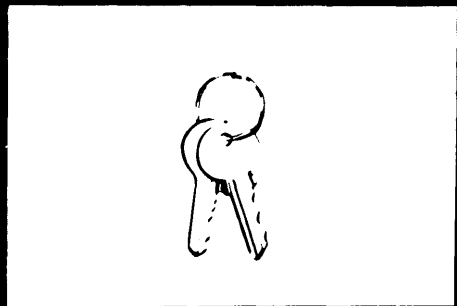
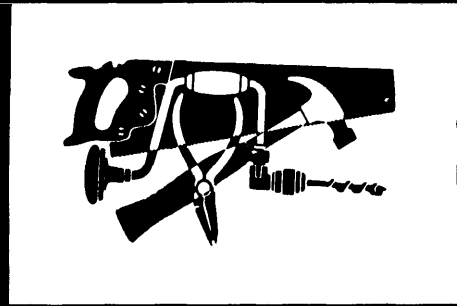
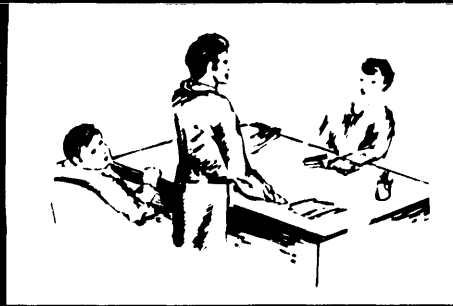
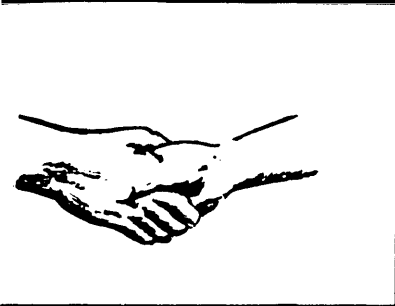


**LEGISLATIVE ASSEMBLY OF THE
NORTHWEST TERRITORIES
9TH ASSEMBLY, 4TH SESSION**

TABLED DOCUMENT NO. 12-81 (1)

TABLED ON FEBRUARY 12, 1981

Housing Association Operating Manual



Northwest Territories
Housing Corporation



TD 12-81(1)
Tabled on Feb 12, 1981

Housing Association Operating Manual

Since 1974 the Northwest Territories Housing Corporation has been planning, building and, through local Housing Associations and Authorities, managing housing for the benefit of all residents of the Northwest Territories.

This Housing Association Operating Manual forms part of the Public Information Program and Management Agreement between the Housing Corporation and Housing Associations and Authorities. Central Mortgage & Housing Corporation and the Northwest Territories Housing Corporation have jointly funded this Public Information Program. To complement this Manual a series of brochures have been produced for community distribution.

The purpose of the Housing Association Operating Manual is to ensure that available information and knowledge of programs and policies is consistent throughout the Territories.

Further information and assistance is available from the District Managers and their staff in the Housing Corporation's six District Offices or from the head office of the Corporation located in Yellowknife.

Head Office:

Northwest Territories Housing Corporation
P.O. Box 2100,
Yellowknife, N.W.T.
(403) 873-7853

District Offices:

Northwest Territories Housing Corporation
P.O. Box 2200,
Inuvik, N.W.T.
(403) 979-2880

Northwest Territories Housing Corporation
P.O. Box 1750,
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Rankin Inlet, N.W.T.
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(819) 979-5266

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Northwest Territories
Housing Corporation

May, 1979

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LANDLORD/TENANT RELATIONSHIP

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NORTHWEST TERRITORIES

The Relationship of Landlord and Tenant, Generally

1.

Defined:

The Relationship of Landlord and Tenant is a contractual relationship between two parties (Landlord and Tenant) whereby the Tenant is permitted exclusive possession of the leased premises for a certain period of time in return for a fixed rent paid by the Tenant to the Landlord.

The contract which creates the relationship of Landlord and Tenant is called a Lease.

2.

Relationship Originally Governed solely by General Contract Law:

Historically, the relationship of Landlord and Tenant was governed by general contract law. There were no restrictions on the power of the parties to contract.

Because of this, the Tenant, who was usually in the worst bargaining position, would be forced to rent premises on the Landlord's conditions. This often resulted in a Lease which was one-sided in favour of the Landlord and unfair to the Tenant.

3.

The Landlord and Tenant Ordinance:

As time went on and as Tenants were forced to pay high prices for virtually uninhabitable premises, Governments passed laws to secure certain basic rights to the Tenant.

In the Northwest Territories, the statute that deals with the relationship of Landlord and Tenant is called the Landlord and Tenant Ordinance and is found in the first volume of the revised Ordinances of the Northwest Territories, 1974. The Ordinance contains several sections that deal generally with the rights and liabilities of the Tenant and Landlord. However, because the residential tenant is the most vulnerable, there is a special section in the Landlord and Tenant Ordinance dealing solely with tenancies of residential premises. This is **Part 4** of the Ordinance and is found between pages 958 and 968 in Volume 1 of the Revised Ordinance. The sections contained in Part 4 apply to tenancies of residential premises and any other Ordinance, any other part of the Landlord and Tenant Ordinance, or any agreement or waiver, to the contrary, is void. There is no way to contract out of the Landlord and Tenant Ordinance and it therefore provides basic protection to the Tenant.

4.

The Effect of the Landlord and Tenant Ordinance on the Landlord and Tenant Relationship:

The Landlord and Tenant Ordinance does not create the Landlord and Tenant relationship. The relationship is created by contract. This contract is evidenced by a Lease agreement.

The Landlord and Tenant Ordinance merely restricts the power of the Landlord to specify what will or will not be part of the Lease agreement. The Landlord and Tenant Ordinance specifies certain things that are deemed to be part of a Lease agreement between every Landlord and Tenant (an example of this is

Section 60(1) which requires the Landlord to maintain the rented premises in a good state of repair and fit for habitation). The Landlord and Tenant Ordinance also specifies certain things that a Landlord cannot put into a Lease agreement. If they are put in, regardless of the section, they are deemed to be null and void. (An example of this is Section 53 which provides that no Landlord shall increase the rent unless he gives at least three months' written notice to the Tenant. Any provision in a Lease providing for an increase in rent on less than three months' notice is null and void.)

Where the Landlord and Tenant Ordinance is silent on any point, then this has been left to general contract law and the parties are free to contract with respect to that item.



LANDLORD/TENANT RELATIONSHIP

Creation of the Landlord and Tenant Relationship

1.

Requirement of a Valid Lease:

As a Lease agreement is a form of contract, it is necessary to look at general contract principles to decide whether or not there is a valid Lease agreement. The Landlord and Tenant Ordinance does not modify the general contract law with respect to the creation of the Lease.

For there to be a valid Lease agreement, each of the following points must be satisfied:

Landlord

The Landlord must own the premises to be rented or be authorized by the owner to rent the premises on the owner's behalf;

The Landlord must be capable of contracting. If a person, the Landlord must be over the age of 19 years.

If the Landlord is a society, it must be duly incorporated pursuant to the Societies Ordinance. The signing officers of the society must sign and seal the Lease. The signing officers are set out in the bylaws of incorporation of the society.

Where Landlord is an agent of the owner of the premises to be rented, the Landlord must be a **duly appointed agent**. As the Housing Corporation owns or controls most of the land that is rented to Tenants, the Housing Corporation appoints the local Housing Associations as

agents of the Housing Corporation to rent the premises to the Tenants.

The agreement appointing the Association as agent must be under seal of the Housing Corporation. In renting the premises, the Housing Corporation can only rent in accordance with the powers given to it by the agency agreement.

This is important. If a Housing Association leases premises to a Tenant in contravention of the agency agreement between the Housing Corporation and the Association, the Lease between the Association and the Tenants may be invalid.

Tenant

Tenant must be capable of contracting. Each Tenant of the Association must be an adult (over 19 years of age) and should be of sound mind (that is, not mentally incompetent). It is also important that no discrimination be shown when deciding which Tenant is eligible.

Contract

There must be a contract.

- Landlord and Tenant must be specified.
- Property must be precisely described.
- Terms of Lease must be described (month to month, for example).
- Rent must be fixed (for example, \$100.00 per month) or must be ascertainable at any time (five percent of monthly income, for example).

The contract (Lease agreement) should be in writing and under seal of the Association.

—Should be in writing:

Contracts normally can be oral or written. The essential point is that there be an agreement between the parties.

However, a Lease agreement should be in writing. There is a historical basis for this as well as a practical basis. Practically, if a Lease agreement is oral only, then the existence of the Lease agreement must be proven by oral testimony. If the Lease agreement is in writing, the written contract speaks for itself.

—Must be under seal of the Association:

The Lease agreement made between the Association and a Tenant must be signed by the proper officers of the Association and the seal of the Association must be affixed by the proper officers. The officers who are permitted to sign and seal documents on behalf of the Association will be designated by the bylaws of the Association. They are usually found under the heading "seal" near the end of the bylaws. Normally, two officers are required to sign documents.

2.

Points on Execution of Lease Agreement

It is essential that the Lease agreement be properly executed. If it is not properly executed, a Court might hold that certain sections, or even the whole Lease, is not binding on the Tenant.

It only takes a few moments to properly execute a Lease agreement and it is well worth the effort. The following steps at least should be followed:

Read Lease to Tenant

The Tenant should read through the Lease agreement, or if he is unable to read it should

be read through to him. The effect or meaning of any clauses in a Lease agreement should be explained to him if he does not understand. It may be necessary to have an interpreter present.

This is important as it may be a defence to an eviction for the Tenant to say that he did not understand the Lease.

Fill in all blanks and initial

The blanks in the Lease agreement should be filled in as follows:

—Please ensure that both the Tenant and the Association initial each addition to the Lease agreement.

—The date must be inserted at the top of the Lease agreement.

—The name of the Association (Landlord) and the name of the Tenant must be added at the top of the first page of the Lease agreement. Full legal names of each of the Landlord and Tenant must be used. Do not use initials for the first name of the Tenant. If the Tenant has a family, then only the head of the household's name is necessary. However, if the Tenants are single then the name of each Tenant should be added.

—A description of the property must be inserted near the bottom of the first page of the Lease agreement. This description must be absolutely accurate and must be sufficient to identify the premises.

—The date of commencement of the Lease agreement and the rent should be added to the top of Page 2.

Initial Schedules

Any schedules to the Lease agreement should be **initialled** by the Landlord and Tenant.

Tenant Signs

On the last page of the Lease agreement, the Tenant must sign in the presence of an independent adult witness. The Tenant should sign his usual signature or mark.



Witness

The witness must not be one of the signing officers of the Association and he must not be a relation of the Tenant. An interpreter who can swear that the Tenant understood the Lease agreement would be a good witness.

Affidavit of Execution

The witness should complete an Affidavit of Execution which states that he saw the Tenant sign the agreement. This affidavit must be sworn before a Commissioner for Oaths such as an RCMP officer.

Association's Signing Officers

The signing officers of the Housing Association (usually two unless changed in accordance with the bylaws) should sign the document and then affix the seal of the Housing Association over their signatures. If sealed in this manner, no Affidavit of Execution is required for the Housing Association.

Two Copies

At least two copies of the Lease agreement should be executed. The Association must retain one for future possible Court purposes. One signed copy must be delivered to the Tenant.

Tenant Acknowledges Receipt

It is advisable that the Tenant acknowledge receipt of a signed copy of the Lease agreement. This can be done by writing or typing onto the bottom of the copy of the Lease agreement to be retained by the Association the following words: "I hereby acknowledge receipt of a signed copy of this Agreement and further acknowledge that I have read through the Agreement and fully understand it.
(signed) _____ (Tenant)"



LANDLORD/TENANT RELATIONSHIP

Currency of the Lease Agreement

Once a Lease agreement has been executed and once the Tenants are living in the premises, the Landlord and Tenant relationship is in existence. This relationship will continue until terminated by one of the methods discussed in Section D, below.

During the currency of the Landlord and Tenant relationship, each party must comply with the covenants contained in the Lease agreement and with the provisions of the Landlord and Tenant Ordinance. It is worthwhile to examine what things the Landlord and Tenant are required to do during the currency of the Lease agreement:

1. Provisions of Landlord and Tenant Ordinance dealing with Residential Premises:

Security Deposit

Sections 50 and 51 deal with the taking of a **security deposit** by the Landlord. The Lease agreement between the Association and the Tenant does not require a security deposit to be provided by the Tenant but could do so.

A summary of the rules set out in Section 50 and 51 dealing with security deposits is:

- a) Amount of deposit shall not exceed one-half month's rent;
- b) When Tenant leaves the premises permanently, the Landlord must return the deposit (plus interest at 4% per annum) within ten days after the Tenant leaves, unless the Landlord retains all or part of the deposit for the repair of damage to the premises;

c) Where the Landlord retains all or part of the deposit, the Landlord shall give a list of the expenses and return the balance of the deposit, with interest, within ten days after the Tenant leaves the premises;

d) Where the Landlord can retain part of the deposit but cannot determine the exact amount within the ten-day period, he must give the Tenant an **estimated** list of expenses and the **estimated** balance of the deposit within ten days after the Tenant leaves the premises, **and** the Landlord shall deliver the final list of expenses and return the final balance within thirty days after the Tenant leaves the premises;

e) The Lease agreement should specify when and for what damages the deposit can be used. However, Section 50(2) prohibits the Landlord from using the damage deposit to repair ordinary wear and tear to the premises.

Landlord's Entry on Premises

Section 52 states that a Landlord can enter the rented premises only between the hours of eight o'clock in the morning and five o'clock in the afternoon. The Landlord must also give twenty-four hours prior written notice to the Tenant specifying the time of entry. The notice must be served on the Tenant at least twenty-four hours prior to the time that the Landlord enters the premises. The exceptions to this are emergencies, or where Tenants consent at the time of entry.

Rent Increase

Section 53 states that no Landlord shall increase the rent unless he gives three months' written notice of the increase to the Tenant.

The standard form Lease agreement states that rental increases shall be on thirty days' notice. This would appear to be in conflict with Section 53 of the Landlord and Tenant Ordinance and such an increase would therefore be ineffectual.

A Tenant could refuse to pay an increase in rent where he has not received the proper three months' notice.

Locks

Section 58 states that neither the Landlord nor Tenant may change the locks on the door to the premises, unless both Landlord and Tenant agree to the change.

Section 59 requires the Landlord to install such locks, etc., as is necessary to keep people from entering the premises without the consent of the Tenant.

Premises fit for Habitation

Section 60 makes the Landlord responsible to keep the premises in a livable condition and to comply with health, safety and housing standards. This is mandatory and it is irrelevant whether or not the Tenant knew of the condition prior to renting the premises. This section requires that the premises must comply with building bylaws, etc., must not be hazardous and must be fit for habitation. The general sanitary regulations passed pursuant to the Public Health Ordinance states essentially that residential premises must be fit for habitation.

Sub-letting

Section 56 provides that no Tenant may rent his premises to someone else unless the Landlord agrees. The Landlord cannot refuse without a good reason.

Tenant's Obligations

Section 60(2) states that the Tenant must keep the premises clean, must repair damage caused by him or his friends, and must not disturb other Tenants in the building.

Certain Additional Promises Contained in the Lease:

Anything contained in the Lease agreement which is contrary to the above provisions in the Landlord and Tenant Ordinance is void. However, anything else is valid and binding upon the Tenant or the Landlord, as the case may be. If a party breaks his promise contained in the Lease, then he may be sued or evicted, according to the procedure set out in the next section.

2. Promises By the Landlord:

Quiet Enjoyment

Quiet enjoyment — This means that the Landlord has no right to possession of the rented premises while the Lease agreement is in force. The Landlord cannot enter the premises when he wants to. The only exception is that provided under the Landlord and Tenants Ordinance. If the Landlord enters the premises anyway, the Tenant may be able to sue him for damages or trespass.

Maintenance

To provide Maintenance — The Landlord agrees to maintain the premises in good repair and agrees to paint interior walls, woodwork and ceilings. Here, the Landlord is agreeing to do more than is required by him under the Landlord and Tenant Ordinance.

Fuel and Electricity

To pay the Fuel and Electricity — The Landlord promises to provide electricity and fuel to the Tenant.

The Landlord cannot cut off fuel and electricity because of the Tenant's failure to pay. If he does this, the Tenant can sue the Landlord for his breach of promise.



LANDLORD/TENANT RELATIONSHIP

Landlord's Breach

Breach of any of the above covenants entitles the Tenant to sue the Landlord for damages but does not entitle the Tenant to stop paying rent.

It does not entitle him to automatically declare the Lease at an end but he is entitled to end the Lease agreement on one month's notice.

3. Promises By the Tenant:

Tenant's Covenants

There are numerous promises on the part of the Tenant contained in the Lease agreement. If the Tenant breaks one of these promises, the Landlord can sue him for damages or terminate the tenancy on one month's notice.

Where a Tenant breaks one of the promises he has made in the Lease, he should be promptly informed of this and be told to correct it. If he does not, then it may be appropriate to terminate the tenancy on one month's notice.

For example, if the Tenant refuses to provide the Association of details of his income, he is breaking his promise. He should be made aware of his promise and if he continues to break it then it may be appropriate to evict him.



LANDLORD/TENANT RELATIONSHIP

Remedies of Landlord

1. Arrears In Payment of Rent:

The Housing Corporation Manual that deals with rental arrears recovery sets out the procedure to be followed when notifying the Tenant of arrears in rent and discussing it with him. This is well covered in that section and will not be repeated here.

Section 65(6) Landlord and Tenant Ordinance

Prior to taking any action, consideration should be given to Section 65(6) of the Landlord and Tenant Ordinance. It provides that where:

—A Tenant is unable to pay rent due to his or her health;

—Tenant dies and the spouse, if any, cannot pay the rent;

then the Tenancy may be terminated immediately by giving notice to the Landlord, accompanied by the medical certificate, where applicable.

Where the conditions in Section 65(6) do not exist and where the Association has decided to take action to collect rent, then there are a number of different considerations.

There are several situations:

Housing Association wants to collect arrears but does not want to end Lease agreement;

Distress for rent:

Distress Defined

Where there are arrears of rent, the Landlord can instruct seizure of the Tenant's goods or chattels in place of rent. If he does this, he **cannot** take any other action to recover rent. The right to distress exists during the currency of the Lease agreement or within six months after the termination of the Lease.

Procedure

The Landlord can distrain only for rent actually due. The procedure to be followed is the preparation of a document entitled "Distress Warrant." This is sent to the Sheriff of the Northwest Territories along with certain Seizure documents. He will then arrange to have someone seize the goods of the Tenant.

Sheriff only

It is **unlawful** for the Landlord to conduct the seizure. The Landlord cannot merely enter the Tenant's premises and take his goods for the purpose of satisfying arrears in rent. Only the Sheriff can do this.

What Goods

The Sheriff can only seize goods located in the rented premises. He cannot seize anything else.

Exemptions

He may not seize such things as beds, cradles, necessary wearing apparel, certain kitchen utensils, necessary fuel and food, one axe, one saw, etc. The exact items that cannot be seized are set out in Section 22 of the Landlord and Tenant Ordinance.

The Sheriff can seize only those goods that are actually owned by the Tenant. There are several exceptions to this in Section 24 of the Landlord and Tenant Ordinance.

See a Lawyer

When instructing seizure pursuant to a Distress Warrant, it is advisable to have a lawyer do it for you. This is a technical process and if done incorrectly it could involve the Housing Association in a lawsuit. When advising your lawyer, you should provide a photocopy of the Lease, a list of the arrears of rent and whether or not the Lease agreement has been terminated and, if so, if the Tenant is still in possession.

Sue for arrears:

When

At any time, with the exception of a Tenant whose Lease agreement has been terminated but refuses to go out of possession, the Landlord can sue the Tenant for arrears of rent. The Landlord can sue for arrears in rent even though he has not terminated the Lease agreement. He has the option to sue every so often for arrears of rent and allow the Tenant to remain in possession of the premises.

Housing Association wants to collect arrears and the tenant has vacated the premises;

Where there are arrears in rent and Tenant terminates tenancy and leaves:

The Landlord has the same right to collect arrears here as it does above. The only exception is that his right to distrain for rent lasts only six months after the termination of the Lease agreement.

There are Rental Arrears and the Landlord wants to Terminate the Tenant's Lease Agreement;

There are two procedures to be followed:

Section 66, Landlord and Tenant Ordinance

Where Tenant fails to pay his rent within seven days of the date agreed upon, then the Landlord should serve a letter demanding payment of the rent on the Tenant. If the Tenant still refuses to pay, the Landlord may terminate the Lease agreement.

Section 62, Landlord and Tenant Ordinance

A Lease agreement may be terminated (by Landlord or Tenant) for any reason, not just arrears in rent, in the following manner:

—Landlord shall prepare a notice to Tenant (form attached), which shall:

- be in writing,
- be signed by the Landlord,
- identify the rented premises;
- state the date on which the tenancy is to terminate;
- state the reason for the termination of the Lease Agreement. (**Section 63, Landlord and Tenant Ordinance**)

Section 65(3) Landlord and Tenant Ordinance

Where rent is payable on the first day of each month, notice to Tenant must be served prior to the first of the month. If this is done, the tenancy will be terminated at the end of the next month. For example, if a notice to Tenant is served on November 29th, the tenancy will terminate on December 31st. However, if the notice to Tenant is served on December 2nd, then the tenancy will terminate on January 31st.



LANDLORD/TENANT RELATIONSHIP

Section 64 Landlord and Tenant Ordinance

The notice to the Tenant should be given personally to the Tenant or sent to him by registered mail. It is preferable that he be personally served and that an affidavit of personal service be prepared.

Where the Tenant cannot be served because of his absence from the premises, the notice may be given by leaving it with an adult who resides with the Tenant, by posting it on the door of the premises, or by sending it by registered mail at his last known post office address.

Preparation of Document

After a decision to terminate the tenancy has been made by the Association, the Association can prepare the necessary Demand for Rent (Paragraph (i) above) or notice to Tenant. When preparing the notice to Tenant the statutory form should be followed exactly. This must be served upon the Tenant in strict compliance with Section 64 of the Landlord and Tenant Ordinance and an Affidavit of Service must be prepared.

Section 74(2) Landlord and Tenant Ordinance

It is important that the notice to Tenant not be given because of any complaint the Tenant might make about the Landlord's violation of any statute, regulation or bylaw (health, safety or housing bylaw).

Tenant's Alternatives

Once served with the Demand for Rent or notice to Tenant, the Tenant has two alternatives. He can either leave the premises or remain in possession.

Tenant leaves after being served with Demand for Rent or notice to Tenant:

Tenant Pays Rent

If the Tenant leaves and pays the arrears in rent then the matter is finished.

Tenant Does Not Pay Rent

If he leaves without paying the arrears in rent, then the Landlord should contact his lawyer. The lawyer will issue a Statement of Claim and sue the Tenant for all amounts of monies owing to the Landlord. The Tenant can defend the action but normally would not. If he does not, then the Landlord can enter Judgment against the Tenant and seize the Tenant's assets or garnishee his wages.

Tenant does not leave after being served with Demand for Rent or notice to Tenant:

If the Landlord serves a Demand for Rent or notice to Tenant and the Tenant does not leave the premises after the termination of the tenancy, then the Landlord has only one procedure he can follow. Where the Landlord wants to have the Tenant put out of the premises, he must apply to a Magistrate (now a Territorial Court Judge). When he does (this and there are arrears in rent he must also claim the arrears in rent from the Magistrate. At this stage there is no other way he can claim for arrears in rent.

Procedure to be followed to evict (get rid of) a Tenant whose Lease agreement has been terminated by Notice:

It is advisable that you contact a lawyer and have him do the necessary documents. A Court date will be set and the Tenant will be given notice of this date. When the Court appears in the respective settlement, it will hear the application. You will need a lawyer to appear for you at that time, as the Society has no ability to appear before a Judge except by a lawyer.

When instructing a lawyer, you should enclose the Lease, a statement of the arrears of rent, the notice to Tenant (or Demand for Rent) and Affidavit of Service, and a statement as to whether or not Tenant is still in the premises. The lawyer can then prepare the necessary documents.

Possible Delay

As the Magistrate's Court only goes to each settlement occasionally it may take some time for the Courts to hear the eviction application. However, there is no alternative if the Tenant refuses to leave.

Affidavit

The lawyer will prepare an Affidavit setting out certain relevant items and someone from the Housing Association will have to swear it.

This Affidavit will be returned to the lawyer for service on the Tenant.

Court Hearing

When the Magistrate arrives in the settlement, he will read the Affidavit of the Housing Association, and if he wishes, the oral evidence of the Landlord and the Tenant (if he appears) will be heard.

Tenant Fails to Appear

If the Tenant does not show up, the Judge will likely grant an Order for eviction on the basis of the Affidavit.

Tenant Appears

If, however, the Tenant shows up and objects, the Judge may require to hear oral evidence. In this case, he may or may not grant an eviction notice.

Magistrate's Alternatives

The Magistrate may:

- if tenancy is terminated, give an Order for possession of the premises;
- give Judgment for arrears in rent;
- give Judgment in an amount equal to the monthly rent for the period between the termination of the Tenancy and the date of the Court hearing;
- award costs against the Tenant (this means that the Tenant must pay part of the Landlord's legal expenses).

Serve Order for Possession

The Order for possession must be served on the Tenant. If the Tenant still does not move out, the Landlord can file an Affidavit showing service of the Order of possession and that the Tenant has not moved out.

Order of Eviction

The Court will then order that the Tenant be evicted.

Sheriff Evicts

The Order for eviction will be given to the Sheriff for the Northwest Territories who will evict the Tenant. The Landlord cannot evict a Tenant.

2.

Tenant's breach of promise (other than payment of rent):

Offence

If the Tenant fails to keep the premises clean, repair damage, or if the Tenant disturbs other tenants in the building, then the Tenant may be guilty of an offence pursuant to Section 76(2) of the Landlord and Tenant Ordinance. The R.C.M.P. or the Landlord can swear an information against the Tenant and then proceedings similar to criminal proceedings will be taken against the Tenant.

Terminate Tenancy

These proceedings would not end the tenancy. To do this a notice to Tenant would have to be served to terminate the tenancy. If the Tenant did not leave the premises, then the Landlord would have to make an application to the Judge as above.



LANDLORD/TENANT RELATIONSHIP

3. Tenant causes damages to rented premises:

Offence

Again, the Landlord could have the Tenant prosecuted pursuant to Section 76(2) of the Landlord and Tenant Ordinance.

Security Deposit

The Landlord could deduct the amount of damages from the security deposit.

Sue Tenant

If there were no security deposit or if the damages exceeded the security deposit or if the Landlord did not wish to use the security deposit, then the Tenant could be sued by the Landlord. It would not be necessary for the Landlord to terminate the lease agreement if he did not want to do so. Of course, he could always terminate the lease and at the same time sue the Tenants for the amount of the damages.

4. Other Cases

In any other case, the Landlord has two remedies.

Evict

If he wants to evict the Tenant he must serve a notice to Tenant and then bring an application before a Magistrate if the Tenant does not leave. (See form on next page.)

Sue

If he wants to collect money from the Tenant (other than in rent) he can issue a Statement of Claim and sue the Tenant.

SCHEDULE "A"

Landlord and Tenant

Chap. L-2

FORM D

(Section 63)

Notice to Tenant

To
(Name of Tenant)

I hereby give you notice to deliver up possession of the premises

(identify the premises)

which you hold of me as tenant, on the day of
..... next, or on the last day of the period of your tenancy next
following the giving of this notice for the following reason:

Dated this day of, 19

.....
(Landlord)

1972 (2nd), c.20,s.2.

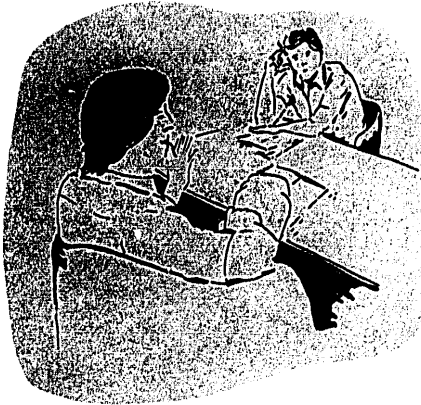


LANDLORD/TENANT RELATIONSHIP

Role of Northwest Territories Housing Corporation and Central Mortgage and Housing Corporation as owners

1. The Crown Corporations

The Northwest Territories Housing Corporation and Central Mortgage and Housing Corporation (CMHC) are both crown corporations. This means that these two companies or corporations are responsible to the government and the people. (*Citizens of the country.*)



For example: The Northwest Territories Housing Corporation has nine directors appointed by the commissioner and approved by the NWT legislative assembly and the Managing Director. The Corporation receives grants from the NWT legislative assembly to operate its business. **The Corporation was set up to provide housing to Northern residents.**

Similarly CMHC was set up by the federal government of Canada.

2. The National Housing Act (NHA) and CMHC

CMHC operates housing programs and conducts its business according to the National Housing Act. This is a piece of legislation passed by the Canadian government to promote the operation and building of new houses, and the repair and modernization of existing houses. The act is intended to improve housing and living conditions in Canada.

3. The National Housing Act and Northwest Territories Housing Corporation

The Northwest Territories Housing Corporation obtains loans and grants from CMHC (Central Mortgage and Housing Corporation) to build and maintain houses, and then to administer programs and manage the houses. Both corporations must follow the programs and policies set out in sections of the NHA. They must use the money according to the rules under which it was borrowed. This is explained in 1(D) of this manual.

Since northern housing requirements are different from southern Canada, some special standards have to be made to meet northern building conditions. The Northwest Territories Housing Corporation co-operates with CMHC to develop new standards. The Northwest Territories Housing Corporation tries to simplify arrangements and develop construction programs to suit the North.

4.

Role of Northwest Territories Housing Corporation and Central Mortgage and Housing Corporation as owners

95% of the people in the Northwest Territories live in rental housing. The Northwest Territories Housing Corporation is landlord to the majority of the residents of the N.W.T. since they build and own the houses. **Although the corporations own the houses, the local housing association and authorities manage the houses. The Housing Associations do not own the houses.**

The roles of owner and manager are different.

As owners the Northwest Territories Housing Corporation:

1) Arranges funding;

The Northwest Territories Housing Corporation arranges loans and receives grants to build, maintain, and manage houses.

2) Arranges purchase or lease of land;

Before houses can be built, the land has to be bought or leased from the municipal and territorial governments.

3) Determines rental scales;

In co-operation with CMHC, the Northwest Territories Housing Corporation provides a rental scale to the housing associations who must assess each tenant's rent, according to the scale.

4) Distributes houses to the communities;

An allocation committee determines how many houses each community gets, based on need and availability of land. This is fully explained in section 1(F) of the manual.

5) Obtains feedback and input;

The Northwest Territories Housing Corporation is interested to hear from housing associations concerning what they like or dislike about the design and type of housing units in their community. This helps them plan future changes.

6) Provides office/warehouse/workshop space;

When it is necessary the Northwest Territories Housing Corporation provides for these facilities.

7) Develops and implements rehabilitation plans at the request of Housing Associations;

The Northwest Territories Housing Corporation tries to achieve and maintain acceptable housing standards. Sometimes older rental houses must have major improvements to bring them up to acceptable standards.

8) Writes off or disposes of houses by public tender;

If houses have been destroyed by fire or condemned by fire marshalls or health inspectors, they are disposed of by the owners, Northwest Territories Housing Corporation, at the request of Housing Associations. Units that are not worth repairing are also disposed of. Since the Housing Corporation owns the houses, the Corporation must authorize the disposal.

9) Authorizes the purchase of maintenance equipment;

If housing associations require and request maintenance equipment, the Corporation makes funds available.

10) Insures houses and housing inventory;

The Corporation purchases insurance from private companies for all row housing, apartments, senior citizens buildings and other accommodation where fire could cause loss of a multi-dwelling unit. It also self-insures housing inventory (or unfinished houses, equipment and construction materials) through an insurance reserve fund.

5.

Role of CMHC (Central Mortgage and Housing Corporation)

CMHC shares the ownership of the houses by providing money to build them and to operate them. CMHC co-operates with Northwest Territories Housing Corporation in selecting what type of housing units to build. They jointly finance research programs with Northwest Territories Housing Corporation.

