

**Nunavut  
Housing  
Corporation**

**Business  
Plan**

*2012-2015*

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# TABLE OF CONTENTS

|   |          |
|---|----------|
| <b>INTRODUCTION.....</b>  | <b>1</b> |
| Our Mission.....  | 1        |
| Our Vision .....  | 1        |
| <b>ENVIRONMENTAL SCAN .....</b>   | <b>2</b> |
| Delivery .....  | 2        |
| Supply .....  | 3        |
| <b>INUIT EMPLOYMENT PLAN.....</b>   | <b>4</b> |
| Nunavut Housing Corporation Inuit Employment Goals.....                                     | 4        |
| NHC Engagement in GN-Wide Initiatives for 2011-2014 to meet Inuit<br>Employment Goals ..... | 4        |
| Departmental Initiatives for 2011-2014 to meet Inuit Employment Goals .....                 | 5        |
| <b>CORE BUSINESS.....</b>   | <b>7</b> |
| Advisory and Administrative Services.....   | 7        |
| Public Housing .....  | 10       |
| Staff Housing.....  | 13       |
| Homeownership.....  | 16       |
| Homelessness.....   | 19       |
| APPENDIX I. Financial Summary .....   | 21       |
| APPENDIX II. Inuit Employment Targets .....   | 22       |

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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, Board of Directors, 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 Territorial 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.*

## **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 Local Housing Organizations (LHOs) to address these challenges.

The NHC relies on its community partners, the LHOs, to provide maintenance and administration services on housing units. The NHC looks to these partners for valuable insight on community priorities and concerns.

The NHC recognizes the value of enhancing LHO capacity and has therefore identified supporting them as a critical priority for 2012-2015. 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 *Nunavut Housing Corporation* facilities is identified as a critical issue by both the Corporation and by the Office of the Auditor General.

## Supply

According to the 2010 Nunavut Housing Needs Survey, fifty-one percent of Nunavut's population resides in public housing and tenancy in these units is ninety-nine percent Inuit. Due to the absence of private affordable rental housing and given the high costs of independent homeownership, public housing units are home to approximately half of Nunavummiut.

The GN is the principal supplier of the 9,400 dwelling units in the territory. The government, through the NHC, currently maintains approximately 4,729 public housing units (of which 4,455 are NHC-owned and 274 are leased), 1,391 staff housing units (of which 270 are owned and 1,121 are leased), and holds mortgages for 330 homeowners. This represents over sixty-eight percent of Nunavut's total housing stock. The remaining thirty-two percent of Nunavut's housing stock includes privately owned, 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 \$23,274 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 public and staff housing portfolios and homeownership programs, overcrowding continues to be an issue of critical concern in the territory. The *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. As per its commitment under Aajiqatigiinniq the NHC will review the 2004 Nunavut Ten-Year Inuit Housing Action plan with NTL.

In 2010, the Nunavut Housing Needs Survey reported that 1,220 Nunavummiut were homeless, and 3,580 units were needed to address overcrowding and housing in major need of repair. The Conference Board of Canada also released *Sleeping on the Couch*, which clearly showed that Nunavut had the highest rates of overcrowding in Canada.

To help address this housing crisis the GN has initiated a working group led by NHC to develop a Comprehensive Long Term Housing Strategy. This group will be reviewing the current situation, identifying barriers, challenges, and gaps, and proposing strategies and ultimately action plans for next steps.

Working with GN departments and other housing stakeholders in Nunavut, in 2011-2013 the NHC will take the lead in the implementation of the GN Comprehensive Long Term Housing Strategy.

In addition to the strategy, the NHC will take the lead in developing a long-term financing plan to meet the requirements for the implementation of the comprehensive housing strategy.

## **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 for Inuit employment and plans to increase Inuit employment in the fiscal year 2012-2013.

To help achieve these objectives NHC will form an Inuit Employment Plan advisory committee. This committee will focus on exploring flexible, creative solutions to address this priority. 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 2011-2012 is 108, up from 104 in 2010-2011. This increase is due to the addition of a Senior Vice President, Manager of Revenue & Collections, Community Development Office (Finance), and two new positions related to the transition of staff housing support in Iqaluit from the Local Housing Authority to NHC staff housing, less the expiry of one of the 14 term positions created in 2009-10. The remaining 13 positions have been extended to December 31, 2011.

Meeting the GN target of 53% Inuit employment by the end of fiscal 2012 would require hiring 27 beneficiaries to bring the total of Inuit staff up from 23 to 50. NHC currently does not have enough vacancies for 27 beneficiary hires. The target number of Inuit staff for 2012-2013 is 48. It is important to note that the forecasted Inuit Employment targets are based on the vacancy rate as of September 30, 2011 and the hiring and job offers which have been completed after that date.

