2,168	2,168
Responsible for the administration of corporate policy, strategic planning and communications. Corporate Operations provides support to the Minister, the senior management team, and the regional offices.					
<b>Corporate Policy and Planning</b>		500	<b>680</b>	680	680
Accountable for the development and co-ordination of NHC policies in support of the Nunavut Housing Corporation's Vision, Mission, Mandate, and Goals and Objectives. This function is also responsible and accountable for research and economic and financial planning for the NHC.					
<b>Corporate Financial Administration</b>		1,263	<b>1,494</b>	1,494	1,494
Accountable for the overall management of the financial affairs of the Nunavut Housing Corporation, including safeguarding the NHC's assets, preparing and issuing financial reports, maintaining internal financial controls, and providing training and advice.					
<b>District Program Administration</b>		1,885	<b>2,507</b>	2,507	2,507
Responsible for managing the delivery of homeownership and housing repair programs, assisting the LHOs in the delivery of rental housing programs by monitoring the management/partnership agreements, and providing a high degree of support to the LHOs. Also accountable for the management of the mortgage and homeownership portfolio, which includes financial and educational counseling and training of clients.					
<b>District Financial Administration</b>		1,494	<b>2,024</b>	2,024	2,024
Fulfills a dual function in providing financial support to the districts and in monitoring, evaluating and assisting LHOs with financial matters.					
<b>District Technical Administration</b>		2,884	<b>2,545</b>	2,545	2,545
Provides support and training to LHO maintenance staff. This function also manages the planning, implementation and administration of all capital construction and modernization and improvement projects. In addition, the provision of technical advice to homeowners supports delivery of the homeownership programs.					
<b>Total, Advisory and Administrative Services</b>		<b>11,476</b>	<b>12,222</b>	<b>12,222</b>	<b>12,222</b>

### **Priorities (2008-09)**

- Strengthen LHO financial management by the NHC paying directly the non-controllable utility expenses for LHOs and allowing them to dedicate their resources to increased internal financial management on administration, maintenance and collection of rents;  
*Status: Ongoing. The NHC is working on developing a database to ensure that the Corporation can take over direct payment of non-controllable utility expenses on the half of LHOs. To be completed in 2009/10.*
- Continue to partner with other departments and agencies to achieve objectives for specific projects for LHO enhancement. e.g., water and sewer project.  
*Status: Ongoing. The NHC continues to be committed to exploring inter-departmental and inter-agency efforts to improve the efficient operation of LHOs. At present, the NHC is working closely with the Department of Community and Government Services to identify land for new construction, allowing LHO deliveries for new construction to take place in a timely manner.*
- Break down tendering into commodity groups for further savings through sole source contracting (e.g. drywall, roofing, and looking at getting distributor pricing).  
*Status: Materials are publicly tendered in ten commodity groups, with the objective of supporting the ability of Nunavut-based companies to bid on commodity groups.*
- Investigate ways to reduce energy and water use and build on M&I energy efficiency report and review increased options.  
*Status: All NHC housing constructed over the past three years under the NHT has been superior to that constructed earlier. Energy efficient components such as the use of triple glazed windows, improved insulation throughout the building envelope and the use of more energy efficient appliances have contributed to reduce both fuel and electricity consumption. The NHC is also working to reduce water consumption by the use of flow restrictors on showerheads and other domestic plumbing fixtures and the installation of low-flow toilets under the Public Housing Program and the Modernization and Improvement Program.*

### **Priorities (2009-10)**

- Move forward in addressing recommendations resulting from an organizational review of the NHC to determine how best to deliver housing initiatives in Nunavut given available human resources and to determine areas in which the NHC requires additional supports to achieve its vision, mission and mandate.



- Strengthen LHO financial management by the NHC taking over the direct payment of the non-controllable utility expenses for LHOs and allowing them to dedicate their resources to increased internal financial management on administration, maintenance and collection of rents.
- Continue to partner with other departments and agencies to achieve objectives for specific projects for LHO enhancement.
- Enhance LHO infrastructure by providing at least three targeted LHOs with improved secure storage facilities.
- Deliver a territorial housing needs survey to accurately assess core housing need in Nunavut and to determine the number of units required to alleviate the existing housing shortage.
- Continue lobbying efforts at the territorial and federal levels to seek support for the provision of suitable and adequate housing across Nunavut.
- Continue to implement the Maintenance Management Operating System (MMOS), or develop an enhanced maintenance management system.