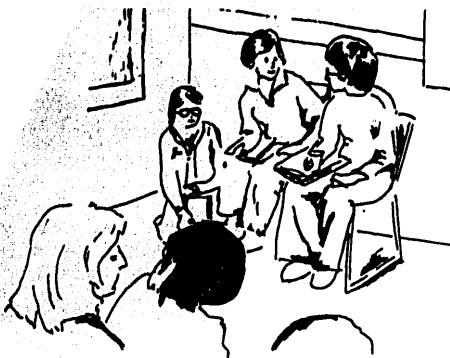


LANDLORD/TENANT RELATIONSHIP

The Housing Association as Manager

1. The Housing Association and its Responsibility

There are 43 local housing associations/authorities in the Northwest Territories. They provide an opportunity for residents of public housing to have a say in their housing affairs.



2. The Societies Ordinance

Housing associations are incorporated under the Societies Ordinance in order to carry on the business of property management. The election of a board of directors is extremely important. These people must accept the responsibility of managing houses and property, and representing the tenants. They cannot rely on the Housing Corporation to make their decisions.

In general, the Northwest Territories Housing Corporation and CMHC, in partnership, own houses and share the responsibility of making houses available. They do not concern themselves with the day to day affairs which are the responsibility of housing associations and authorities. They are available to offer advice on the management of public housing.

3. Role of the Association

1) Allocates Houses to Tenants

The board of directors of the housing associations must equitably and fairly allocate houses to tenants based on need.

2) Assess Rent According to Rental Scales

Housing Associations' secretary-managers assess each tenants rent, bill the tenant and provide a receipt when the tenant pays.

3) Operate Programs of Maintenance

Regular maintenance programs keep units in good repair. Emergency maintenance (plumbing, furnace, electrical), renovations, and major repairs are also needed. Maintenance men require further training to upgrade their skills.

4) Prepare and Control Budgets

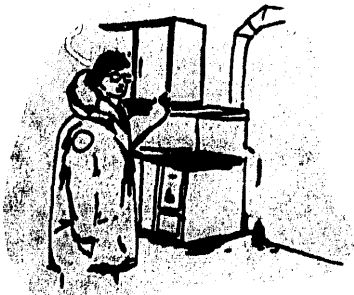
Accurate records and yearly budgets help to ensure there is enough money to cover all expenses. Budgets are a tool to plan where the money is needed and see that it is spent and collected, accordingly.

5) Pay Operational Expenses

Rent collected from tenants and operating grants are used to pay water, fuel, power, office expenses, wages, and maintenance.

6) Check the Condition of Houses

Periodically the secretary-manager inspects houses to ensure tenants are looking after them and to determine if repairs are necessary.



7) Advise and Assist Tenants

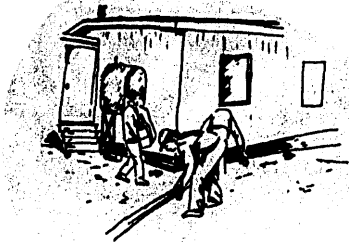
Housing association staff help tenants fill out required forms, and assist them with housing problems. Educating tenants on their rights and responsibilities is part of the job.

8) Explain Lease and Conditions of Occupancy

The secretary-manager should fully explain the lease to the tenant. Any rules or conditions of living in the house should also be explained.

9) Encourage Tenants to Maintain House and Surroundings

If a house and yard are clean and safe they make a better place to live. Tenants are encouraged to do minor repairs, report major problems and keep their surroundings clean and safe.



10) Inventory Control

Each association keeps a list of current items in stock and a list of items to be purchased in the future.

11) Hire Staff or Contract Work Out

Hiring of a secretary-manager, maintenance staff, or other persons required to run an efficient office and business is the job of the Housing Association. Similarly contracting work out when needed, is their job.

12) Request Housing Needs Survey

Housing Associations should request a survey if they feel there is overcrowding or generally a need for new houses.

13) Make Decisions on Day to Day Affairs

Housing Associations are aware of local circumstances and know the tenants in the community. They make decisions regarding houses and tenants, based on policy or guidelines. The decisions must conform with the NWT Landlord-Tenant Ordinance.

14) Provide Feedback to Housing Corporation

Significant tenants complaints, design problems, unsatisfactory materials, etc. should be reported to the Housing Corporation. Satisfaction with specific houses should also be reported.

15) Enforce Collection of Rent

Housing Associations have the power to enforce rent collection, cut-off services, or to evict a tenant. Refer to the Rental Payments section of the Management Manual.

16) Pays Municipal Property Taxes

Through the operation grants, the Housing Associations pay property tax on all the houses or property owned by the Northwest Territories Housing Corporation, which they are managing.

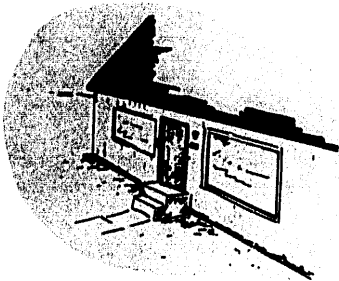


LANDLORD/TENANT RELATIONSHIP

Federal-Territorial Funding

1. Money for Houses in the North

A partnership agreement between CMHC (Central Mortgage and Housing Corporation) and the NWTHC (Northwest Territories Housing Corporation) exists in order to jointly finance and construct houses in the North.



Since these crown corporations are both government funded, the money to build houses originally comes from the taxes that Canadian citizens pay each year.

The National Housing Act is a law which sets out rules and policies on how money for housing can be used.

2. Northwest Territories Housing Corporation

There are several different housing programs administered by the Northwest Territories Housing Corporation. Each is funded in a specific way.

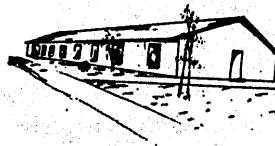
1) Northern Rental Housing

This program is totally funded by the Northwest Territories Housing Corporation through grants from the Territorial Government. In turn, the Corporation makes grants to the housing associations to operate and manage the program.

2) Public Housing

Public housing is jointly funded by CMHC and the Northwest Territories Housing Corporation. Money is loaned by CMHC under certain sections of the NHA (National Housing Act). Under some sections of the act, CMHC shares in the ownership of the houses; hence public housing is jointly owned.

Public housing can be single family housing or multiple family units such as apartments, townhouses or row houses.



Public housing is built under Section 40 or 43 of the NHA and operated under Section 40 or 44.

3) Single Persons Housing and Senior Citizens Housing

Housing for single persons is presently built under Section 43 and operated under Section 44 of the NHA in the Northwest Territories.

Senior citizens housing is built and operated under Section 40.

3. The National Housing Act

The provisions of the National Housing Act are very important since it determines how the money for housing is obtained and who owns the houses.

1) Section 43 of the N.H.A.: Building Houses

The Northwest Territories Housing Corporation borrows money to build houses under the Section 43. The Corporation borrows from CMHC, 90% of the money necessary to build a house. The other 10% they obtain through a grant from the Territorial government.

Since the Northwest Territories Housing Corporation borrows this money and must pay it back, it is the sole owner of houses built under this section.

Section 43

Each house build under Section 43 is then funded as follows:

10% by Northwest Territories Housing Corporation.

90% by a loan from CMHC to Northwest Territories Housing Corporation.

2) Section 44 of N.H.A.: Operating Expenses

This section provides operating expenses to pay for fuel, power, maintenance, administration and staff salaries.

The money collected in rent from tenants is not enough to cover all expenses so there is a "funding deficit". The money provided by Section 44 of NHA is money to pay the expenses that cannot be met by rent.

CMHC provides 50% of these operating expenses according to Section 44 provisions. The other 50% is paid by Northwest Territories Housing Corporation.

Section 44

Operating expenses after rent revenue are paid as follows:

50% by CMHC

50% by NWT Housing Corporation.

3) Section 40: Public Housing

CMHC and the Northwest Territories Housing Corporation jointly own public housing units, under this section. They have a partnership agreement. CMHC provides 75% of the building costs, not including land for public housing under Section 40.

The Northwest Territories Housing Corporation provides the remaining 25% of the money to build public housing and buys or leases the land.

Section 40

Public housing is then funded by a partnership of CMHC and NWT Housing Corporation as follows:

CMHC - 75% building costs

NWTHC - 25% building costs

Operating expenses for public housing are also obtained under Section 40 of the act.

4) Section 40: Senior Citizens Housing

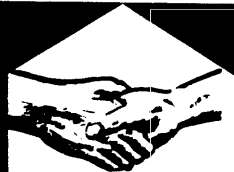
Senior citizens homes are built and operated under Section 40 of the National Housing Act.

4. National Housing Act and its Effect on Housing Associations

Some of the effects of the NHA on Housing Associations are simply explained:

1) Availability of Money

The amount of money available for mortgages* on new houses is one area which affects



LANDLORD/TENANT RELATIONSHIP

Housing Associations. Since limited funds are available, CMHC often selects a less costly design than one the Housing Corporation might wish to build. Money for repair, renovation, administration and maintenance all comes in part from CMHC, according to provisions of NHA.

2) Budget Preparation

Housing associations prepare yearly budgets and are required to prepare a separate budget for houses built or operated under each different section of the National Housing Act.

For example, one Housing Association may have to prepare as many as 5 or 6 budgets. Why?

In that community there might be three types of housing: (1) senior citizens, (2) single persons and (3) single family houses built under Section 43 during 3 different years.

For each section of the act and for each project under that section, a separate budget is required.

So there must be:

- 1 budget for senior citizens housing
- 1 budget for single persons housing
- 3 budgets, one for each project built under Section 43

This means a total of 5 budgets

Even though a number of houses may have been built under the same section of the act, for each year they were built there was a different loan and a different repayment schedule. The Northwest Territories Housing

Corporation must pay back housing loans or mortgages* as they are called, according to the terms and interest rates that exist the year the money was borrowed. That means separate budgets are required!

The Northwest Territories Housing Corporation hopes to simplify this procedure so Housing Associations will not have to write as many budgets. They would accomplish this by keeping the repayment schedules for the loans and working out detailed budgets at headquarters. Housing Associations would then prepare 1 budget for each section of the act rather than for each project.

5. Words to Know

Partnership

Two or more people carrying on a business with a view towards sharing profits and losses.

Mortgage

A long-term loan made on the security of the property (house) itself.

Amortization

The borrower agrees to repay in equal annual instalments, part of the principal with interest due on the amount still owing.

Funding Deficit (as applied to Housing Associations)

Money still to be paid for expenses after rental income has been allocated.

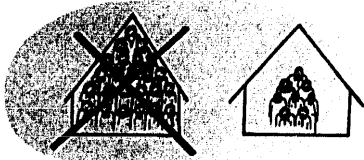


LANDLORD/TENANT RELATIONSHIP

Distribution to Communities

1. The First Step — A Housing Needs Study

The first step in obtaining new housing in a community is a housing needs study, called the **Housing Requirements Study Grant Program**. It is the responsibility of the local Housing Association and the municipal council to request a survey. The survey will provide necessary information to determine if that community needs more houses. The amount of overcrowding and the number of new family units are two examples of factors the survey will determine.



The request for a survey is made to the housing distribution committee of the Northwest Territories Housing Corporation. The request should be supported by a resolution from both the council and Housing Association.

Since this is a new program (1978), not all Housing Associations are familiar with it. Estimates of need still come from district offices and some communities still obtain houses without a survey. However, it is important that Housing Associations request a survey since the Housing Corporation policy is to distribute new houses only when a survey indicates there is a need.

When this program is fully operational, a housing survey will be done every two years in each community.

2. The Survey and How it Is Done

The research section in the Northwest Territories Housing Corporation selects the communities to be studied each year. District offices suggest which communities should have priority (*need houses the most*).

The Housing Association and Community Council recommend local people to do the survey. A representative from the Housing Corporation delivers the survey forms to the community and explains how to complete the survey. The people doing the survey explain the program to tenants and complete the forms within a specific length of time. The Housing Corporation representative returns to the community to ensure the forms are completed and to assist with any problems.



3. The Survey Results and the Housing Distribution Committee

The housing distribution committee at the Housing Corporation study the survey information. It is their duty to study all relevant factors to provide a balanced analysis of the housing needs of all communities in the N.W.T.

The allocations committee has members from the construction and the programs divisions of the Housing Corporation. This ensures that the committee will consider all aspects of housing — not just the physical construction details but also the social, economic, cultural and political factors.

The need for housing is the most important factor. Many other factors must be considered too.

4. Distributing Houses to Communities

These factors are considered:

1) Funding Available

Each year the Board of Directors of the Housing Corporation decides how many housing units can be built according to the amount of money available.

2) Tender Prices Received Being Acceptable

The Housing Corporation asks for bids from construction companies to build a certain type of house, in a specific community. The price or tender the company will charge to build the house must fall within a certain range since the Corporation has only a limited amount of money to spend.

3) Suitable Land Being Available in the Community

Frozen ground, permafrost, hilly land, all present problems in building houses. The council must also approve the lots requested. Sometimes a community needs more houses but



there is no land available or it may be very difficult to build pads or piles for the houses on available land.

4) An Approved Town Plan

All new housing must fit into the town plan developed by the municipal council and the town planning and lands department. Titles for the land must be gained too.

5) Completion of Site Development

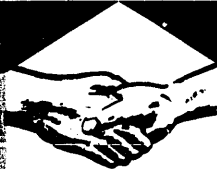
Site development for new houses must be completed in time for the houses to be built in the year of distribution.

6) Local Services

The community must be able to provide services (water, sewer, fuel) to the houses. If extensive work is necessary to provide services and the community only needs 2 new houses, they may have to wait until more houses are required to make the expense of servicing worthwhile. Roads and access routes to service the houses are necessary.

7) Existence of a Housing Association

A fully functioning (active) Housing Association must exist in the community to operate and maintain housing units.



LANDLORD/TENANT RELATIONSHIP

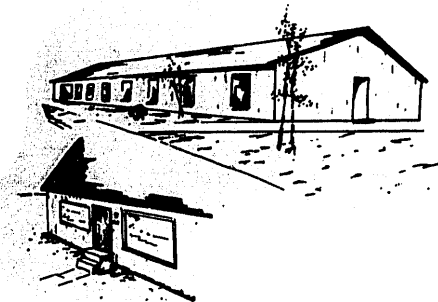
8) Accessibility of the Community

Air freight and sea lift present problems in delivering housing materials to isolated communities.



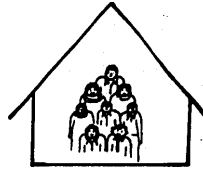
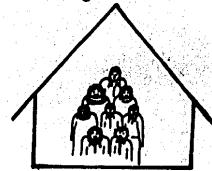
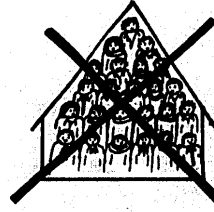
9) Community Acceptance

Housing types and their acceptance vary with each community. If row housing has never been built in a community, people may not like it because it is unfamiliar. However, it may be necessary because of land shortages. Duplexes (2 houses attached together) which are well received in one community may be disliked by another. The community's attitude and co-operation in fulfilling contractual duties is required.



10) Population Growth Patterns

If the town is stable with little change in population, new housing will usually not be allocated unless the existing houses are in poor condition. A boom of business which brings new people to town means more houses are necessary. A high birth rate will also influence the need for houses.



5. Final Distribution

All these factors are considered by the distribution committee. Each community must be considered along with all the other communities requesting housing. When the committee has made its decision, "management" (Board of Directors) must then give final approval. The final step, tendering and construction, can then take place.

2

Housing Associations

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HOUSING ASSOCIATIONS

Reason for formation and operation of Housing Associations

1. General Information

Housing Associations, located in almost every settlement of the N.W.T., provide the opportunity for residents of N.W.T. Housing Corporation houses to have a say in their housing affairs.

The reason for the formation of Housing Associations include the provision for:

- A. Local management of houses
- B. Local input
- C. Community development
- D. Community representation
- E. Development of local skills

A. Local Management

Housing Associations were started to give local people a say in their housing affairs. Since most of the housing in the N.W.T. is rental housing, supplied by the Government and controlled by the Northwest Territories Housing Corporation, local people need a way of exercising some responsibility over the houses in their community.

For this reason, the Canadian Government organized Housing Associations in the communities when they began the first Rental Housing Program. Since that time the Government of the Northwest Territories has taken responsibility for providing houses in the N.W.T. The N.W.T. Housing Corporation was formed in 1974 to provide houses and make housing programs available to residents of the Territories. The Housing Associations still provide the local management.

B. Local Input

Local people know their own community and the people who live there. They understand the conditions and circumstances there. Local people are in the best positions to understand people's needs and help them with housing matters. They know the family situations, income levels and how people use their homes.

Because the Board of Directors in the Housing Association know and understand their own settlement they

- collect rent according to the rental scales
- allocate houses
- suggest improvements or changes in the houses
- administer the housing programs.

C. Community Development

Housing Associations encourage community development. When people take responsibility for the way their community grows and develops, there is more pride and sense of responsibility. Working in Housing Associations, as tenants, as Board Members or as paid employees, people have a chance to control and improve their communities. Tenants can be involved in housing decisions that have a major impact on the community. The Housing Associations act as agents and property managers for the N.W.T. Housing Corporation.

D. Community Representation

The Housing Association forms the link between the tenants in the houses and the N.W.T. Housing Corporation. The tenants can suggest changes they would like to see in the houses or help choose designs for new houses.

The Associations act as representatives of tenants when dealing with the N.W.T. Housing Corporation, the Community Councils and other agencies.

The Housing Associations provide a voice for all tenants and the community to express concerns about housing. They can make their views and ideas on administration, construction and maintenance of houses known to the N.W.T. Housing Corporation.

E. Development of local skills

People working in the Housing Association learn new skills in:

- managing houses
- maintenance
- running business meetings
- managing finances
- social skills in working with people

2.

Operation of Housing Associations

Who can be a member?

Any tenant who is occupying a house managed by the Housing Association and owned by the N.W.T. Housing Corporation can be a member. A member is usually the head of the household or head of his/her family who represents the family at the Housing Association meetings. Each family then has one voting member at Housing Association meetings.

Purpose of the Housing Association

Housing Associations have the responsibility for the operation and maintenance of all Corporation supplied housing in their community.

How does the Association operate?

Members of the Housing Associations elect a Board of Directors or group of people who they can trust to work for all tenants.

The Board of Directors carries out the rules and By-laws of the Association. The number of people on the Board of Directors varies according to the number of houses in the community. The more houses, the more Directors are needed. There are never more than nine directors or less than five.

The Board of Directors make decisions and provide the supervision of housing programs in their community. They also hire staff such as the Manager, maintenance staff and clerks to carry out their directives.

Role of the N.W.T. Housing Corporation

The N.W.T. Housing Corporation enters into an agreement with each Housing Association. The agreement identifies the responsibilities of each and gives information on how the programs are to be administered.

3.

Housing Authorities in the Northwest Territories

Housing Authorities are created by the Commissioner of the N.W.T. according to the Northwest Territories Housing Corporation Ordinance. [Part VII, Section 47(1)]

A three member nominating committee made up of Federal, Territorial and Municipal representatives, is formed in the Community.



HOUSING ASSOCIATIONS

Central Mortgage and Housing Corporation is responsible for appointing the Federal member, Northwest Territories Housing Corporation is responsible for appointing the Territorial member and the Municipal Council is responsible for appointing the Municipal member.

The committee nominates members to the Board of the Authority and recommends the person to the Commissioner. The recommendation includes a recommendation for Chairman and Vice-Chairman.

According to directions in the Northwest Territories Housing Corporation Ordinance [Part VII, Section 47(1)], the Commissioner appoints the members, usually for a two year term, designating one of them to be Chairman and another to be Vice-Chairman of the Authority.

A slight variation to this procedure exists for the Non-Profit Housing Authorities, in that the present Board recommends to the Northwest Territories Housing Corporation new members for the Board. The Corporation then arranges for the Commissioner to effect the appointments.



HOUSING ASSOCIATIONS

By-Laws

1.

General Information

The by-laws of the Housing Associations are the rules and regulations adopted by the Association which will govern the affairs of the Association and its members.

The "Societies Ordinance" which is a law passed by the Government of the N.W.T. requires that every registered society has a set of by-laws. Housing Associations are registered societies so they must make and follow a set of rules or by-laws. The by-laws make the Association a legal body which can carry on the business of managing houses.

***Registered Society — a legally recognized organization**

The set of by-laws must state:

- a) How to become a member of the Association, the members' rights and obligations;
- b) How the members can quit or be removed from the Association;
- c) How and when a general or special meeting of the Housing Association will be called, the number of members who must attend the meeting before business can go on (**quorum**) and who has the right to vote at the meetings;
- d) How directors will be appointed, what their duties will be, what powers they have and what they will be paid;
- e) How the Association will borrow money, if needed;
- f) How the accounts will be audited*;
***Audit — official examination of accounts. An accountant is asked to look at the association books and check them for accuracy and correctness.**
- g) What the seal of the Association will be,

who will have the seal and who may use the seal*;

***Seal — an official stamp or mark on all the Association's legal papers and documents — for example, a seal would be placed on all contracts made by the Association.**

- h) The way that by-laws will be made, changed or withdrawn;
- i) How the minutes of each meeting and each directors' meeting will be prepared and where they will be kept, also how other books and records of the Association will be kept;
- j) The time and place where books and records of the association may be inspected by its members;
- k) The date on which the fiscal year* of the Association shall end. The date of the year end must be at least 30 days before the annual general meeting is called.

***Fiscal Year — means the financial year or period of time that year's budget is in use, i.e. a fiscal year for the Housing Associations follow the Calendar Year January 1st to December 31st.**

The by-laws or rules of the Association:

- make the Housing Association a legal body
- allows true tenant representation on the Board of Directors through elections
- provides for the required accounting of N.W.T. Housing Corporation property and money received by the Associations
- outline the tenant's responsibility
- allow the Association to carry on its business in an ordinary way
- define who is a member

*See sec 6(a)
Pg 2.7*

2.

Sample By-Laws

Rae-Edzo Housing Association Incorporated

By-laws

Definitions

1. In these by-laws,

- (1) "Applicant" means a person who makes an application to the Rae-Edzo Housing Association for the lease of a rental unit.
- (2) "Tenant" means the successful applicant, in whose name all leases and other documents are made out, and who accepts legal responsibility for the rental unit.
- (3) "Association" means the Rae-Edzo Housing Association Incorporated.
- (4) "Board of Directors" means the 9 Board members of the Association elected in an annual general election by the members of the Association.
- (5) "Chairman" means the person designated as Chairman of the Board of Directors pursuant to Section 9, subsection (1).
- (6) "Rental Unit" means a house or family dwelling under lease or to be leased to a person pursuant to the conditions and regulations of the Northern/Territorial Rental Housing Program and/or Public Housing Programme.
- (7) "Member" means a tenant, his/her parents, spouse, spouse's parents, and children of the tenant 19 yrs. and older, occupying Northern/Territorial Rental Housing, and/or Public Housing pursuant to Section 5, subsection (1).
- (8) "Corporation" means the Northwest Territories Housing Corporation.

2. Terms of Admission

- (1) On acceptance, by a simple majority, by the Board of Directors of an application by an applicant, the tenant, his/her parents, spouse, spouse's parents, and tenant's children, 19 years and older, who reside in the tenant's rental unit, become members.
- (2) Where an employer rents a unit for an employee, then the employee, or employees, shall be considered as the tenant(s).
- (3) Subject to such regulations as the Association may from time to time prescribe, a member may use all the facilities established by the Association.

3. Rights of Members

- (1) All members of the Association shall have the right to one vote in the annual general election of Board Members pursuant to Section 5 subsection (1).
- (2) All members are eligible to run as candidates for a seat on the Board of Directors at the Annual General Election pursuant to Section 8 subsection (7).
- (3) All members are entitled to one vote on any and all amendments, rescissions and/or introduction of by-laws at the Annual General Meeting, or any Special Meeting.

4. Obligation of Members

- (1) The tenant shall pay rent as a membership fee in the amount set down by the

Handwritten note:
1. All members of the Association shall have the right to one vote in the annual general election of Board Members pursuant to Section 5 subsection (1).
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HOUSING ASSOCIATIONS

Secretary Manager of the Association in consultation with the tenant, due and payable on the first day of each month.

(2) All members shall comply with regulations set out in the rental lease agreement.

5. Withdrawal and Expulsion of Members

(1) Failure to comply with any of the member's obligations as set out in Section 4, will cause automatic suspension of all rights of membership of members residing in the tenant's rental unit.

(2) A tenant who no longer occupies a rental unit ceases to be a member until such time as a new application has been tendered and approved by the Board of Directors.

(3) Any member who no longer resides in a rental unit ceases to be a member.

(4) Any member whose conduct is considered detrimental to the Association, whether through non-compliance with the Member's Obligations as set out in Section 4, or otherwise, may be expelled from the Association by resolution passed by a simple majority of the Directors of the Association.

6. Meetings

(1) The head office of the Association shall be located at the Incorporated Hamlet of Rae-Edzo.

(2) An annual general meeting of the Association shall be held not later than January 31 in each year to examine the yearly financial statement and to discuss matters relating to the affairs of the Association.

(3) General, Special and Director's meetings of the Association shall be held at the call of the Chairman or, if he is absent, at the call of the Vice-Chairman.

(4) Notice of any general, annual general, special, or director's meeting shall be given at least seven days prior to the date set for the meeting, by the posting of notices setting forth the time, place, and business to be

transacted at such meetings at conspicuous points throughout the Incorporated Hamlet of Rae-Edzo.

(5) Every reasonable effort shall be made to translate all notices into the Dogrib language.

(6) Any ten members may call a meeting by presenting a signed request to the Chairman or, if he is absent from Rae-Edzo or unable to act for some other reason, to the Vice-Chairman, who shall call a special meeting within fifteen days after the receipt of such request.

(7) Ten members of the Association shall constitute a quorum at special, general, and annual general meetings.

(8) Every member is entitled to one vote on any question under consideration at a General, Annual General, or Special meeting of the Association, and votes by proxy are not permitted.

(9) For the purpose of any Director's meeting of the Association, a quorum shall consist of at least five Directors.

7. Chairman

(1) The Chairman shall be elected by the Housing Association Board of Directors from its own Executive members.

(2) The Vice-Chairman shall be elected by the Housing Association Board of Directors from its own Executive members.

(3) Should the Chairman and Vice-Chairman not be present at a meeting, then the Board of Directors of the Association will appoint a Chairman for the purposes of that meeting only.

8. Election of Directors

(1) The election of Directors shall take place annually during the last month of the fiscal year.

(2) Directors shall be elected to a two year term, unless stated otherwise on the notice announcing the election.

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(3) All members, as described in Section 2, subsection (1), are eligible to vote in the annual general election pursuant to compliance with all obligations as set out in Section 4, and pursuant to their having resided principally in the said rental unit for a period of 3 months prior to the date of the annual general election.

(4) A list of electors for the annual general election shall be finalized and posted in conspicuous locations in the Incorporated Hamlet of Rae-Edzo at least 3 months prior to the date of the annual general election.

(5) A Chief Returning Officer shall be appointed by the Board of Directors of the Association at least 4 months in advance of the annual general election.

(6) Nominations for directorships shall be called for at least one month in advance of the election date.

(7) A nominee for a directorship must be a member in good standing of the Association (having met his Obligations as set out in Section 4), with a residency in a Rae-Edzo rental unit for at least 3 months prior to the date of the annual general election, or the date on which he is appointed by the Board of Directors to fill a vacancy.

(8) No employee or spouse of an employee of the Housing Association may run for or hold office as a Director of the Association.

(9) No two members from the same rental unit may run for or hold office as a Director of the Housing Association.

(10) Nominations shall be open for at least seven calendar days.

(11) Should there not be enough nominations to fill the vacant directorships those nominated shall be elected by acclamation.

(12) Should there not be enough nominations to fill the vacant directorships, the Board of Directors, including any newly elected Directors, shall be empowered, by vote of simple majority to select directors as needed to fill the remaining directorships.

(13) Those directors appointed under the conditions as set out in subsection (12) of this section shall be appointed for a term to expire at the next annual general election of directors.

(14) Those directors appointed under the conditions as set out in subsection (12) of this section must also meet the requirements of subsection (7) of this section.

(15) Should a director be absent from two director's meetings without cause, he will be automatically relieved of his directorship.

(16) In the event of such incident, as set out in subsection (15) of this section, occurring, the Board of Directors of the Association shall appoint pursuant to subsection (7) of this section, by a vote of simple majority, a replacement for the vacancy for a term to expire at the next annual general election of Directors.

(17) The Board of Directors shall consist of 9 members.

(18) Five directors and four directors shall be elected on alternate years, unless otherwise announced.

(19) Any director may be expelled by a unanimous vote of the Board of Directors of the Association for proven dishonesty, or for gross misconduct, or for failing or refusing to carry out his duties as a director provided in the by-laws.

9. Executive Meetings

(1) The directors from their own number shall, at their first meeting after the annual general election, elect by a vote of simple majority, a Chairman and Vice-Chairman, with said officers holding office until the first director's meeting following the next annual general election.

(2) The Chairman shall call meetings of the Board of Directors not less than quarterly and shall give each director at least seven days' notice in writing of each of such meetings.



HOUSING ASSOCIATIONS

(3) Any three directors may call a meeting of the executive if they give seven days' notice in writing of such meeting to the Chairman and all other directors.

10. Remuneration of Directors

(1) Directors shall be remunerated at the rate of \$5.00 per hour, or part thereof.

(2) Any Board Member required to be absent from his place of work, or to hire a babysitter in order to attend a general, annual general, special, or director's meeting shall be remunerated for any loss of income or payment, respectively.

(3) Remuneration shall be paid retroactively to Board Members on the 30th day of each month, according to the number of hours each director spent during that month participating in annual general, general, special, and director's meetings of the Association.

11. The Board of Directors shall conduct the affairs of the Association in accordance with the objects set out in the Application for Incorporation and in accordance with these by-laws.

12. The directors shall have the power to appoint chairmen, by a vote of simple majority, to head necessary committees, who shall be directly responsible to the directors and shall not hold the designated offices for any period beyond the next annual general election.

13. Any director having interest in any company, or having an immediate relative with any interest in a company transacting business with the Housing Association, must abstain from any negotiating or decision making which might result in a conflict of interest.

14. The Association may enter into a service contract with the Corporation to obtain monies necessary to fulfill its functions.

15. (1) The Association may receive an accountable advance from the Corporation in an amount not exceeding the amount payable

pursuant to a service contract and shall place this amount in a bank account in the name of the Association to be used only for the purposes of the Association.

(2) The Board of Directors on behalf of the Association shall return to the Corporation any funds from accountable advances provided pursuant to subsection (1) of this section, which have not been expended by the Association at the end of the fiscal year of the Association.

16. The borrowing powers of the Association shall be exercised on its behalf by the Executive subject to ratification by a resolution passed at a meeting of the Board of Directors of the Association and the approval of the Corporation.

17. Every member or other person who receives or spends money belonging to the Association shall account for the monies so received or spent in such manner as the Board of Directors may direct.

18. Disposal of Funds

(1) All monies received by or on behalf of the Association shall be deposited in the Association's account in the Bank of Montreal, Yellowknife, N.W.T. in trust for the Association.

(2) All disbursements made from the bank account shall be made by cheque. The Chairman, Vice-Chairman and one other director are to have signing authority. Each cheque issued must be signed by two of the three signatories.

(3) The Chairman and at least one other authorized signatory together may, with the authority of resolution to the Board of Directors, sign instruments or documents on behalf of the Association.

(4) Loans or grants of any kind are not to be made by the Housing Association, unless prior written approval is received from the Corporation.

19. Statements

(1) The Chairman shall on behalf of the Association, within fourteen days after the annual general meeting, send to the Registrar of Societies and the Corporation by registered mail a statement of the preceding year's operation of the Association, in the form of a balance sheet audited and signed by the Association's auditor or by two directors, if there is no auditor, and containing general particulars of its liabilities and assets, revenues and expenditures.

(2) The Chairman shall file with the annual statement mentioned in subsection (1) of this section, a list of its directors with their addresses and occupations, and shall upon the request of the Registrar of Societies, at any time, furnish him with other particulars of its directors.