LHOs account for a significant portion of NHC's operating budget and are consolidated in the Corporation's financial reporting. As of September 30, 2011 there were 254 LHO



positions funded by the NHC, of which 247 positions were filled. Of these positions, 206 were filled by beneficiaries, which represents an LHO IEP rate of 83%. Combining these figures with NHC's staffing levels results in 362 positions, of which 325 were filled, and 229 were beneficiaries, for a consolidated IEP rate of 70.5%.

### **NHC Engagement in GN-Wide Initiatives for 2012-2015 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' Sivuliqtiksat (Internship) and Mentorship Programs. The NHC also makes use 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 who wish 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 2012-2015 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 Nunavut Housing Trust (NHT) Apprenticeship Program is a major long-term strategy to support Inuit employment goals.

It is important to recognize that the nature of many of the Community Development Officer (CDO) positions makes it a challenge to retain local applicants within the NHC. Namely, the intensive travel demands and heavy workloads, which include maintenance, technical, programs, and finance responsibilities, 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 journeyman certification, would be more likely to apply.

The Apprenticeship Program initiated through the NHT provided Inuit trades-people with some of the required skill qualifications to work as journeymen within the construction industry. Although the NHT program has since expired, the NHC continues to ensure that all construction contracts include a requirement to hire local apprentices.

*Nunavut Housing Corporation*

In addition, through NHT and Canada Economic Action Plan (CEAP), there are now private construction contractors able to provide services to all 25 communities in Nunavut.

## CORE BUSINESS

The following section is organized into five key areas of responsibility of the Nunavut Housing Corporation: Advisory and Administrative Services; Public Housing; Staff Housing, Home Ownership, and Homelessness. Status updates for the NHC priorities as outlined for the 2011/12 fiscal year are provided, and the NHC priorities for 2012/15 are established.

| Budget                                      | (\$ 000) |                |         |         |
|---|----------|----------------|---------|---------|
|   | 2011-12  | 2012-13        | 2013-14 | 2014-15 |
| <b>Advisory and Administrative Services</b> | 13,778   | <b>14,399</b>  | 14,399  | 14,399  |
| <b>Public Housing</b>                       | 87,024   | <b>98,061</b>  | 99,227  | 99,642  |
| <b>Staff Housing</b>                        | 42,557   | <b>44,522</b>  | 44,522  | 44,522  |
| <b>Homelessness</b>                         | 400      | <b>400</b>     | 400     | 400     |
| <b>TOTAL</b>                                | 143,759  | <b>157,382</b> | 158,548 | 158,963 |

### Advisory and Administrative Services

Advisory and Administrative services for the NHC are provided by a group of dedicated housing professionals. The NHC team works diligently to make the corporation 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 ensure effective coordination of housing policies and procedures in Nunavut;
- To ensure appropriate levels of 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 organization structure includes a Directorate office, Headquarters, and a District office in each of the three regions. The district offices provide support to 25 local housing organizations that deliver housing services. The following divisions of the NHC are responsible for the delivery of Advisory and Administrative Services:

| <b>Programs Budget (\$ 000)</b>  | <b>2011-2012</b> | <b>2012-2013</b> | <b>2013-2014</b> | <b>2014-2015</b> |
|--|------------------|------------------|------------------|------------------|
| <b>Corporate Governance</b>  | 1,283            | <b>1,212</b>     | 1,212            | 1,212            |
| Responsible for managing the NHC to ensure consistent and effective application of policy, standards, procedures, and program delivery throughout Nunavut.   |                  |                  |                  |                  |
| <b>Corporate Operations</b>  | 2,379            | <b>2,728</b>     | 2,728            | 2,728            |
| Responsible for the public housing, staff housing, and homeownership programs, as well the provision of related technical and maintenance services.  |                  |                  |                  |                  |
| <b>Corporate Policy and Planning</b>   | 814              | <b>828</b>       | 828              | 828              |
| Responsible for the administration of corporate policy, strategic planning, and communications. This function is also 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, economic and financial planning for the NHC.                 |                  |                  |                  |                  |
| <b>Corporate Finance Administration</b>  | 1,581            | <b>1,676</b>     | 1,676            | 1,676            |
| 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>   | 2,679            | <b>2,730</b>     | 2,730            | 2,730            |
| 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>   | 2,081            | <b>2,330</b>     | 2,330            | 2,330            |
| 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>   | 2,961            | <b>2,895</b>     | 2,895            | 2,895            |
| 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>13,778</b>    | <b>14,399</b>    | 14,399           | 14,399           |

**Priorities (2011-12)**

- Produce a "Housing in Nunavut" awareness campaign to change Nunavummiut attitudes about housing.