## Public Housing

The NHC delivers a community-sensitive Public Housing Program by providing financial resources and ongoing professional support to its local delivery agents, the 25 LHOs. LHOs are responsible for the complete care of the approximately 4,200 units in the public housing portfolio, from unit allocations and rental assessments/collections, to maintenance and repairs, and energy upgrading.

### Objectives

- To provide technical and financial training to LHO staff for the improved delivery of public housing in Nunavut.
- To increase the number of adequate, suitable and affordable dwelling units in Nunavut.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Leased Units – Rent Supplement</b>		7,039	<b>7,039</b>	7,039	7,039

There are approximately 261 leased public housing units throughout the territory. They create an opportunity for the private sector to provide much needed public housing rent supplement units without the capital expenditure required for the construction of new units.

<b>Administration and Maintenance</b>	32,373	<b>37,029</b>	40,220	40,889
The Administration and Maintenance component includes such items as salaries and benefits, equipment and supplies to perform each demand and preventative maintenance, travel, and training.				
<b>Utilities</b>	55,909	<b>64,055</b>	67,071	68,325
Covers the cost of utilities for the Public Housing Program. Utility expenses include power, fuel, water and sewerage, and garbage collection.				
<b>Taxes and Land Leases</b>	1,705	<b>1,776</b>	1,858	1,892
Covers the cost of taxes and land lease expenses.				
<b>Debt Recovery</b>	26,451	<b>25,323</b>	23,588	20,887
Remitted to CMHC to pay down the debt on the public housing portfolio, which was about \$149 million as at March 31, 2008.				
<b>Rental Revenue</b>	(7,291)	<b>(7,499)</b>	(7,499)	(7,499)
LHOs assess public housing rents and are responsible for their collection. Revenues collected are discounted 3% as an allowance for bad debt. The remainder is used to offset the cost of administering the Public Housing Program.				
<b>Other Revenue</b>	(53,276)	<b>(51,382)</b>	(48,204)	(43,554)
CMHC contributions for Social Housing and own source revenue.				
<b>Total, Public Housing</b>	<b>62,910</b>	<b>76,341</b>	<b>84,073</b>	<b>87,979</b>

**Priorities (2008-09)**

- Track NHT initiatives to ensure delivery of 725 units with a view to cost control.  
*Status: NHT units delivered throughout 2008/09 were carefully monitored to ensure accurate reporting and up-to-date statistics on percentage of completion so as to identify projects experiencing delays, and to take appropriate corrective measures.*
- Continue to review 2007 delivery schedule and make adjustments as required to ensure enhanced 2008 delivery.  
*Status: Regular meetings with the Senior Management Committee of the NHC continued to address NHT delivery. In addition, the inter-departmental Working Group meets regularly under the chairmanship of the Vice-President of the Nunavut Housing Trust.*
- Prepare a plan for using LHOs to develop the workforce in Nunavut communities.  
*Status: Ongoing. Developing a local workforce includes establishing LHO partnerships where there is no viable contractor base; as well as providing*

*20 pre-trades courses in various communities across Nunavut. The latter effort includes an opportunity for pre-trades candidates to challenge the trades entrance exam upon completion of the pre-trades course.*

- Investigate ways to reduce energy and water use and build on M&I energy efficiency report and review increased options.  
*Status: Buildings constructed under the NHT are far more energy efficient with respect to both heating fuel and electricity consumption due to the use of triple glazed windows, improved wall, floor and roof assemblies to reduce heat loss and the use of more efficient appliances. In addition, the NHC is working to develop retrofit guidelines to improve the energy efficiency of specific housing designs.*
- Look at developing an LHO construction arm where there is no community contracting base and developing an established local workforce for construction.  
*Status: Ongoing. Evaluation of LHO partnership arrangements continues to develop the construction base in communities that have no viable construction firms. Evaluation of this initiative is ongoing and adaptive to changing circumstance and is therefore subject to change as local firms are increasingly capable of delivering housing in partnership with the NHC.*

