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A New Era in Housing:
Planning Together for the Future



Northwest
Territories

PREFACE

In June, 1985, the Legislative Assembly's Special Committee on Housing tabled its Final Report at the 5th Session of the Tenth Assembly in Rankin Inlet. The report contained 82 recommendations. The purpose of this document -- **A NEW ERA IN HOUSING: PLANNING TOGETHER FOR THE FUTURE**-- is to indicate specifically how the Government of the Northwest Territories intends to respond to these recommendations.

Part I, Response to Recommendations lists all the recommendations and provides a "discussion" and "action and indicator". This section focuses upon the recommendations which can be dealt with over the short term and spells out which government department is responsible for the action within a specific time frame.

Part II, Issue Papers deals with the more complex recommendations which will require longer term initiatives. In some cases specific actions are to be completed over the next year. For the most part, however, most of the recommendations dealt with in the issue papers rely upon the development of a Corporate Plan and Strategy within the Northwest Territories Housing Corporation.

The development of a **Corporate Plan and Strategy** (outlined in Issue Paper 1, page 24) will ensure that short-term initiatives will be sustained over the longer term. It requires the Northwest Territories Housing Corporation to conduct a complete review of its present mission, program and operation, determine its priorities, and develop a plan and strategy for the future.

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PART I

responses to
recommendations

IMPLEMENTATION

1.

That an Implementation Review Committee, consisting of the two Co-Chairmen of the Special Committee on Housing, be established to report to the Legislative Assembly on the implementation of the recommendations contained in the Final Report of the Special Committee on Housing; and that the Terms of Reference of the Review Committee shall include the following:

- a) the Mandate of the Implementation Review Committee shall extend for the duration of the tenth Assembly or until such time as the Co-Chairmen determine that the recommendations of the Final Report of the Special Committee on Housing have been substantially and adequately implemented;
- b) the Implementation Review Committee shall report to the legislative Assembly at the subsequent Sessions on the status of implementation of the recommendations of the Final Report of the Special Committee on Housing;
- c) the Implementation Review Committee shall have unimpeded and prompt access to all documents and papers, as deemed necessary in its work.

The Special Committee on Housing has completed the mandate it was given on Feb. 29, 1982. It now becomes the responsibility of the Minister Responsible for the NWT Housing Corporation along with the whole Executive Council to ensure that implementation occurs. This document, "The New Era in Housing - Planning Together for the Future" outlines the specific steps government intends to take to ensure implementation. The Minister will provide the Executive Council with a progress report, based upon the indicators outlined in this report, every 6 months, for the next 18 months. This report will be shared with all MLAs and their comments will be encouraged.

Minister will provide the Executive Council and all MLAs with a progress report every 6 months for the next 18 months. First Report due in April of 1986.

RENTAL PROGRAMS

2.

That the Minister of Health & Social Services establish an Independent Cost of Living Inquiry to undertake and complete a comprehensive report on the extent of poverty and need in the Northwest Territories; and for this Inquiry to report back to the Legislative Assembly their findings and recommendations within one year.

The Department of Social Services is currently undertaking a survey of Food Costs (as a major component of cost of living). This will be completed in the Fall. Following this, a terms of reference for a comprehensive inquiry into the extent of poverty and need will be developed. It is estimated that the study will require 9 months.

Terms of Reference to be tabled at the Winter Session of the Legislative Assembly.

Final Report due in the Fall of 1986.

3.

That the NWT Housing Corporation complete its rental scales review as soon as possible incorporating the concerns voiced by the public and outlined by the Special Committee, and,

That the Minister responsible for the NWT Housing Corporation report to the Legislative Assembly in the Fall, 1985 Session on the results of the review together with proposed changes to the rental scale, in accordance with the observations made by the Special Committee.

NWT Housing Corporation is presently reviewing its rental scales in light of the concerns outlined by the Special Committee. Once the review is completed the draft must be distributed to Housing Associations/Authorities and other interested bodies for feedback. Comments will then be assessed and a final document will be forwarded to the Executive Council.

Minister will report on progress at the Fall Session, 1985.

Draft to be completed by Jan. 1, 1985.