(3) At every general meeting of the Association the Chairman shall make available for inspection by members the annual statement referred to in subsection (2) of this section.

20. Secretary-Manager

The Secretary Manager shall give all members notice of intention to propose a new by-law or the revocation or amendment of any by-law in the notice of any general, annual general, or special meeting published at least seven days prior to the date set for the general or special meeting.

21. (1) The Secretary Manager shall have custody of and keep minutes of all general, annual general, special, and directors' meetings, and the Chairman shall sign all minutes after they have been approved by the members attending the meeting next following.

(2) The Secretary-Manager shall forward minutes of all meetings as recorded by the Secretary-Manager and approved by the Board of Directors to the Corporation.

22. The Secretary-Manager shall be responsible for the keeping of the books and accounts of the Association and shall have prepared a quarterly statement of account, present it to the Board of Directors for their approval, and

shall forward an approved copy of such statement of account to the Corporation.

23. Books and Records

All books and records of the Association shall be open for inspection by members of the Corporation at the main office of the Housing Association on Monday to Fridays from 9:00 a.m. to 12 noon and from 1:00 p.m. to 5:00 p.m., holidays excluded, with prior notice being made with the Secretary Manager at least 24 hours in advance.

24. Fiscal Year

The fiscal year of the Association shall end on the 31st day of December in each year.

25. Seal

(1) The Seal of the Association shall consist of the word "Corporate Seal" in a circle formed by the words "Rae-Edzo Housing Association".

(2) The seal shall be kept in the custody of the Secretary Manager.

(3) No contract with the Association that, if made between private persons, would be by law required to be in writing is valid unless such contract is in writing under the common seal of the Association and signed by two directors authorized in that behalf and such contract may be varied or discharged in the same manner.

26. Making, Altering and Rescinding By-Laws

(1) By-laws of the Association may be rescinded, altered or added to at the annual general meeting or by extraordinary resolution (a majority of not less than three-fourths of such members as are present) of the Association at a special meeting and not otherwise, but no rescission, alteration or addition shall have any effect until it has been registered by the Registrar of Societies.

(2) Notice of intention to propose the rescission, alteration or addition of any by-law shall be given in the notice of meeting published pursuant to Section 6 subsection (4).



HOUSING ASSOCIATIONS

Role of Chairman, Council and Directors

1.

Board of Directors

Each Housing Association is governed by a Board of Directors elected by the tenants of N.W.T. Housing Corporation rental housing. The number of members on the Board of Directors depends on the number of rental houses in the community. However, there cannot be fewer than five or more than nine members on the Board of Directors. This is so there will not be too few or too many people to discuss problems and make decisions.

Elections

The Directors of an Association are elected by the members of the Housing Association. The members, of course, are the tenants who live in the rental housing. An election is held each year so that tenants have the opportunity to elect new members to the Board. The directors serve a two year term. The Board is always made up of directors who have been newly elected and directors who are serving the second year of their term of office. Half the Board of Directors change or are re-elected each year. Any director who does not do his job or who is often absent from meetings or for other good reason, may be removed from the Board of Directors by a unanimous* vote of all other Directors.

**Unanimous — all directors must agree to the decision.* If a director resigns, dies or is removed, the Chairperson will call a special meeting of the association to elect a replacement.

Who should be on the board?

It is important that each tenant understands that in order to have a strong and active Association, he should elect strong and active board members. It is the Board of Directors who carry out the program which benefits the whole community.

Relationship of Housing Associations, members, directors and staff

MEMBERSHIP (TENANTS)

elects

DIRECTORS

hires

MANAGER

hires

hires

MAINTENANCE MAN

OTHER STAFF

Note: The intent in placing tenants over Directors is intended to emphasize Director's responsibility to tenants, and staff responsibility to directors.

Functions of the Board of Directors

The duties of the Board of Directors are to act on behalf of their members and make decisions concerning the operation of the Association.

In order for the Association to function smoothly the Board of Directors must:

- follow the rules that govern the Association
- represent all tenants in the Association's dealings with the Housing Corporation
- try to meet the needs of the membership
- understand its powers and responsibilities.

Duties

- (1) To hold regular meetings at least once a month to discuss tenants' concerns;
- (2) To allocate housing in the community according to existing rules and regulations;
- (3) To assess rents and to review tenants' income and assess rent according to the New Rental Scale;
- (4) To prepare and control the budget and to approve payment of invoices. The board approves all invoices and cheques written to pay the invoices.
- (5) To decide what action to take against tenants who cannot or will not pay rent (for example, the Board may decide to cut off services or evict the tenant);
- (6) To be aware of the housing situation in the community and determine housing requirements;
- (7) To hire staff, including maintenance workers, and to determine the wages to be paid. To make sure staff does their job they are paid for;
- (8) To determine sea-lift requirements;
- (9) To estimate and submit bids for capital and other contracts,
- (10) Encourage tenants to look after their houses and the grounds around them to help keep maintenance costs down;

*Amix
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(11) Make decisions that treat all tenants fairly and honestly;

(12) Visit houses once in a while to see that everyone is treated fairly and to make sure houses are being maintained.

Other considerations

- Each Director should remember he cannot make special rules. A director represents all tenants, not just members of his family or his friends.
- Each Director should make certain that he does not delegate duties and responsibilities to the Secretary-Manager that will allow him or her to take over responsibilities that are properly the responsibilities of the Board of Directors.
- Decisions must be made jointly by all Board Members.
- The Board of Directors should know and understand the basic by-laws of the Association, and the agreement that was reached between the Association and the N.W.T. Housing Corporation, concerning their operations. The rules or by-laws exist to protect all tenants and the public funds placed in the Board of Directors trust.
- Employees of the Housing Association get their directions from the Manager. The Manager gets directions from the minutes of the Board of Directors meetings where the Board's decisions are recorded. Individual board members do not give staff directions.

2. Chairperson

The chairperson is chosen by the Board of Directors to act as their leader. The chairperson is elected from among the Board of Directors at the first meeting after an annual general meeting.



HOUSING ASSOCIATIONS

Duties

The Chairperson:

- calls all meetings of the Association
- controls meetings to be sure they are run in an orderly way
- reads all mail addressed to the Board of Directors
- passes on information received in the mail
- does not vote at meetings unless there is a tie, then he votes for or against a decision. He, then makes the deciding vote
- presents subjects to be discussed at a meeting
- checks to see that the secretary keeps minutes of the meetings so all decisions of the Association are recorded
- prepares an agenda for all meetings and has the agenda given to all Board members at least 2 days before the day of the meeting
- before each meeting begins the chairperson reads the agenda or list of subjects to be discussed and asks the Board if there are any additions
- makes sure all rules governing the Association are followed and keeps Directors informed of all changes and rules

- during the meeting the chairperson makes certain that any Directors who wish to speak on any subject on the agenda, has a chance to present his/her opinion, before calling for a vote on whether the decision will be made, or what decision will be made
- signs all letters and cheques to make sure the Directors' decisions are carried out. He makes certain no unauthorized expenditures are made and that all invoices are checked.

3.

Vice Chairperson

The Vice Chairperson is also elected at the first meeting of the Board of Directors after an election has been held by the Association.

Duties

The Vice Chairperson takes over a meeting when the Chairperson is out of town or unable to attend a Board Meeting. When this occurs his duties are the same as the Chairperson. When the Chairperson is in town and available for a meeting, The Vice Chairperson is the same as any other Director.



HOUSING ASSOCIATIONS

Role of Manager

The Manager is a person hired by the Housing Association Board of Directors to:

1. advise and guide the Board
2. perform secretarial duties
3. manage finances
4. administer programs
5. supervise employees and manage maintenance
6. counsel and assist tenants
7. manage the physical property and stores

Duties

1. Advise and Guide the Board

The Manager:

- keeps the Board of Directors aware at all times of what is going on. This helps them make decisions based on policy and regulations;
- provides the Board with information on programs;
- provides the Board with financial information on programs;
- interprets Association By-laws and agreements to the Board and tenants;
- carries out Board priorities.

2. Performs Secretarial Duties

The Manager:

- handles all incoming letters and outgoing letters;
- types letters and other required information;

- takes minutes of all Association meetings, types the minutes out; gives all Board members a copy, posts a copy in public for tenant information, and sends a copy of the minutes to the District Manager.

If the Housing Association has hired a clerk to do secretarial or bookkeeping duties, the Manager then sees that the clerk performs these duties.

3. Manages Finances

The Manager:

- collects rent and arrears (back rent owing);
- prepares monthly financial statement and annual financial report for the Registrar of Societies;
- does the Association bookkeeping and accounts following the One-Write System;
- records all transactions involving money;
- keeps the Board informed about revenue and expenditures;

Again, the Manager sees that these duties are done if a clerk has been hired to do these.

4. Administer Programs

The Manager:

- receives applications for housing; obtains income declarations and presents this information to the Board for their action;
- assists the Board of Directors in determining housing requirements;
- completes lease documents (rental agreements), inspection reports and family income forms.

5. Supervise Employees and Manage Maintenance

The Manager:

- supervises maintenance staff and other staff hired to work for the Association;
- inspects the work of maintenance staff to be sure it is done properly;
- prepares work orders for maintenance on request of tenants and approves emergency maintenance;
- assigns maintenance labour to do work and maintains time sheets;
- order supplies for workers as needed.

6. Counsel and Assist Tenants

The Manager:

- visits tenants occasionally to check the condition of the house and to remind them if necessary that payments are due;
- ensures each tenant gets a copy of the rental agreement or lease and explains the lease to the tenant;

- obtains information from the tenant about the condition of the house and repairs required;
- provides tenant with information about programs;
- assists tenants in arranging moves;
- counsels tenants in the use of appliances and equipment;
- advises tenants on legal actions;
- explains tenants rights and responsibilities;
- refers tenants to other agencies if necessary (i.e. to Department of Social Services).

7. Manage Physical Properties and Stores

The Manager:

- is responsible for all equipment purchased by the Association;
- keeps a record or inventory of all equipment;
- orders materials from suppliers, receives supplies, pays invoices for supplies promptly.



HOUSING ASSOCIATIONS

Duties of Maintenance Men and Other Employees

The maintenance men and other employees carry out the duties assigned to them when they were hired. They also perform additional assigned to them by the Manager following the decision of the Board of Directors.

- (1) Collect Work Orders on work to be done from the Manager and arrange to get the work done.
- (2) Issue materials from maintenance supplies and record on the Work Order any materials used in completing the work to be done.
- (3) Record on the Work Order the number of man hours involved.
- (4) Return the completed Work Order when work is done to the Manager so that proper recording and time sheets may be completed.
- (5) Provide Manager with lists of materials needed to finish a job if the materials are not on hand.
- (6) Care for materials provided by the Association and make sure they aren't used except on authorized Work Orders.
- (7) Visit houses occasionally to keep track of maintenance that needs to be done and report it to Manager for maintenance.
- (8) Assist in making up material lists for sealift.
- (9) Look after and control use of tools assigned for maintenance and report breakages to Manager for replacement.
- (10) Arrange work to be done on first come, first served basis unless an emergency arises.
- (11) Reports the need for professional assistance for plumbing, electrical work, etc.
- (12) Organize work details to make sure work is done.
- (13) Reports fire hazards or safety hazards.
- (14) Perform monthly, quarterly and annual inspections and servicing of furnaces and repair on an "as needed basis".
- (15) Prepare material lists and inspect units for renovation and repair purposes.
- (16) Carry out regular maintenance visits to homes and arrange repair of minor defects immediately and obtain approval from Board of Directors for major repairs.
- (17) Carry out electrical inspections and replacement of minor electrical fixtures such as switches and plugs and ensure fixtures are safe and in good condition.
- (18) Report all costs on Work Order to Manager in order for accurate costs of housing maintenance to be maintained.
- (19) Recommend ways and means of improving maintenance and services to housing.
- (20) Repair oil leaks promptly whether inside house or outside.
- (21) Clean and service water tanks and oil tanks annually.

(22) Report tenant damages in housing to Manager in order that tenant may be charged for damages if he does not effect repair himself.

(23) When dealing with a problem area outside of his existing skills, report and arrange tradesmen to complete work correctly.

(24) Attend necessary courses to upgrade skills.

3

Maintenance

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MAINTENANCE

Housing Association Responsibility

1. To arrange for training of maintenance men.
2. To co-ordinate maintenance work and supervise maintenance men.
3. To budget for maintenance money each year.
4. To carry out regular maintenance.
5. To carry out emergency maintenance.
6. To do preventative maintenance.
7. To do extra-ordinary maintenance.
8. To carry out rehabilitation under the Rehabilitation Program.
9. To hire maintenance men.
10. To buy and pay for all maintenance materials.
11. To charge tenants for damages.
12. To call on District Maintenance Co-ordinator for information or help.

1. To arrange for training of maintenance men:

Housing maintenance is a special trade. The Housing Association should arrange for all maintenance men to take the courses offered in Frobisher Bay and Fort Smith. The District Maintenance Co-ordinator can help arrange for maintenance men to complete this course.

Courses offered are in:

- a) Oil burner maintenance
- b) Carpentry and painting maintenance
- c) Plumbing and electrical maintenance

These courses are very important since people learn more about maintenance and can do their job better. The more courses a person completes, the more money he can earn.

2. To co-ordinate maintenance

The Maintenance Foreman is responsible for co-ordinating maintenance work, supervising maintenance men and ordering supplies. These are the duties of the Maintenance Foreman. If there is no Maintenance Foreman, the Manager of the Housing Association is responsible to:

- receive supplies
- record use of supplies
- organize maintenance supplies
- take inventories
- receive sea-lift orders and check for damage
- locate space and supervise storage
- follow up on late or back orders
- initiate maintenance and repair contracts
- identify emergency maintenance and initiate action
- use catalogues
- estimate quantities of required materials
- identify extra-ordinary maintenance
- help to prepare sea-lift orders
- keep a constant check on men working on maintenance jobs
- try and solve problems before contacting Maintenance Co-ordinator

3. To budget for maintenance

The Housing Association plans for maintenance money in their budget. See Budgets in Section 4 of this manual under Management.

4. To carry out regular maintenance

The Housing Association schedules for regular maintenance of all houses. Regular maintenance is work done on a regular basis to keep all houses in good shape. Each house should be inspected twice a year so a plan can be made for all maintenance. Minor repairs can be done during these inspections.

5. To carry out emergency maintenance

Emergency maintenance should be done immediately by one of the maintenance men. One of the maintenance men should be on call after regular working hours to do emergency maintenance. Emergencies include such things as furnaces that have gone out or frozen water and sewer lines.

6. To do preventative maintenance

Every year preventative maintenance should be done to prevent future problems. Preventative maintenance includes furnace servicing, cookstove servicing, repair of leaky roofs, installation of weather stripping and the like.

7. To do extra-ordinary maintenance

This is additional work done to improve the quality of a house. It might be replacing windows or doors, adding extra insulation or installing new roofing or siding.

8. To carry out rehabilitation programs

Under the Rehabilitation Program, Northern Rental Housing is upgraded to meet new CMHC (Central Mortgage and Housing Corporation) Standards. This might include servicing the house with sewer and water, adding a bathroom or a new furnace system. When the rehabilitation is completed, these houses become Public Housing units rather than Northern Rental units.

9. To hire

The Housing Association hires maintenance men either on a wage basis or with a Service Contract to do a specific amount of work.

10. To purchase materials

The Housing Association buys and pays for all maintenance materials.

11. To charge for tenant damage

The Housing Association sees that the tenants are charged for all damages that occur beyond normal wear and tear.

12. To get assistance from Corporation District Office

The Housing Association calls the District Maintenance Co-ordinator for help with any maintenance problems at any time.



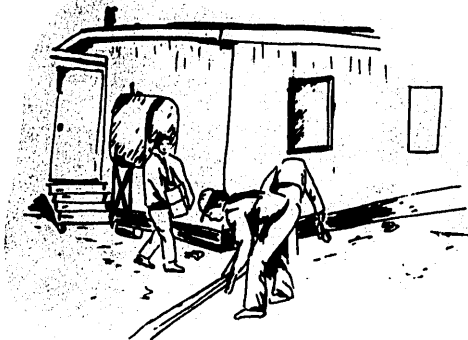
MAINTENANCE

Tenants' Responsibilities for Maintenance

The tenant is responsible for looking after the house he has rented. He should make an attempt to repair all minor things right away.

The Rental Agreement or Lease sets out the maintenance duties that are the tenants' responsibility. When the tenant signs the lease he is agreeing to these things:

- 1) To maintain the house in a good and clean condition and state of repair.
- 2) To keep in good working order all pipes, chimneys, sinks, plumbing apparatus, appliances, locks, heating and cooling equipment, electric switches, wiring and fastening of all kinds in the house. If repair is needed on any of these items, the tenant should call the Housing Association immediately.



The Tenant is expected to do all minor repairs such as tightening loose screws or replacing light bulbs and fuses. If the furnace is not working, the tenant should push the reset button only once, and then call the Housing Association if it doesn't start.

- 3) To maintain and keep in order the lot or area around the house. The tenant is expected to keep the lot clean and free from junk and garbage.
- 4) To be responsible for repair or any damages to the Rental house and appliances resulting from his neglect or wilful damage. This would include replacing broken windows, etc. Tenants do not have to pay for repairs that are needed due to reasonable wear and tear.
- 5) The tenant cannot make changes or additions to the house or install any extra wiring, heating or electrical circuits without getting approval in writing from the Housing Association. The Housing Association must, in turn, check with the Northwest Territories Housing Corporation.
- 6) The tenant is not to keep inflammable materials (*things that cause fires*) in the house or near the house. Inflammable materials are gasoline, solvents used for cleaning paints, etc. and other materials that are very explosive.



Scheduling and Preventative Maintenance

1. Planning

The planning and scheduling of all maintenance work is an important job of the Board of Directors of the Housing Associations.

Why plan maintenance work?

1) Accurate Budgeting

Maintenance work can be planned one year ahead of time so the budget can be prepared with accuracy. This means the amount of money needed for maintenance work can be estimated and requested in the next year's budget. Maintenance under all programs can be planned. This includes ordinary and extraordinary maintenance and rehabilitation.

2) Sea-lift Orders

When a maintenance schedule is planned a year at a time, the Housing Association can order enough parts and materials on the sea-lift to carry out all maintenance programs in the next year.

3) Stock and Parts Inventory

Scheduling maintenance will help to insure that there is enough material in stock to carry out all necessary work during the year.

4) Money for Wages and Benefits

Planning maintenance work and budgeting for the costs of maintenance work will help to insure that not too many funds are spent on material and freight. This will insure that enough money is left to pay wages and benefits for the people doing the maintenance work.

2. What is Preventative Maintenance?

Generally, preventative maintenance means regular checking and servicing of the houses to be sure nothing breaks down. Preventative maintenance helps to make sure houses and equipment in the houses last longer. It will also help reduce the need for emergency maintenance.

Preventative maintenance means preventing loss or damage of materials and parts. Materials that are stored outside should be covered. Materials such as paints that will be damaged by freezing should be stored in a heated area.

The following pages include:

- a) A maintenance calendar with a schedule for preventative maintenance and what items should be serviced or checked each month.
- b) Emergency maintenance or work to be done immediately to prevent more problems.
- c) Work to be done this year.
- d) Work to be done over four years.

3. Maintenance Calendar

<p>January</p> <p>Here we are! Another year. Plan ahead! Every month look one month ahead and make sure you have enough material to do the work. This month carry on with the inside work including:</p> <ul style="list-style-type: none"> Clean air filters. Check furnaces and cookstoves. Check fire extinguishers and smoke detectors. Check space heaters. Check hot water tanks. Service plumbing systems. Service electrical systems. 	<p>February</p> <p>A good time to work indoors. Complete checking fire extinguishers and smoke detectors. Make sure all air filters are cleaned.</p> <p>Items included in the inside work are:</p> <ul style="list-style-type: none"> Flooring — repair or replace tiles Walls — repair or replace panelling Ceilings — repair or replace tiles Doors — repair or replace Interior Painting Check plumbing system Check electrical system Replace broken parts Check water storage tank Check hot water heater
<p>March</p> <p>This month start planning your sea-lift orders. Also a good month to work indoors. When repairing a unit check all the following also:</p> <ul style="list-style-type: none"> ELECTRICAL — Plug-ins <ul style="list-style-type: none"> — Switches — Light fixtures — Breaker panel — Entrance wiring — Ground rods PLUMBING — Drains <ul style="list-style-type: none"> — Toilets — Taps — Pressure systems — Water storage tank — Hot water tank HEATING — Furnace <ul style="list-style-type: none"> — Oil tank and piping — Oil filter — Air filter — Space heater — Cookstove 	<p>April</p> <p>This month all your sea-lift orders must be placed.</p> <p>Your inside work should be coming to an end soon.</p> <p>Did your inside work go as expected?</p> <p>Did you get one quarter of the units completely fixed up in the past year?</p> <p>Are all the following items serviced:</p> <ul style="list-style-type: none"> Heating system Plumbing system Electrical system Doors and windows Roofing



May

Is your sea-lift order placed?

This month start planning your outside work. Do you have enough material? Time to turn off heating cables and circulating pumps.

Repair leaky roofs right away, before more damage is done.

It is time to get all your inside work cleaned up. Now is a good time to get your work orders made out for all the outside work you are planning to do this year. A good time to get your storage area cleaned up.

June

A good time to start the outside work including the following:

- Repair leaky roofs
- Replace broken shingles
- Replace missing rain caps
- Repair broken steps
- Repair loose siding
- Check the skirting
- Caulking of doors and windows
- Check outside doors
- Work on sewage holding tanks
- Check oil tanks and piping

July

A nice time to work outside. Is your warehouse cleaned out? Ready for new materials to be stored?

A good time to start:

- Painting the outside of units
- Install new steps
- Install new skirting
- Level and/or lift units if needed
- Replace chimneys if needed
- Clean oil tanks
- Repair the pads where needed
- Check the attic space (insulation and roof)
- Install weather stripping

August

All our outside work should be completed this month. It may turn cold next month. Did we get all the following work done?

- Exterior painting
 - Levelling and skirting
 - Siding and roofs repaired
 - Weather stripping and caulking
 - Repaired pads
 - Chimneys and rain caps
 - Oil tanks and piping
 - Work on sewage holding tanks
- It is also time to think of winter.
- Service furnaces
 - Service cookstoves
 - Change oil filters
 - Change air filters
 - Repair windows

BUDGET

It is time to start thinking of your maintenance budget for next year. Set up your extraordinary maintenance work for next year.

September

First thing this month, make sure your maintenance budget and your extraordinary maintenance work for next year is sent to the Housing Corporation District Offices.

It may snow any time now. A good time to finish the outside work before it turns cold. Also the following should be done:

- Service furnaces
- Service cookstoves
- Change oil filters
- Change air filters
- Check fire extinguishers
- Check and clean smoke detectors
- Check electric range and fridge
- Check electrical system
- Check plumbing system
- Check outside light fixtures and plug in
- Make sure all windows are repaired

October

Winter time! Time to do all the inside work. Including the following:

- Check fire extinguishers
- Check and clean smoke detectors
- Check electric range and fridge
- Check electrical system
- Check plumbing system
- Start the inside work on:
 - Floors
 - Walls
 - Ceilings
 - Painting and panelling
 - Doors and windows
- Start circulating pumps and heat tapes

November

Carry on with your inside work. Include the following :

- Repair and replace floor tiles
- Repair and paint walls
- Replace panelling if needed
- Repair or replace interior doors
- Repair and replace ceiling tiles
- Repair leaky taps and toilets
- Replace broken switches and plug-ins

December

Carry on with your inside work.

Also check and make sure oil tanks have filler caps.

Make sure heating tapes and circulating pump are working.

Make sure that all sewage pump-out tanks are closed in.

Enjoy the holidays!



4. **Emergency Maintenance**

Work to be done today

This work directly affects the health, safety and comfort of the Tenants. This is mostly emergency work that must be taken care of immediately. Such as:

- Furnace repairs
- Replace broken windows
- Repair leaking roofs
- Repair oil leaks
- Repair steps
- Repair outside doors
- Repair oil tank or oil piping
- Thaw out frozen sewage tank or piping
- Replace broken shingles
- Repair cookstove

5. **Work to be done this year**

This work must be done on all units every year in order to keep them in good shape.

For example:

- Service the furnace
- Service the space heater
- Service the cookstove
- Service the pressure system
- Check oil tank and piping
- Check sewage tank and piping
- Change oil filters
- Change air filters
- Repair loose siding
- Repair broken shingles

- Replace missing rain caps
- Caulk around doors and windows if needed
- Repair broken skirting
- Repair broken doors
- Levelling of unit if needed

6. **Work to be done over 4 years**

One quarter of all units in town must be completely checked out and repaired every year, so that all units get done every four years. Every unit should be done completely.

Especially the following:

- Levelling of unit
- Repair skirting and siding
- Paint the exterior
- Repairs doors and windows
- Replace broken shingles
- Replace missing rain caps
- Caulking of doors and windows
- Repair flooring
- Repair broken wall panelling
- Paint interior
- Replace or paint ceiling tiles
- Check water and sewer lines
- Check the electrical system
- Replace broken light fixtures, switches, etc.
- Check taps and toilet
- Plus the regular service work.

7. **3 to 5 year plans**

Note which units will have to be written off in two or three years. Don't spend a lot of maintenance money fixing it up. Do only the basic maintenance necessary to keep it livable until the time it is scheduled for writeoff.



MAINTENANCE

Efficient use of maintenance funds

Using maintenance funds or money efficiently means:

- Trying to get the most out of the money budgeted for maintenance.
- Doing maintenance work promptly before parts or equipment are damaged beyond repair.
- Not wasting maintenance money on houses which will be written off in the near future.

1. How can Housing Associations use their funds efficiently?

- 1) Use sea-lift for all bulky and heavy items to save on freight costs. (See section on annual resupply)
- 2) Ship small items by parcel post in the mail.
- 3) Buy the right kind of materials to do the job.
- 4) Protect materials stored outside by covering them. Store materials that will be damaged by freezing, inside.
- 5) Plan all work well ahead of time so materials or parts can be ordered to complete the job. (See Section on Scheduling and Preventative Maintenance)
- 6) Keep an inventory of parts so that there are always materials and parts on hand. (See Section on Parts Inventory)

7) Supervise the work of maintenance men and keep a time sheet so that work is well done and according to schedule. If you have hired a maintenance man full time, make sure he is kept busy, otherwise you are wasting Association maintenance wages while the man sits idle. Have him check grounds, buildings, fire extinguishers, change filters, check for oil leaks, visit houses and check chimneys, roofs and other parts of the houses.

Where you are hiring casual labour, to do piece work, do not pay for a full day's work when the man is only working one or two hours. You pay for time worked, not time spent visiting, or going to the store on private business.

Check up on your maintenance men occasionally to see that they keep stores in proper order and do not waste materials, or give materials away for work that is not the responsibility of the Association. Materials supplied for repair of houses should not be used on boats, private repairs, other buildings, making boxes for everyone, or other similar things.

This is all a responsibility of the Secretary-Manager, and is part of his responsibility to supervise staff and stores.

8) Hire people with training and experience in maintenance. Encourage maintenance men to get the "Housing Maintenance Serviceman Certificate."

9) Do only the work that is the responsibility of the Housing Association. If the maintenance

man does work caused by damage or wilful neglect by the tenant, bill the tenant for that work.

10) Repair old parts if possible. Housing Associations can save money on parts that break down by repairing them. Furnace parts, for example, can be repaired, which is much cheaper than buying new parts.

Some parts such as pumps, motors, relays, controls and stove carburetors can be sent out for repair. Even with the cost of freight and repair charges, it still can be less costly than ordering new stock.

11) Do accurate estimates on the length of time needed to do a specific job. See Guidelines for Labour Rates, Appendix A, pages following.

12) Buy good quality tools and make sure to keep track of them. See Maintenance Tools, Appendix B, pages following.



MAINTENANCE

Appendix A

2. Guidelines for Labour Rates Housing Maintenance

One of the hardest things to do in maintenance is the estimating of time needed to do a given job. Unlike new construction, in maintenance often things do not work out so well because other things are involved. For instance, when a new furnace is installed you bleed the oil pump, push the reset button and everything works. But, a furnace that stops working is different. You may have to check out all the parts in order to find out what is wrong before you can fix it.

To install a new window is not too hard, but to replace one is different. First you may have to remove the old window, then you may find out that the new window does not fit in because the house has settled a bit.

Another area where your time will fluctuate is when putting in things like panelling. If you have to install two or three panels on a straight wall it does not take too long, but when you get in places like a kitchen for instance, where you have to cut around doors and windows and cupboards, where you must move furniture and appliances around in order to work, you will need much more time to do the same amount of work.

One more thing that can upset the amount of time spent on a job is the people you have doing the work. If you have a man that is experienced in doing the job, it will not take as long as when you have someone who has no experience in doing the job. That is why we have a pay scale whereby people with the training are getting paid more than new people, and that is why we insist that people

get the Housing Maintenance Serviceman Certificate, because then we know that they are able to do the work.

The guidelines are based on maintenance work and we use a sliding scale because we know that the same job takes more time on one job compared with the next time the same job is done. We also mentioned some of the things which will affect the time needed. When doing outside work the weather can affect this also.

This guideline is set up to make your work easier and in order to get used to it you should compare the hours actually used on your work orders against the guideline.

You will find that sometimes it takes more time and sometimes less but your average should be close. In some cases you may find that you must adjust some of the times shown in order to fit your circumstances.

However, if you find that the actual time used is consistently more than the time shown, you will have to check out why this is happening. There may be a perfectly good reason for this. On the other hand maybe your maintenance men are wasting too much time and you will have to do something about it. One of the ways a lot of time is wasted is by the maintenance men making many trips back to the shop or office for additional parts and materials.

Some of the ways to overcome this are:

1. Have the maintenance man list parts he may use on the work order. By taking these with him he may save a lot of time.
2. Have parts boxes set up for specific jobs such as furnaces. Get a selection of furnace parts in a specific box so that the maintenance man has all the parts right on the job with him.

A good idea would be to have a list of parts taped to the inside of the box lid and replace used parts on a regular basis.

3. If you have a good storage space it is a good idea to keep parts in separate boxes or shelf space, clearly marked. This can save a lot of time looking for materials and parts.

It is well to remember that this is only a guideline, it is not perfect, but it is a place to start, and you can adjust it to serve you better.

Remember when someone tells you about a maintenance problem, get as much information as possible and write it all on the Work Order.

Preventative Maintenance is a big money saver!

Labour Rate

Floors per 100 sq. ft.	
Jolist 2" x 6" x 8' 12" centres	5-6 hours
2" x 6" x 8' 16" centres	4-6 hours
2" x 6" x 8' 24" centres	4-5 hours
Plywood 4' x 8' sheets	1-1½ hours
Vinyl flooring rolls	5-6 hours
Floor tile	3-4 hours
Carpets	5-6 hours
Paint only, per coat	½-¾ hour
Sanding and cleaning	¾-1 hour
Walls per 100 sq. ft.	
2 x 4 x 8' studs 12" centres	3-4 hours
studs 16" centres	2½-3½ hours
studs 24" centres	2-3 hours
Plywood 4' x 8' sheets	1-2 hours
Gyproc 4' x 8' sheets	1-2 hours
Panelling 4' x 8' sheets	2-3 hours
Taping and sanding gyproc	2-3 hours
Paint interior walls per coat	¾-1 hour
4" x 4" wall tile	5-6 hours
Insulation	½-1 hour
Felt papers	½-¾ hour
Sliding hardboard wood	½-2 hours
aluminum	2-3 hours
Paint exterior walls	3-4 hours
Sanding and patching	1-1½ hours
	1-3 hours
Roofs per 100 sq. ft.	
Install rafters	2-3 hours
Plywood	1-1½ hours
Shingles	3-4 hours
Ceiling tile 12" x 12"	3½-4½ hours
Ceiling tile 48" x 48"	2½-3½ hours



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Doors:

Install door frame c/w trim	1-1 1/2 hours
Hang doors	1/2-3/4 hour
Install lockset	1/2-3/4 hour
Paint door frame	3/4-1 hour
Paint door only	1/4-1/2 hour
Weather stripping per door	1/2-3/4 hour

Windows:

Replace window frame c/w window	1 1/2-2 hours
Install window	3/4-1 hour
Install glass only	3/4-1 hour
Paint window frames	3/4-1 hour

Caulking per 100 ft.