### **Priorities (2009-10)**

- Continue monitoring the final phase of NHT construction to ensure the completion of the 725 units.
- Build upon the NHT Delivery Strategy and make adjustments as required to further improve NHT delivery throughout Nunavut.
- Monitor LHOs responsible for the construction of public housing units.
- Prepare a plan for using LHOs to develop the workforce in Nunavut communities.
- Plan and begin to implement the delivery strategy for the additional \$100 million in federal funding for housing Nunavut. The NHC targets 285 units for construction under this initiative.
- Support LHOs via technical training, assistance with organizing inventories, and enhanced infrastructure.
- Prepare a plan for using LHOs to develop the workforce in Nunavut communities.
- Provide Housing Association Boards with additional training on NHC policies, procedures and programs.
- Engage a third party through the Request for Proposals process to conduct condition ratings on all public housing units and develop software and

systems to track and to prioritize units require maintenance and/or repairs. Note that this is a multi-year endeavour given the size of the public housing portfolio.

- Pursue enhancing the number of Maintenance Officers located within each district.
- Enhance the maintenance and secured storage facilities of identified LHOs.

## Homelessness Secretariat

In March 2009, responsibility for the homelessness file was transferred from the Department of Education to the NHC. The Corporation is in the process of preparing a framework to establish a Homelessness Secretariat.

Recognizing that homelessness is the extreme manifestation of poverty within our communities, the NHC is committed to improving homelessness services and infrastructure within Nunavut.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
Homelessness		200	200	200	200
<b>Total, Homelessness</b>		<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>

## Priorities 2009-10

- Establish the Homelessness Secretariat
- Establish an inter-departmental and inter-jurisdictional Working Group on Homelessness.
- Lobby the federal government to address the per-capita federal funding allocation to Iqaluit via the Homelessness Partnering Secretariat.
- Explore options to assist the Oqota Shelter with securing a more viable facility.

## Staff Housing

Through the Staff Housing Program, the NHC provides owned and rented units to GN staff, as well as a range of housing-related programs and services to eligible staff. Currently, over 90% of staff housing stock is in the form of leased units, accounting for the majority of the staff housing budget. Significant policy and

procedural work will continue over the next five years as we investigate, revise and refresh areas of staff housing as required.

**Objective**

- To provide rental housing to term and indeterminate GN employees.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Operations</b>		5,674	<b>6,648</b>	6,810	6,810
Provides the day-to-day operations for the Staff Housing Program in a decentralized environment.					
<b>Leases for Staff Housing Rental Units</b>		32,757	<b>32,757</b>	32,757	32,757
Representing 90% of the line of business portfolio, provides close to 1,100 rental units.					
<b>Total, Staff Housing</b>		<b>38,431</b>	<b>39,405</b>	<b>39,567</b>	<b>39,567</b>

**Priorities (2008-09)**

- Provide an increased range of options to GN employees to encourage homeownership.  
*Status: Ongoing. The Staff Housing Division of the NHC is continuing to develop, market, and offer for sale new and existing affordable condominiums, with a focus on developing the NHC's Condominium Program initially in Iqaluit, Rankin Inlet and Cambridge Bay.*
- Increase the coordination of new staff housing provision with NHC and GN Capital Plan.  
*Status: Ongoing. The NHC is developing additional Staff Housing, via the NHT, in communities where Staff Housing does not adequately meet GN Staff Housing requirements. The NHC is working to identify and decrease the number of excess units in certain communities, and to re-structure the portfolio in the identified communities. By decreasing the number of excess units in identified communities, available funding will be used to acquire additional Staff Housing units in the communities with high demand.*
- Identification of training and staffing opportunities for beneficiaries within the Staff Housing Division.  
*Status: Ongoing. In 2008-09, the Staff Housing Division hired four Beneficiaries, all of whom received training from the Property Management Officers/District Directors.*

### Priorities (2009-10)

- Provide an increased range of options to GN employees to encourage homeownership.
- Increase the co-ordination of new staff housing provision with NHC and GN Capital Plan.
- Continue to identify training and staffing opportunities for beneficiaries within the Staff Housing Division.
- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements.
- Work in close partnership with GN departments that will see an increase in their staff housing requirements because of various expansion initiatives taking place in communities throughout Nunavut.