Consultation process to be completed by Mar. 1, 1986.

Revisions and final rental scales to be completed by June 1986.

4.

That the Ministers Responsible for the Department of Personnel and for the NWT Housing Corporation establish an interdepartmental review of staff and public housing rents and allocations and that they report to the Legislative Assembly in the 1985 Fall Session with their findings and recommendations to correct the current programs inequities.

The review of rental rates in public housing would not be complete without consideration of both staff housing and market rents. Although staff accommodation and public housing are separate and distinct programs, there must be a logical connection of both to market and actual costs. The review of public housing rental rates will consider, via an interdepartmental committee, the structure of staff housing rents.

See Action and Indicator for Recommendation #3.

RECOMMENDATION

DISCUSSION

ACTION AND INDICATOR

	<p>Personnel, meanwhile, will send out a letter to all employees in public housing giving them the option of paying full economic rent and receiving \$450 housing allowance or paying the subsidized economic rent in public housing.</p>	<p>Letter to employees offering the option will be sent out by Nov., 1985.</p>
<p>5.</p> <p>That the NWT Housing Corporation develop an energy conservation program which would include:</p> <p>a) the implementation of the Northern Building Standard for Energy Efficient Housing in new construction and rehabilitation projects;</p> <p>b) the establishment of measures for conservation of fuel and electricity in rental housing;</p> <p>c) the introduction of incentives for the use of alternative, renewable fuels, such as wood.</p>	<p>A Northern Building Standard has been developed and circulated. One of its components relates to Energy Efficiency. The proposed standard must be revised in the light of comments received. It is unclear how long this process will take. Meanwhile NWTCH has adopted as its standard the "EMR2000" house. Once a Northern Building Standard has been adopted by all participants the NWTCH will adopt and/or revise its own standard.</p> <p>See response to Recommendation #6 for Recommendations 5b & c.</p>	<p>Once a National Building Standard has been adopted the NWTCH will review its present standard (EMR2000) to ensure that it meets or exceeds the standard.</p> <p>Time line for adoption of NBS is uncertain.</p>
<p>6.</p> <p>That the NWT Housing Corporation develop a comprehensive energy conservation program for rental housing programs, such that tenants obtain rental credits or cash rebates for energy conserved, rather than pay a surcharge for energy consumes.</p>	<p>Negotiations are underway between DPW and NWTCH to develop a comprehensive energy program and strategy for implementation. The program will include conservation measures, use of appropriate fuels, demonstration projects, incentives, and negotiations with the Federal Government on the development of a comprehensive approach.</p>	<p>A program outline and strategy will be produced by NWTCH for its programs (in cooperation with EMR Secretariat and all relevant departments) by Jan. 1, 1986.</p>
<p>7.</p> <p>That the Minister responsible for Housing report to the Legislative Assembly in the 1985 Fall session on the status of his "2 cents/3 cents" User-Pay program.</p>	<p>Review of the user pay program is presently underway within NWTCH.</p>	<p>Minister will report at the Fall Session 1985, and provide consequent reports as required or requested.</p>

RECOMMENDATION

DISCUSSION

ACTION AND INDICATOR

HOMEOWNERSHIP PROGRAMS

8.

That the NWT Housing Corporation include, in its HAP client information package, full details on labour funding assistance programs and that NWT Housing Corporation District staff ensure, through personal follow-up, that HAP clients are kept informed of program changes as they occur.

(The Discussion, Action and Indicators are contained in the series of Issue Papers which follow this section).

See Issue Paper #2 "Improvement of Homeownership Programs".

9.

That the NWT Housing Corporation and the CEIC formally coordinate the HAP and labour assistance funding available under the Canada Works Program, so that field staff of both agencies can more efficiently serve HAP clients.

See Issue Paper #3 "Public Relations and Coordination".

10.

That the NWT Housing Corporation apply consistent eligibility criteria when considering applications for HAP.

See Issue Paper #2 "Improvement of Homeownership Programs".

11.

That the NWT Housing Corporation give HAP clients more flexibility in design options.

See Issue Paper #2 "Improvement of Homeownership Programs".

12.

That the NWT Housing Corporation make block funding for HAP available to community groups.