*Status: NHC has been presenting at major regional forums and chamber of commerce meetings. The NHC is still examining how best to engage with housing stakeholders on the challenges facing the housing sector in Nunavut*

and is part of the work underway for the GN Comprehensive Long Term Housing Strategy.

- In collaboration with the GN departments, the NHC will take the lead in developing an implementation plan for the GN Comprehensive Long Term Housing Strategy and GN Homelessness Strategy.

*Status:* The GN Comprehensive Long Term Housing Strategy is still in development. A detailed jurisdictional review and GAP analysis has been presented to the Quality of Life Committee and an initial strategy document is expected for early 2012.

- Undertake research activities that will assist NHC in demonstrating the social, economic and cultural impacts of housing issues across Nunavut

*Status:* NHC has partnered with the City of Iqaluit and CMHC to prepare a detailed affordability analysis for the city of Iqaluit. In April 2011, NHC in partnership with CMHC presented the findings of the Nunavut Housing Needs Survey to the members of the National Housing Research Committee. NHC is also participating in the development of the CMHC sponsored Survey of Issues and Challenges to Providing Market Housing Finance in the Northern Territories.

- Partner with other departments and agencies to achieve objectives for specific projects for LHO enhancement

*Status:* The NHC is currently focusing on addressing utility related issues with the Department of CGS, QEC, and hamlets.

- Maintain lobbying efforts at the territorial and federal levels to seek support for the provision of suitable and adequate housing across Nunavut.

*Status:* On the national stage, NHC's VP of Operations is a board member of the for the Canadian Housing Renewal Association (CHRA), representing the three northern territories. NHC is a member of a Tri-Territorial Housing Committee, which includes a technical and a new socio-economic sub-committee to further address housing issues. NHC is an active participant at the PT and FPT levels. This has included the development of a new bi-lateral agreement for the extension of the Affordable Housing Initiative through to 2014. In addition, the PT group is also working together on a document, which examines the viability of social housing following the expiry of the current social housing agreement with CMHC.

- Undertake comprehensive Homeownership Program Review and Staff Housing Program Review.

*Status:* Both reviews have been addressed through the NHC's internal Housing Forum as critical areas of research for the development of the GN Comprehensive Long Term Housing Strategy.

**Priorities (2012-13)**

- Building on the execution of the first phase of the NHC organizational structure review (*a review of the senior executive and governance structure*) which saw the creation of the NHC's first Board of Directors, implement approved recommendations of the second phase of NHC's organizational structure review.
- Develop an action plan for implementation of the GN Comprehensive Long Term Housing Strategy in collaboration with GN departments and other housing stakeholders in Nunavut.
- Develop a long-term financing plan to meet the requirements for implementation of the comprehensive housing strategy.
- Continue lobbying efforts at the territorial and federal levels to seek support for the provision of suitable, adequate, and affordable housing across Nunavut.
- Continue to undertake research activities that will assist NHC in demonstrating the social, economic and cultural impacts of housing issues across Nunavut.
- Renew joint efforts with NTI to revisit the 2004 Nunavut Ten Year Inuit Housing Action Plan in accordance with Aajiiqatigiinniq.
- Continue to work with the Department of Culture, Language, Elders, and Youth to develop action plan for the implementation of Inuit Language Protection Act (ILPA) and Official Languages Act (OLA).
- Establish an Inuit Employment Plan advisory committee to continue to identify training, mentoring, development, and staffing opportunities for beneficiaries within NHC.

**Priorities (2013-2014)**

- Implement action plan for the GN Comprehensive Long Term Housing Strategy, in collaboration with GN departments.
- Finalize implementation of the second phase of the NHC organizational structure review.
- Continue lobbying efforts at the territorial and federal levels to seek support for the provision of suitable, adequate, and affordable housing across Nunavut.
- Continue to undertake research activities that will assist NHC in demonstrating the social, economic and cultural impacts of housing issues across Nunavut.
- Continue work with NTI to address affordable housing needs in Nunavut in accordance with Aajiiqatigiinniq.
- Continue to work with the Department of Culture, Language, Elders, and Youth to develop action plan for the implementation of Inuit Language Protection Act (ILPA) and Official Languages Act (OLA).
- Continue to identify training, mentoring, development, and staffing opportunities for beneficiaries within NHC.

**Priorities (2014-2015)**

- Continue lobbying efforts at the territorial and federal levels to seek support for the provision of suitable, adequate, and affordable housing across Nunavut.
- Continue to undertake research activities that will assist NHC in demonstrating the social, economic and cultural impacts of housing issues across Nunavut.
- Continue work with NTI to address affordable housing needs in Nunavut in accordance with Aajiiqatigiinniq.
- Continue to identify training, mentoring, development, and staffing opportunities for beneficiaries within NHC.