If covered by wood or metal trim	1 1/2-2 hours
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2 1/2-3 1/2 hours

Steps c/w guardrail

Repair	2-2 1/2 hours
Replace	4-6 hours
Paint one coat	1 1/2-2 hours

Install mouldings and trim per 100 ft.

Door or window trim each	3/4-1 hour
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3/4-1 hour

Service furnace complete

Change oil filter	2-3 hours
Change nozzle and clean set electrodes — cad cell	1/4 hour
Change air filters	1/2-1 hour
Replace rain cap	1/4 hour
Replace chimney	1/2-1 hour
Level and clean oil tank	4-6 hours
Service oil stove complete	1-1 1/2 hours
Set carburetor	1-1 1/2 hours
Replace fire pot	1/4-1/2 hour
Service humidifier	3/4-1 hour
	1/4-1/2 hour

Clean water tank

Repair set of taps	2-3 hours
Service pressure pump complete	1/2-3/4 hour
Replace pressure tank	1-1 1/2 hours
Repair flush-o-matic	3/4-2 hours
	1-1 1/2 hours

Electrical

Replace light fixture	1/2-1 hour
Replace switch or plug-in	1/4-1/2 hour
Install new switch or plug-in	1/2-1 hour
Wire up to 50 feet	1/4-1 1/2 hours
Install new mast complete	1 1/2-2 hours
Install smoke detector	1-2 hours

Appendix B

3. Maintenance Tools

Each Association that is involved in maintenance on their houses should have some tools to be used by people they hire as maintenance staff.

The problem is that Associations do not really take care of these tools, or keep track of them. Maintenance men break, lose or simply forget to return them to the Association. In other words, there have to be rules laid down by the Board of Directors that will prevent these losses.

Another problem is the tendency to buy a lot of power tools or very expensive tools that will seldom be used. For the tools that are not used often, get the cheapest ones you can buy.

If an Association is going to concern itself about tools, and buy and protect them, there are a few things that should be remembered:

- 1) Get good quality tools for carpentry and electrical work.
- 2) Get the right tools. Do not waste your money on mechanics' tools for automotive work. You are repairing houses, not neighbouring automobiles.
- 3) When lending the tools out to anyone, get a receipt for them, and make certain that they come back to the Association when the borrower is finished with them.
- 4) Keep tools under lock and key in a safe place where they will be ready and available when you need them. A great deal of money is spent in wages sending maintenance staff around a settlement trying to find a tool that should have been in the tool box in a safe place.

5) Keep tools sharp and in good condition. Have enough to do your work properly.

6) Any tools that are reported broken, have them brought back to the office so they can be checked and replaced, if necessary.

7) It is marvellous how few losses of tools occur when the person losing them is required to pay for them, so it is wise to keep a cost listing of all tools you buy.

The following is a list of basic tools that every Housing Association should have to handle basic work on houses. The list is not long, and as time goes on and the need is proven, you can add to them.

- 1 rip saw, hand (good quality carpenter saw)
- 2 cross cut hand saws (best quality you can get)
- 2 hammers, carpenters (often you have two or three men working)
- 1 mitre box (for cutting angles in lumber)
- 1 tri-square
- 1 rafter square
- 1 8' tape measure
- 1 50' tape measure
- 1 hack saw (buy the most rigid you can get with extra blades)
- 1 brace for auger bits (get a good quality tool)
- 1 set of auger bits ¼ to 1"
- 1 set slotted screwdrivers
- 1 set Phillips screwdrivers
- 1 set Robertson screwdrivers
- 1 wood vice (for mounting on a work bench)
- 1 pair diagonal wire cutters
- 1 pair pliers with side cutters (large size)
- 1 pipe wrench at least 18" long, rigid or equivalent
- 1 set flaring tools (for tubing)
- 1 good tool box that can be locked with a padlock

Later on as you get more housing, you can move into power tools. The first basic tool being a good quality table saw with extra



MAINTENANCE

blades, so you can have some being sharpened while you continue work with the sharp blades on hand.

Power hand saws are not usually needed, unless you have a great deal of work to be done. They are a big help in saving labour time and money, but in the early stages they are not of much use, and are often lost.

Power sanders should be a belt type if you must have one; but again, they are not necessary in the early stages.

Tools are expensive and while everyone likes to have lots of tools, do not waste your time or your money buying up mechanic's sets. You will have little use for most of them and more often they will simply disappear to repair motors and ski-doods around your community.

MARK YOUR TOOLS SO THAT THEY CAN BE IDENTIFIED



Parts Inventory

An **Inventory** is a detailed list of all goods in stock. A parts inventory is a list of all equipment, parts and supplies, a Housing Association has on hand for maintenance work.

1. Purpose of an Inventory

An inventory provides:

- a list of what parts are on hand
- a record of cost, suppliers and other important ordering information
- a record of replacement needs — this ensures there is always enough stock on hand or replacement orders can be made.
- a savings in dollars — Housing Associations can take advantage of annual resupply through sea-lift or barge orders. This saves the expense of ordering air freight.

2. How to set up an Inventory

- 1) Get a card box for small file cards; arrange 8"x5" cards in a filing box.
- 2) Label each card with the name of a specific part and arrange the cards in alphabetical order. On each card, record this information:
 - 1) Name of the part.
 - 2) Model number.
 - 3) Serial number.
 - 4) Supplier and address.
 - 5) Cost of part.
 - 6) Date.
 - 7) Inventory.
 - 8) Purchase order number.
 - 9) Requisition number or who used the part.
 - 10) Out — how many taken for use.
 - 11) In — how many came in stock.
 - 12) How many left in stock.

SAMPLE CARD

6. Date	7. Inventory	8. Purch. Order	9. Requisition	10. OUT	11. IN	12. Left In Stock
Aug. 3	39	228	J.B.R.	2	6	6
Aug. 10			L.T.E.	1		4
Aug. 30	39	229			3	3
						6

3. How to use an Inventory

- Keep a list of all parts and equipment used over a six month period. After six months, it should be obvious how many of each part is being used.
- Determine from your six month records how many of each type of part should be kept on hand. The District Maintenance Co-ordinator could help work out the inventory list.
- Always record on the file card when a part is used or removed from Stock. Record who took the part, the date and how many were taken.

On the same card Page 2, there were 6 carburetors on August 3. Two were taken out, leaving four left in stock.

- Try to make use of the sea-lift orders — order enough for one full year. However, if your stock is reduced to less than one half and you think you will need a new supply before sea-lift order comes in, you may have to emergency order by mail or by air freight.

On the same card, 6 carburetors are required in stock. When the supply went down to 3 on August 10, then a new order was placed with the supplier. On August 30, a new order of 3 parts arrived, bringing the total up to 6.

Important points to remember:

- 1) Keep a constant supply in stock.
- 2) Re-order the supply of inventory in time for sea-lift, to keep a full supply on hand.
- 3) Keep a record of each part with all the details shown on the Sample Card.
- 4) Always record when a part is taken out of stock for use.
- 5) Time lag — since there is always a time lag between the time a part is ordered and when it arrives, try to order a supply big enough for one year's operation. This way, costs are cheaper because sea-lift or barge orders can be used for the annual resupply.

Another way to keep Inventory

Some Housing Associations which have a well organized warehouse for parts and materials keep the inventory on the storage bins.

Each bin has a card on the front with a description of what is in the bin and how many of that item. When stock is taken, the Maintenance Foreman can check the bins and re-order supplies as needed.

Keep within the Budget

Housing Associations get an annual grant from the NWT Housing Corporation. A specific amount of money is allotted for maintenance.

Each time a new order for maintenance parts and supplies is made, deduct the amount of the order from the money allotted for maintenance. That way there is always a record of how much has been spent and how much there is left to spend on maintenance.

EXAMPLE:

		Amount Remaining
Budget for maintenance	\$4,000.00	
Order 1	<u>\$1,500.00</u>	
	\$2,500.00	\$2,500.00
Order 2	\$1,000.00	\$1,500.00



MAINTENANCE

Annual Resupply

1. Ordering

Each year Housing Associations re-order supplies to keep their stocks sufficient. An inventory of parts can help determine how much to re-order. The Maintenance Co-ordinator can also help determine what should be ordered. Ordering via sea-lift or barge will save money since air freight is much more costly.

Each Housing Association orders their supplies and equipment either through the District Maintenance Co-ordinator or directly from the supplier. They can take advantage of the *standing offer agreements* set up by the Housing Corporation.

What is a Standing Offer Agreement (SOA)?

An S.O.A. is a price-agreement negotiated by the NWT Housing Corporation with a supplier. The Housing Corporation agrees to make bulk orders from certain suppliers in exchange for a lower price on the goods. Since the prices will be cheaper, Housing Associations should take advantage of S.O.A.

The District Maintenance Co-ordinator will know which S.O.A. exist and what equipment or parts can be ordered from each supplier. The advantage of standing offer agreements is the cheaper price arranged with the supplier because of bulk purchases.

2. Lead Time

One of the most important factors in placing annual orders for barge or sea-lift is lead time. Supplies must be ordered in time for the suppliers or wholesale companies to assemble the orders and get them to the dockside in time for shipping.

Get the schedules of sailing times

Each Housing Association should get a yearly list of sailing times.

NTCL (Northern Transportation Company Ltd.) in Hay River gives out a pamphlet with sailing times for barges going up the Mackenzie River to settlements in the Western Arctic.

Deadlines are shown in the pamphlet — the time when all orders must be delivered to dockside for shipping.

In the Eastern Arctic, similar schedules exist for shipping lines. Housing Associations can get this information from the Transportation Co-ordinator, NWT Housing Corporation, Yellowknife, NWT.

Remember suppliers need time to get the orders together and deliver the orders to the docks to be loaded on barges.

Three months before sailing date

Housing Associations should send their list or orders to suppliers three months before sailing date.

The order should ask the supplier to have the shipment at the dockside by the date of sailing or the deadline the shipping company has stated.

If NTCL is shipping the goods from Hay River, the Housing Associations should ask the supplier to have the goods transported by truck to Hay River.

Since barges sail in the summer months only, stock orders should usually be placed by April.

3. Special orders through NWT Housing Corporation

Sometimes special orders are made by the Housing Corporation for Housing Associations. Either the Maintenance Co-ordinator or Construction Inspector would arrange these orders with the Transportation Co-ordinator in Yellowknife.

Direct buying by Housing Associations

Since a large part of the budget is spent on materials, the Housing Associations should try to save as much as possible in ordering, handling, shipping and storing materials.

Ordering

Order the right materials and give as much information to the supplier as possible. Getting the wrong materials because enough information was not given will increase costs.

Items that are used often should be bought per dozen or per carton to save money. Items that

are not used very often should be ordered as needed.

Order by mail, if possible, since it is cheaper than phone orders. Phone orders should only be placed if something is required right away.

If a Housing Association is ordering directly from a supplier and not through the District Maintenance Co-ordinator they should:

- 1) contact the supplier
- 2) quote the standing offer agreement number
- 3) state the Purchase Order number
- 4) ask for an invoice to be made to their return address

If the order is made by phone, a Purchase Order (P.O.) is sent to the supplier after the call is made, marked Confirmation Only do not duplicate. The Purchase Order should be numbered and also have the S.O.A. number on it. The original copy and a yellow copy of the Purchase Order Form (see enclosed sample) goes to the supplier. When the supplier accepts the order, he sends back the yellow copy with the date of shipping marked on it.

A sample Purchasing Order (P.O.) used by the Housing Corporation is attached but Housing Associations will use their own form, not this sample form.

Shipping

Always indicate the method of shipping when placing orders. Save freight costs by shipping by sea-lift.

Registered parcel post can be used to ship small items during the year. Then lost items can be easily traced. Air freight usually costs more than mail costs.

Invoices

The supplier is responsible for getting the goods to the shipping line which will carry them to the settlement. When a Housing



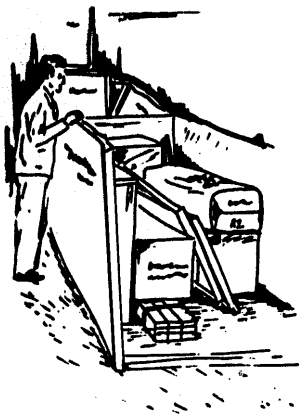
MAINTENANCE

Association places an order, they should ask for a freight bill showing the supplier has delivered the goods to the shipping line. This is called the F.O.B. or freight on board point.

Once the supplier has fulfilled his part of the contract and the goods have reached the F.O.B. point, then the Housing Association must pay the invoice. Once the invoice arrives with the freight bill and proof that the goods arrived at the F.O.B. point, then the invoice must be paid.

If the goods do not arrive in the settlement, it is then up to the Housing Association to check with the shipping line or transportation company to find out what has happened.

For example, if an order is placed to a supplier in Winnipeg and that supplier sends the invoice to the Housing Association, showing the goods were carried by CNR to Churchill, the F.O.B. point, and delivered to Transair, then the Housing Association must pay the invoice and check with Transair to see why the goods have not arrived.



Handling

Handle all materials with care. Damaged or broken materials increase costs. Remember, many materials become brittle and easily break in the cold.

Make sure materials do not get wet or dirty while handling. Cleaning materials cost extra money!

Receipt of goods

When the goods or shipment of supplies arrive, the Housing Association Manager should carefully check the order to be sure everything has arrived.

The order should be checked in front of the delivery man. Any shortages or missing items should be noted as should broken or damaged goods. The Housing Association then should claim through the carrier (shipping line) or truck firm that delivered the goods.

Storage

Materials should be carefully stored to protect them. For example, keep panelling, doors and insulation dry during storage. If they get wet they will be damaged.

Most adhesive and paint will be damaged by freezing and, therefore, must be stored in a warm location. However, never store these items near a heater or furnace since they are flammable.

Cover lightweight materials, plywood and panelling if it is outside. This helps keep the wind from blowing it away. Lumber stored outside should also be covered up. If it gets wet or dries out from heated storage, it twists and warps.

Windows and glass should be stored in such a way that they will not get broken.

Small items should be sorted and stored in boxes so they do not get lost. Remember small items can cost a lot of money too.

Store all items so they can be easily reached. Plan ahead where the materials will be stored.

As the materials arrive and are unpacked, they can be put in place.

Since maintenance money is limited, the less materials lost or damaged, the more work can be done.

Remember these points:

- 1) Order as much as possible by barge or rail (it costs less than air freight)
- 2) Use standing offer agreements to save money.
- 3) Allow plenty of lead time (3 months) when placing orders.
- 4) Give the supplier all the details and specify the shipping deadline.

- 5) Check the goods for missing items or damage in front of the delivery man as soon as they arrive.
- 6) Handle materials with care to prevent damage.
- 7) Store materials so they won't get broken, freeze or blow away.

4

Management

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Capital and Service Contracts

1. What is a Contract?

A contract is an agreement between two people or two parties (groups of people or organizations).

One person or party agrees to do something in exchange for something else so the two people have made an agreement or contract.

The agreement could be a verbal agreement or a written agreement. However, verbal agreements are poor contracts. It is very difficult to prove what was agreed to in the contract unless it is written down. For that reason, Housing Associations should make written contracts. Written contracts are usually signed by both people making the agreement.

In order for there to be a contract, three factors must be present:

- There must be an offer and acceptance.
- There must be an agreement.
- There must be "consideration" (unless the contract is under seal — a company's official stamp).

*Consideration is the price paid for a promise in the sense of "I will . . . if you will . . ."

Offer and Acceptance

If someone offers to do something, the other person must accept what has been offered within a reasonable period of time or a stated period of time.

If a counter offer is made, then the first offer has been turned down and no agreement has been made.

Agreement

Both parties must agree to all terms of the contract.

Consideration

Consideration means each party must give something — it may be money or a promise to do something. If there is no consideration, there is no agreement. No one can promise to do something that he already is required to do or there is no consideration present.

Other Important Facts

An offer or tender can be withdrawn at any time before it is accepted. Notice that the offer is withdrawn must reach the offeree before he has accepted the contract.

A written contract can only be varied or changed in writing. A carefully worded contract can help avoid future problems or disputes.

For their own protection, the law does not allow certain people to make a binding contract, for example — people under the age of 19 years (minors) or drunken persons.

A written contract should state both when the contract starts and finishes.

2. Contracts Awarded by the Northwest Territories Housing Corporation

When the Northwest Territories Housing Corporation has **capital contracts** to award such as the building of new houses, major renovation on older houses or the like, they follow a tender and bid procedure.

Tender and Bid Procedure

- a) Tender — an offer in writing to execute work or supply goods at a fixed price.
- b) Bid — the offer of a price (amount of money) to do a certain amount of work.

Notice of Tender or announcements in the newspaper let contractors and interested people know that the Housing Corporation has a job that it wants done. Interested people can bid to do the work on the project.

Invitation to Bid — The Housing Corporation also sends out the notice of tender to companies or contractors in the area, inviting them to make bids. Housing Associations also receive these notices.

The invitation to bid includes the official tender documents which provide instructions to bidders and the general outline of the contract. This would include information such as the location, the intent of the contract, the types of deposit or security required with the bid, the owner's rights and the contractor's rights. All this information is usually filled out on a standard form.

Security Bid Bonds — Sometimes a bid bond is required on contracts that involve large amounts of money. A bid bond is a certain amount of money, either a certified cheque or a serial bond, accompanying the bid. The

serial bond is a guarantee by a bonding company which pays for damages or costs if the contractor fails to enter into the contract.

If a Housing Association is making a large contract, they should check with the District Manager to see if a bid bond is necessary.

Closing Date — Each tender has a closing date, the day by which anyone interested in bidding must have given their bid to the Corporation. After the closing date, the Housing Corporation checks the prices and other information offered by each contractor. The tender is usually awarded to the bidder with the lowest price, if he satisfies all conditions.

Usually the contract is awarded to the contractor 30 to 60 days after the opening of bids. If no suitable bid is offered, then the contract is not awarded. In some cases, if there is only one contractor in a community or area, the Northwest Territories Housing Corporation might offer the work to that contractor and arrange a price for the work to be done with the contractor.

Northern contractors are usually *preferred if their bid is close to the lowest bid*. So the northern contractor could be awarded a contract *even if his bid was slightly more than the lowest bid*.

A letter is sent to the contractor whose bid is accepted along with copies of the contract which he must sign and return to the Corporation all but one, his own copy. Letters of regret are sent to unsuccessful bidders.

The formal contract is a document giving all the details of the project including information on length of time, payments, insurance, taxes and technical specifications of the actual buildings.

The Housing Corporation checks to ensure the company or contractors are registered and



who the owners of the company are. They also check the financial capability of the company and their previous experience to make sure they can do the job.

The company who has been awarded the contract must begin and complete the project according to the dates *agreed to in the contract*. At each stage of completion, the contractor is paid part of the money agreed upon.

Holdbacks — In every capital contract or service contract where the contractor employs subcontractors, there should be holdback conditions.

This is a certain amount of money which will not be paid until the contractor has paid all employees and subcontractors.

Before the project is complete, the contractor must satisfy all conditions of the contract. Holdbacks should not be released until a 30 day waiting period after the contract is completed, has passed. This protects the Housing Corporation or Housing Association so that nobody can make a claim against them. The contractor receives his final payment after the 30 day waiting period is over.

The payments should be made only to the contractor and never to subcontractors. The contractor is responsible for paying all subcontractors and employees.

3. Use of Contracts by Housing Associations

Housing Associations can make service contracts with local agencies, tradesmen or contractors for maintenance work, furnace servicing, plumbing, electrical repairs or other services.

Advantages of a Contract

a) **Fixed Cost of Labour and Materials.** A contract sets out a fixed price to do a specific job. This makes it easier to control costs. The Housing Association can prepare budgets knowing exactly how much each job will cost. It is preferable to wages on an hourly basis over which the Association has less control. When a contractor agrees to a service contract he agrees to set a price and a specific job. For example, a contractor might agree to service all the furnaces in the houses managed by the Housing Association for every month for one year at a price of \$5,000.

b) **No Need to Maintain a Large Staff.** If a Housing Association has less than 45 houses, they cannot afford to pay a full time maintenance man. A contract spelling out how much would be paid to do a job, when the job would be done and exactly what the contractor must do to earn his pay is one way of handling small jobs.

c) **Contract spells out who is to do what job, where, when and at what price.**

d) **Wider variety of expertise can be employed.** Rather than hiring one person to do all maintenance work, contracts can be used to hire more specialized workers.

For example, a plumber could take on a contract to do a particular plumbing maintenance job or a carpenter to do carpentry maintenance.

Choosing a Contractor

If a Housing Association contracts work out to a company, a co-operative or an individual, the Association should consider the contractor's:

- credit standing with his suppliers
- reputation for reliability
- fair dealing
- ability to get the job done on schedule

- experience and competence
- relationship with his workers and sub-contractors
- patience and willingness to submit a reasonably detailed estimate of cost.

The Written Contract

The contract is important because it can protect the Housing Association against shoddy workmanship, inferior materials and non-completion of the job, provided that the jobs are inspected.

Contract should state:

- 1) The full costs of the job.
- 2) Work completion schedule or frequency of servicing, repair, etc.
- 3) Specifications of all key materials — brand names of any parts to be replaced or used in the job. If old parts must be returned, state that in the contract.
- 4) A clause binding contractor to be responsible for any damage caused by his or his worker's negligence.
- 5) Equipment to be used on the job. If Housing Association equipment is to be used, state the conditions of that use.
- 6) The person responsible (Secretary Manager or Board of Directors) for payment and ensuring the work is done satisfactorily.
- 7) Details concerning the wages and standard of work necessary for the employees of the contractor.
- 8) A provision requiring the contractor to do a clean-up job after he has completed the work.

Awarding the Contract

The Housing Association should follow tender and bid procedures to award a contract. They would select the best price and services available in the community.

Invoice Procedures

The Housing Association explains invoice procedures to the contractor. The contractor submits an invoice stating his bill for service and expenses necessary to carry out the job. Accurate records of all expenditures against the contract, charges for goods and payment for service, should be kept by the Housing Association. A hold-back of payment until the Housing Association is sure the job is completed to their satisfaction, is a wise measure. Hold-backs may not be necessary on a small service contract.

Common Errors

These are some of the common errors that Housing Associations should try to avoid in making contracts:

- 1) Don't start a contract before a formal agreement has been made. If you let people start work on a contract before all the details have been agreed to, then the contract becomes binding. Begin work on the date stated in the contract and be sure work is completed by the dates stated in the contract.
- 2) The description of work is often incomplete or unclear in a contract. Try to write out all the details, specifications, type of material to be used so that it can be clearly understood.
- 3) Contracts sometimes do not state how the payments will be made. The contract should state very clearly whether the contractor will be paid upon completion of the job or upon receipt of invoices or however payments will be made. The agreement should describe how and when progress payments are to be made! Failure to pay on time could lead to a claim against the Housing Corporation or Housing Association.
- 4) Contracts often fail to mention holdbacks and when they shall be released.



5) No time frame is included in some contracts. A starting date and a finishing date should always be agreed to in the contract!

6) Verbal contracts are another common mistake. Contracts should be in writing so if a dispute arises, it can be settled by reading what the contract stated. This is also why it is important to word the contract carefully.

Errors in Fulfilling Contracts

These are some of the mistakes made:

- not enough inspection on the progress of work.
- ignoring time deadlines. All time deadlines should be enforced.
- paying money directly to subcontractors.
- not asking the contractor to verify or show proof that he has paid employees and subcontractors.

Law and the Contractor
H.D.C. Hunter

Available from: Journal of Commerce Ltd.
P.O. Box 3480
Vancouver, B.C.
V6J 2G2

Ph. (604) 731-1171
Telex 04-51158

This is a 72-page booklet with straight-forward and easy to read information on contracts. It would be a useful guide for anyone making contracts.



Allocation of Houses to Individuals

Who allocates houses?

The Board of Directors of the Housing Association allocates houses to people based on "need". No one member of the Board of Directors can assign a house. This is a decision for all Directors together. The final decision is based on a majority vote.

Who is eligible to live in houses managed by the Housing Associations?

The applicant must be a resident of the community in the Northwest Territories, where she/he applies for a house. Some Housing Associations rent houses only to people who have lived in that community for a specific length of time. This helps prevent people from moving from one settlement to another just to get new housing.

How do you apply for a house?

The applicant for a house must fill out a formal application and return it to the Housing Association. The Secretary-Manager makes out an inspection report. Some Housing Associations/Authorities also follow a point rating system which must be filled out.

Point rating system — this is the way of assessing a tenant's application by looking at family income, present housing conditions, the size of the family and how long the family has lived in a community. The tenant's record of rent payment and the condition of houses he has rented are also considered. Housing

Associations can check too, whether a tenant has rental arrears in the community he previously lived in. Points are based on need to help determine which family needs housing the most. Housing Associations who wish to use a point rating system should work with their District Manager to develop one suitable for their community situation. Other Housing Associations just require information on the applicant's present living conditions, family size and family income. This is filled out on the application form. The income stated on the form may have to be verified by pay cheque stubs or by a letter from the applicant's employer. Home visits may be conducted so the present accommodation can be checked for overcrowding and adequacy of facilities. This assists the Secretary-Manager and Board in determining who is in greatest need. Once the income has been verified, a home visit is conducted or the point rating system completed, the Secretary-Manager brings the applications to a meeting of the Board of Directors.

They decide on who is in need of housing. Those whose need is the greatest will be assigned a house first. As the housing units become available, approved applicants are placed.

How can the Board ensure they deal fairly with every applicant?

The Board of Directors can set up a routine to handle all applications in the same way. Decisions should be based on fact. It is then up to

the tenant to follow application, procedures and rules, and provide the correct information to the Board of Directors.

What is the main consideration?

Housing is allocated according to need. People in need might include those living in overcrowded conditions, or old houses in need of repair. House allocations are based on real need, not those who make the most noise.

What guidelines does the Board of Directors follow?

Family Size vs House Size — The house must be of a size suitable for the family of the applicant. In other words, a one-bedroom house for a married couple, a two-bedroom house for a married couple with one or two children, a three-bedroom house for a married couple with three or more children and a four-bedroom house for larger families.

A family must list all the people moving in with them and only those listed on the application can be allowed to move in.

Rent Payment — Applications for houses are accepted only if rent has been paid up to date on the tenant's present house. If a tenant pays rent regularly and looks after the house, then he can expect to get another house when his family needs one.

A tenant must be able to pay the assessed rent according to his income and family size.

If tenant applying for a house has rental arrears in another community where he has lived, the Housing Association may refuse to rent to him until those arrears are paid.

Living Conditions — If people who apply for a house have no house or housing beyond repair, they should be given first priority, since their need is greatest.

If a family is already living in a house that is big enough and the house is in good condition, they do not need another house. This includes members of the Board of Directors. Directors do not need a new house every year.

Care and Upkeep — If a tenant repeatedly damages the house he is living in, another house should not be assigned to him. There is no point in giving him another house to damage. Houses can be allocated to families who live in houses damaged due to wear and tear.

Companies and Agencies — People employed by a company, a church, or another agency, where they are entitled to housing are not in need of housing. If an agency or person tries to apply pressure on a Board of Directors to give an employee or a friend special preference at the expense of others, then the District Manager should be contacted. The District Manager can deal with such situations. Companies or agencies who bring people into a settlement to work, must provide their own accommodation. If they wish to get an "economic lease" on a house managed by the Housing Association, the Board of Directors must pass a resolution recommending that company get an economic lease, the resolution is sent to the District manager. The District Manager then must arrange an economic lease or an agreement whereby the company is responsible for fuel, power and maintenance, as well as the full cost of rent.

Economic Lease — The landlord makes an agreement to rent a house to a Company or agency for an employee. The Company renting the house must pay the full cost of the rent as well as the power, fuel, water and sewer costs. The Housing Association rents the house to the company who then rents it to the employee. The employee or person living in the house then, is not a member of the Housing Association.



Emotional Stress — If a family is under stress from an incident such as a death in the family home, a new house may be allocated to them if they apply.

Availability of Other Houses — In some larger communities, there is a variety of housing available. Apartments, mobile homes and private homes for rent are all examples of housing available in larger towns. If a person or a family can afford to live in a house other than a Northern Rental unit or Public Housing unit, his application for a house might not be approved. A point rating system can help the Housing Association determine if a family really "needs" a house.

Can houses be used for purposes other than homes?

Yes, occasionally a community has a surplus of houses or several older houses unfit to live in, which can be used in other ways.

1) **Warehouse/Office Space** — Housing Associations can use houses for warehouse or office space, with the District Office's approval. This is the preferred method of using extra houses. (These are Northern Rental units.)

2) **Leases to Community Organizations** — If there are extra houses in the community, and a particular group wishes to lease one they must first get approval from the District Manager. He will arrange an "economic lease agreement" so the organization does not get a subsidy on the house. They must pay the full cost of the rent, fuel, power and maintenance.

What happens if poor allocations take place or the Board favors friends or family?

The District Manager can overrule the Board if houses are not allocated fairly and equitably according to need.

What is a housing study and how does it help in allocating houses?

The local Housing Association conducts surveys or housing studies, with the help of the Northwest Territories Housing Corporation. The Housing Association collects information on:

- 1) Income — the range of incomes earned by tenants.
- 2) Housing stock — how many and what type of houses are available in the community.
- 3) Household characteristics — how many people, what age and of which sex, live in each house.
- 4) Mobility — how many new families are moving into the community and how many are moving away. Information from the housing study helps the Housing Association determine how many new houses the community needs. If there are many young people in the community, there will be new families forming who will require houses. If the population is older, fewer houses will be needed in the future. Each factor is considered to help determine housing needs.



Rental Payments

Rent: What is it?

Rent is the sum of money paid by a tenant to the landlord for use of a home. The landlord is the Housing Association who manages houses owned by the Housing Corporation. The tenant is the person, or head of family living in the house. The Board of Directors must follow the rent assessment scales provided by the Housing Corporation in determining each tenant's rent. See section on Rent Assessment (4.11) for details.

Where does the rent go?

Rent money received by the Housing Association is used to pay the expenses of servicing the houses with power, fuel, water, sewer and maintenance. Money also goes toward paying back the loan or house mortgage obtained to build the house. Rent actually pays a very small part of housing expenses. The remainder is paid by grants given to the Housing Association by Northwest Territories Housing Corporation.

Why do tenants pay rent?

When a tenant accepts a house to live in, he then accepts the responsibility to pay rent for use of the house. The Housing Association is obliged to provide a house to each tenant (family) and each tenant (family) is then obliged to pay rent according to his rent assessment.

Does rent money go toward the purchase price of a house?

Yes, in the case of Northern Rental Houses, which are houses built before 1974, money

paid in rent goes toward the purchase price. Records are kept of all rent paid by a tenant. Part of this is used as a credit which keeps increasing with each rental payment and can eventually be used by the tenants towards purchase of his own home. Tenants can ask to see their rental record cards to see how much credit they have accumulated.

In addition, for the tenant, who looks after his home, an additional \$100.00 per year is added to this account for his work in maintaining his home in good condition up to a maximum of \$4,000.00. If he does not, then he is only credited the portion he has earned from his rent money.

What limitations are there on this program?

The equity or amount of credit the tenant has built up can only be used to purchase a Northern Rental house. The tenant cannot take the money in cash nor can the equity be transferred. For example, a father cannot transfer his equity to his son when the son forms his own family unit.

The equity a tenant builds up can only be used to purchase a Northern Rental unit that the tenant is already living in. The equity cannot be used to purchase a Public Housing unit, a private house or any other housing unit. The tenant who wants to purchase a house cannot pick any Northern Rental unit and request to purchase it. For example, a tenant cannot pick a house and have another family move out so that he can purchase it.

The Housing Association Board of Directors

and the N.W.T. Housing Corporation will not approve the sale of a house if the applicant (person wanting to buy the house) has outstanding rental arrears from a Northern Rental unit or a Public Housing unit.

How is the rent paid?

Rent is paid according to the arrangements each tenant has made with the Housing Association.

1) **Monthly Payments** — If a tenant is paying rent on a monthly basis, he must bring in the payment to the Secretary-Manager at the beginning of each month. Cash payments or cheques are accepted.