See Issue Paper #2 "Improvement of Homeownership Programs".

13.

That the Homeownership Assistance Program be made available for prospective homeowners in all communities of the Northwest Territories, including Yellowknife.

See Issue Paper #5 "Market Communities".

RECOMMENDATION

DISCUSSION

ACTION AND INDICATOR

14.

That the Minister Responsible for the NWT Housing Corporation revise the Northern Rental Purchase Program such that the units can be sold to tenants for a nominal fee.

See Issue Paper #5 "Improvement of Homeownership Programs".

15.

That a "piggyback" repair package in the form of a forgivable loan be included in the sale of Northern Rental units in order to bring these units up to current health, safety and building standards.

See Issue Paper #2 "Improvement of Homeownership Programs".

16.

That the eligibility criteria for the Northern Rental Purchase Program be revised so that clients in arrears can have their outstanding debt added to the proposed nominal purchase price of the unit.

See Issue Paper #2 "Improvement of Homeownership Programs".

17.

That the NWT Housing Corporation develop an adequate information program to inform the public about its homeownership programs, in the official NWT languages.

See Issue Paper #3 "Public Relations and Coordination".

18.

That the NWT Housing Corporation develop an information package for both prospective and approved homeownership clients to fully inform them of the program requirements and to ensure consistent program delivery.

See Issue Paper #3 "Public Relations and Coordination".

RECOMMENDATION

DISCUSSION

ACTION AND INDICATOR

19.

That the NWT Housing Corporation review its existing homeownership programs, together with a review of the applications currently on hand, to determine the performance of the existing programs in meeting the needs of prospective homeowners.

See Issue Paper #2 "Improvement of Homeownership Programs".

20.

That the Canada Mortgage and Housing Corporation designate a budget allocation for co-operative housing for the Northwest Territories.

See Issue Paper #2 "Improvement of Homeownership Programs".

21.

That organizational and proposal development funds continue to be allocated to communities who request this type of assistance.

See Issue Paper #2 "Improvement of Homeownership Programs".

22.

That the Executive Council of the Government of the NWT make a request to the Government of Canada to submit a government sponsored bill to the House of Commons, as soon as possible, to validate condominium construction in the Northwest Territories.

A government sponsored bill to validate the NWT Condominium Act is now on the order paper.

The Minister Responsible for the NWTHC will report progress.

23.

That the Government of the Northwest Territories enter into negotiations with the Federal Government to develop a comprehensive energy conservation and subsidy program for fuel and power consumption that will be applied equitably across the Northwest Territories.

See response to Recommendation #6.

MAINTENANCE AND REPAIR PROGRAMS

24.

That the Treasury Board of Canada review the NWT Housing Corporation's request for a base adjustment to the Government of the NWT as soon as possible, so that increased funding can be made available to improve maintenance and administration of NWT Housing Corporation rental units.

The request for a base adjustment was made more than a year ago. Meanwhile the FMB has significantly increased the budget of the Housing Corporation.

Minister will report to the Legislative Assembly when information is forthcoming.

25.

That the Minister responsible for NWT Housing Corporation and the Department of Public Works review the possibility of having maintenance resources shared in communities where both the Corporation and the Department of Public Works carry out maintenance functions.

The Housing Corporation and DPW are presently developing a computerized Maintenance Management System (MMS) to cover regular maintenance of all stock. Once this system is fully operational the consolidation of maintenance activities is planned. After consolidation the Housing Corporation will undertake maintenance on all government residential properties. The MMS will also facilitate opportunities to privatize the maintenance operation.

MMS to begin implementation by May, 1986.

Testing of System to be completed and phased in commencing Dec. 1, 1986.

Program and administrative system to be in place by Apr. 1, 1987.

26.

That the NWT Housing Corporation and the Government of the NWT enter into negotiations to contract the repair and maintenance of staff housing to local Housing Associations/Authorities where it is economically practical and advantageous to the community and increases the efficient use of government resources.

See response to Recommendation #25. Also see Issue Paper #6 "Housing Associations/Authorities".

RECOMMENDATION

DISCUSSION

ACTION AND INDICATOR

27.