### Homeownership

Through its Homeownership Programs and NHC financing options, the NHC assists residents who can afford the costs of homeownership to secure and maintain their own housing. The NHC can also provide short-term guarantees for interim financing. As well, client-counseling services are provided to homeowners. These services include, but are not limited to, consultations regarding new construction/renovation, bank financing, home budgeting and energy conservation in the home.

### Objectives

- To support new homeowners through down payment assistance and to support existing homeowners through funding for vital home repair and renovation projects.

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### Programs                      Appropriations included in the 2009/2010 Capital Estimates

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#### *The Nunavut Down Payment Assistance Program (NDAP)*

Assists Nunavummiut to become homeowners through conventional financing means by providing a forgivable loan to subsidize the cost of purchasing an existing home or constructing a new home. Current assistance amounts are as follows:

Community	Existing Home	New Construction
Iqaluit, Rankin Inlet and Cambridge Bay	\$30,000	\$50,000
All other Nunavut communities	\$45,000	\$75,000

***The Material Assistance Program (MAP)***

Provides assistance to persons who wish to become new homeowners in the form of a forgivable loan to subsidize the cost of a complete material package including the freight costs to the clients' community. The MAP includes a selection of NHC house designs, homeownership counseling and technical assistance.

***The Tenant to Owner Program (TOP)***

Provides tenants in Public Housing with an opportunity to become homeowners by purchasing the unit that they are renting. TOP can be a geared-to-income mortgage payable to the NHC or an unsubsidized mortgage payable to the NHC.

***Government of Nunavut (GN) Staff Condominium Program (CONDO)***

Provides an affordable homeownership option for GN staff to purchase a Condominium unit.

***The Interim Financing Program (IFP)***

Assists Nunavummiut who are unable to obtain interim financing to construct a new home. The IFP provides interim financing up to 85 per cent of an approved first mortgage amount.

***The Home Renovation Program (HRP)***

Helps Nunavut homeowners to complete major repairs, renovations or additions to existing homes. HRP assistance is a forgivable loan up to maximum of \$65,000 (\$15,000 must have an energy efficiency component) to cover the cost of the repairs and renovations including material, freight, and labour.

***The Senior Citizens Home Repair Program (SCHR)***

Helps Nunavut's senior homeowners with repairs and home adaptations in the form of a grant up to a maximum amount of \$15,000 plus eligible freight costs.

***The Emergency Repair Program (ERP)***

Assists with the completion of emergency repairs that are required for the continued safe occupancy of their home in the form of a grant up to a maximum amount of \$15,000.

***Seniors and Disabled Persons Preventative Maintenance Program (SDPPMP)***

Provides assistance to eligible senior or disabled homeowners to do preventative maintenance and minor repairs in the form of an annual grant to cover the cost of materials, freight and labour up to a maximum amount of \$1,500.

***Homeowner Energy Efficiency Rebate Program (HEERP)***

Assists with the improvement of the energy efficiency of homes by providing a 50% rebate of eligible costs up to a maximum of \$1,000.00 through the purchase of energy efficient appliances.