2) **Lump Sum Payments** — Some people earn money on a seasonal basis or receive payments in one large sum. Hunters, trappers, carvers, artists and construction workers are examples of people who receive seasonal income. They can arrange to pay their rent several months at a time, when they have the money. This makes it easier for them during the months when they are not earning any income.

3) **Payday Rent** — In many communities, people bring their rent to the Housing Association on payday when they have the cash available. This may be every week or every two weeks. Similarly social assistance or welfare cheques may be brought in on the day tenants receive them. This helps tenants budget their money for other things. Once they have paid their rent, they know how much they can spend on food, clothing and other expenses.

4) **Payroll Deductions** — In some cases, rent is deducted from a tenant's pay cheque by his employer. The Housing Association arranges this rent deduction with the employer. The employer is then responsible to pay the Housing Association for that person's rent. In some cases employers, like the Government of the

N.W.T., pay the rent money to the Housing Corporation who then forward the money to the Housing Associations.

If the tenant owes arrears (back rent), the Housing Association can arrange for larger monthly rent payments to cover the arrears until it is paid off.

Arrears — (money owing for rent that has not been paid or back rent.)

Some Housing Associations insist all rent for employed tenants be taken off their pay cheques by employers. Other Housing Associations don't like this method because of the delay in collecting money from some employers.

5) **Welfare or Social Assistance Cases** — If a tenant is collecting welfare then a special cheque is issued by the social worker to cover rent. The cheque may be made out to the tenant and the Housing Association or it may be made out to the local Housing Association only.

Sometimes the tenant signs and delivers the rent cheque; in other cases, the social worker sends the cheque directly to the Housing Association.

6) **Rent Collectors** — In some communities, rent collectors or Tenant Relations Officers are employed. Their job is to collect rent from tenants as well as to arrange payroll deduction procedures with employers and collect rent from them.

In some communities, the rent collector also sees social problems and refers people to other community resources, such as Social Service, if necessary. This process can help prevent evictions due to problems where a tenant needs outside help.

An example of this might be an elderly person



MANAGEMENT

or single parent who is eligible for social assistance and does not know it.

What happens if tenants don't pay their rent?

The community as a whole loses when a tenant fails to pay his rent. There is less money available for the Housing Association to maintain houses and operate their programs and services.

What action is taken?

1) **Reminders** — First, the Housing Association Secretary-Manager contacts the tenant to remind him the rent is overdue. At this time the Secretary-Manager can also find out why the rent has not been paid.

If there is no reason why rent is overdue other than the tenant has spent his money on things not connected with his family, he should be reminded of his obligation to pay rent and share in the expenses of running a Housing Association.

2) **Explanations of How the Housing Program Works** — Explain to the tenant, rent helps to pay the cost of operation of his home. Each tenant pays a share of the costs of the house, and the Association, through funding, provided by the Northwest Territories Housing Corporation, makes up the difference.

If one tenant does not pay, he cheats his neighbors and his family, for there is less money available to maintain their houses. It is a cost-shared program!

One approach a Housing Association can use to show the tenant the actual cost of operating his house is to total all fuel, power and water bills. Show this to the tenant to convince him he is only paying a small part of the overall costs of keeping a house. Since the tenant has failed in his obligation to pay rent, the Housing Association is not under any obligation to pro-

vide maintenance, fuel, power or other services. The tenant may have to pay the suppliers directly.

3) **Action** — If the Association has explained that the rent is overdue and must be paid, and still the tenant fails to pay, it is time for action.

The Secretary-Manager reports the situation to the Board of Directors. The Board of Directors has the authority to enforce rent collection. These are some of the methods Housing Associations have used:

—stop paying the tenant's power and fuel bills and let the tenant pay for it himself.

—spend no Association money on maintenance; let the tenant pay his own. Emergency maintenance may be necessary to protect the house but general maintenance such as painting or new siding should be left until the rent is paid.

—the Board of Directors are usually respected community leaders and are in a position to influence tenants because of their social position. If a member of the Board approaches a tenant for rent, the tenant may pay arrears and no further action is necessary.

—refuse applications for new houses until rent payments are up to date. This often prompts people to pay arrears when new or remodelled houses are going to be available.

—garnishee a tenant's wages. In the case of someone who is employed and receiving a regular income but is not paying his rent, the Housing Association can get a court order. The court order forces the tenant's employer to pay a portion of the tenant's wages to the Housing Association for rent. A set amount will be deducted every pay cheque until arrears have been paid off.

If a Housing Association wishes to "garnishee" a tenant's wages, they must first get a court order. A lawyer or Justice of the Peace will initiate this action. Some District Managers prefer to arrange garnishee pro-

See section 1.8

Unit 1.8

cedures through the Northwest Territories Housing Corporation lawyer.

—evict a tenant by legal action. Tenants can be forcibly removed from their houses by a court order. It does not matter whether it is winter or summer, if an eviction order is issued, a sheriff or police officer can remove the tenant from the house. See Section 1A of the manual on Landlord-Tenant Ordinance and eviction.

How can the Board of Directors evict a tenant?

In extreme cases of a tenant failing to pay rent, for no acceptable reason, the Board of Directors may decide on eviction as a final action. A notice of eviction is sent by double registered mail to the tenant. If the tenant does not pay, the Board of Directors can go to the local Justice of the Peace and request an eviction order.

The J.P. may decide to go ahead with the eviction and make a court order.

*Eviction — a tenant is forced to move out of a house because he has not paid rent or looked after the house.

In this case, the Housing Association may take the order to a sheriff who enforces the eviction. He actually sees that the tenant moves out of the house.

The Justice of the Peace may decide not to pursue an eviction but asks the tenant to make payments.

What happens when a Housing Association does not enforce rent collection?

If Housing Associations do not enforce rental collection rules, they are failing in their responsibility and may lose that power. Northwest Territories Housing Corporation District Managers may have to take control and enforce the rules anyway. It is not fair to the tenant to let him think that he will get away with not paying rent. Eventually, he will have to face penalties and pay his arrears. By then, arrears may be high and it will be difficult to pay arrears as well as fuel and power costs.

The Board of Directors who decide to do nothing are not doing their tenants a good service.

In all cases the Board of Directors must be fair and treat each case the same.

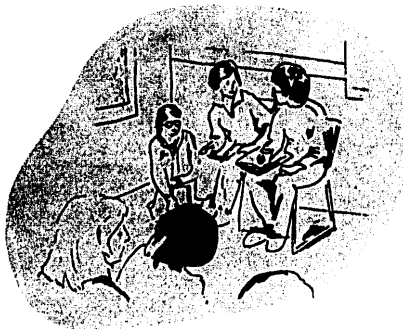


The Housing Association Business Meeting

1. Following Housing Association By-laws

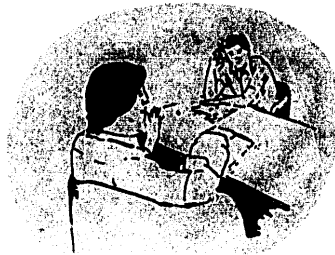
Each Housing Association must follow the rules and regulations set out in their by-laws. The by-laws or rules state:

- how many members must be present before a business meeting can be held (quorum).
- how and when a general or special meeting of the Housing Association will be called.
- who has the right to vote at meetings.
- how the minutes of each meeting and each directors' meeting will be prepared.
- how nominations and elections will be conducted.



2. What are the chairman's duties?

- The chairman calls meetings as needed but at least once a month.
- The chairman leads the meetings. He calls for motions or resolutions from other directors and asks the Secretary to write down the discussions and records the motions passed at the meeting.
- The chairman discusses the subjects to be placed on the agenda with the Housing Association Manager. She/he makes sure that a copy of the agenda is given to each director at least two days before the meeting.
- The chairman ensures the Board of Directors wishes are carried out by the Manager.
- The chairman signs all letters and cheques. She/he makes certain that no authorized decisions or expenditures are made.



3. What is the role of the Housing Association Manager at meetings?

The Manager should attend all Housing Association meetings to advise and guide the Board of Directors. After the meeting, the Manager must carry out the Board's priorities.

The Manager:

- keeps the Board of Directors aware at all times of what is going on. This helps the Board make decisions based on policy and regulations.
- provides the Board with financial information and progress.
- interprets Association by-laws and agreements to the Board and tenants.



4. The Business Meeting

Preparing for a business meeting

Whether the Housing Association is holding an annual general meeting, regular meeting of the Board of Directors, or a special meeting, an agenda should be prepared ahead of time.

An agenda is the order of business to be brought up at a meeting. It is all the topics to be considered at the meeting.

Giving notice of the meeting

Housing Association by-laws state how long before a meeting the notice of the meeting has to be given. When the notice of the meeting is sent out, an agenda should be included. Any other important letters, invoices or back-up material to be discussed at the meeting should be sent out too.

Notice of general meetings along with an agenda should be sent to tenants. Notice of Board meetings along with an agenda should be sent to each Director. Then, when people attend the meeting, they will already know what business will be dealt. They will have time to think about the business, too.

Drawing up the Agenda

The Housing Association Manager can prepare some of the agenda based on day to day business at the Housing Association. The chairman of the Board should work with the Manager to prepare other business on the agenda. All Board members should have a chance to suggest topics for the agenda.

Agenda

An agenda follows this general format:



Sample Agenda

AGENDA

1. Meeting called to order by chairman.
 2. Reading of the minutes of the last meeting. Adoptions of minutes and corrections.
 3. Communication — letters, correspondence read.
 4. Reports — office
 - financial
 - committee
 - delegations
 5. Old business — unfinished business arising from minutes.
 6. New business.
 7. Discussion period.
 8. Adjournment.
- Adjourn* — to bring a meeting to a close.

1. The first item is to call the meeting to order.

2. Then the minutes of the last meeting are read. If there are any errors (mistakes) or omissions (things left out) in recording the minutes they should be changed and corrected.

A motion should be made to accept the minutes. The minutes are then said to be "adopted as read" or "adopted as corrected" if changes were made.

A motion would be a statement by one of the members that "I move the minutes be adopted." If majority of members agree then the motion passes.

3. Any letters or correspondence are read by the secretary.

4. Reports:

Financial — The Manager of the Housing Association should give a financial report. At the annual general meeting, it should be an audited balance sheet. At each Board meeting, the Directors should be kept informed as to revenue and expenditures in relationship to the budgets.

A list of Accounts Payable (unpaid invoices) should be given to the Board for approval of payment.

Office report — The Manager should report on any results from actions taken after the last meeting's directives.

Delegations — Any Housing Association members can make a report or ask questions or comments at a meeting. This is called a delegation.

Committees — Any committees or group of people working on some particular business should make a report.

5. Old business

Any unfinished business arising from the minutes of the last meeting should be dealt with.

6. New business

Keep a notebook!

The Manager could keep a notebook to write down any topics of business that come up during day to day work with the Housing Association. This way there is a list of things to be discussed at the next meeting. Any letters that should be presented to the meeting could be kept in the note book and then filed after the meeting.

There could also be a space to write down business to be discussed at the annual general meeting.

Topics for new business

—Tenant requests or tenant neglect.

—Decisions the Board makes concerning maintenance (Building Renovation Repair Requests).

—Housing Inventory

—Any write off requests.

—Any form that needs the signature from the Chairman or Manager has to go before the Board and be recommended by them before it can be signed.

—Any major expenditures need the approval of the Board.

7. Discussion Period

A chance to talk over problems, concerns and action to be taken.

8. Adjournment

Adjourn means to bring the meeting to a close. Someone makes a motion to adjourn the meeting.



MANAGEMENT

Sample Agenda Preparation

Here is an example of how topics or business matters might come up and be included on an agenda:

- SEPT. 5th — Maintenance man reports wilful damage happening in N.R. #23 (Secretary-Manager and perhaps other board member visit N.R. #23 and find much damage).
- SEPT. 7th — Phone call from P.H. #5, are going to move out at middle of October.
- SEPT. 11th — W. Simon completed Family Application Form.
- SEPT. 12th — Receive letter from Social Development requesting better housing for T. Edwards' family.
- SEPT. 14th — G. Andre completed Family Application Form.
- SEPT. 15th — While doing statements noticed that four families paid no rent the last three months.
- SEPT. 18th — Letter from Housing Corporation asking about Lot 10, Block 8. The lot is needed for a new house and an old house with no one living in it is located there. The old house is still on the Unit Inventory.
- SEPT 21st — Letter from the Fire Marshall's office calling for wired-in smoke detectors to replace battery-operated. There is not enough money in ordinary maintenance to do that. Extra-ordinary maintenance money is required.
- SEPT. 22nd — Letter from Housing Corporation discussing the suggestion for possible amendment of By-Law #10 at next annual meeting.

Example of Manager's Notes for Agenda Writeup **Housing Association Manager's Notes**

- Northern Rental #28 -- report to board on damage found -- what action?
- Public House #6 available on October 15th -- need allocation.
- Take W. Simon's application for acceptance.
- Take social development's letter re: T. Edwards along with his application.
- Take G. Andre's application for acceptance.
- Present information regarding action taken for non-payment of rent from Northern Rental Unit #53, 15 and 27.
- Present letter from Fire Marshall's office and have a "Building Renovation Repair Request" form. Motion to request extra-ordinary funding.
- Present letter from Corporation and have a "Write-off Request" Form for Northern Rental #11. Motion to write unit off is required.
- Letter from Housing Corporation about amending By-Law. Have copies of By-Law #10. It is now and the suggested amendment ready for the Board. (If the Board recommends that the By-Law should be proposed for amendment at the annual general meeting, it could then go in the notes for the agenda for the next annual general meeting.)



Example Agenda

Agenda - Meeting Oct. 2, 1980 SNOW-BAY HOUSING ASSOCIATION BOARD OF DIRECTORS

1. Call meeting to order.
2. Minutes of the last meeting.
Motion to accept.
3. Communications
4. Accounts Payable - motion to approve payment.
5. Reports
Financial report by Manager.
6. Old Business
 - Non-Payment of rent N.R. #3, #15, #27.
 - Proposed amendment for By-law #10.
7. New Business
 - Wilful damage to N.R. #23.
 - Allocation Public Housing #5.
 - Process applications: W. Simon
G. Andre
 - Letter from Social Development re: T. Edwards
 - Letter from NWT Housing Corporation about Lot 10, Block 3. Write off unit N.R. #11.
Possible uses of the old building.
 - Any other business.
8. Date set for next meeting.
9. Adjournment.

5. Organizing the Meeting

On the day of the meeting, gather all the information required: the agenda, minutes from the last meeting, unpaid invoices, letters and forms.

Any business that has come up since the agenda was made should be organized.

The meeting room should be set up. A table for the board members to sit around is useful. The room should have adequate lighting. Coffee or tea could be made. Ashtrays should be placed around the room. The room temperature should be comfortable — not too warm.

If the people are physically comfortable they will be able to contribute more to the meeting.

6. At the Business Meeting

The meeting should start on time. The meeting can make decisions only if enough members are present or if there is a quorum.

Quorum — The number of members that is necessary according to the By-laws before a legal meeting can be held.

For example, . Rae-Edzo, at an annual or special meeting, ten people make a quorum. At a Board meeting, the quorum consists of five Directors. A meeting with less than that number of people present would not be a legal meeting and no business conducted at the meeting would be valid.

1. How to start the meeting

The chairman should call the meeting to order when a quorum is present. If the chairman is not present, then the vice-chairman calls the meeting to order. If neither are present, the Directors may elect a chairman to conduct that one meeting.

At a Board meeting the names of Directors present and those absent should be recorded. Any other people attending the meeting should be named.

2. Recording of minutes

The minutes of a meeting become both the history and a reference record of the Housing Association. Minutes should be clearly and accurately written. The secretary records exactly what takes place at the meeting.

Hints: Begin the minutes of each meeting at the top of a new page, placing there the date and place of the meeting. In the first paragraph, state the type of meeting (whether regular or special) the name and office of the presiding officer (chairman, vice-chairman) and the number of members present. If the number is not large the names of the participants (members) may be included. At executive meetings, names of all Board members present should be listed. When recording the meeting, state the method and time of calling the meeting.

All motions should be recorded with the names of movers and seconders, leaving out the discussions.

Some Housing Associations number and date each motion starting with the first meeting of the year. For example: Motion 1-79 would be the first motion passed in 1979. When the minutes are prepared, the motions are written on separate pages and attached to the rest of the minutes, each one being dated and numbered.

Wording is important in recording minutes

- minutes are approved.
- reports are accepted, rejected, recommitted or referred.
- motions are carried or lost.
- resolutions, motions or recommendations may be amended.
- recommendations are adopted or rejected.



3. Conducting the Meeting

1. Calling the meeting to order

The chairman calls the meeting to order at the set time if there is a quorum present. The chairman then asks the Secretary to read the minutes of the last meeting.

2. Reading the minutes

The secretary rises and reads the minutes. The minutes are read carefully and clearly.

The chairman asks if there are any errors (mistakes) or omissions (things left out) in the minutes. Hearing none, the chairman states "they are approved as read." Or after corrections are made, "are there any further corrections?" Hearing none, "the minutes stand approved as corrected."

3. Next, the chairman asks for any communications or letters.

4. Next, the chairman calls for reports.

The Manager gives the Financial report. The report should be written and given to the recording secretary.

5. Old Business. Unfinished business from the last meeting is handled. Any motions postponed could be dealt with. Any other unfinished business arising out of the minutes is dealt with.

Resolutions or motions — A motion or resolution is a specific decision offered by one member and agreed upon by a majority of people at the meeting. The motion is recorded in the form of a resolution.

If the motion is a touchy one, the chairman should control the discussion by allowing each person to speak only once and only for a limited time.

When the discussion is ended, then the vote is taken. The result in favour or against it is announced by the chairman and recorded by the secretary.

Amendments — A simple amendment is a slight change to a motion. It must be closely related to main motion so that the general idea is not changed. A motion can be amended by three things:

—by putting in or adding words.

—by taking out words.

—by taking out or putting in words.

A Tie — Sometimes a vote may be a tie and it is up to the chairman to break the tie by voting. It is sometimes wise for the chairman to vote against the motion. This leaves the motion open to bring up again at a later date and gives both sides a chance to think the matter over.

New Business — Carry on new business as old business was conducted. Ask for motions, seconds, etc. after an issue is discussed. The chairman keeps the meeting moving from one order of business to another.

Adjournment — When you have completed the agenda, the chairman asks someone to make a motion to adjourn the meeting. No further discussion can take place if the motion is carried and the meeting is ended.

4. Resolutions or motions

A resolution expresses the intention of the Board of Directors, or, at an annual general meeting, the intention of the members. For a resolution, it is good to make the wording exact before it is approved.

Here is an example of how it might work:

—Suppose you are taking notes at a meeting of the Board of Directors.

—After the Chairman has called the meeting to order he asks you to read the minutes of the last meeting.

—Then he asks the directors if they are aware of any mistakes or things left out in the minutes. There are no questions.

—Then the Chairman asks whether someone would make a motion to accept the minutes. Mrs. Smith says that she will make the motion.

—Then the Chairman says something like "I have a motion to accept the minutes of the Sept. 4th meeting; will someone second the motion?" Mr. Jones says he does.

—Then the Chairman asks if all are *in favour*, or do they all agree. If all do not raise their hand, he would ask how many are *opposed*, or disagree. Anyone who doesn't either agree or disagree is considered to *abstain*. If a majority is in favour, the motion is carried. If a majority disagrees, the motion is *defeated*. Sometimes the directors would want it to show in the minutes who disagreed and the secretary should name Directors that voted for and against and those who abstained. Otherwise the minutes would just show whether the motion was *carried* or *defeated*.

—In this example let's say that after Mr. Jones seconded the motion, most of the Directors were in agreement and the resolution was carried.

The secretary would write the resolution, the name of the person who made the motion, the name of the person who seconded it, and that it was carried. The resolution should also be numbered so that it can be easily referred to. Some forms that require a resolution from the Board of Directors have a space for the Resolution number. See the attached "Building Renovation-Repairs Request" and the "Building Write-off Request." A common way to number the Resolutions is to start with the numeral 1 for the first Resolution made in a year and then number them consecutively from there. The number should also include the year of the meeting date. If the meeting is held on Oct. 2, 1978 and there had been 62 resolutions made that year already, the *first* motion at this meeting will be #78-63. Still using the same example, the Secretary would write the resolution like this:

Motion 78-63 — Mrs. Smith moved, Mr. Jones seconded BE IT RESOLVED THAT the minutes of the September 24th meeting be accepted. Carried.

or Resolution 78-63 — The minutes of the Sept. 24th meeting be accepted. Moved by Mrs. Smith; seconded by Mr. Jones: Carried.

or Motion made by Mrs. Smith that minutes of the September 24th meeting be accepted. Seconded by Mr. Jones. Carried. Motion 78-63.

The important information is the same in all these ways of writing the resolution; only the form is different. The resolution should be written the same way at each meeting.

7. After the meeting

Preparation of Minutes

As soon as possible after the meeting, the Secretary should prepare a set of minutes using notes taken at the meeting. The minutes should have a heading something like this:

FORT McPHERSON HOUSING ASSOCIATION
BOARD OF DIRECTORS MEETING
Held on October 2, 1978
8:00 P.M.
IN THE HOUSING OFFICE

or: MINUTES OF THE MEETING OF THE
BOARD OF DIRECTORS OF THE FORT
McPHERSON HOUSING ASSOCIATION
HELD OCTOBER 2, 1978 IN THE HOUSING
OFFICE.

The first thing in the minutes of a Board of Directors meeting should be a listing of present and absent Directors and any other people present. It could be typed like this:



MANAGEMENT

PRESENT: Mr. Davis, Chairman
Mrs. Block, Vice-Chairman
Mrs. Smith
Mr. Jones
Mr. Sirdan
Miss Lucas, Secretary-Manager

ABSENT: Mr. Wall

OTHERS PRESENT: Mr. Hill, Program Assistant
for Housing Corporation
Miss Sperling, Social Development

Everything that happened or was discussed at the meeting should be put in the minutes in order. That would mean that the first thing that happened was the calling to order of the meeting. It would go into the minutes like this: Chairman, Mr. Davis called the meeting to order at 8:00 P.M.

Each item discussed should be written about in a separate paragraph. The paragraphs could have headings so that it would be easy to refer to them later. Or they could simply be double spaced to set them apart. The resolutions should be set apart by double spacing as well and the Motion number could be underlined.

It is important to remember that when the minutes are prepared they should be *accurate* and also neat.

Signing and distributing minutes

At the bottom of the page of minutes space should be left for the Chairman and Secretary's signatures. At the next meeting, after the minutes have been accepted, they should be signed. There should be signatures on two copies. After the minutes have been accepted as correct at the meeting, they should be signed again. One copy should be filed. The other signed copy should be sent to the District office of the N.W.T. Housing Corpora-

tion. The Accounts Payable that were approved at the meeting should be attached to the minutes, as well as any other reports, like a financial statement. Other organizations in the community like the Hamlet or Settlement Councils may want to have minutes of the Housing Association meetings and copies should be made available to them.

Actions from meetings

The minutes of a Board meeting provide directives for the Secretary-Manager. The Secretary-Manager is required to put the resolutions that the Directors made into action.

For example the Directors may pass a motion allocating a house to Mr. Fox:

Resolution 78-115 — That unit #45 be allocated to Mr. Fox. Moved by Mr. Crane, seconded by Mr. Kelly: Carried.

As soon as possible after the meeting the Secretary-Manager should contact Mr. Fox about the allocation. He should be asked to come to the office to fill out a Family Income Form for his rental assessment, and a Lease. All the forms should be completed and signed properly. A file should be started for Mr. Fox, including his application form, the Family Income Form, and the Lease. Arrangements should be made for unit #45 to be ready for allocation and Mr. Fox should be checked in. These are all actions of the Secretary-Manager following the directive in Resolution 78-115.

It would be a good idea to keep a book to make notes on progress in fulfilling directives from the Board. It would be an excellent way of keeping the board advised as to what happened with their Resolutions. Here is an example of how it could work.

Example of Notes for Directives and Action Taken From Meeting Minutes

DIRECTIVES – from minutes	ACTION TAKEN
ALLOCATE #45 to Mr. Fox	<p>OCT. 3 – call Mr. Fox to advise & check unit #45 – O.K.</p> <p>OCT. 5 – complete Family Income Form & Lease</p> <p>OCT. 6 – Mr. Fox moved in</p>
LETTER TO MRS. GRANT ABOUT NON-PAYMENT OF RENT	<p>OCT. 4 – Wrote letter to Mrs. Grant</p> <p>OCT. 25 – Received rent payment.</p>
WRITE OFF REQUEST	<p>Oct. 4 – completed write-off request form and mail to District office.</p>

Words to Know

Quorum – The number of members required according to the by-laws to hold a legal meeting.

By-laws – a code of rules or regulations accepted by the society for its own guidance.

– *Agenda* – the order of business to be brought up at a meeting. It is all the topics to be considered at the meeting.

Minutes – a written record of what takes place at a meeting.

Motion or resolution – a specific decision offered by one member and agreed upon by a majority of people at the meeting. The motion is recorded in the form of a resolution.

Amendment – a slight change in a motion that does not change the general ideal of the motion.

Adjourn – to bring the meeting to a close.



Budget

1. What is a Budget?

A budget is a plan of operation that brings together the things the Housing Association wants to do during the next year and the means the Housing Association has available to do these things.

The budget tells you how much money, manpower and equipment the Housing Association has available to manage or operate the business. The budget also tells how these can best be used.

A good budget is a good plan of operation and an important tool to the management (the Board of Directors and Managers of the Housing Associations)

How does the budget become a tool to management?

The budget is a plan of operation that tells management

- how much money is available
- what work has to be done and when

With the budget or plan, management knows what direction they will have to go and how much they have done, all during the period of operation (one year). This means they can compare their spending and the work done with the plan or budget.

Setting up the budget

It is important that the people who will work with the budget or use the plan also help in setting up the budget. If everyone works on the plan, they will feel good about it and want it to work.

Setting up a budget is a good opportunity for all those involved to think together and work together on the management of the Association. This helps the Association become more business-like in the day to day operations.

Setting up a budget is like working out an agreement or contract with all the participants, where everyone has agreed to do their share of work at a set price.

Type of budget

Budgets are based partly on past experience and partly on estimates. Housing Associations are asked each year to plan a budget. The Housing Association must ask "How much do we need and for what?"

For each item of the new budget, it is necessary to find out how much is needed and why. This makes it a planned program budget.

How do you plan the budget?

First you ask the following questions:

Q 1. What information is available from past experience and where?

The first source for past experience is your accounting records. Take out the financial statements for the past few years.

Q 2. What has changed recently or will be changing in the next year?

Take the statement of revenue and expenditures of your financial statement and ask for each item:

- Do we still have the same numbers?
- Did the prices change?
- Are we still delivering this service or doing this work?
- Are we going to make changes next year?

List all the answers for each item in the statement of revenue and expenditure.

Q 3. Are we going to do things that we do not do every year?

For instance,

- Special maintenance
- Special meetings
- Extra training

You have now collected all the information you need to set up your new plan, following the standard format of the budget procedures.

Budget procedures

Remember, for a good plan, each item is calculated from the beginning. When you make the plan, you are saying that is how much we spent last year, so this is how much we will spend next year. Always ask why this much.

Approval of budgets

Each plan or budget requires the approval of the Housing Corporation. Even though the Board of Directors of the Housing Association

is responsible for the submission of the budget, it requires the approval of the Board of Directors of the Housing Corporation, CMHC (Central Mortgage and Housing Corporation) and the Government of the Northwest Territories.

Why are these approvals required?

These Corporations and the Government provide the money to the Housing Association so they must approve how the money is spent.

As long as the rental income collected by the Housing Association does not cover the cost of operations; the Association and the Housing Corporation depend on the Government of the N.W.T. and CMHC for the payment of deficits or operating losses. It is understandable that anyone that has to pay, wants to know why and whether the amount asked is reasonable and available.

Budget reductions (cuts)

If the Territorial Government and CMHC do not have enough funds to pay for all the expenditures that were asked in the budget they will have to reduce (cut) the budget. Cuts are usually made in the expenditures of the items that are not absolutely necessary so that the Housing Association plan is still useful and a good management tool. The Association just cannot do as much as they had originally planned.

2. Funding

Funding really is a way of saying where the money to operate the Housing Association comes from.

The Housing Associations, the Government of the N.W.T. through the N.W.T. Housing Corporation and CMHC all share the cost of operations. They are all partners paying their share of the expenses.



MANAGEMENT

Rent

The first share of expenses is paid by the Housing Association tenants in the form of rent. This means that if the Housing Association does not collect rent as budgeted, then there will not be enough money to pay all expenses.

NWT Housing Corporation

After the rent has been used to pay operating expenses, the rest of the money is paid by the N.W.T. Housing Corporation.

The N.W.T. Housing Corporation in turn, gets its money from the Government of the Northwest Territories and CMHC.

The Government of the Northwest Territories pays for the following:

- Northern Rental Housing — all of the deficit
- Public Housing
- Senior Citizens and Single Persons build under Section 40 of the National Housing Act (NHA)) 25% of the deficit

Public Housing, Senior Citizens and Single Persons built under Section 43 of the N.H.A.) 50% of all deficit

Central Mortgage & Housing Corporation (CMHC)

makes up the difference and pays

- 75% of deficit for housing built under Section 40
- 50% of deficit for housing built under Section 43

3.

How to Budget Using the Operating Budget Form

Purpose of the Form — The budget form is used to identify and recommend a yearly

budget necessary to operate a particular project. Its purpose is also to compare the recommended budget with the actual expenditures of the year before and the budget of the current year.

Filling in the Form — Under each of the headings is an explanation of the information that is required.

Section ____ — Use No. 40 or 43 depending on the Section under which the project you are budgeting for is built. If the budgets pertain to the Northern Territorial Rental Housing Program, use the initials N/TRHP.

Municipality — Use the full name of the community followed by N.W.T.

Housing Association — Use the full official name of the Housing Association.

No. of Units by No. of Bedrooms — List number of units and number of bedrooms that these units contain, with a grand total of all the units built under that project.

C.M.H.C. Ref. — Use the C.M.H.C. project number for that project. If you cannot find it on last year's budget form, contact your District Office who will provide you with it. If it is a N/TRHP project, leave that space blank.

Ref. No. — Use the N.W.T.H.C. project number (if you cannot find it on last year's budget form, contact your District office, who will provide you with it). e.g. Ref. No. for the 1974 P/H in Norman Wells is 300-9-14/4. Ref. No. for the N/TRHP in Norman Wells is 300-4.

Type and Year Completed — Enter the type of project, e.g. P/H for Public Housing, S/C for Senior Citizen, S/P for Single Person, or N/TRHP and the year that the project was completed. For N/TRHP project, leave the space for year completed blank.

Expenditure Column — If the project was in operation last year, use last year's audited statement. Enter the figures from the financial statement of the same project after rounding these figures to the nearest dollar.

Budget Column — If the project has an approved budget for this year, enter the same figures in this column.

Recommended Column:

A1 — Add the monthly rent assessments for all the units in the project. Multiply the monthly total by 12 to get the yearly total rent.

A2 — Estimate this account based both on last year's recoverable or what you anticipate the amount will be for the coming year.

A3 — Estimate this account based both on last year's other revenues and what you anticipate the amount will be for the coming year.

A4 — Add A1 and A2. Calculate 7% of this total. Enter the result as a provision for doubtful debts.

Total: Is equal to A1 plus A2 plus A3 less A4.

B1 — Determine the actual amount of kilowatt hours consumed over the last twelve months. (1) Determine what the expected cost per kilowatt hour will be for the coming year. (2) Multiply (1) by (2) and put this cost in B1.

B2 — Basically the costs of water delivery and waste removal are \$10.00 per month per unit (\$5.00 for water and \$5.00 for waste removal). Multiply number of units X 12 X \$10.00 to determine the recommended budget. In communities where the charge for municipal services are different, use the actual expenditure for last year as a guide or consult the municipal office for an estimate of costs per year.

B3 — (1) Determine the actual consumption in gallons used during the last twelve months information. (2) Determine what the price per gallon will be for the coming year. (3) Multiply (1) by (2) and put this in B3. (4) If wood or gas was used for heating, use the actual expenditure for last year as a guide.