That the NWT Housing Corporation, upon approval of local Housing Associations, utilize the Rehab Program to convert 3 bedroom units into 2 bedroom units, which are required in many communities.

The Rehab Program is being phased out. Further Rehab may not be cost effective. NRs will be replaced with new 2 bedroom units where required and deemed to be cost effective.

Rehab Program to be phased out in 1987.

28.

That the NWT Housing Corporation seek program changes to fund alternatives for the upgrading of Northern Rentals, so that repaired units could be sold to tenants.

See Issue Paper #2 "Improvement of Homeownership Programs".

29.

That the NWT Housing Corporation seek increased funding under the EERP to provide very basic improvements in health and safety conditions of Northern Rental units until such time that funding for major rehabilitation or replacement can be secured.

Funds from both EERP and EOM will be used to maintain NR units at a basic level pending replacement when this proves to be cost effective.

Program guidelines will be reviewed to ensure minimum property standards are maintained. Completion date, Dec. 1, 1985.

30.

That the NWT Housing Corporation develop a strategy to bring all its rental units up to minimum health and safety standards within 5 years.

Beginning in 1986 the Housing Corporation will begin retrofit of Weber Units to bring them up to acceptable health and safety standards. Coupled with the replacement of NR units, this program will bring the total NWTHC stock up to an acceptable standard.

Strategy will be developed as part of the Corporation's Corporate Plan and tabled at the Spring Session in 1986.

31.

That the NWT Housing Corporation develop a policy whereby Housing Associations/Authorities could grant rental credits to tenants who undertake maintenance work on their units.

This policy, covering regularly scheduled maintenance, is already in place. However, all Housing Associations/Authorities may not be aware of it.

Head Office will inform all Housing Associations/Authorities of Policy by Nov. 1, 1985.

RECOMMENDATION

DISCUSSION

ACTION AND INDICATOR

32.

That CMHC retain a full-time RRAP Co-ordinator on staff in its Yellowknife office to promote and ensure delivery of the RRAP as required throughout the NWT.

On Sept. 22, 1985 the Housing Corporation requested that the RRAP program be turned over to the Housing Corporation. Suggestion was supported by Yellowknife CMHC. Decision pending.

Decision pending from CMHC. Minister will advise the Legislative Assembly when response is received.

33.

That residents of all NWT communities, including Yellowknife, be eligible to apply for the RRAP.

See Issue Paper #5 "Market Communities".

34.

That CMHC continue to seek suitable delivery agents in communities until such time as a RRAP coordinator is hired.

See response to Recommendation #32.

35.

That the Minister of Health and Social Services establish a departmental inquiry into the housing conditions of NWT elders and report back to the Legislative Assembly in the 1986 Winter Session.

Health & Social Services has initiated the Study to consider needs of aged and handicapped.

Progress Report will be made by Minister responsible at Winter 1986 Session.

Study completed April, 1986.

36.

That the NWT Housing Corporation and the Department of Health and Social Services together develop a strategy to deliver an enriched version of the Senior Citizens (Home) Repair Program to those in need of such assistance.

Negotiations are underway and need is being examined. The current program will be evaluated and the need for additional assistance determined, in conjunction with the H & SS needs assessment.

Interim Report by Fall Session, 1986.

Final Report due in Winter of 1986.

RECOMMENDATION

DISCUSSION

ACTION AND INDICATOR

37.

That the NWT Housing Corporation make block funding available under the Senior Citizens (Home) Repair Program, so that community groups could deliver and coordinate the program to a number of elders, as required.

This option exists. Fort Smith Native Development Corporation received a block grant in 1983 and the Hay River Band received block funding in 1985. This approach was successful and merits expansion.

Housing Corporation will advise community councils by Dec. 1, 1985.

38.

That the Minister responsible for Housing initiate development of a repair program to upgrade privately owned homes to a minimum health and safety standards, in all NWT communities, including Yellowknife.

The Housing Corporation is undertaking a survey of privately owned houses in the Western Arctic on limited basis. Data will be assessed and feasibility of program will be determined. See also Issue Paper #5 "Market Communities".

Survey data due Oct. 1, 1985.