**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 Local Housing Organizations. LHOs are responsible for the complete care of the approximately 4,729 units in the public housing portfolio (as of March 31, 2011), from unit allocations and rental assessments/collections, to maintenance and repairs, and energy upgrading.

***Objectives***

- To provide training, development, and support 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 Budget</b>  | <b>(\$ 000)</b> | <b>2011-2012</b> | <b>2012-2013</b> | <b>2013-2014</b> | <b>2014-2015</b> |
|---|-----------------|------------------|------------------|------------------|------------------|
| <b>Leased Units – Rent</b>  |                 |                  |                  |                  |                  |
| <b>Supplement</b>   |                 | 7,039            | <b>7,039</b>     | 7,039            | 7,039            |
| There are approximately 274 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>   |                 |                  |                  |                  |                  |
| <b>Maintenance</b>  |                 | 40,032           | <b>41,744</b>    | 41,508           | 41,508           |
| 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>  |                 | 69,703           | <b>77,028</b>    | 77,028           | 77,028           |
| 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>  |                 | 1,803            | <b>1,700</b>     | 1,700            | 1,700            |
| Covers the cost of taxes and land lease expenses.   |                 |                  |                  |                  |                  |
| <b>Debt Recovery</b>  |                 | 20,887           | <b>17,922</b>    | 15,832           | 14,828           |
| Remitted to CMHC to pay down the debt on the public housing portfolio, which was about \$149 million as at March 31, 2009.  |                 |                  |                  |                  |                  |
| <b>Rental Revenue</b>   |                 | (8,715)          | <b>(9,000)</b>   | (9,000)          | (9,000)          |
| 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>  |                 | (43,725)         | <b>(38,373)</b>  | (34,880)         | (33,461)         |
| CMHC contributions for Social Housing and own source revenue.   |                 |                  |                  |                  |                  |
| <b>Total, Advisory and Administrative Services</b>  |                 |                  |                  |                  |                  |
|   |                 | <b>87,024</b>    | <b>98,060</b>    | <b>99,227</b>    | <b>99,642</b>    |

### Priorities 2011-12

- Adopt and implement a revised Rent Scale and guidelines.  
*Status: Initial consultation and analysis of findings has been completed. Options, along with their financial impact, are being prepared for early 2012-2013. These options aim to reduce disincentives to employment and to support the goals of poverty reduction and other social programs.*
- Monitor the completion of construction of the remaining 250 of the original 285 CEAP units across Nunavut.  
*Status: Construction of CEAP funded units is progressing.*
- Monitor and assist LHOs responsible for the construction of public housing units.  
*Status: Most of the LHO delivered units have been completed.*



- Monitor and continue to assist LHOs to develop the workforce in Nunavut communities.  
*Status: Incorporated into the program's objectives.*
- Continue to work with LHOs and municipalities to ensure ongoing site preparation for housing development.  
*Status: Completed for all funded construction.*
- Support LHOs via technical training, assistance with organizing inventories, and enhanced infrastructure.  
*Status: Incorporated into the program's objectives.*
- Continue to provide Housing Association Boards with additional training on NHC policies, procedures and programs.  
*Status: The new manual and training package for LHO Board Members continues to be utilized when training new members.*
- Pursue enhancing the number of Maintenance officers located within each District as part of the in-house organizational structure review of the Corporation's capacity and competency needs.  
*Status: This will be addressed as part of the organizational review currently underway. The results of the review will be available early in 2012.*

### **Priorities 2012-13**

- Implement recommended changes made to the public housing rent scale as per the results of the Public Housing Rent Scale Review.
- Investigate means to further reduce administrative burdens placed on LHOs
- Develop an occupational health and safety plan in consultation with WSCC for both NHC and LHO operations.
- Finalize and implement revised Maintenance Management Program (MMP)
- Update the Condition Rating System for improved planning and prioritization of modernization and improvement initiatives.
- Develop an internal plan to reduce LHO arrears, and continue to develop and implement LHO deficit recovery plans.
- Develop a plan to address LHO infrastructure needs.
- Support the newly established Cape Dorset Housing Authority.

### **Priorities 2013-14**

- Strengthen occupational health and safety plan in consultation with WSCC for both NHC and LHO operations.

- Implement Condition Rating System for improved planning and prioritization of modernization and improvement initiatives.
- Implement internal plan to reduce LHO arrears, and continue to develop and implement LHO deficit recovery plans.

### Priorities 2014-15

- Implement occupational health and safety plan in consultation with WSCC for both NHC and LHO operations.
- Continue to update the Condition Rating System for improved planning and prioritization of modernization and improvement initiatives.