B4 — Use only for Senior Citizen accommodation, apartments, or rowhousing. Estimate this account based on last year's expenses for hiring a guard, repairing or replacing alarms or intercoms. If the above information is not available, anticipate the cost for the coming year based on projected activities under this heading.

B5 — (a) Use only for Senior Citizen accommodation, apartments and rowhousing. For materials use the actual expenditure of last year as a guide. (b) For labour, anticipate the salary of the janitor if he is paid on a regular basis or the total contract cost, if the work was being done on a contract basis.

B6 — Estimate this account based on last year's other minor operating expenses or what you anticipate to spend in the coming year.

Total — Add B1 to B6.

C1 — Estimate the cost of all materials including freight for the coming year, including materials for building exterior, building interior, heating, ventilation and plumbing (e.g. lumber, doors, windows, tiles, furnace and stove parts, water pumps, etc.). You should use last year's expenditures as a guide.

C2 — Estimate the salaries and wages for maintenance men and the labour cost of work that may be contracted out.

C3 — Estimate the cost of purchasing, repairing or replacing maintenance tools and



equipment, plus relevant freight. Estimate vehicle maintenance expenses (e.g. lease, gas, oil, repairs, insurance).

C4 — Estimate all other minor maintenance expenses (e.g. partial cost of workers compensation and employer's share of benefits).

Total: Add C1 to C4.

D1 — Estimate cost of materials and labour for each extraordinary maintenance project recommended for the coming year. Add the costs of all projects and put in D1. For each project recommended, fill out and attach part one of building renovation request and prioritize according to urgency. Do not include any capital items.

E1 — Estimate this account based on last year's expense or why you anticipate the cost will be for the coming year. Estimate the salaries and wages for administrative employers (e.g. Manager, Secretary, Rent Collector, others). Add all other planned administration expenses (e.g. telephone, office supplies, equipment and relevant freight).

E2 — Estimate this account based on last year's fees. If it is a new project, check with your District Office.

E3 — Estimate the cost of this account for the coming year.

E4 — Calculate fire insurance premiums based on last year's cost or consult your District office for the information.

E5 — If your community is a tax based community, estimate the Municipal taxes based on last year's taxes or request such information from the municipality.

E6 — Allow funds to cover this expense only in the N/TRHP budget based on last year's Honorariums.

E7 — Estimate all other minor expenses (e.g. staff training, partial cost of workers' compensation, etc.).

E8 — Enter the same amortized capital cost amount from the current year's budget. If information is not available, contact your District Office. For N/TRH project, leave blank.

Total: Add E1 to E8.

Total Expenses: Add the Totals of B, C, D and E.

Net Operating Loss: Subtract the total of A from Total Expenses.

The completed budget should be presented to the Board of Directors for review and approval, signed, and then sent to the Corporation's District Office nearest you, along with a copy of the minutes of the Board meeting recommending the budget and any other relevant information.

*RENT, ROOM PER ANN. FACTOR:

OPERATING BUDGET
Sections _____

No. _____ No. of Bedrooms _____
TOTAL _____

CMHC REF: _____
REF. NO.: _____
Type & YEAR COMPLETED: _____ 19____

MUNICIPALITY: _____
Housing Association _____

ACCOUNT	NAME	NO.	19 _____			19 _____			19 _____		
			EXPENDITURE		R.R.A.	BUDGET		R.R.A.	RECOMMENDED		R.R.A.
			\$	\$	e	\$	\$	e	\$	\$	e
A - REVENUE											
1	Rent									A1	
2	Tenant's Recoverable									A2	
3	Sundry									A3	
4	Less: Doubtful Debts									A4	
TOTAL										A1 to A4	
B - OPERATING EXPENSES											
1	Electricity									B1	
2	Municipal Service									B2	
3	Heating									B3	
4	Security									B4	
5	Janitorial - Material									B5(a)	
	- Labour									B5(b)	
6	Sundry									B6	
TOTAL										B1 to B6	
C - MAINTENANCE EXPENSES - ORDINARY											
1.	Bldg. Materials									C1	
2	Bldg. Labour									C2	
3	Equipment									C3	
4	Sundry									C4	
TOTAL										C1 to C4	
D - MAINTENANCE EXPENSES - EXTRA-ORDINARY											
1	Modernization & Improvement (details attached)									D1	
TOTAL										D1	
E - OTHER EXPENSES											
1	Administration Fee									E1	
2	Audit Fees									E2	
3	Office Rental									E3	
4	Provision for Fire Ins.									E4	
5	Municipal Taxes									E5	
6	Honorariums									E6	
7	Sundry									E7	
8	Amortized Capital Cost									E8	
TOTAL										E1 to E8	

TOTAL EXPENSES										
NET OPERATING LOSS										

RECOMMENDED	DATE:	APPROVED:	DATE:
AUTHORIZED OFFICER - HOUSING Association		District Manager - N.W.T.M.C.	
Approved:	DATE:	APPROVED:	DATE:
Manager - Programs Division CMHC		CENTRAL MORTGAGE AND HOUSING CORPORATION	





DESIGN

Site Development

SITE — Site is the ground or place where a house is built. Before a house can be built on a site, that site must be developed or made ready for a house. This includes making gravel pads or piers, having the site serviced with water, sewer, power and roads.

1. Getting Ready for Building

Before a new house can be built on a site, there is a certain amount of planning and preparation necessary. These are the steps the N.W.T. Housing Corporation follows before building a new house. The Construction Division of the N.W.T. Housing Corporation is responsible for site development. In most cases, the land should be prepared at least one to two years before the houses are to be built.

Distribution

The Distribution Committee which is described in Section 1 decides how many new houses will be built and which communities need the houses most. They also decide which type of housing unit will be built — single persons, senior citizens, or single family units. The committee decides on the type of housing based on the research they have done in the community.

If allocations for housing are made one year in advance, it allows time for preparing the site

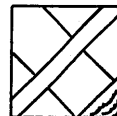
for house building. Then services such as power can be installed during the summer months when it is easier and less costly.

Land Acquisition

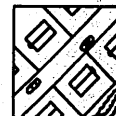
The N.W.T. Housing Corporation co-operates with the Territorial Government Departments of Local Government, Town Planning and Lands Division, to acquire land on which to build houses. Town Planning and Lands is responsible for planning and administration of all land in the N.W.T. except in the larger towns. The Housing Corporation suggests which lots in the community they wish to use for building. Town Planning and Lands requests those lots from the local Settlement Council. If the Council agrees to those lots, then the Housing Corporation is permitted to build on those lots. It usually takes two to six months to acquire the land. The Housing Corporation does not own the land — it remains Commissioner's land reserved for use by the Housing Corporation.



First
Year



Second
Year



Third
Year

Town Plan — Each settlement has a town plan with lots marked on it. However, since much of the land is not surveyed, it is difficult to locate the lots for building purposes. Sometimes the houses are not built on the lots exactly as they were planned. The N.W.T. Housing Corporation chooses the most suitable lots from the town plan for building houses on.

Northwest Territories Housing Corporation builds on reserved land except:

- 1) In larger towns such as Yellowknife, Hay River, Fort Smith or Inuvik. Land can be purchased or leased in these towns.
- 2) Multi family housing is built under Section 40 of the N.H.A. (see "federal-territorial funding" in Landlord/Tenant relationships section of this manual). According to Section 40, leases must be secured on the land since both Central Mortgage and Housing Corporation and the N.W.T. Housing Corporation own this type of housing unit.

Clearing Land For New Houses — Sometimes acquiring land for building new houses means old houses will have to be moved off the lots. If matchbox units or other houses have been written off, then the land has to be cleared for building. Sometimes old houses are relocated.

The Housing Corporation calls a tender to clear the land of the old houses. This should be done one year ahead of the scheduled new house building.

Acquire Land One Year Ahead — The land for building houses should be secured one year ahead of the date the house will be built on the land. This gives the Housing Corporation time to examine the land and decide if it is suitable for building on.

Site Inspections

Lots chosen by the Housing Corporation will be inspected by an inspector from the Housing Corporation or by the District Manager.

The inspector will look at:

- the type of soil
- the typography — or features of the land
- drainage — how well will the lot shed water, will a slope need to be built so the water will not pool in the yard?
- services — can roads be built and other services put in
- foundation — will gravel pads be used, piles or piers.

What Role Can Housing Associations Play?

Housing Associations could help to speed up the process of acquiring land and getting the sites ready by:

- a) Going to Council — The Housing Association Board of Directors could take the request for lots to the local Council — they could encourage the Council to plan ahead for community growth and make decisions when lots are requested. This would result in less time spent waiting for lots after houses have been allocated to a community. No houses can be built without the Council's decision.
- b) The Housing Association **could inspect the lots** and tell the Housing Corporation what type of lot has been selected.

Servicing the Lots

Roads, power, water and sewer are prepared for the lot before a house will be built.

The Housing Corporation notifies NCP (Northern Canada Power Commission) to install power lines. The Territorial Department of



DESIGN

Public Works (D.P.W.) is asked to supply sewer and water hook-ups to the lots. Town Planning and Lands build the roads to service the houses. The N.W.T. Housing Corporation arranges for the servicing and tries to see that it is done at least six months before the houses are built.

Foundations for the Houses

Once the N.W.T. Housing Corporation has:

- 1) acquired the land
- 2) obtained a reserve or lease
- 3) arranged for services

then the house building can start.

The foundations can be:

- 1) gravel pads
- 2) piers or short posts
- 3) piles — long wood or metal posts driven into the ground
- 4) basements — cement.

Detailed site plans are prepared by the Housing Corporation. The plans will be given to the contractor who is hired to build the foundations. The plans give information on:

- how the house sits on the lot
- where the piles or pad is placed
- how the gravel will be laid
- what the slope of the land will be
- any other important details

A tender call is made and the contract for building foundations is awarded. (See Section 4C Capital & Service Contracts). In some cases a contract is arranged with the local Town Council who then does the work on the foundation. The site is then ready for the new houses.

The Land Assembly Program — The Territorial Government has a Land Assembly Program. They acquire building lots, service the land and prepare the foundations for houses. The idea behind the program is the Housing

Corporation can ask for a lot and since the land is all ready for the new houses, there is no waiting time. The Housing Corporation pays for the service.

2. Existing Houses and Site Problems

Site problems may be handled through the Construction Division or through operation and maintenance in the Programs Division of the N.W.T. Housing Corporation.

Problems and Remedies

a) Flow-outs — where water from drains freezes beneath the houses and causes heaving. If water is freezing beneath the drains, the house must be raised up to the "grade" of the land. The plumbing is redone and new gravel fill added to the lot. This is the only solution to the problem.

b) Poor drainage — where water from snow and spring run-off forms a big pool in the yard so people cannot get into their houses. Back-filling the yard with more gravel is the answer to this problem.

c) Gravel pads grading — wind, snow, ice and water will gradually erode the gravel pads or foundation the house is sitting on. New gravel can be added to the lot. A border of stones placed around the gravel pad will help prevent run-off from washing the gravel away.

Tenants can direct surface water away from the house foundation so the material from the gravel pads will not wash away. Drainage ditches can be built to stop water from pooling in the yard.

d) Location of the house on the site — the way the house is set on the site is important. The house should be placed on the site so it is easy to service with utility lines and power.

Some houses have been placed on a lot so the service trucks have a hard time getting close

enough to the house and service outlets. Fuel trucks and pump-out trucks have to get close enough to deliver fuel and pump out septic tanks. Snow banks in the winter make this difficult if the houses are placed incorrectly on the lot or the front road or driveway is not close to the service outlet. This problem can be avoided.

It helps to have the house placed on the lot so the snow does not drift and pile up in the entryway. Ideally houses should be placed to take advantage of the sun's light and heat.

e) Garbage in the yard — sometimes service trucks cannot reach the house because of garbage and outdoor storage in the side yard.

If houses were set back on the lot, tenants would have more room for their outdoor storage and the side of the yard could be left free for the service trucks. Tenants should be encouraged to get rid of unsafe garbage that litters the yard or items that are not used.

f) Servicing the Older Houses — Since most settlements in the N.W.T. still use the honey bucket or sewer tank system, one of the improvements that can be done to the sites is servicing. Water and sewer lines are brought into the lots and older houses are connected to the lines.

Since this is a very expensive operation, only houses that are in good repair or worth re-modelling will be connected to water and sewer lines. Rehabilitation is done to improve a house and make it worth the extra cost of bringing in sewer and water lines.

Eliminating Problems

Most of the site problems can be eliminated with good planning.

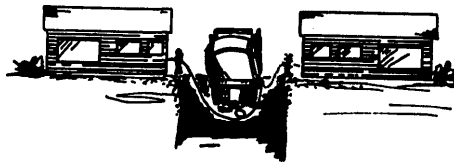
a) **Land Assembly** — The Land Assembly Program which prepares housing lots in advance should help to prevent some of the problems in the future.

b) **Strip Pads** — Another attempt to improve the sites is strip pads. Five houses in a row are put on one large gravel pad. This stops the water from running between houses and washing the pad away. Stone boulders placed around the pads will help to keep the material from washing away.



c) **Gravel Pads, Piers, Piles** — If gravel pads are done one year ahead, the pad has time to settle before the house is set on it. This helps to keep the house level so doorways will sit square and doors will shut. Piles or pier foundations also help to keep the house from shifting.

d) **Common Driveway** — The problem of access to the houses for servicing could be improved with a common driveway shared by two houses. The service truck could then reach two houses from one driveway. This means one house would have to have the fuel tank, septic tank on the left side and one house would have them on the right side so both houses could be reached from one driveway. This would be possible with reversible design in the same house.





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Service outlets should face towards the street rather than to the back of the house. Snow removal from the back of the house is not necessary and the service truck can reach the house from the road or driveway.

Extraordinary Maintenance

Extraordinary Maintenance is maintenance for general improvements and modernization of houses and lots that cannot be paid out of ordinary maintenance funds.

The Housing Association fills out a renovation/repair request and applies for Extraordinary Maintenance money when they submit their operating budget. They send the forms to the Housing Corporation with their budget. On the form, they must state what the extra money will be used for, which houses or lots, the improvements that will be made and state why there is a need for that particular improvement.

Housing Associations generally use this money for interior and exterior painting, new skirting for houses, replacing floor or ceiling tiles or the like.

However, extraordinary maintenance money could be used to improve the lots or tenants' yards and houses in other ways.

Landscape — In the southern treeline communities, where it is possible to landscape, the Housing Association could apply for money to plant trees, lawns or other landscape projects. Building green houses for home garden use would even be a possibility.

Drainage — Money for drainage projects or backfilling yards could be obtained.

Fencing — In some communities where tenants wish to have a private or separate yard, fences could be built with extraordinary maintenance money. Fort Smith Housing Authority has built fences, for example.

Playground Areas — In some communities, outside play areas for children could be developed. Sturdy play equipment, benches and even a special outdoor landscape with hills to toboggan down or climb, tunnels to crawl through or similar projects could be built. This would provide a safe play area for children in a location the parents could supervise. Project money for this is available from extraordinary maintenance.

Porches, retaining walls and other improvements could be applied for under extraordinary maintenance.

What can a tenant do to improve his yard?

1) Keep the yard clean and safe — Each tenant is responsible for the yard or land immediately around his house. One of the most important things a tenant can do is keep the yard free of junk and garbage so it is safe for his family, especially the children, to use. The yard should be free of broken glass, ski-doo parts, rotting animal carcasses, broken honey bags.

2) Make use of the yard — In some areas of the North, it is possible to grow gardens, trees and lawns. Tenants might like to make use of their yard — especially for growing garden fresh produce.

Plants and materials native to the area are easiest to find and grow. Moss, lichens on rocks, and shrubs can be used to improve the appearance of a yard. A border of stones will make the yard look neater and help keep gravel pads in place.

Information on gardening and plant varieties might be available from someone in the community. Another good source is the Federal Department of Agriculture. Free copies of booklets on gardening can be obtained from:

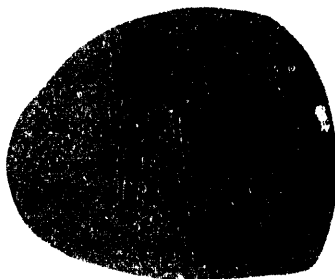
Information Division,
Canada Department of Agriculture,
Ottawa, Ontario

These two booklets are especially good for northern gardeners:

- Gardening on Permafrost, Pub #1408
- Handbook for Northern Gardeners, Pub #1081

3) Build — a fence

- a storage shed for snowmobile repair, tools, gasoline storage
- pick-up stand for garbage and honey bucket waste.

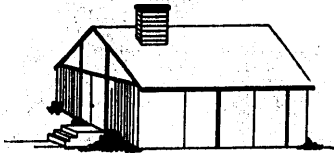


House Types

1. Types of Housing Units

Detached Single Family

The detached single family house is the most familiar to Northern residents. A "detached house" is a separate building with no other houses connected to it. One family generally lives in the house. There may be one, two, three bedrooms or more in the house.

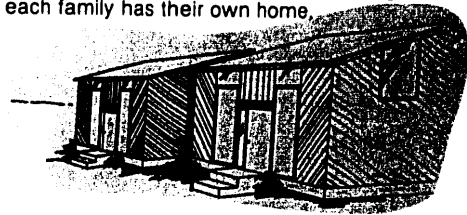


Semi-detached Houses

"Semi-detached" means two or more houses are built with a common wall between them.

A "duplex" is an example of a semi-detached house. Two families could live in the building, each with their own separate housing unit. One inner wall would be shared. The common wall is well insulated to deaden noise and prevent sound from passing through. Fire-proof materials are used to prevent the rapid spread of flames if a fire starts.

Some families like to live in "duplex" or other semi-detached houses because a married son or daughter can live in the other half of the unit. This keeps the family in one building but each family has their own home.



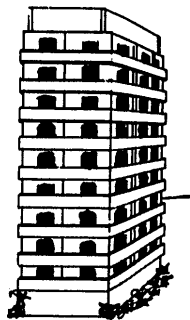
Attached Multiple Family Units

"Attached multiple family units" means a number of houses attached together to accommodate a large number of families. These individual housing units could be built in many forms — apartment blocks, row housing or clusters of houses.

In each type of multiple family housing, the houses share a common building structure — it may be one shared wall or it may be one large building with separate apartments.

Apartment Blocks — An apartment building is one large building containing many individual "apartments" or complete housing units. Each apartment would have a kitchen, living room, bathroom and bedrooms, just as a normal house does.

Usually apartment blocks have one or two entryways which all the tenants use. There are usually staircases or elevators since there are a number of floors on different levels. Each tenant enters his house from a doorway opening out to a common hallway. There are usually shared laundry facilities and sometimes other common rooms such as a children's play room.



Row Housing — Row housing means a number of houses built in a row. Each house is attached to the next house by a common wall. The shape of the houses are usually narrow and deep so a large number of units can be built in a row.



Row houses are often two storey or built on two levels with an "upstairs" and a "downstairs."

Since row housing is a new idea to most Northern communities, the Housing Corporation might ask for input in the planning and design of the row housing.

Housing Associations could have a chance to look at the house plans and make suggestions for change or added features.

Row houses and clusters of houses provide some of the advantages of a one family house.

—Each family has their own yard space.

The "architecture" or appearance of the row houses can be very pleasing and designed to suit the surrounding landscape.

—Each family has their own private entrance or doorway into the house.

—It costs less to heat row housing — especially two storey units. If tenants are at some time required to pay fuel costs, this would be very important.

—Tenants can build a common outside play area for all the children who live in the row housing. Playground space and equipment encourages children to play close to home where parents can see them.

—Row housing has a choice of views since each house can have windows facing the front and to the back of the lot. Apartments may have windows on one side only.

Clusters of Houses — Houses can be built in clusters or grouped together in many shapes. Each house might share a common wall with the next house. Clusters are similar to row houses except they are built in an interesting form rather than a straight row.



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2. Advantages of Multiple Family Units

Cheaper to Build

It costs less to build a group of attached houses because less land is required. The cost of servicing land with water, sewer, or utilidor lines is very high. If houses are built together, each house will not require a utilidor line. One line can be built into the whole row housing development, and each housing unit can be serviced from one utilidor. Less plumbing pipes and heating equipment is needed for multiple family housing. This means that tenants who live in multiple family units will probably receive piped water sooner than if everyone lived in detached houses.

A group of houses built together usually costs less since less building materials are required to build shared walls and facilities.

Land Use

In some settlements, there is a limited amount of land available which is suitable for putting houses on. If more houses can be built on each lot or area of land, it prevents the settlement from spreading out. It also makes more efficient use of the land that is available for houses.

Denser housing means more people can live in one area so that everyone in a settlement will be close to schools, churches, the Bay, nursing station and other public buildings.

Denser land use is especially important to settlements with very little space left for building.

Variety in the Type of House

Multiple family housing can be built in many styles or forms. Two storey houses are often used in row housing or clusters. A group of

housing can be designed to look attractive on the landscape.

Common Areas

Common areas that are shared by all tenants can be built in multiple housing. Common areas might include game rooms to cut up meat and prepare furs, cold storage space, and even workshop space for repairing snow-mobiles or doing other maintenance work.

The cost of building the extra rooms for common use is economical since many people can use the space.

Better Quality Service

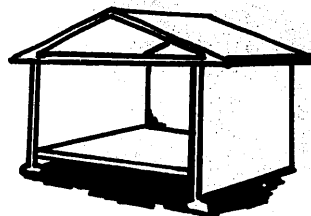
Since there are fewer service lines required for multiple family houses, the utilidor, or water and sewer lines can be better maintained.

It also costs less to build and maintain roads to service multiple family units than to maintain road surfaces for a number of one family homes.

3. One Storey Houses and Two Storey Houses

One Storey Houses or Bungalows

This is a house built on one level — the most common type of house in Northern settlements.



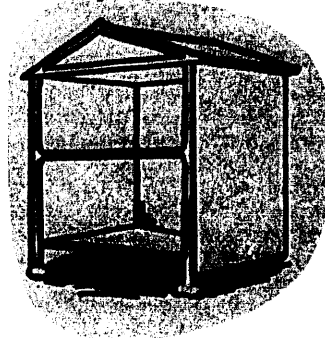
It requires more land area, more foundation for the same floor area and more roof space than a two storey house of the same size. It is also more difficult to heat a one storey building because it is spread out.

Two Storey House

A house with two levels or two floors above ground. A staircase leads from the lower floor to the upper floor.

Two storey houses are compact and easier to heat than one storey houses. They usually fit on narrower lots and require less lot space. Since they take up less land space, they may be cheaper to build.

Two-storey houses will probably become more common in the N.W.T. in the future as land costs and heating costs increase.





DESIGN

Floor Plans

What is a floor plan?

A floor plan is a diagram showing the arrangement and size of rooms inside a house.

Why is a floor plan important?

The floor plan of a house largely determines how the house will be used and how convenient it will be to use.

The size and shape of the rooms and the relationships of one room to another influence how people will use the house, and each room in it. The size of a room does not always indicate the amount of usable space. Poorly located doors, windows or closets can make much of the space unusable. A good house plan allows for: flexibility in the way rooms can be used, the maximum use of storage space and good traffic patterns.

1. What to look for in a floor plan?

These are four things to consider when looking at the floor plan of a house:

Traffic Patterns or Circulation — This is how you will move from room to room and through rooms.

Activity Areas — How is the house zoned for different activities? Are working spaces grouped together, living spaces and sleeping rooms grouped in another area?

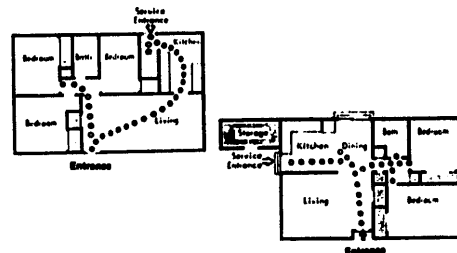
Room Relationships — How do the rooms function with respect to one another.

Details of individual rooms and other spaces.

Traffic Patterns

When you first step into a house or look at a floor plan, try to think how people will move through the house. Short, straight routes through the house are the most desirable. As people walk from one room to another, they should not have to interrupt activities within a room. Traffic flow (or people moving through the house) should not interfere with privacy in areas of the house where privacy is desired.

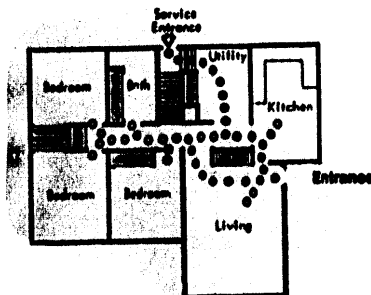
These two floor plans illustrate traffic flow in two different houses:



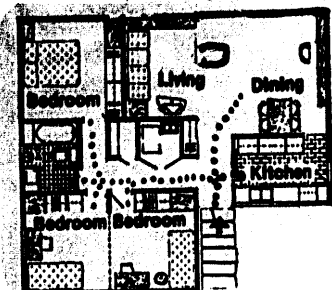
Good traffic flow provides for some of the following:

—The kitchen located near the entry and porch for convenience in carrying food and

household supplies. It should be possible to get from the main entryway to the bedrooms and bathrooms without walking through the area in the kitchen used for meal preparations.



—A direct path from the entry to the coat closet, to multipurpose space, to the furnace room and to the bedrooms without going through any other rooms. The following floor plan shows this possibility:



—Doors that are placed close together and near the corners of a room shorten the traffic paths and promote good furniture arrangement. This applies to entrance doors and doors into rooms and closets.

—Living rooms that do not invite "through traffic" as they do in many houses where the living room is the only link between the kitchens and the bedrooms. The living room then becomes a pathway instead of a space for living and activities.

—In two-storey houses, the stairways should be conveniently located so family members can get to the stairway without crossing through activity areas in other rooms.

Activity Areas

There are three areas to think about in a house: a work area, a living area, and a sleeping area or privacy area. This is called zoning.

Working Area — The work area is mainly the kitchen and laundry area, and perhaps a porch. If these are grouped together, it provides for one working area. Some areas such as the dining space is a working area for activities such as sewing. The dining area may double as a family entertainment centre for games, etc.

Living Area — This is usually the living and dining area where people spend a lot of their time. The size of the living area determines how the family will use that space. Living areas are often: the rooms children play in, adults entertain friends, the family reads, watches television or does hobbies.

Sleeping Areas — Grouping the bedrooms in one area of the house will separate them from the living and working areas. This helps provide a quiet area for sleeping.

Room Relationships

The relationship of one room to another influences the way the space will be used. For example, it is handy to have the dining area or table close to the food preparation area. It is also convenient to have the bathroom close to the bedrooms.

Are the rooms a suitable size?

The house size usually determines the size of the rooms within it, however there are many possibilities. Some families prefer or need many rooms even though each is small. Others prefer fewer and larger separated areas.



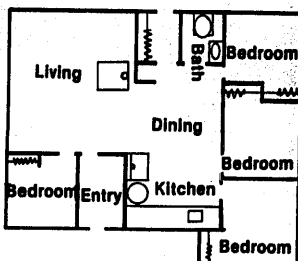
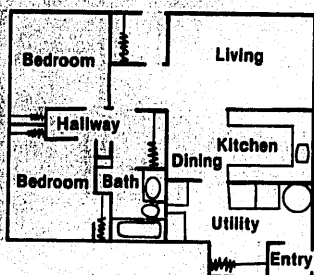
DESIGN

One family might prefer a large living area and a smaller bedroom space.

Another family might like to have a large working space or a large kitchen and less space in the living areas. The same size house could be designed to suit either family.

The floor plans that follow show the same house arranged in two ways. The first plan has a kitchen, dining, living room, two bedrooms, a utility room and a bathroom.

In the second plan there are four bedrooms instead of two, however, the bedrooms are smaller. The entire plan has been changed to accommodate northern living for example, storage has been provided for in the entryway. Since the house is for an unserved lot, the kitchen has space for a water tank and wood stove. A wood heater is planned for the living room. The bathroom is replaced with a smaller room with a chemical toilet. The kitchen, living and dining area is one large open area in the second plan replacing the U-shaped kitchen which opened to a dining and living area in the first plan.



Individual Rooms and Other Details

Because of the high cost of building extra space in a house, many rooms have to serve several purposes. The porch is an example of a very important room in northern homes. It must be used for storage of outdoor clothing and boots, cold storage for food, storage for hunting or fishing gear and perhaps even as a work space from time to time.

Use of Rooms — The floor plan should allow for rooms to be used in many ways. These are some of the ways flexibility of the spaces can be provided for:

- A choice of places where the dining room table can be located.
- A way in which children's sleeping spaces can be used for play spaces during the day.
- A space in the kitchen for cutting meat or skinning animals. A space large enough to place a heavy cardboard or plywood for cutting meat.

Storage — One other important detail in a home is storage space. When looking at a floor plan, consider whether storage is appropriately located.

- Boots and coats stored near the entrance.
- A linen cupboard near the bedrooms.
- Closet space in the bedrooms.
- Storage space for brooms, pails, vacuum cleaner near the kitchen.



DESIGN

What are houses made of?

Tenants who learn a little about each type of building material used in a house will understand how to use and care for that material. Finishing materials and building materials will only perform their function if they are used the way they are meant to be used. The Northern climate and conditions put extra stress on houses and the building materials.

Building materials are affected by frost, cold temperatures, snow, wind, rain and water and even by the sunlight. Therefore, special building materials are placed on the outside of the house for protection, between the walls for insulation and inside the house for ease of care and maintenance. Each material has a special function in keeping the house warm and dry and livable.

Materials

The tenant should learn the use and care of these building materials:

Outside:

- Roof and shingles.
- Siding.
- Doors and windows.
- Weatherstripping.

In between walls, floors, roof:

- Insulation.
- Vapor barrier.

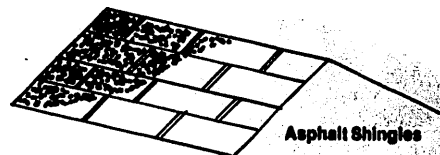
Inside the house:

- Flooring.
- Walls.
- Ceilings.
- Plastic laminates.
- Bathroom and kitchen fixtures.
- Light fixtures.
- Electrical outlets.

A. OUTSIDE

1. The Roof

The roof protects the house from the natural elements. It controls the flow of water from rain and snow, heat and air. The roof is made strong enough to carry its own weight plus the weight of snow, ice and mud. The roof has to be made of fire-resistant materials so it will slow the spread of flames if a fire starts in the house.



The material covering the roofs of most northern houses is asphalt shingles. These overlap to keep the moisture from seeping through the roof into the house.

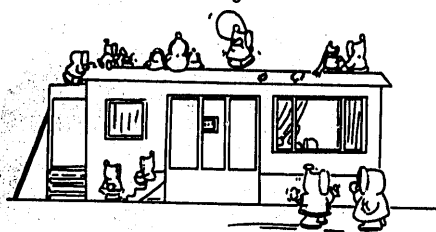
The tenant can protect the shingles and the roof of his rented house in several ways:

Broken or missing shingles — If shingles have blown off the roof or broken, he can report the problem to the Housing Association and ask for replacements.

Holes in the roof — Holes in the roof should be repaired and sealed with a special compound to prevent water from seeping through the roof. Again this type of problem should be reported to the Housing Association.

Heavy wet snow — Heavy wet snow left sitting on the roof can eventually seep under the roof tiles and soak through the roof into the house. Snow should be brushed off the house in the spring to prevent this.

Storage, roof climbing, etc. — The roof is not built for storing things. Bicycles and other objects put on the roof can damage the tiles. Walking or putting chairs on the roof for sitting can also break the shingles.



2. Siding

Metal or wood siding is put on the outside walls of a house to protect the house from the weather. It is like a protective "overcoat" over

the entire house. Siding helps to shed water and keep the snow, wind and dust out of the house. The siding is nailed over building paper or wall sheathing. The siding is usually overlapping boards so it sheds water. Metal siding is usually aluminum made to look like boards. It has a paint finish that has been baked on in the factory where it was made. It rarely needs repainting.



What the tenant can do

Report damage to siding — Wood siding can be damaged from water causing swelling and splitting. The Housing Association should be told of any siding that is split or broken or missing boards.

Leaks — Leaks around doors and windows will damage the siding if they are left. A special compound called "caulking" is needed to seal and fill any cracks that cause leaks.