Program design (if feasible) March 1986.

39.

That the NWT Housing Corporation and CMHC consolidate repair programs such as the Rural Rehabilitation Assistance Program, the Enriched Emergency Repair Program and the Senior Citizen (Home) Repair Program; and to locate and support community delivery agents for these services to the public.

The new Global Agreement with CMHC allows for coordination of all repair programs. Once agreement is finalized Housing Corporation will develop an appropriate strategy based on agreement.

Strategy to be part of Corporate Plan, May, 1, 1986.

**GOVERNMENT OF THE NORTHWEST
TERRITORIES STAFF HOUSING POLICY**

40.

That the Department of Personnel set a reasonable target date for moving Government of the NWT employees out of NWT Housing Corporation units, to be coordinated with invitations to the private sector to provide new staff housing on a guaranteed lease basis.

See Issue Paper #9 "Housing for Government Employees".

41.

That the Government of the NWT urge the Government of Canada to provide staff housing for federal employees who now occupy NWT Housing Corporation rental units.

The NWT Housing Corporation will work with the Federal Government to identify all the employees in NWT Housing units and request the Federal Government to resolve each situation by providing its own housing.

See also Issue Paper #9 "Housing for Government Employees".

An assessment of the scope of the problem and identification of individual cases will be completed by Apr. 1, 1986.

42.

That the Government of the NWT, Department of Personnel and Federal Government Departments enter into lease agreements with the Housing Associations/Authorities, for units occupied by Government of the NWT and Federal employees.

See Issue Paper #9 "Housing for Government Employees".

RECOMMENDATION**DISCUSSION****ACTION AND INDICATOR**

43.

That all Territorial Government employees be treated with equality; and that employees living in Housing Association/Authority units receive the same allowances for housing as as other employees.

The ultimate solution is to remove GNWT employees from NWTHC units. The Dept. of Personnel will continue to offer resident GNWT employees the option of: paying market rent and receiving the \$450/month accommodation allowance or paying subsidized rent and receiving no accommodation allowance.
See also Issue Paper #9 "Housing for Government Employees".

The Dept. of Personnel will send a letter to all GNWT employees in NWTHC accommodation by Nov. 1, 1985 offering the two rental options.

44.

That the Executive Council complete its review of staff accommodation policy addressing and correcting the rates charged for leased accommodation in market communities; and that employees living in staff accommodation be allocated units that are adequate to their family size and entitlement.

This is done as a matter of course now. Policies are in place and are being followed and enforced within the limits of available housing stock and in response to specific situations. The staff accommodation requirements are being fully addressed by a special committee on infrastructure.

Executive Council will request the Department of Personnel to continue to work within approved policies.

The Minister's Task Force on Infrastructure Report is due for completion by November .., 1985.

**HOUSING AND SOCIAL ASSISTANCE
POLICY**

45.

That the Minister of Health and Social Services review the housing allowances currently being paid on behalf of social assistance recipients and investigate the feasibility of establishing a Shelter Allowance and that the Minister report his findings and conclusions to the Legislative Assembly in the Fall, 1985 Session.

An initial report on housing allowances currently paid to Social Assistance recipients will be completed prior to the Fall Session of the Legislative Assembly.

The Minister of Health & Social Services will present a report on the feasibility of providing a Shelter Allowance during the Fall 1985 Session of the Legislative Assembly.

**PLANNING AND DEVELOPMENT OF
COMMUNITIES**

46.

That the Government of the NWT review the feasibility and cost-effectiveness of utilizing National Housing Act Section 42 funding for land assembly projects.

The Land Assembly program formally under Section 42 of the NHA is no longer in effect. There may be an opportunity through negotiations to revitalize a federal/territorial program for land development. The Department of Local Government will initiate negotiations with the Federal Government.

The Department of Local Government will initiate discussions with CMHC by Jan. 1, 1986.

47.

That the policy governing the proposed Municipal Land Development Revolving Fund contain the following principles:

- a) the fund should have sufficient funding to be able to meet the demands placed on it;
- b) the interest charged on loans made from the Revolving Fund should be low enough to prevent interest charges from inflating the resale cost of unsold lots developed under the scheme;
- c) the repayment of loans made from the Revolving Fund should be deferred until the land so developed is sold;
- d) the municipalities should be allowed some flexibility in the repayment of loans made from the Revolving Fund, in order to assist individuals to purchase land.