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### **Priorities (2008-09)**

- Provide enhanced financial counseling for clients of Homeownership programs.  
*Status: Providing counseling to clients of NHC Homeownership Programs is a requirement for many NHC Homeownership Programs. In addition, the NHC has placed a particular importance on the provision of counseling to senior homeowners to ensure that they are aware of all of the options available prior to making any decisions regarding their dwellings. NHC programs staff continue to hold public meetings and workshops to provide information about homeownership and the various NHC programs as well as counsel clients on an individual basis as and when required.*
- Provide more training to NHC staff in mortgage administration and financial counseling.  
*Status: NHC programs, finance and homeownership policy staff have been trained or had their skills refreshed with regards to the Mortgage Administration System (MAS). This included advice on dealing with clients concerning mortgage balances, arrears and verification of incomes. Updated policies and procedures for Mortgage Administration and data entry were developed and implemented to ensure the accurate and diligent administration of the mortgages.*
- Establish mortgage collection processes and re-financing procedures for impaired mortgages.  
*Status: Updated policies and procedures for dealing with impaired mortgages were developed and implemented and NHC staff is currently working on a case-by-case basis to resolve issues with impaired mortgages*
- Prepare and introduce a program to assist GN staff to move from staff housing into homeownership.  
*Status: In addition to improving such programs as NDAP through changes to income limits allowing more prospective applicants to qualify, the NHC has begun to enhance its GN Staff Condominium Program.*
- Conduct a homeowner information campaign with Energy Centre to promote energy efficiency.  
*Status: Homeowners can avail of funds from the NHC to make their homes more energy efficient. The Corporation promotes wise energy use through its Homeowners Energy Efficiency Rebate Program, which encourages the purchase of energy efficient appliances for the home. For the 2008/09 fiscal year, the NHC assisted **136** Nunavut homeowners through the HEERP, for a total of \$133,194 in financial assistance. The Home Renovation Program also contains a component for making the home more energy efficient.*



- Promote condominium homeownership options in Iqaluit, Rankin Inlet, and Cambridge Bay by moving forward with converting existing units into condominiums and by actively promoting the condominium option.  
**Status:** *Preliminary work has commenced on converting the “Falcon” building in Iqaluit from Staff housing units to condominiums. Common elements have been identified and the development of by-laws, declarations and establishment of a condominium corporation will be completed by late spring of 2009. A survey was sent to all GN employees on February 20, 2009, to identify the interest of purchasing a Condominium. A high number of survey results have been received but final numbers will not be available until mid-April. If interest presents positive from GN employees, the Falcon Building located on the Road to Nowhere will be offered for sale as individual Condominium units.*

### **Priorities (2009-10)**

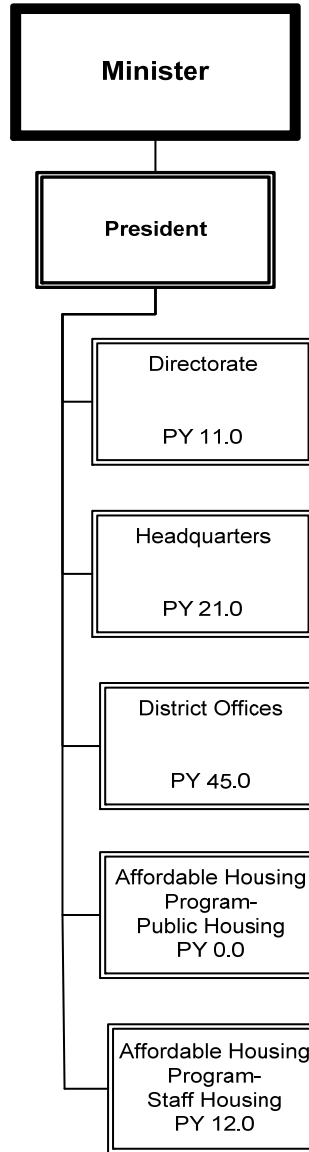
- Enhance delivery of home repair programs, particularly for senior and disabled homeowners in support of independent living.
- Improve the unit design and program delivery of the Material Assistance Program.
- Explore addressing issues of environmental liability because of ageing oil tanks throughout Nunavut by initiating an oil tank replacement program that prioritizes the replacement of oil tanks of senior and vulnerable homeowners.
- Continue to support the movement of public housing tenants into homeownership by delivering homeowner programs, including down payment assistance and emergency repair financing to qualifying homeowners throughout the territory.
- Finalize the review of Homeownership policies and guidelines to support NHC Program Officers in the delivery of NHC Homeownership Programs.
- Provide additional training to NHC employees responsible for the delivery of the Homeownership Programs throughout Nunavut.