3. Doors and Windows

Doors and windows provide for the entry of light and air, sounds, smells and breezes. Doors also provide the entryway for moving in and out of houses.

Exterior Doors — Exterior doors must have a weathertight seal to keep out snow, water, wind and dirt. Exterior doors provide for privacy and security in the house. Exterior doors are solid-insulated metal with metal weatherstripping or solid wood.



DESIGN

The three main parts of the door are:

- 1) The door frame.
- 2) The door itself.
- 3) The door hardware — hinges, locks, weatherstripping.

The door hardware requires the most care and attention from tenants. It is important to keep the door in good shape. These are some of the problems the tenants can watch for and repair:

Locks

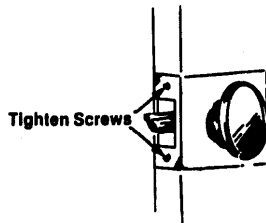
Frozen Door Knob

If the locks become filled with ice and snow in the winter time, the door knobs will not turn. If this happens, gas-line anti-freeze or methyl hydrate squirted into the lock should help to thaw the ice. Gently turn the knob and add more anti-freeze if necessary.

Gas-line anti-freeze is used in automobiles, snowmobiles, etc. It can be purchased from a hardware department or garage. The Bay or Co-op stores might carry it.

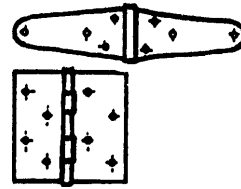
Loose Lock Plate

If the lock plate becomes loose, the screws can be tightened so the door will shut properly.



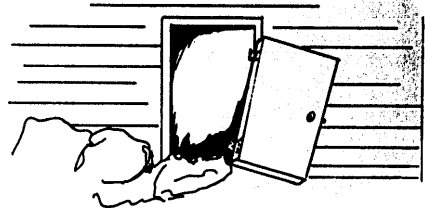
Hinges

A door is hung on the door frame with a moveable joint called a hinge. They are usually a metal plate. Hinges may become loose or pull of the door frame from rough handling.

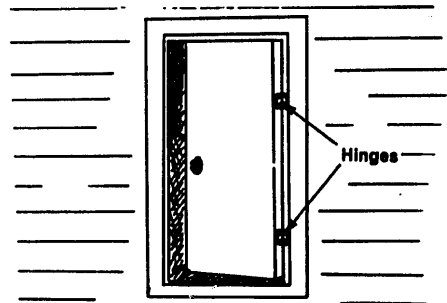


What the tenant can do:

Snow-ice Build-up — If there is a build-up of snow and ice on the door step, scrape the ice off before trying to shut the door. This will help save the hinges.



Door Sticks or Drags — If the door sticks or drags, the hinge screws may need tightening. When the screws are loose, the hinges sag and the door rubs against some part of the door frame.



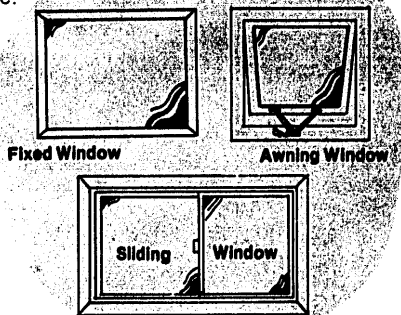
Door Hinges Squeak — Hinges can be oiled with regular household oil (3 in 1 oil) from a hardware department.

Door Won't Close — Sometimes a wooden door warps from wet or damp weather. The door will no longer shut properly. Hinges may have to be re-set so the door is hanging straight in the frame. If a door is swollen too much, a wood plane may be needed to remove thin shavings of wood. This will make the door slightly smaller.

Windows

Windows provide for light, air and view of the outside. Windows must have a weathertight seal like outside doors. There are many types and sizes of windows.

The most common type of windows in Northwest Territories Housing Corporation houses are:

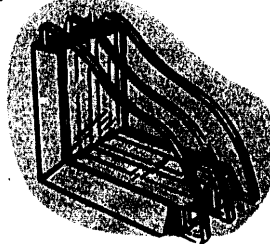


Fixed Windows — Fixed windows will not open or move — they are fixed in the window frame.

Awning Windows — Awning windows are hinged at the top or the bottom. Awning windows open with a crank or lever at the bottom of the window frame. The amount of opening can be controlled. They are easy to clean, inside and out.

Sliding Windows — Sliding windows slide horizontally. The amount of opening can be controlled. It is difficult to get a good weather seal with these. Sand, dust and cold air come in more easily.

Sealed Units, Double and Triple Glazed Windows



In cold climates, each window opening requires two or three panes of glass. Two panes of glass is known as a "double-glazed window." Three panes of glass is a triple-glazed window. Both double-glazed and triple-glazed windows come in sealed units. Triple-glazed windows help keep the window free from water droplets and frost build up when it is cold outside and warm inside.

In triple-glazed windows, all three panes of glass are mounted in a frame. There is an empty space between each pane of glass. It is very important that none of the three panes are broken since the window will no longer be a sealed unit.

A *sealed unit* means there are empty spaces between the glass panes. Each pane of glass is sealed to the frame so no air can pass through. The reason for sealed glass units is to keep the cold air out and the warm air inside which is known as *insulation value*.

If one pane of glass is broken then the insulation value of the window is lost. The entire sealed unit must be replaced — not just the one broken pane of glass.



DESIGN

4. Weatherstripping

Weatherstripping is the edging material used around doors and windows to help keep the warm air inside the house and the cold air outside. Weatherstripping is made from metal and wood, fabric, rubber or plastic. Tenants can keep the weatherstripping in good condition with a little effort.

Keep sharp objects from tearing it.

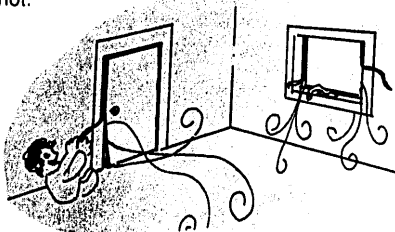
Don't let children tear it off.

If air is leaking around the edge of a door or window, or the snow blowing in — the weatherstripping needs replacing.

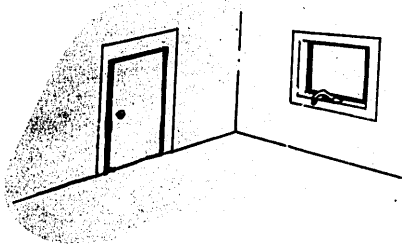
What can the tenant do?

—Protect windows from getting broken — encourage children to play away from windows.

—Keep windows closed during the winter. Turn down the thermostat if the house gets too hot.



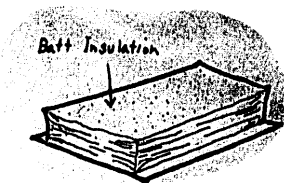
—Replace damaged weatherstripping.



B. IN BETWEEN WALLS, CEILINGS, FLOORS

1. Insulation

Insulation is the material put between the walls of a house, above the floor of a house. Insulation is like a giant sleeping bag. It wraps the house and helps to stop heat from going through the floors, walls and roof to the outside. It also keeps out summer heat on very hot days. Insulation between inside walls helps to absorb sound and keep noise from moving through the wall into the next room.



Insulation comes in many forms — the most common in northern homes is fiberglass batts or blankets. It is a batt of mineral or glass fibre covered by paper or aluminum foil. Sometimes it comes with a vapor barrier or plastic sheet on one side. The vapor barrier side is always placed on the warm side of the insulation — towards the inside of the house. Insulation batts are used to fill the spaces between walls, under floors and under roofs.

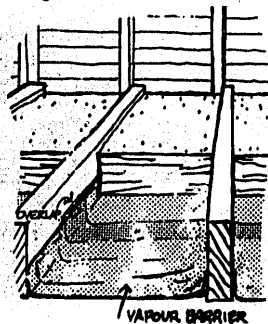
Insulation value — is the ability to slow down the flow of heat.

A simple explanation of insulating value of a material is that air is a very good insulator and therefore the more air a material contains, the better it will be as an insulator.

Air spaces in a material give it its insulation value. Water, however, is not a good insulator, so if the material becomes wet and water takes the place of air, the insulation value is reduced. Insulation should be kept as dry as possible.

Attic Space

Insulation is put in the space above the ceiling, under the roof. This is the attic space. Do not use this space for storage — the insulation may be damaged.



What can the tenant do to protect insulation?

Do not use the attic space for storage. Heavy items will pack the insulation down and make it less effective as an insulator.

Don't let children play in the attic. Insulation made of fibreglass is dangerous since it will cause itching and a bad skin rash.

Keep off the roof of the house. If shingles are damaged, then water can leak through and damage insulation.

C. INSIDE THE HOUSE

1. Flooring

Floor covering that is described as hard-surface flooring comes in three main types: tiles, linoleum and vinyl sheet flooring. The most common floor material in Northwest Territories Housing Corporation houses is tiles.

Tiles

Tiles are made of a material called vinyl asbestos. What are tiles like?

Durable — they don't scratch easily.

—they don't melt when hot liquid or cigarettes fall on the floor.

Very hard — tiles don't dent when heavy objects fall on the floor. They will dent from the weight of heavy furniture.

Resistant — household cleaners, grease, alkali and moisture will not damage tiles.

Care of Tiles

—Sweep up sand and dirt people bring into the house on their shoes or boots so the tile won't scratch from the grit.

—Wash floors with soap and water or a mild cleaning solution.

—Do not use bleach to clean floors.

—Do not leave puddles of water sitting on the floor since it may lift the tiles.



DESIGN

—A thin coat of wax makes tiles easier to clean and maintain.

Linoleum

Linoleum is one of the most satisfactory floor coverings, especially appropriate for floors that require frequent cleaning. Linoleum is made of ground-colored cork with a fabric binding. Linoleum is laid over a layer of felt paper which is cemented to the floor with a waterproof cement. Linoleum has a glossy finish when it is new.

What is linoleum like?

Durable — Linoleum dents more easily than tile but is quite a durable floor covering. Heavy furniture, kitchen tables and chairs should have floor guards or castors on the legs so they don't leave a mark on the floor.

Resilient — Linoleum is quiet to walk on since it is springy or resilient.

Requires Upkeep — Linoleum requires frequent waxing to keep the surface in good shape.

Care of Linoleum

—Protect the floor from oil and grease. If the floor is used for skinning animals, place a large piece of plywood or heavy cardboard on the floor. Oil from animal fur can ruin linoleum.

—Protect the floor from sand and gravel. Sweep the floor often.

—Use soap and water or a mild cleaning solution to wash the floor. Avoid using strong soap or "alkaline" substances such as lye, ammonia or bleach on linoleum.

—Use a light coat of wax to protect the floor and make it easier to clean and maintain.

Vinyl Sheet Flooring

What is vinyl flooring like?

Vinyl flooring is made of a plastic sheet on a backing. The backing may be a foam cushion or a felt pad. The foam backed vinyl is the most durable. It can best withstand the impact of heavy objects dropped on it.

—Vinyl is resilient — it is soft and springy to walk on.

Durable

—it only dents if heavy furniture is dragged across it.

—it is not damaged by household cleaners or grease.

—it self-seals if a cut or scratch is made on the floor.

Attractive

—Vinyl comes in many colors, patterns and even embossed surfaces.

—The surface stays shiny for a long time with no special care.

Burns Easily

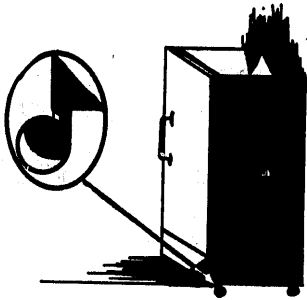
—Vinyl is a plastic so it melts easily. Cigarettes dropped on it or a hot pot or liquid could melt the vinyl.

Care of Vinyl

—Use a mild soap or dish detergent for washing vinyl. Sweep the floor regularly.

—Vinyl is a non-porous plastic so water does not soak into it as it does with linoleum. Water left on the floor would not damage it.

—Use castors under small metal objects — table legs or chair legs so marks don't appear on the vinyl.



—Use surface castors or glides to move heavy furniture.

—Some vinyl flooring has a no wax finish and will be very easy to maintain.

—Rubber can damage vinyl.

2. Walls

Houses built by Northwest Territories Housing Corporation generally have one of these three types of wall surfaces:

Hardboard Panels

Hardboard panels are a composition board with a pre-finished surface. It may be a varnished surface. Panels are sometimes finished to look like natural wood with random grooves and a printed woodgrain.

Durable — Hardboard panels are fairly durable and easy to care for. Hardboard panels can be painted if the surface is damaged. They cannot be refinished to look like wood.

Care of Hardboard Panels

—Dust and wash the walls with a damp cloth, occasionally.

—Do not allow water to sit on the surface, because it can damage the special paper-woodgrain look.

—Mild soap and water can be used for cleaning.

Painted Plywood

Plywood is a sheet of wood made from laminated wood veneers. (Laminated wood — many layers of wood glued together.) It is very strong and durable. The plywood is nailed to the walls and then painted. It can be easily re-painted or refinished if it is marked or the paint yellows with age.

The type of paint used on the plywood should be chosen according to the room it will be used in. Paints have special purposes. For example enamel paints are best for kitchens and bathrooms because enamel painted surfaces are easy to clean. Latex paint is easy to apply but best used in living rooms or bedrooms.

It is very important to check with the paint-dealer or store clerk or other knowledgeable persons when you buy paint to be sure you have selected a suitable type for the purpose you plan to use it.

Painted Surfaces

Paints are made from a broad variety of natural and man-made materials. Each type of paint has special properties that make it useful in specific rooms or on certain surfaces.

Some paint is used on wood, gypsum board, or composition board. Other paint is used on metal. Some paints are fire resistant.

Paint is usually applied with a paint brush or roller. Paints can have a "mat" or dull finish or a shiny "gloss" finish or look somewhere in-between.

Water-based paints are very easy to handle because paint spots can be wiped with a damp cloth and brushes cleaned with soap and water. After a short period of curing, they are not affected by soap and water.



DESIGN

Solvent-based paints are more durable, but the paint job and clean-up is more work.

Paint comes in any color and special colors can be mixed so any color is possible. Paint can cover a wall and quickly change the appearance of a room for very little expense.

Smooth paint will not cover all blemishes (marks) on a wall or surface. The surface to be painted should be prepared first.

The following chart gives information on how to choose paint by its use in various rooms in the house. Oil based paints are recommended since they wear longer but they require more care when applying them to the wall.

How to choose paint by its use

Type of Paint

Flat
(No sheen or shine)
Rough look to it.

Eggshell
(Low sheen or shine.)

Satin or Semi-Gloss

High Gloss —
Very smooth and shiny.

Appropriate Use

Walls in low-use rooms such as bedrooms.
Soft appearance makes it absorb the light and reduce glare.
Not good for families with children.

Good for hallways, living room, bedrooms, and trim.

Walls in medium-use rooms — kitchen, bathroom and rooms children play in.

Good for families with young children.

Rooms with high moisture and lots of use. (Kitchens and bathrooms.)

Reflects light — the shiny surface may cause a glare.

Bumps or cracks in the wall show up.

Cleanability

Fair.
Repeated washing can remove the rough surface and paint.
Gets dirty easily.

Good washability.
Easier to clean than flat.

Good cleanability.
Use a sponge or cloth with mild detergent and warm water.

*Dishwashing detergent works well.

Washes easily with warm water and detergent.

Resists soil or dirty marks.

Gypsum Wallboard or "Drywall"

Gypsum wallboard is a sheet of plaster covered with a tough paper. The sheets of gypsum are nailed to the walls. They can then be finished in several ways. Paint or wallpaper are the most common finish.

Durability — Gypsum walls do not crack or break easily. However, sharp or pointed objects will dent the walls.

Fire Resistant — Gypsum is fire resistant so it slows down the spread of flames if a fire starts in the house.

Care of Gypsum

—Care for the gypsum according to the type of paint or wallpaper on it. Usually washing it with mild soap and water is all that is necessary.

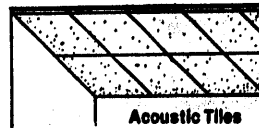
—If pictures or posters are hung on the walls, it is best to use picture hangers, pins or tacks. Holes from a tack or pin can be filled in and painted over if necessary. However, if tape is used on the wall, it can peel off both the paint and the paper covering. Then, it is difficult to repair.

3. Ceilings

Ceilings may be constructed of plywood, acoustical tiles or composition board.

Acoustical Tiles

These are 12 inch square tiles placed on the ceiling. They have a surface texture and pattern and are usually light in color. The tiles are made of a porous material and are very light in weight. Tiles are painted or coated with a substance before they are attached to the ceiling.



Tiles are fragile — if a sharp object is poked at a tile it will break through. Any kind of pressure will break the tiles.

Tiles are fire resistant:

- 1) Tiles may be coated with a fire-retardant substance (something to prevent fire from spreading quickly).
- 2) Tiles may be made of a substance like asbestos that does not burn.

Tiles water stain — Although tiles are coated with a chemical to improve their moisture resistance, they will show water stains. It is very important to repair roofs of houses and keep water and snow from leaking through the roof onto the tiles. It is also important to keep the air vents open so moisture from condensation can escape. Air vents sometimes get plugged by ice or snow which should be removed.

Composition Board

Composition board is made similar to hard-board panels used on walls. The composition board is much harder than tiles and therefore more durable. It comes in 4 foot squares.

Plywood Ceilings

Plywood is nailed onto the ceiling and then painted or finished over similar to plywood used on walls. It is durable and strong. It can also be refinished or repaired.



DESIGN

Plywood is used in some of the older remodelled houses. Painted plywood can be a very handsome, easy-care ceiling material for northern homes.

4. Plastic Laminates

Plastic laminates are used on counter-tops, table tops, back splashes behind sinks, bathtubs and showers. Plastic laminates are plastic sheets with backing of another material. They are glued in place. They are attractive since they come in many colors, designs and patterns. Some of the common brand names which plastic laminates are called include Arborite or Formica. The edges of counter tops and tables are covered with the same material.

Surfaces of plastic laminates are resistant to stains and heats. Hot pots, however, should not be set on the counter-top without a hot pot holder placed under it.

Flame resistant — plastic laminates slow down the spread of flame. They will burn or melt.

Shock resistant — plastic laminates will not break or crack if something is dropped on the surface.

Easy to clean — Dish detergent and water is all that is needed for cleaning. Do not use abrasive substances (Comet, Old Dutch, etc.), steel wool or scrub pads for cleaning plastic laminates.

Do not let water sit on the surface around sinks or bathtubs since the water may get under the plastic and soften the glue that holds it in place.

Use a cutting board — Prevent cut marks on counter-tops by using a cutting board.

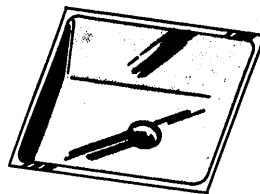
Wax the counter-top with a liquid water-based wax occasionally to keep it in "like-new" condition.

5. Bathroom and Kitchen Fixtures

Kitchen and bathroom fixtures can be made of a variety of materials, each requiring its own care. Sinks, bathtubs, toilets, showers, faucets and taps are the bathroom and kitchen fixtures. These are some of the materials fixtures are made from:

Stainless Steel

Kitchen sinks are usually made of stainless steel. It is good looking, very practical and chip-proof. It resists stains and rust marks.



Coffee and tea left standing in the sink will discolor it. Remember to rinse the sink after pouring coffee or tea down.

Clean stainless steel with household bleach or ammonia. Metal polish can be bought in a grocery store or hardware store for cleaning stainless steel.

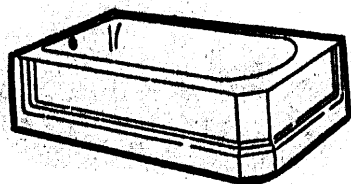
Chrome

Faucets and taps are made of chrome. Wipe chrome frequently with a damp cloth. Use only soap and water to clean it. Never use rough or

abrasive cleaners. Chrome can stain — especially from hard water with minerals in it. Sometimes the finish wears off the taps. Keeping the taps and faucets clean and dry is the best way to prevent this.

Porcelain Enamel (on steel)

Bathtubs and sinks may be made of porcelain enamel on a steel base. It is very easy to clean, a smooth, hard surface. It is heat-proof and also resistant to food stains.



The porcelain enamel finish can chip if heavy objects are dropped on it.

The surface finish can be damaged by deep scratches or by alcohol, acid or alkali (strong household cleaners). Diluted bleach can be used to remove stains. If scratches occur, there is a special enamel-patching compound that can be bought for repairing enamel.

Plastic Composites

Toilets and showers are sometimes made of a plastic composite. Sometimes only the toilet lid is made of the plastic. The plastic is durable and easy to care for. However, manufacturers warn against using strong household cleaners on them. Mild soap and water should be all that is used.

Vitreous China

Flush toilet bowls are made of a type of glass called vitreous china. Because they are made

made of glass, the toilet bowls could crack or break with heavy objects falling on or against them.



Household cleaners will not damage vitreous china, so they can be used for cleaning. Abrasive cleaners will scratch the surface.

6. Light Fixtures

Light fixtures are the decorative coverings placed over the light bulb. Light fixtures help to control the amount of light and the direction of the light. Most fixtures are easily broken since they are made of glass or plastic.

Cleaning

The globes or glass plates can be easily removed to replace a bulb or for cleaning. If the light fixtures are kept clean, more light shines through. Light fixtures collect dust and oily films from oil-heating and cooking in the house. Insects may also collect on the fixture and block the amount of light coming through.

Remove the screws that hold the light fixture in place or unscrew the globe itself to take it down for cleaning. Warm water and soap will clean them followed by a rinse in vinegar and water.





DESIGN

Light Sources

There are two basic types of light sources — incandescent and fluorescent.

The most common type in Northwest Territories Housing Corporation houses is the incandescent light. Schools and office buildings often have fluorescent lighting. Northwest Territories Housing Corporation plans in the future to use more fluorescent lighting since it gives more light for the same amount of power. It is a cheaper light source.

What's the difference between incandescent and fluorescent?

Incandescent

Appearance of bulbs

- point light source
- more heat and less light per watt of power than fluorescent
- gives off good color to the room
- bulbs are available in many shapes, sizes and wattages

Fluorescent

Appearance of bulb

- linear light source
- less heat and more light per watt
- may give a bluish color to the room or people and objects in the room
- bulbs come in limited number of lengths. All are long tube shape.

7. Light Switches and Outlets

Light switches and outlets are used to turn lights on and off and to plug in electric appliances, etc. The switches and outlets are generally made of a hard-plastic material. The

hard plastic will crack or break if heavy objects bang against it. Replace any broken faceplates since it is very dangerous to leave an exposed electrical outlet.

Safety Plugs

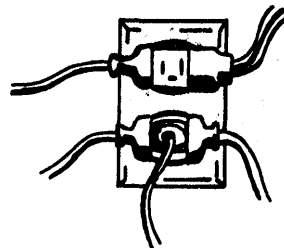
Plastic plugs can be put in electrical outlets when they are not in use. This prevents children from poking things in the holes.



Light Switches and Plugs

Remember to turn off light switches to save power when you leave a room or no longer need the light. Unplug appliances that are not being used constantly. Colored televisions with "automatic on" switches should be unplugged every night before going to bed to prevent the possibility of fire starting in the television.

Do not use octopus outlets or try to plug too many cords in one outlet.



6

Home Ownership

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HOME OWNERSHIP

Introduction to Home Ownership Manual

One of the objectives of the NWT Housing Corporation is to promote home ownership in the NWT. This manual provides the basic information an individual or family will require before buying or building a house in the NWT. The information in the manual has been prepared for individuals who are not familiar with the procedures for buying property, selecting a suitable house or obtaining funds for paying for the house and land.

The manual is divided into four sections. First is the description of home ownership programs offered by the NWT Housing Corporation. The section that follows — "How to apply for Grants and Loans," gives information on where to find out about loans and grants in the NWT and how to apply for them. The third section is "How to choose a Suitable Unit." This section is intended to help the person considering home ownership, decide where to live and what type of house and lot will meet his or her family's needs. The last section deals with "Financial" considerations that the homeowner will face. This section includes setting up a budget, estimating home ownership expenses, and the costs of building a house and borrowing money.



PROGRAMS

Northwest Territories Housing Corporation

THE RURAL AND REMOTE HOUSING PROGRAM

OBJECTIVES

This is a home-ownership program which:

- Assists lower income families to purchase or build a modestly priced house.
- Gives eligible families the opportunity to become involved from the design to final completion of the houses.
- Encourages the development and use of house designs that satisfy the particular life style and needs of northern people and that also satisfy northern building requirements.

CAN I APPLY?

You can apply if you meet the following requirements:

- Live outside of a city
- Be in need of adequate housing
- Be unable to finance your house under any other home-ownership program
- Have a monthly income of at least \$800.00
- Be willing to assist in the design and construction of your house
- use the house as your principal residence

HOW DOES THE PROGRAM WORK?

Ideally, you start by forming a group with other families in your community who are interested in home-ownership. The group contacts the District Manager of the Northwest Territories Housing Corporation through either the local Housing Association, Dene Housing Group, Inuit Tapirisat of Canada or directly. A field worker then comes into your community to work with your group and explain the various aspects of the program. Once eligibility, house designs, suitable sites and cost estimates have been determined, applications are collected and submitted for approval.

For those applications approved, building materials are ordered and upon arrival in the community, your group commences construction under the direction of a capable project manager. For this program to be successful, the group must be prepared to help and to devote many hours to the project. Houses cannot be planned and built overnight.

WHAT CHOICE OF HOUSE DO I HAVE?

The benefits and assistance available to each member of the group, and the type of house you are eligible for depends on your individual needs and on the most practical solution to your housing problem. Houses built under this program must be modest yet adequate to the needs of the family. You may elect to either purchase an existing house available for sale or apply for a new house. Log houses can also be built under this program.

DO I HAVE TO OWN LAND BEFORE I CAN APPLY?

No, if you do not own a lot, the Northwest Territories Housing Corporation will purchase a lot of your choice and sell it to you after the house is built. If you already own a lot or have a long term lease, the Northwest Territories Housing Corporation will pay you what you bought it for and then sell it back to you after the house is built. This is a necessary procedure for the house to be built.

HOW MUCH CAN I BORROW?

The assessed value of the house and land cannot be greater than \$47,000.00. You can borrow any amount up to approximately 95% of this maximum, depending upon the cost of your house and land and how much labour you can put into building your house.

HOW DO I REPAY?

Repayment of principal, interest, tax and insurance is over a period of twenty-five years. Each month you will repay a quarter of your monthly family income. If this amount is not enough to cover what the actual cost is, the Northwest Territories Housing Corporation and Central Mortgage & Housing Corporation (CMHC) will pay the difference.

CAN I GET ANY SUBSIDY ON FUEL AND POWER COSTS?

Unfortunately there is no present subsidy on Fuel and Power costs. Thus you will be required to pay these costs yourself.

FOR FURTHER INFORMATION CONTACT:

**Managing Director
Northwest Territories Housing Corporation
Box 2100
YELLOWKNIFE, N.W.T.
Phone: 873-3405**

OR

**Northwest Territories Housing Corporation
DISTRICT OFFICES at:**

- Box 2200, INUVIK - (403) 879-2890
- Box 418, FROBISHER BAY - (819) 979-5266
- RANKIN INLET - (819) - 645-2826
- Box 1750, HAY RIVER - (403) 874-6396
- Box 98, CAMBRIDGE BAY - (403) 983-2276



PROGRAMS

Northwest Territories Housing Corporation

SMALL SETTLEMENT HOME ASSISTANCE GRANT

THE OBJECTIVE

To assist in meeting the housing needs of families living in designated* communities of the Northwest Territories.

WHAT IS AVAILABLE?

A once in a lifetime grant of up to \$10,000 is available for the purchase and transportation of manufactured housing components such as doors, windows, cook stoves, plywood, nails, etc. The Corporation is also willing to provide technical assistance in the form of advice concerning suitable plans or working drawings and when necessary, assistance in ordering the manufactured housing components.

WHO QUALIFIES?

To qualify for a grant under this program an applicant must meet the following requirements:

- Live in a designated area of the Northwest Territories.
- Be in need of adequate housing.
- Be unable to meet the cost of purchasing and transporting manufactured housing components required to build a house.
- Be willing to build the house using some locally harvested materials such as logs for the basic housing shell.
- Use the house as his principal residence.

HOW THE PROGRAM WORKS

The applicant should obtain and complete an application form from any of the Corporation's District Offices.

An applicant who has been accepted must obtain title, lease, or an approval from the local council to construct a home in a specific location within a community.

On the advice of the Corporation's acceptance, an individual may:

- Use standard Corporation plans and have the Corporation order, ship and pay for the manufactured materials required for the construction of the house, or he may order these himself using the standard material list, or;
- Submit his own plans and a list of the materials required to the Corporation for approval. If approved, the individual may order his own materials or request assistance from the Corporation.

The individual must supply the locally harvested materials and the labour for the construction of the house. No payment will be made out of the available grant funds for harvesting materials or the labour involved in constructing the house, except as determined by the Corporation.

When completed the house will become the free and clear property of the family for whom it was constructed. The owner is responsible for the cost of lighting, heating, maintenance and other services.

HOW DO I APPLY?

Individual families or co-operative associations or other non-profit incorporated societies, whose aim and objectives pertain to housing in general, may apply on behalf of a group of families.

When application is made for more than one family, the circumstances of each family must be fully explained on individual application forms.

Application may be obtained by writing to or contacting any Corporation office. If required, assistance will be provided in completing the application.

* Bathurst Inlet/Bay Chimo, Colville Lake, Echo Bay/Port Radium, Enterprise, Fort Liard, Jean Marie River, Kakisa Lake, Lac La Martre, Nahanni Butte, Rae Lakes, Reillance, Rocher River, Trout Lake, Wrigley, Hay River Reserve, Snowdrift, Fort Franklin, Fort Norman, Fort Good Hope, Arctic Red River, Fort Wrigley, Fort McPherson.

FOR FURTHER INFORMATION CONTACT:

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Northwest Territories Housing Corporation
Box 2100
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- Box 1750, HAY RIVER - (403) 874-6396
- Box 98, CAMBRIDGE BAY - (403) 983-2276



PROGRAMS

Northwest Territories Housing Corporation

SMALL SETTLEMENT SHELTER GRANT

THE OBJECTIVE

To assist in meeting the housing needs of families living in designated* communities of the Northwest Territories above the treeline where there is no Government Subsidized Rental Housing.

WHAT IS AVAILABLE?

A once in a lifetime grant of up to \$10,000 is available for the purchase and transportation of a manufactured basic housing package. The Corporation will provide technical assistance in the form of advice concerning the plans or working drawings and will order the manufactured housing package.

WHO QUALIFIES?

To qualify for a grant under this program an applicant must meet the following requirements:

- Live in an area above the treeline where there is no Government Subsidized Housing.
- Be in need of adequate housing.
- Be unable to meet the cost of purchasing and transporting manufactured housing components required to build a house.
- Be willing to build and assemble the house package.
- Use the house as his principal residence.

HOW THE PROGRAM WORKS

The applicant should obtain and complete an application form from any of the Corporation's District Offices.

An applicant who has been accepted must obtain title, lease, or an approval from the local council to construct a home in a specific location within a community if applicable.

On the advice of the Corporation's acceptance, an individual will:

- Use standard Corporation plans and have the Corporation order, ship and pay for the manufactured materials required for the construction of the house.

The individual must supply the labour for the construction of the house. No payment will be made out of the available grant funds for the labour involved in constructing the house, except as determined by the Corporation.

When completed, the house will become the free and clear property of the family for whom it was constructed. The owner is responsible for the costs of lighting, heating, maintenance and other services.

HOW DO I APPLY?

Individual families or co-operative associations or other non-profit incorporated societies, whose aim and objectives pertain to housing in general, may apply on behalf of a group of families.

When application is made for more than one family, the circumstances of each family must be fully explained on individual application forms.

Application may be obtained by writing to or contacting any Corporation office. If required, assistance will be provided in completing the application.

* Bay Chimo and Bathurst Inlet.

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or

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- Box 1750, HAY RIVER - (403) 874-6396
- Box 98, CAMBRIDGE BAY - (403) 983-2276



PROGRAMS

Northwest Territories Housing Corporation

INTERIM FINANCING

THE OBJECTIVE

To provide temporary financing to members of registered building co-operatives while in the construction phase of a project.