### 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 81% 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 subsidized rental housing to term and indeterminate GN employees to assist in the recruitment and retention of staff and to facilitate the provision of programs and services to Nunavummiut.

| Programs Budget (\$ 000)   | 2011-2012 | 2012-2013     | 2013-2014 | 2014-2015 |
|--|-----------|---------------|-----------|-----------|
| <b>Operations</b><br>Provides the day-to-day operations for the Staff Housing Program in a decentralized environment, including the cost of utilities for staff housing units. | 6,411     | <b>7,233</b>  | 7,233     | 7,233     |
| <b>Leases for Staff Housing Rental Units</b><br>The staff housing portfolio provides approximately 1,391 rental units (270 owned and 1121 leased).                             | 36,146    | <b>37,289</b> | 37,289    | 37,289    |
| <b>Total, Staff Housing</b>  | 42,557    | <b>44,522</b> | 44,522    | 44,522    |

### Priorities (2011-12)

- Complete the new Staff Housing Strategy as part of the GN Comprehensive Housing Strategy.  
*Status: The Staff Housing program is being reviewed as part of the GN Comprehensive Long Term Housing Strategy.*

- Provide an increased range of options to GN employees to encourage homeownership.  
*Status: This will be addressed as part of the Homeownership program review conducted following the results of the GN Comprehensive Long Term Housing Strategy.*
- Evaluate GN employees' response to NHC homeownership programs.  
*Status: This will be addressed as part of the Homeownership program review conducted following the results of the GN Comprehensive Long Term Housing Strategy.*
- Increase the co-ordination of new staff housing provision with NHC and GN Capital Plan.  
*Status: This is now part of the GN capital budgeting process.*
- Continue to identify training and staffing opportunities for beneficiaries within the Staff Housing Division.  
*Status: Incorporated into the NHC's IEP planning.*
- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements.  
*Status: NHC received funding equivalent to the cost of constructing three duplexes each year as part of its capital budget. These are generally allocated to communities where leased units are not available. Needs resulting from new infrastructure, programs, and legislation have been incorporated into the GN capital planning process.*
- Continue to work in close partnership with GN departments to meet their staff housing requirements.  
*Status: The NHC works with GN departments to anticipate staff housing needs beyond the current demand through various one-on-one meetings with departments and through senior official committees.*

### **Priorities (2012-13)**

- Conduct an internal review of the Staff Housing Policy. This review should incorporate issues and recommendations identified in the GN Comprehensive Long Term Housing Strategy and should include an increased range of options to GN employees to encourage homeownership.
- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements.
- Continue to work in close partnership with GN departments to meet their staff housing requirements.

### **Priorities (2013-14)**

- Continue to implement action plan resulting from the GN Comprehensive Long Term Housing Strategy
- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements.
- Continue to work in close partnership with GN departments to meet their staff housing requirements.

### **Priorities (2014-15)**

- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements.
- Continue to work in close partnership with GN departments to meet their staff housing requirements.

## **Homeownership**

Through its Homeownership Programs and supports, the NHC assists residents who can afford the costs of homeownership to secure and maintain their own housing. As well, homeownership education and counseling services are provided to homeowners. These services include consultations regarding purchase of existing homes or new home construction, repairs / renovations, bank financing, and energy conservation in the home.

### **Objectives:**

- To assist and support Nunavummiut to become and remain successful homeowners.
- To assist and support Nunavummiut to purchase, build, renovate, repair, and maintain their homes.
- To work to improve the energy efficiency of private homes in Nunavut.

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

The Nunavut Down payment Assistance Program offers down payment assistance to Nunavummiut in the form of a forgivable loan. In Rankin Inlet, Iqaluit and Cambridge Bay the amount available for purchase of an existing home purchase is \$30,000 and the amount available for the construction of a new home is \$50,000. For all other Nunavut communities the amount available for purchase of an existing home is \$45,000 and the amount available for the construction of a new home \$75,000.

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

The Tenant to Owner Program offers tenants in Public Housing the opportunity to become homeowners by purchasing the home that they are renting. A number of different financing options are available.

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

The GN Staff Condominium Program offers an opportunity for GN Staff to purchase an affordable Condominium unit.

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

The Interim Financing Program can provide a construction loan to Nunavummiut who are unable to secure interim financing from a private lender to construct a new home.

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

The Home Renovation Program offers assistance to Nunavut homeowners to complete repairs, renovations or additions to existing homes. HRP assistance is a forgivable loan up to maximum of \$50,000. An additional \$15,000 is available for energy efficiency related items.