## **CONCLUSION**

Recognizing the critical housing conditions of many Nunavummiut, the NHC remains dedicated to improving the quality of housing, and in increasing access to housing within Nunavut. As housing play a key role in ensuring Nunavut's overall health and well-being, the efforts of the NHC must continue to be strengthened throughout 2009-2010.

The NHC and the Tri-territorial Housing Committee have begun to raise the profile of northern issues and have received the support of the Canadian Housing Renewal Association to lobby northern issues at the national level. Throughout 2009-10, the NHC will be the northern representative of the Board of the CHRA, and will continue to lobby for long-term federal investments in housing for Nunavut.

## Appendix I: Accounting Structure Chart



<b>Person Years (PYs)</b>	<b>Total</b>
Vote 1 PYs	89.0
Vote 4/5 PYs	–
Revolving Fund PYs	–
<b>TOTAL PYs</b>	<b>89.0</b>

## Appendix II: Financial Summary

Branch	2008 – 2009 Main Estimates		2009 – 2010 Main Estimates		2010 – 2011 Planned		2011 – 2012 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
<b>HEADQUARTERS</b>								
Salary	3,533	31	4,053	32	4,053	32	4,053	32
Grants & Contributions	200		200		200		200	
Other O&M	1,692		1,092		1,092		1,092	
<b>Subtotal</b>	<b>5,425</b>		<b>5,345</b>		<b>5,345</b>		<b>5,345</b>	
<b>DEBT REPAYMENT</b>								
Salary								
Grants & Contributions								
Other O&M (includes CMHC contributions)*	26,451		25,323		23,588		20,887	
<b>Subtotal</b>	<b>26,451</b>		<b>25,323</b>		<b>23,588</b>		<b>20,887</b>	
<b>DISTRICT OFFICES</b>								
Salary	4,870	45	5,501	45	5,501	45	5,501	45
Grants & Contributions								
Other O&M	1,576		1,576		1,576		1,576	
<b>Subtotal</b>	<b>6,446</b>		<b>7,077</b>		<b>7,077</b>		<b>7,077</b>	
<b>AFFORDABLE HOUSING – Public Housing</b>								
Salary								
Grants & Contributions (includes CMHC contributions)	89,528		102,400		108,689		110,646	
Other O&M								
<b>Subtotal</b>	<b>89,528</b>		<b>102,400</b>		<b>108,689</b>		<b>110,646</b>	
<b>AFFORDABLE HOUSING – Staff Housing</b>								
Salary	1,101	12	1,251	12	1,251	12	1,251	12
Grants & Contributions								
Other O&M	37,342		38,154		38,316		38,316	
<b>Subtotal</b>	<b>38,443</b>		<b>39,405</b>		<b>39,567</b>		<b>39,567</b>	
<b>TOTAL FUNDED</b>	<b>166,293</b>	<b>88</b>	<b>179,550</b>	<b>89</b>	<b>184,266</b>	<b>89</b>	<b>183,522</b>	<b>89</b>
*Less: CMHC Contribution and other Revenue	53,276		51,382		48,204		43,554	
<b>TOTAL GN FUNDED</b>	<b>113,017</b>		<b>128,168</b>		<b>136,062</b>		<b>139,968</b>	