The Department of Local Government is in the process of preparing the Municipal Land Development Revolving Fund Policy which will consider the principles covered in the recommendation.

The Municipal Land Development Revolving Fund Policy will be completed by the Dept. of Local Government for presentation to Executive Council by Jan. 1, 1986.

RECOMMENDATION

DISCUSSION

ACTION AND INDICATOR

48.

That where a municipality has demonstrated administrative capability in the areas of community planning and land development, that the Government of the NWT, if requested, turn over all lands within the community's designated boundaries to the municipality.

Because of the difficulties and costs related to the survey of all lands in a community, it has been Local Government's policy to turn over land on an as requested basis. Regular communication between municipalities and Local Government, with a more coordinated approach to community planning will ensure a timely availability of land.

Local Government anticipates no major changes in the present policy of land transfers to communities. The Department and municipalities will continue regular communication on community land transfer requirements.

49.

That communities be continually updated in advance with regard to NWT Housing Corporation building intentions, (ie. capital plan), so that proper planning can occur.

The NWTHC 5 Year Capital Plan is under preparation. When completed and approved it is intended to be used as the basis for discussions with communities and departments to identify future NWTHC plans. The plan will be developed on a time-frame which will allow for full coordination with program departments and municipalities. See Issue Paper #3 "Public Relations".

The 5-Year Capital Plan is to be complete by Nov. 30, 1985 and submitted to FMB for approval.

Each year, NWTHC District Managers will request joint meetings with each community Council and Housing Association.

50.

That the Minister Responsible for Local Government establish a timetable for coordination of land development activity to be agreed upon and adhered to by all participants, with responsibilities clearly outlined and delegated; accountability should be likewise assigned.

The Minister of DPW&H's Task Force on Infrastructure will complete its work by Nov. 1, 1985. This work will form the basis for development of coordination strategy and timetable and identification of and delegation of responsibilities for land development.

The Minister's Task Force on Infrastructure Report is due for completion by Nov. 1, 1985.

The Minister for Local Government will establish a strategy and timetable for coordination by Jan. 1, 1986.

RECOMMENDATION

DISCUSSION

ACTION AND INDICATOR

51.

That Housing Associations/ Authorities be formally included with community councils in community planning, especially when land is sought for new NWT Housing Corporation public housing construction projects.

The mandate for local community planning rests with community councils. As part of a strategy for better coordination the Department of Local Government and the NWTHC will recommend that councils and Housing Associations/ Authorities jointly meet to discuss housing planning issues.

The Minister for Local Government will establish a strategy and timetable for coordination by Jan. 1, 1986.

52.

That the Needs Study Program be reviewed as soon as possible by consultants expert in the field; and that the Minister Responsible for Housing make a full report to the Legislative Assembly on any revisions consequently implemented by the 1985 Fall Session.

Several opportunities for improvement of the Needs Study Program have been identified internally and have been implemented. The review of the Needs Study Program will be carried out with the support of resident experts in CMHC, the GNWT Statistics Bureau and knowledgeable Corporation staff supplemented, if necessary with experts from Provincial Housing Corporations. See also Issue Paper #8 "Housing Allocation".

The Minister responsible for NWT Housing Corporation will report the results of the Needs Study Review to the Fall 1985 Session of the Legislative Assembly.

53.

That the Needs Study and subsequent allocations should have a documented rationale explaining how data is collected and analyzed and for what purpose housing units are allocated; for example, to alleviate overcrowding, to encourage economic development.

See Issue Paper #8 "Housing Allocation".

54.

That communities must be given the opportunity to participate in defining their own housing needs beyond the current Need Study process; and that their agreement with the conclusions of the analysis should be a prerequisite to any allocation of new housing.

Each community council and Housing Association/Authority will be consulted annually in the preparation of the Housing Needs Survey and the 5-Year Capital Plan. Every effort will be made to achieve consensus.

The District Managers will request joint meetings with municipal councils and Housing Associations/Authorities on an annual basis.