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

The Senior Citizens Home Repair Program supports senior homeowners with repairs and home adaptations. The maximum contribution available is \$15,000 plus eligible freight costs.

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

The Emergency Repair Program offers assistance for emergency repairs that are required for the continued safe occupancy of a home. The maximum contribution available is \$15,000.

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

The Senior and Disabled Persons Preventative Maintenance Program provides support to senior or disabled homeowners for preventative maintenance and minor repairs. The assistance is an annual grant of up to a maximum of \$1,500.

***The Heating Oil Tank Replacement Program (HOTRP)***

The Heating Oil Tank Replacement Program (HOTRP) provides assistance to homeowners to replace their home heating oil tank in the form of a grant of up to \$5,000.

**Priorities (2011-12)**

- Continue to enhance the development and delivery of home repair, renovation, maintenance and adaption programs in particular for senior and disabled homeowners in support of independent living.

*Status: Homeownership Program Guidelines were updated to improve consistency in the delivery and administration of the programs. The development of the GN Comprehensive Long Term Housing Strategy will identify opportunities to expand and/or modify the existing homeownership program.*

- Continue to develop and implement new initiatives to support the movement of public housing tenants, staff housing tenants and private renters' into homeownership.

*Status: The NHC continues to offer down payment assistance to build or buy a home. In early fiscal 2011/12, the NHC successfully completed the sale of the*

*Falcon condominiums located in Iqaluit. Further proposals for revisions and new initiatives will be developed as part of the GN Comprehensive Long Term Housing Strategy.*

- Develop and implement a major homeownership program as a cost effective and efficient initiative in support the construction of new homes.  
*Status: Housing forums were held in January 2011 and September 2011 to discuss various initiatives and alternatives. Further action is pending the outcome of the GN Comprehensive Long Term Housing Strategy.*
- Continue to provide additional training opportunities to NHC employees responsible for the delivery of the homeownership programs throughout Nunavut to improve the effectiveness, efficiency and consistency of program delivery.  
*Status: Housing forums were held in January 2011 and September 2011, which included a training component for the program staff.*
- Establish an application appeals process for homeownership programs applicants.  
*Status: This will be developed for review by the new NHC Board of Directors.*
- Enhance technical support for Homeowners undertaking repairs, renovations and maintenance to improve the cost effectiveness, efficiency and quality of projects undertaken.  
*Status: Technical staff are currently focused on the successful delivery of the new units under construction. As new construction wraps up, technical staff will be re-deployed to provide support for homeownership programs.*
- Develop a database to gather more information on Homeowners in Nunavut and as well to track more efficiently the NHC's homeownership Programs delivery.  
*Status: Software solutions are being reviewed. NHC will continue to evaluate options in 2012/13.*
- Examine the data from the Nunavut Housing Needs Survey and develop proposals to address the identified needs with respect to current and prospective homeowners.  
*Status: Data has been reviewed. Any proposals will be incorporated into the GN Comprehensive Long Term Housing Strategy.*

### **Priorities (2012-13)**

- Develop a database to gather more information on homeowners in Nunavut and as well to track more efficiently the NHC's homeownership programs delivery.

- Proceed with action items identified in the GN Comprehensive Long Term Housing Strategy, which will include completing a review of the existing homeownership programs.
- Provide additional training opportunities to improve the effectiveness, efficiency and consistency of program homeownership delivery.
- Review and revise promotional materials and ensure availability in all four official languages.
- Increase the availability of resources for homeownership education and counseling
- Continue to monitor the success and impact of the homeownership programs

#### **Priorities (2013-14)**

- Continue to implement changes to NHC's home ownership programs resulting from the GN Comprehensive Long Term Housing Strategy.
- Provide additional training opportunities to improve the effectiveness, efficiency and consistency of program homeownership delivery.
- Monitor the success and impact of the homeownership programs.
- Promote homeownership in Nunavut through publicity and promotion as well as through education and counseling.

#### **Priorities (2014-15)**

- Continue to enhance the development and delivery of home repair, renovation, maintenance and adaption programs in particular for senior and disabled homeowners in support of independent living.
- Provide additional training opportunities to improve the effectiveness, efficiency and consistency of program homeownership delivery.
- Continue to monitor the success and impact of the homeownership programs.
- Continue to promote homeownership in Nunavut through publicity and promotion as well as through education and counseling.

### **Homelessness**

Recognizing the seriousness of homelessness in the North, the NHC is committed to improving homelessness services and infrastructure within Nunavut.