## Appendix III: Inuit Employment Targets

Inuit Employment Representation	As of December 31, 2008		Target for 2009/10	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>88</b>	100%	<b>89</b>	100%
Total Filled Positions	63	72%	79	82%
Total Vacancies	25	28%	10	11%
Total Beneficiaries	29	46%	36	46%
<b>Total Executive Positions</b>	<b>3</b>	100%	<b>3</b>	100%
Total Filled Executive Positions	3	100%	3	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Beneficiaries in Executive Positions	2	67%	2	67%
<b>Total Senior Management Positions</b>	<b>7</b>	100%	<b>7</b>	100%
Total Filled Senior Management Positions	6	86%	6	86%
Total Vacant Senior Management Positions	1	14%	1	14%
Total Beneficiaries in Sr. Management Positions	1	17%	1	17%
<b>Total Middle Management Positions</b>	<b>17</b>	100%	<b>17</b>	100%
Total Filled Middle Management Positions	10	59%	15	88%
Total Vacant Middle Management Positions	7	41%	2	12%
Total Beneficiaries in Middle Management Positions.	0	0%	1	7%
<b>Total Professional Positions</b>	<b>0</b>	100%	<b>0</b>	100%
Total Filled Professional Positions	0		0	
Total Vacant Professional Positions	0		0	
Total Beneficiaries in Professional Positions	0		0	
<b>Total Paraprofessional Positions</b>	<b>49</b>	100%	<b>50</b>	100%
Total Filled Paraprofessional Positions	35	71%	43	86%
Total Vacant Paraprofessional Positions	14	29%	7	14%
Total Beneficiaries in Paraprofessional Positions	17	49%	20	47%
<b>Total Administrative Support Positions</b>	<b>12</b>	100%	<b>12</b>	100%
Total Filled Administrative Support Positions	9	75%	12	100%
Total Vacant Administrative Support Positions	3	25%	0	0%
Total Beneficiaries in Administrative Support Positions	9	100%	12	100%

## **Appendix IV: Departmental Roles**

### **Directorate**

The Executive is responsible for managing the NHC to ensure consistent application of policy, standards and procedures, and program delivery throughout Nunavut. It also oversees the development of long-range plans, policies, and operational guidelines on corporate matters for the Minister responsible for the Nunavut Housing Corporation and for the Executive Council (Cabinet). As well, it ensures that programs are delivered according to the NHC's funding agreement with Canada Mortgage and Housing Corporation (CMHC).

### **Corporate Headquarters**

Corporate Headquarters is responsible for the development of corporate policy, strategic planning and communications. Corporate Headquarters provides support to the Minister, the Corporate Executive and to the regional offices. It coordinates the preparation, monitoring and reporting of the Corporate O&M and capital budgets, administers the loan portfolio and provides accounting and treasury services. It provides support to the regions in the areas of programs, contracting, project management, design and maintenance.

### **District Offices**

Delivery of services and support to communities in programs and services is managed through the NHC's District Offices. District Offices set regional priorities and work with LHOs and individual clients to ensure programs are being delivered to appropriate standards through monitoring and assessment. They also carry out the delivery of services when not undertaken by the local community. The District Office is responsible for ensuring the construction program is successful in their region. They are also responsible for developing a positive relationship with other government departments and agencies.

### **Local Housing Organizations (LHOs)**

The NHC is partnered at the community level with LHOs. LHO staff performs most of the day-to-day duties associated with program delivery to individuals and families. Most LHOs are formed as independent organizations under the *Societies Act* (Housing Associations). The Iqaluit Housing Authority is formed under the Nunavut Housing Corporation Act. Some communities include the housing function within the municipality.

Relationships with the LHOs are based on operating or partnership agreements. Under the Public Housing Program, duties include allocation of housing to community residents according to need. And also LHOs provide related administrative and maintenance services. Several LHOs also have responsibility for parts or all of the home repair and homeownership programs. The partnership between the NHC and the LHO is based on a cooperative investment of resources (time, funding, materials and support).

### **Amortization**

The NHC owes CMHC approximately \$170 million for outstanding mortgages in the social housing portfolio. These mortgages will be paid out by 2037, at which time the NHC will neither be indebted to nor receive funding from CMHC under the Social Housing Agreement.

## **Appendix V: Investment Strategy**

Information on the investment activity of the NHC is required in the Corporate Business Plan to comply with subsection 91(2) of the *Financial Administration Act*.

The types of investments the NHC is restricted to are those specified in subsection 81(1) of the *Financial Administration Act*, which states:

*A public agency may invest money belonging to the public agency:*

- a. in certificates of deposit, deposit receipts, notes or other evidences of indebtedness given by a bank in consideration of deposits made with the bank;*
- b. in securities where repayment principal and interest is unconditionally guaranteed by a bank.*

The NHC invests surplus funds in the short-term money market to generate a reasonable return and to ensure a high level of liquidity to meet daily operating requirements.