WHAT IS AVAILABLE?

Up to 85% of the amount of an approved Mortgage or \$48,750 whichever is the lesser, with interest calculated at one percentage point higher than the National Housing Act lending rate in effect at the time of application.

WHO QUALIFIES?

Any person who is a registered member of a certified building co-operative and has an approved mortgage may apply, providing that the member cannot obtain interim financing from the financial institution providing the approved mortgage.

HOW THE PROGRAM WORKS

The Northwest Territories Housing Corporation will lend money under this program to applicants who have an approved Mortgage and are in need of funds prior to receiving advances under their approved Mortgage for the purchase of land, labour or materials. The program is only available once-in-a-lifetime to persons who are members in good standing of a certified building co-operative. There are no administrative charges to the applicant in connection with this program.

Revision I

FOR FURTHER INFORMATION CONTACT:

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Northwest Territories Housing Corporation,
Box 2100,
YELLOWKNIFE, N.W.T.
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- Box 98, CAMBRIDGE BAY - (403) 983-2276



HOME OWNERSHIP

How to apply for grants and loans

1. Where to find out about grants and loans

The NWT Housing Corporation has grant and loan programs designed for the home owner in specific areas of the NWT. (See Section 1A Programs) Central Mortgage and Housing Corporation (CMHC) also makes loans under the NHA (National Housing Act).

Where do you find out about these grants and loans?

1. District Offices of the Housing Corporations located in:
 - Box 2200, Inuvik (403) 979-2790
 - Box 98, Cambridge Bay (403) 983-2276
 - Rankin Inlet (819) 645-2276
 - Box 1750, Hay River (403) 874-8396
 - Box 418, Frobisher Bay (819) 979-5266
 - Box 2100, Yellowknife (403) 873-3405
2. Mackenzie Valley Housing Association Office located in Yellowknife
3. Inuit Non-Profit Housing Corporation Head Office, Ottawa
4. COPE (Committee for Original People's Entitlement) office located in Inuvik
5. Housing Associations in various settlements will be able to advise interested people where to get applications.
6. CMHC (Central Mortgage and Housing Corporation) Yellowknife office. Information on loans administered by CMHC. Phone (403) 873-5637 or 873-2637. Box 2460

2. How are the grants and loans for home ownership advertised?

- 1) Newspapers
- 2) Public meetings held in communities that have shown an interest
- 3) Groups such as the Mackenzie Valley Housing Association advertise and provide information on these grants and loans. They are also prepared to counsel applicants who wish to build their own home. They will discuss house designs, cost estimates and general information on obtaining funds to build houses.

3. How to apply

People who wish to apply for a loan or grant should contact the nearest District Office in the NWT Housing Corporation in:

Rankin Inlet
Frobisher Bay
Inuvik
Hay River
Cambridge Bay
Yellowknife

The District Managers of the Housing Corporation will then arrange for a meeting between interested people and a Program Assistant from the Housing Corporation. If enough people are interested, a public meeting will be held in that community. After meeting with

people, the Program Assistant will advise on the alternative programs that are available. It is then up to each person to decide which, if any program will best satisfy that person's housing needs.

PROCEDURES

Those people who are eligible for any of the programs will be asked to fill out an application form.

The District office checks to see if the individual or family who makes an application qualifies to get a loan or grant. The ability of a family to pay back the loan without too much hardship is one of the main considerations.

If the application is acceptable and the family qualifies, then they will receive further counselling.

IN-DEPTH COUNSELLING

Families whose applications are acceptable will receive help choosing house designs, selecting a lot or piece of land to build on and getting cost estimates for the house they choose.

Note: The family will have to purchase or lease a lot and get title to the lot. If the family is unable to buy a lot, the NWT Housing Corporation will buy the land on their behalf and then include the purchase price in the mortgage or loan. Since the houses built under loan and grant programs must be built within a community, sometimes there are difficulties getting suitable lots because of a land freeze or simply because no suitable lots are available.

4. NHA Loans

If you wish to obtain a loan for a house and the loan or grant programs offered by N.W.T. Housing Corporation do not satisfy your needs, check with CMHC (Central Mortgage and Housing Corporation) office in Yellowknife. They insure loans under the National Housing Act from approved lenders and also provide loans in the event that other approved lenders are unwilling to do so.

If a loan is obtained from CMHC the house will be inspected to see that it meets the prescribed building standards and conforms with the approved plans.

For detailed information on NHA loans, request a copy of the booklet "Choosing a House Design" from:

Central Mortgage and Housing Corporation
P.O. Box 2460
Yellowknife, N.W.T.

Read the Section called "A National Housing Act Loan" pages 42-45.



HOME OWNERSHIP

How to choose a suitable unit

Owning a house can be a source of pride and satisfaction. It can be built to suit your own needs and lifestyle. Taking care of a house and maintaining it for your family use is an accomplishment. It is worthwhile to spend time planning for a house and learning as much as you can about buying lots, building houses and choosing a house to suit your family. This will help you get the best house you can afford and avoid disappointment later on. The next part of this manual suggests some of the points you should consider before you buy a house.

1. Choosing the right neighbourhood

Considerations:

(1) Neighbourhood

Consider the area you wish to live in with respect to other facilities such as schools, stores, place of work, recreation and transportation to these facilities.

Easy access to where you work and where the children go to school may be important.

What are the other houses in the neighbourhood like — rental homes, owner-occupied homes or other? Will your house blend with other houses in the particular area?

(2) Zoning and restrictions on buildings

Check the zoning in the area you wish to buy a lot. What zone is your proposed lot in? How far is the site from other zones — commercial or industrial? Zoning and restrictions may be a help or a hindrance. The local building code may impose restrictions on the type of house you can build. The zoning regulations may state the size and type of house that can be built. Find out all you can about the zoning from the local settlement or municipal council.

(3) Taxes

The municipal council assesses taxes which property owners must pay each year. Find out from the municipal council how much the taxes will be on the lot you choose and if possible how much on the proposed house? Can you afford to pay the taxes?

(4) Services

What services does the settlement or town provide?

(a) *Maintenance services* — paving and repair of roads, lighted streets, garbage and snow removal?

(b) *Protective services* — Is there fire fighting equipment in your settlement? Some larger communities will also have by-law offices to enforce local laws.

(c) *General services* — Is there sewer and water hook-ups or will there be in the near future? Is there a road near the lot? Are telephone services available?

(5) Title

Can you get clear title to the lot? Are there any debts outstanding on the lot that you would have to pay for? Does anyone else or any company have rights on the lot? In summary:

Have you checked:

- ___ neighbourhood facilities
- ___ zoning and restrictions on buildings
- ___ taxes
- ___ services
- ___ title to the lot

2. Choosing a lot

(1) Location

Try to pick a lot in an area in which you will enjoy living. A quiet street may be a better choice than a busy area of town. Avoid sites which will reduce the value of the property or detract from pleasant living such as sites near the town dump, industrial buildings or high tension wires. Look for a lot that has already been serviced with sewer, water and power. If this is not available, and you must supply your own water and sewage disposal facilities, you will need a larger lot. For an individual sewage disposal facility, you will need space for a septic tank and leaching field at a proper distance from your house. Check with the municipal council to see what the requirements are.

(2) Soil type and drainage

Inspect the lot after a heavy rain, if possible after snow run off in the spring. That will show how rapidly surface water leaves the site. A lot that is on high ground tends to drain better than one built on swampy grounds. Permafrost conditions will effect your choice of foundations too. What has the lot been used for in the past? If the land has been filled, tests should be taken to see what the depth of the fill is. This will affect the cost and type of foundation

you build. Some municipal councils also state how high your lot should be to allow for proper drainage.

(3) Price of the lot

Satisfy yourself that the price being asked is reasonable. Check prices of other similar lots or ask the local council's secretary-manager or other knowledgeable persons what price lots have been selling for. You can usually afford to spend between 15% and 25% of your total house and property costs on an improved lot — one with all the services provided. Check too, if the bank or other lenders will make you a home building loan for the type of house and site you choose. If you are applying for a grant or loan from the Housing Corporation, check with them to see if the site is suitable.



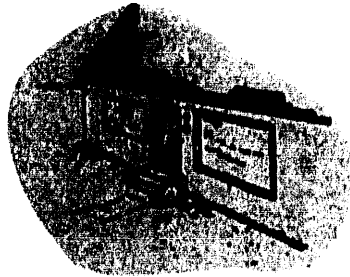
(4) Placement of house on the lot

Which direction will the house face? Try to face the living room or room with the largest window space toward the south to take advantage of the sun. Large glass windows should not face northward or be located on the windy side of the house. Winter winds can increase heating costs greatly. Some people like the living room facing away from the street side to take advantage of a backyard view. Try to



HOME OWNERSHIP

place the house on the lot so the family has the most pleasant view but remember to consider the wind and sun first. Large windows that face the south or southeast will help to absorb the heat of the sun. Windows facing west will get almost the same amount of sun but only during the cooler part of the day when the sun's rays are not so hot. Check too, with the municipal council to see if they have any restrictions on how close to the end of the lot the house can be built.



(5) Matching house and lot

House plans are flexible and many plans are available. Choose a house plan and a lot that fit together. This is especially important in the north where features such as suspended basements, piles and pillars may be necessary as foundations on the lot. Unless careful planning and thought go into these features the house may look as if it does not belong.

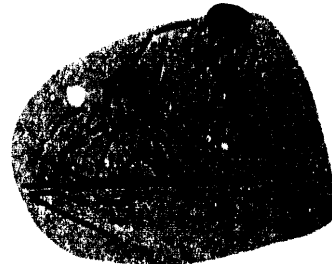
The design you choose should reflect:

- 1) size of family
- 2) the lifestyle of the family
- 3) cost that is affordable
- 4) house that can meet future housing needs
- 5) sound and properly insulated structure

Make sure not only that the lot is large enough for the house you intend to build on it but also that the house and lot go together as a unit. Do they relate pleasantly to other properties

nearby? What is the view like? A house and lot that are suited to each other and suited to the surroundings looks better and will sell more easily if you ever have to move.

If there are trees on the lot, consider how they can be protected and saved during construction. Trees take a long time to grow so they are worth saving.



(6) Approach to house and servicing

Where will the approach to the house be located? How will service deliveries such as fuel oil be made? Is there enough yard space for a fuel tank to drive up alongside the house? Can the house be easily serviced with sewer and water? Will there be a driveway or garage? Is there room for a walkway? Where is the main electrical box in relation to the power line?

Have you checked your lot for:

- location
- soil and drainage
- price
- placement of house on the lot
- how the house will match the lot
- approach to the house and servicing

Deciding where to live

Use the following check list to help you decide whether the lot you have chosen is what you need and want. Remember you are evaluating not only the building site but the surrounding neighbourhood too.

Checklist For Evaluating A Site

Town or Settlement	Not Acceptable	Allowable	Desirable
Your neighbourhood with respect to:			
School	_____	_____	_____
Stores	_____	_____	_____
Place of employment	_____	_____	_____
Recreation centres	_____	_____	_____
Ease of transportation	_____	_____	_____
Bodies of water	_____	_____	_____
Sewage disposal plants	_____	_____	_____
Town dump	_____	_____	_____
Military posts and airports	_____	_____	_____
Odors on prevailing winds	_____	_____	_____
Legal and zoning	_____	_____	_____
Town growth patterns	_____	_____	_____
Future development	_____	_____	_____
Your lot with respect to:			
Utilities	_____	_____	_____
Soil and sewers	_____	_____	_____
Size and shape of lot	_____	_____	_____
Immediate surroundings	_____	_____	_____
Neighbours	_____	_____	_____
Approach to the house	_____	_____	_____
Distance from a road	_____	_____	_____
Space available for house and yard	_____	_____	_____
Drainage	_____	_____	_____
View	_____	_____	_____
Windbreaks and trees	_____	_____	_____



HOME OWNERSHIP

3. Procedures for Obtaining Land

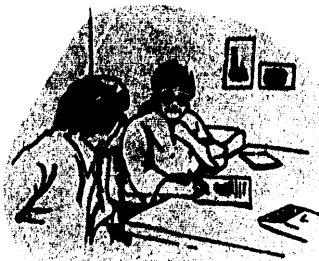
1. What lots are available?

The Settlement Council or Municipal Council have maps of the town. Lots that are for sale by Council will be indicated on the map. Private individuals may also have lots that they would like to sell.

An individual who wishes to buy a lot from Council should go to the Municipal Office and ask to see what is available. He can choose from the lots, one which he thinks is most suitable for his house.

2. Application to Council:

After a lot has been chosen, the next step is to make a formal application to Council asking for that lot. The Secretary/Manager will let you know what to do.



3. Considerations:

Be sure the lot meets all the considerations you require (read part B of this section on "Choosing a lot").

- Is the lot suitable to build on?
- What are the zoning regulations?
- Can you get clear title to the lot?

Invest in a title search:

Have a title search done by a lawyer to be

sure you can get a clear title on the land. Title searches are done at the Central Registry Office, Yellowknife.

If you get clear title to the land, there will be no other costs or obligations to pay other than the purchase price.

Check too with the Town Office to see if there are any debentures on the lot. Debentures are a form of tax where you pay the Town for servicing and developing the lot.

Get Title to the lot!

If you have been living on a piece of property for some time, but do not have title to the lot, you will have to do this before building a house on it. Some people assume they own a lot because they have lived there. However, they may have to purchase the land to get title to it.

4. Assessing Your Family's Needs

1. Planning

One of the early planning steps before buying a house is to make a list of your family's needs and wants. A list will help you in two ways:

- a) It may guide you to a decision regarding the housing choices open to you.
- b) You will be better able to look critically at floor plans as you go house hunting or as you try to select a new house plan.

NEEDS

Write down ideas and suggestions from the family members regarding:

- rooms
- activity areas
- storage spaces
- laundry space
- heating system
- appliances

- equipment
- furniture
- cold porch
- other room/features

WANTS

List items or features that you would like but are not regarded as necessities:

- family room or rumpus room
- carpeting in living room
- garage or workshop space

Consider the future when you are making these lists. Some needs may change with the passing of time; more children may be born, children grow up and move away, elderly parents may need housing space in your home, your health might deteriorate.

With this step finished, you now have a house shopping list for your family that will be useful whether you plan to buy, build or remodel.

2. Considerations

When you start looking at plans for a new house or places to buy, consider these questions:

Finances

How much per month can you afford to spend for housing? To know this you should make a family budget sheet and estimate all your expenses, then compare that with your income.

If you have been renting, how much per month have you been spending on housing? Owning a house will cost more. Check the section of this manual on financial consideration to help you get a clear idea of what you can afford in housing.

Where can you borrow money and what type of loans or grants are available for housing?

Check with more than one lending institution. Monthly repayments, interest cost and availability of money will influence the cost of a loan.

Size of House and Size of Family

a) How much space you need inside and outside?

The size of a house is a major consideration. Many people think they would like as much space as possible. But, think about heating, cleaning and maintaining a large house. On the other hand, living is inconvenient and unhealthy when too many people are living in too small a space.

In choosing a house size, consider the family size, ages, personalities and style of living. To estimate how much space you need, one rule of thumb states that each person needs 200 square feet of living space. The larger the family the less square footage each person needs (or at least, is likely to get).

Families with persons of varied ages and interests will require more space per person than those with people closer in age and interest. Are there handicapped persons, elderly or other family members who require special space considerations?

The size of the house a family can choose is ultimately decided by how much money they have to spend on a house, the amount of savings and the size of loans or grants available and of course the quality of house you want to build.

Layout of the House Plan

1) Does the layout of the house fit the way you like to live?

2) Is the space appropriately allocated to your needs? Do you require a large kitchen and large work areas? Or would more private



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space such as larger bedrooms suit you better? Some families prefer large areas for group activities such as family rooms or large living rooms and less bedroom space.

3) Do you want the work space divided — i.e. a separate kitchen and laundry area?

4) Is privacy important? A bedroom hallway that separates bedrooms from the rest of the house which allows a quieter more private space is a must to some families. Others are happy with moveable partitions between bedrooms and an open space activity area.

5) Is inside of the house well zoned and close to related outdoor spaces?

It is desirable to have well defined zones in a house — zones for group activities, private living and work. The minimum essentials are separating quiet areas from noisy areas and eliminating wasted space.

Plans can be quickly checked by coloring noisy areas red, quiet areas green, and then studying the patterns made. Two-storey houses with bedrooms on one floor are fairly well zoned, for example.

Consider relating the indoor-outdoor relationships in zoning. If the kitchen and porch or the kitchen and garage are located together, then one single convenient service entry is made.

If the living room can face toward the yard instead of the street side of the house, it can make for pleasant indoor-outdoor living.

Traffic paths or the way people move from one room to another should come between zones and not through them.

6) Are the traffic patterns satisfactory? Short, desirable routes from here to there simplify housekeeping and make home life pleasant. Routes from garage to service door should be short and offer protection in bad weather.

Ideally, it should be possible to get from outdoors to any room in the house and inside from each room to another, without going through another room except perhaps a multi-purpose space.

Keeping doors close together and near the corners of rooms shorten traffic paths and promote good furniture arrangement. Living rooms should not invite through traffic, as they do in many houses where the living room is the only link between kitchen and the bedrooms.



7) Are the rooms of suitable size? Room size is somewhat dependent on the furniture that goes into the room. Some families prefer many rooms, even though each is small while others prefer fewer and larger areas. The usable and apparent size of a room is affected by its shape, location, the size of openings (doors and windows) and its relation to other rooms.

Furniture

1) Will the rooms take needed furniture gracefully and efficiently? measure space allowed for stove, refrigerator, washer, dryer or other major appliances

2) Is there space for furniture you already have or wish to buy in the future?

For example, will your table and chairs fit in the dining areas with room to pull out the chairs?

3) Are the shapes of the rooms designed well for furniture arrangements? Generally square rooms are hardest to furnish. Rectangles work well as do L shapes for living-dining rooms.

4) Will the bedrooms take the size of bed you require?

Storage

Is there adequate storage space?

Some of the needs are:

- bedroom closet space
- bathroom cabinets
- linen cupboards
- kitchen cupboards
- cleaning supplies and broom closet
- laundry area shelf or cupboard
- storage areas in the porch
- closets for outdoor clothing and gear
- cold storage

Heating Systems

1) How will you heat your house? What type of heating system will you use? How much will it cost to heat the house?

You may wish to check with other homeowners in the area to see what their heating costs are and how they heat their houses. Remember too the value of extra insulation and triple glazed windows for reducing heating costs. One point to note is that log houses generally use more fuel or require more heat energy unless they are adequately insulated.

2) Could you use two heating systems in combination? For example, an oil-wood heater or a wood-space heater as a supplement to forced air or oil furnace?

Changes and Additions

1) Does the house lend itself to any desirable or necessary change? Life and changes go together so try to plan for flexibility. Family patterns change as children are born, grow up and leave home. Newborn babies sleep near their parents and for several years need supervision, children in elementary school begin to assert their independence, adolescence follows and when children leave home, they may only require temporary space on vacations.

Young families usually have a limited amount of money for a house and must begin with a minimum house, but as years go by and size of the family increases, the house may need to be enlarged or upgraded.

Orientation

1) Can the house be effectively oriented on the site? Orientation means the way the house relates to the outside environment. This includes the sun, wind, snow conditions and outlook, the size, shape and slope of the lot and its relation to the street and existing trees, rocks and water.

Orientation affects the directions in which different rooms fall, the location of windows and the placement of the house on the lot. Here are some points to remember:

The sun brings heat, light and cheer, so you may wish to have larger windows facing south.

Summer breezes usually come from the west and winter winds from the north, but this varies greatly.

Kitchens benefit from ample daylight and the morning sun, thus Northwest is often a good side for a kitchen



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5. Selecting your house

check list

1. What type of construction will you choose?
 - Factory built (large sections of the house arrives from the factory and are joined together on the foundation)
 - Prefabricated (large pieces — walls, roof, floors, ceiling — come with instructions on how to assemble on foundation)
 - Stick-built (piece by piece — the house is built a piece at a time from the building materials ordered)
 - Log-house (built from logs you may have cut and dried yourself or obtained from mill or company)
2. What type of house will you choose?
 - one storey
 - two storey
 - separate or single family house
 - semi detached or duplex
3. What type of foundation will you have?
 - full basement
 - crawl space
 - pad
 - piles
 - pillars
4. Who will build the house?
 - owner built — by yourself
 - contractor — by contractor
 - housing co-op — through a housing co-op and group involvement
 - owner acts as contractor — partly by yourself and partly by contractors

5. What method(s) of heating will you choose?
 - forced air furnace (oil, gas)
 - combination of wood stove, wood fireplace and/or wood space heater
 - wood stove or fireplace
 - electrical heating
 - hot water heating
 - other
 6. What square footage or area would be adequate for your family size? Can you afford to build, heat and maintain? Allow 200 sq. ft. per person as a guide.
 - 900 sq. ft.
 - 1,000 sq. ft.
 - 1,200 sq. ft.
 - 1,400 sq. ft.
 - _____ sq. ft.
 7. What type of floor plan do you want?
 - open area
 - many rooms
 - combination
 8. How many and which rooms do you want?
 - kitchen-dining
 - living (dining)
 - bedrooms _____ how many
 - bathroom
 - family room
 - porch
 - special storage/work area
 - basement
 - laundry
- Total _____

9. What type of flooring for each room?

- tiles
- vinyl-sheet flooring
- linoleum
- carpeting
- other

Type of flooring

- kitchen-dining
- living
- bedrooms
- bathrooms
- other

10. What type of finishing materials do you require?

Interior Finish

- walls
- ceilings
- counters

Exterior

- siding
- trim
- roof
- windows Double Triple glazed
- doors

(See Manual 5 on materials)

11. What type of plumbing and services will you have?

- modern plumbing (water and sewage services)
- water delivery
- honey-bucket
- septic tanks
- pressure system in house

12. What new appliances and furniture will you require? What size?

Living room	Size	Dining room	Size
Couch	<input type="checkbox"/>	Table	<input type="checkbox"/>
Chair	<input type="checkbox"/>	Chairs	<input type="checkbox"/>
Table	<input type="checkbox"/>		<input type="checkbox"/>
	<input type="checkbox"/>		<input type="checkbox"/>
	<input type="checkbox"/>		<input type="checkbox"/>
	<input type="checkbox"/>		<input type="checkbox"/>
Kitchen	Size	Bedrooms	Size
Refrigerator	<input type="checkbox"/>	Beds	<input type="checkbox"/>
Range	<input type="checkbox"/>	Dressers	<input type="checkbox"/>
	<input type="checkbox"/>		<input type="checkbox"/>
	<input type="checkbox"/>		<input type="checkbox"/>
Laundry	Size	Storage	Size
Washer	<input type="checkbox"/>	Shelving	<input type="checkbox"/>
Dryer	<input type="checkbox"/>		<input type="checkbox"/>
	<input type="checkbox"/>		<input type="checkbox"/>
	<input type="checkbox"/>		<input type="checkbox"/>
	<input type="checkbox"/>		<input type="checkbox"/>



HOME OWNERSHIP

Financial Considerations

1. Can you afford to own a house?

Before you decide to buy or build your own home you must determine if you can afford to own a house. If you have only been renting a house, there will be many more expenses per month when you own a house. Can you afford these?

The best way to decide if you can afford a house is to set up a budget or plan for spending. In this way you can see where your money will be going and just how much would be available for housing. The idea of a budget is to be able to plan for the payment of all the necessary expenses first — food, clothing, house payments, utilities, insurance and any loan payment, and then still have some money left to do the things you want to do, or save for any emergency.

Each family's budget will be different but all of them should be an accurate record of expected income and spending.

Planning a Budget

The first step in setting up a budget is to find out where all your money is coming from and to whom it is being paid. You should try to go back over the last four months and write down where all your money came from and how much you paid for.

- housing
- insurance
- utilities
- clothing
- food
- transportation
- bills to stores
- dental and medical

Most of your income will probably go to the basic living or fixed expenses — food, clothing and house. A budget record will show you how much income will be left over after the basics are paid for. By looking at how much you are spending on things like a car or snowmobile purchases, household furnishings, entertainment and other things which might be non-essential, you can see where you could cut down expenses or change your spending patterns. If you plan to buy a house it may be necessary to cut down other non-essential expenses to help pay for the cost of a house.

If you look at the budget record and decide you can't cut down non-essential expenses any further, then you may have to look back at fixed expenses. If you have to change fixed expenses and cut down on these, you may decide you cannot afford a house or you may have to change your life-style to afford that new home.

The next step is to set up an actual budget or spending plan for the future. A sample budget sheet is included. First decide the time period you should use. This will depend on where your income comes from and how often you are paid. Generally a monthly basis works well. If you have income that comes in once or twice a year (money from furs, etc.) do not forget to include that.

Remember too, to provide for payments that are due once or twice a year. This might include fire insurance on a house and property tax. Also try to set aside an extra amount for unexpected expenses. Keep your plan up to date and change it when it is necessary.

The sample budget sheet is set up so expenses can be totalled on a monthly basis. Some sections will vary from month to month, but try to include this in your planning. By putting down all your money income and expenses on paper, it is easier to plan and keep records.

2. Meeting Home Ownership Expenses

Once you and your family has decided on a monthly budget for housing, you can begin to look for the type of home that will suit your family needs and fit your budget.

Two questions to answer before buying a house are:

1. How much of the monthly housing budget must go for regular expenses of the house — taxes, utilities, repairs and insurance?
2. What size of loan can be financed by the remaining housing budget?

The price a family can afford to pay for a house is also determined by the down payment

or the amount of savings that can be spent on the house purchase. A large down payment means that the family can pay for a more expensive house than if the down payment is small. The following chart could be used to help estimate home building costs.

Item	Estimated Cost
Lot	_____
Survey fees	_____
Pad construction or other foundation system	_____
Closing costs (legal fees, etc.)	_____
Architect's fee (if any)	_____
Materials and freight	_____
Labour	_____
Homeowner's insurance	_____
Landscaping	_____
Building permit	_____
Site development connection to municipal services	_____
Interest on loan service charge to obtain loan	_____
Any appliances, equipment or furniture needed immediately	_____
Other	_____
Total cost	_____

Special Cost Considerations

The cost of building a house in the North is also influenced by these factors.

- a) Climate and building conditions in the community. The building period is generally limited to three months of summer. Materials have to be available and ready for construction during the summer.
- b) Location of the house or community. Transportation costs to isolated communities are



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high. This cost must be considered in building a house. Barge orders or sea lift should be arranged to transport materials. Even communities on the highway system will have to take into account the trucking costs for building materials. Find out the current costs of transportation before deciding to build a house.

c) Housing construction. Increased insulation and triple glazed windows will add to the initial cost of the house but they will be worthwhile as they reduce heating costs.

d) Labour costs. Generally the cost of carpentry, electrical work and plumbing is high. The home builder with some skills might consider doing some work himself and contracting out other work that he cannot do. There is no simple answer to the question of the price a family can pay for a house. Each family has to work out how much they can afford in relationship to what they want in a house and how much money they have to spend from savings, grants to other sources.

List the sources of funds available to build your house.

FUNDS

Savings for down payment _____
Grants (you qualify for) _____
*other equity _____
Total loan required _____

(*other equity: — work you do yourself
— a lot that you already own
— any building supplies (logs, etc.) you have for your house.

Consider too the value of the work you can do yourself — "sweat equity." If you can do a large part of the construction yourself you may be able to afford a more adequate house or you might only need a small loan.

Costs after the house is built

If you have been renting a house you may not realize all the costs of home ownership. These are some of the costs a home owner will have to pay.

Utilities — water and sewer
— fuel
— telephone
— garbage removal

Upkeep — home improvements
— repairs

Taxes — municipal taxes each year

Insurance

Mortgage costs — loan amount plus interest usually paid on a monthly basis.

Note:

The cost of fuel and power for a house in the North can be very high. It will probably be the major expense of owning a home. Check with home owners or the Housing Association in your community to see what yearly heating and electrical costs are for the size of house you plan to build.

Home ownership vs Renting

Renter

1. One monthly rental payment (usually includes utilities)
2. Can move from one town to another very easily.
3. Limited financial responsibility — may give family a chance to save money.
4. Dependent on landlord for changes or improvements.

Home Owner

1. A number of payments
 - loan principal
 - interest costs
 - taxes
 - utilities
 - home repairs
2. Must sell house and property in order to move.
3. House investment may have to be considered the family savings.
4. Independence — family can change the house to suit themselves.
5. Part of community — a home owner may feel like he belongs to the community, and takes an active interest in what goes on.



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3. Mortgages: What every borrower should know

Most people who buy a home today have to borrow money to pay for it. The loan or money borrowed is known as a mortgage-loan. An individual or couple may borrow money and mortgage the real estate (house and land) as security for the loan.

1. Amortization Period

Amortization period is the length of time mortgage payments are required to repay the loan in full — generally 25 to 35 years. The monthly payments include:

P — the principal of the loan (amount still owing)

I — interest on the principal

T — taxes on the property

Note:

Property taxes are due annually and usually amount to 2% of the property value (check with the municipal council for local tax costs). Mortgage lenders usually insist that taxes be paid on a monthly basis to them and they in turn pay the municipal council when taxes are due.

2. Who makes loans?

Mortgages may be directly obtained from a lender, e.g. banks, trust companies, credit unions, loan and insurance companies, CMHC (Central Mortgage and Housing Corporation) and NWT Housing Corporation. CMHC also insures the mortgages under the National Housing Act.

A lender will require a survey of your property and an appraisal before a loan will be made. A title search will also be made.

3. A Survey of property

This is done to make sure the house is actually located on the property and that there are no obligations on that property.

4. Appraisal of Property

The lender usually wants to be sure the property is worth more than the loan the borrower wants so as to protect his investment.

5. Title Search

The lender has to be certain the borrower has good title to the property since the mortgage lender is registering a mortgage against the property as security for the loan. When the borrower obtains a loan he is charged for the title search, survey and appraisal. These costs are above and beyond the actual price of the house or mortgage.

6. Interest Rates

Interest rates vary on housing loans and depend on many things including who makes the loan, whether it is insured by CMHC and current market conditions. House loans usually cost around 10% to 11%. Interest is regularly charged on the declining principal (the amount still owing on the loan).

7. Down Payments

Individuals or families buying a house are usually expected to have a down payment of 5% to 25% of the appraised value of the house.

The purpose of the down payment is to reduce the amount of money a family will have to borrow and also to help show how committed the family is to owning a house. A down payment encourages the borrower to complete payments on time since he has already paid for part of the house.

8. Prepayment of Mortgages

A clause in some mortgages allows for early repayment of the full amount of money borrowed or a part of the loan without any penalty. All mortgages are renewed every five years. At that time the interest rate can change (go up or down). If the owner has money available, he can pay out part of the mortgage. This helps to shorten the life of the mortgage and reduce interest cost.

9. Foreclosure

a) If a borrower does not pay his monthly payments, the mortgage could be foreclosed. This means that the lender through court action could re-possess the house and sell it to get back his money.

b) Forced Sale — A lender may also force the owner to sell the home to pay off the loan if the home owner fails to make monthly payments.

10. Guidelines

A general rule of thumb says you can afford to pay 35% of your gross monthly income for housing.

Another guideline

If you are working for wages, you should count on paying one and a half week's to two week's take home pay, for each month's total housing expenses including all the costs of owning and operating a home.

11. What Mortgages Cost

Many people are surprised to learn that they will have paid for a house 2½ times over, by the time a mortgage is paid out, due to interest charges.

For example, the cost of repaying a \$20,000 mortgage over 20 and 25 years at several different interest rates are:

Borrowed	Term	Total amt repaid	Amt of interest paid
\$20,000	over 20 years at 10%	\$45,696	\$25,696
\$20,000	over 20 years at 11%	\$48,768	\$28,768
\$20,000	over 25 years at 10%	\$53,700	\$33,700
\$20,000	over 25 years at 11%	\$57,780	\$37,780

The cost of borrowing money is high and every borrower should know how much a house will cost by the time it is paid for. However, the rewards of owning a home are many too. It can be good investment as well as a source of pride, independence and satisfaction. It's up to the prospective home owner to decide if the cost and commitment of owning a home and paying a mortgage is all worthwhile.