#### **Objectives**

- To reduce homelessness in Nunavut
- To improve the coordination of new and existing resources to address homelessness.

| <b>Programs Budget (\$000)</b> | <b>2011-2012</b> | <b>2012-2013</b> | <b>2013-2014</b> | <b>2014-2015</b> |
|--------------------------------|------------------|------------------|------------------|------------------|
| <b>Homelessness</b>            | 400              | <b>400</b>       | 400              | 400              |
| <b>Total, Homelessness</b>     | <b>400</b>       | <b>400</b>       | <b>400</b>       | <b>400</b>       |

### **Priorities 2011-12**

- Continue to lobby the federal government for increased resources to combat homelessness in Nunavut.  
*Status: NHC delivered a presentation to the Federal House of Commons Standing Committee. NHC also met with Human Resources and Skills Development Canada (HRSDC) to facilitate the extension of the Homelessness Partnering Strategy funding strategy to 2014.*
- Continue to work with the inter-departmental and inter-jurisdictional working group on homelessness.  
*Status: The GN Comprehensive Long Term Housing Strategy Working Group has formed a sub-committee to develop a Homelessness strategy.*
- In collaboration with stakeholders, develop a long-term Homelessness Strategy and a corresponding implementation plan for responding to homelessness across Nunavut.
- *Status: NHC has developed the new Tunngasugvik (homeless shelter funding) policy.*

### **Priorities 2012-13**

- Continue to lobby the federal government for increased resources to combat homelessness in Nunavut.
- Continue to work with the inter-departmental and inter-jurisdictional working groups on homelessness to improve homelessness services.
- Implement the Homelessness Strategy and undertake periodic monitoring of its implementation.
- Continue to pursue resources under the Surplus Federal Real Property Homelessness Initiative (SFRPHI).
- Continue to engage private sector support.

### **Priorities 2013-14**

- Continue to lobby the federal government for increased resources to combat homelessness in Nunavut.
- Continue to work with the inter-departmental and inter-jurisdictional working groups on homelessness to improve homelessness services.



- Implement the Homelessness Strategy and undertake periodic monitoring of its implementation.

**Priorities 2014-15**

- Continue to lobby the federal government for increased resources to combat homelessness in Nunavut.
- Continue to work with the inter-departmental and inter-jurisdictional working groups on homelessness to improve homelessness services.
- Implement the Homelessness Strategy and undertake periodic monitoring of its implementation.

**APPENDIX I. Financial Summary**

| Branch  | 2011 – 2012<br>Main Estimates |           | 2012 – 2013<br>Main Estimates |           | 2013 – 2014<br>Planned |           | 2014 – 2015<br>Planned |           |
|---|-------------------------------|-----------|-------------------------------|-----------|------------------------|-----------|------------------------|-----------|
|   | \$000                         | PYs       | \$000                         | PYs       | \$000                  | PYs       | \$000                  | PYs       |
| <b>HEADQUARTERS</b>                             |                               |           |                               |           |                        |           |                        |           |
| Salary  | 4,374                         | 34        | 4,399                         | 31        | 4,399                  | 30        | 4,399                  | 30        |
| Grants & Contributions                          | 400                           |           | 400                           |           | 400                    |           | 400                    |           |
| Other O&M                                       | 1,683                         |           | 2,045                         |           | 2,045                  |           | 2,045                  |           |
| <b>Subtotal</b>                                 | <b>6,457</b>                  |           | <b>6,844</b>                  |           | <b>6,844</b>           |           | <b>6,844</b>           |           |
| <b>DEBT REPAYMENT</b>                           |                               |           |                               |           |                        |           |                        |           |
| Salary  | –                             |           | –                             |           | –                      |           | –                      |           |
| Grants & Contributions                          | –                             |           | –                             |           | –                      |           | –                      |           |
| Other O&M (includes<br>CMHC contributions)      | 20,887                        |           | 17,922                        |           | 15,832                 |           | 14,828                 |           |
| <b>Subtotal</b>                                 | <b>20,887</b>                 |           | <b>17,922</b>                 |           | <b>15,832</b>          |           | <b>14,828</b>          |           |
| <b>DISTRICT OFFICES</b>                         |                               |           |                               |           |                        |           |                        |           |
| Salary  | 6,033                         | 46        | 6,178                         | 46        | 6,178                  | 46        | 6,178                  | 46        |
| Grants & Contributions                          | –                             |           | –                             |           | –                      |           | –                      |           |
| Other O&M                                       | 1,688                         |           | 1,778                         |           | 1,778                  |           | 1,778                  |           |
| <b>Subtotal</b>                                 | <b>7,721</b>                  |           | <b>7,956</b>                  |           | <b>7,956</b>           |           | <b>7,956</b>           |           |
| <b>AFFORDABLE HOUSING – PUBLIC HOUSING</b>      |                               |           |                               |           |                        |           |                        |           |
| Salary  | –                             |           | –                             |           | –                      |           | –                      |           |
| Grants & Contributions                          | 109,862                       |           | 118,511                       |           | 118,274                |           | 118,274                |           |
| Other O&M                                       | –                             |           | –                             |           | –                      |           | –                      |           |
| <b>Subtotal</b>                                 | <b>109,862</b>                |           | <b>118,511</b>                |           | <b>118,274</b>         |           | <b>118,274</b>         |           |
| <b>AFFORDABLE HOUSING – STAFF HOUSING</b>       |                               |           |                               |           |                        |           |                        |           |
| Salary  | 1,361                         | 14        | 1,584                         | 14        | 1,584                  | 13        | 1,584                  | 13        |
| Grants & Contributions                          | –                             |           | –                             |           | –                      |           | –                      |           |
| Other O&M                                       | 41,196                        |           | 42,938                        |           | 42,938                 |           | 42,938                 |           |
| <b>Subtotal</b>                                 | <b>42,557</b>                 |           | <b>44,522</b>                 |           | <b>44,522</b>          |           | <b>44,522</b>          |           |
| <b>TOTAL FUNDED</b>                             | <b>187,484</b>                | <b>94</b> | <b>195,755</b>                | <b>91</b> | <b>193,428</b>         | <b>91</b> | <b>192,424</b>         | <b>91</b> |
| *Less CMHC<br>Contribution and Other<br>Revenue | 43,725                        |           | 38,373                        |           | 34,880                 |           | 33,461                 |           |
| <b>TOTAL GN FUNDED</b>                          | <b>143,759</b>                |           | <b>157,382</b>                |           | <b>158,548</b>         |           | <b>158,963</b>         |           |

**APPENDIX II. Inuit Employment Targets**

| NUNAVUT HOUSING CORPORATION                        | As of Sept. 30, 2011 |            | For March 31, 2013 |            |
|--|----------------------|------------|--------------------|------------|
|  | # of Positions       | Capacity % | # of Positions     | Capacity % |
| <b>Total Department Positions</b>                  | <b>108</b>           |            | <b>91</b>          |            |
| Total Filled Positions                             | 78                   | 72%        | 81                 | 89%        |
| Total Vacancies                                    | 30                   | 28%        | 10                 | 11%        |
| Total Beneficiaries                                | 23                   | 29%        | 28                 | 35%        |
| <b>Total Executive Positions</b>                   | <b>4</b>             |            | <b>3</b>           |            |
| Total Filled Executive Positions                   | 3                    | 75%        | 3                  | 100%       |
| Total Vacant Executive Positions                   | 1                    | 25%        | 0                  | 0%         |
| Total Beneficiaries in Executive Positions         | 2                    | 67%        | 2                  | 67%        |
| <b>Total Senior-Management Positions</b>           | <b>6</b>             |            | <b>6</b>           |            |
| Total Filled Senior-Management Positions           | 6                    | 100%       | 6                  | 100%       |
| Total Vacant Senior-Management Positions           | 0                    | 0%         | 0                  | 0%         |
| Total Beneficiaries in Senior-Management Positions | 0                    | 0%         | 0                  | 0%         |
| <b>Total Middle-Management Positions</b>           | <b>20</b>            |            | <b>20</b>          |            |
| Total Filled Middle-Management Positions           | 14                   | 70%        | 17                 | 85%        |
| Total Vacant Middle-Management Positions           | 6                    | 30%        | 3                  | 15%        |
| Total Beneficiaries in Middle-Management Positions | 0                    | 0%         | 0                  | 0%         |
| <b>Total Professional Positions</b>                | <b>0</b>             |            | <b>0</b>           |            |
| Total Filled Professional Positions                | 0                    | 0%         | 0                  | 0%         |
| Total Vacant Professional Positions                | 0                    | 0%         | 0                  | 0%         |
| Total Beneficiaries in Professional Positions      | 0                    | 0%         | 0                  | 0%         |
| <b>Total Paraprofessional Positions</b>            | <b>64</b>            |            | <b>49</b>          |            |
| Total Filled Paraprofessional Positions            | 46                   | 72%        | 43                 | 88%        |
| Total Vacant Paraprofessional Positions            | 18                   | 28%        | 6                  | 12%        |
| Total Beneficiaries in Paraprofessional Positions  | 13                   | 28%        | 15                 | 35%        |
| <b>Total Administrative Positions</b>              | <b>14</b>            |            | <b>13</b>          |            |
| Total Filled Administrative Positions              | 9                    | 64%        | 12                 | 92%        |
| Total Vacant Administrative Positions              | 5                    | 36%        | 1                  | 8%         |
| Total Beneficiaries in Administrative Positions    | 8                    | 89%        | 11                 | 92%        |