RECOMMENDATION	DISCUSSION	ACTION AND INDICATOR
55.	That the housing requirements in all NWT communities should be determined.	See Issue Paper #5 "Market Communities".
56.	That the Minister Responsible for the NWT Housing Corporation ensure that the NWT Housing Corporation proceed with a multi-year capital allocation plan reflecting the actual housing needs of all NWT communities.	The 5-Year Capital Plan will be prepared by November 1985.
The 5-Year Capital Plan is to be completed by NWTHC and submitted to FMB by Nov. 1, 1985. The Plan will be made available to communities upon approval.		
57.	That the Minister Responsible for Housing make available to the communities the NWT Housing Corporation Five-Year Capital Plan upon approval of the Capital Plan by the Executive Council.	See Recommendation #56.
See Recommendation #56.		
58.	That the NWT Housing Corporation and Canada Mortgage and Housing Corporation create a coordinated approach to provide homeownership, mortgage and rental programs throughout the Northwest Territories that complement each other, are acceptable to the public and encourage the development of the private sector; these developments should originate from suitable Need and Market studies that reflect actual conditions in small and large communities.	The New Global Funding Agreement between NWTHC and CMHC has been approved in principle and is expected to be signed soon. This agreement will meet the requirements of the recommendation by providing a coordinated approach for homeownership and rental.
The Global Funding Agreement is to be signed and put into effect by Oct. 31, 1985.		

RECOMMENDATION

DISCUSSION

ACTION AND INDICATOR

TRAINING

59.

The Department of Education and the NWT Housing Corporation develop a property management training program for Housing Association Secretary-Managers.

See Issue Paper #7 "Training".

60.

That the Departments of Economic Development and Education investigate the feasibility of utilizing EDA funding to provide regional construction training programs as demand requires.

Economic Development is presently conducting research on the feasibility of the use of EDA funding on construction training programs.

Economic Development and Tourism's Research and recommendations will be completed by Jan. 1, 1986 and presented to the Executive Council.

61.

That the Departments of Education and Economic Development and Tourism review the apprenticeship programs currently offered at Thebacha College, with a view to possible expansion of the programs to meet demand.

See Issue Paper #7 "Training".

62.

That the NWT Housing Corporation implement standardized training courses for Housing Association/ Authority employees and members of the local Housing Association/ Authority Board of Directors.

The Department of Education will be proposing a major expansion of the Community Administration Certificate Course which will effectively double the number of students served.
See also Issue Paper #7 "Training".

63.

That the Affirmative Action Policy of the Government of the NWT, and a plan for recruitment of northern residents, be implemented by the NWT Housing Corporation to prepare northerners for positions of responsibility, especially in the areas of

The NWTHC will work within the GNWT Affirmative Action Policy to develop its Affirmative Action Plan.

The NWTHC will develop an Affirmative Action Plan by Jan. 1, 1986.

RECOMMENDATION

DISCUSSION

ACTION AND INDICATOR

64.

That communities establish an up-to-date labour skills registry, which would be of benefit to any contractor in seeking out local labour.

The Department of Education is establishing a community based employment registry listing the skills and experiences of also identify local and territorial demand for labour in two categories: project and permanent labour.

The registry system will be operational by June 1, 1986.

65.

That the NWT Housing Corporation include information on government labour assistance programs with the tender information packages, to encourage contractors to hire local people in the communities.

The NWTHC will seek information from CEIC, the Department of Economic Development and Tourism and Education on applicable labour assistance programs and include it in tender information packages.

Once provided this information will be included in all 1986/87 tender calls.

66.

That the bonding industry be encouraged to establish offices in the NWT, or at least appoint NWT agents to provide improved access for NWT contractors.

Past efforts to encourage the bonding industry to establish offices in the NWT have not proved successful. To deal with the problem the Department of Economic Development and Tourism has developed a program under the Business Loan Fund to address the bonding issue in the NWT. At present the upper limit on contracts which the program can accommodate is \$500,000. It is felt that any company with contracts greater than \$500,000 should not experience bonding problems.

The Department of Economic Development will monitor the availability of bonding on an on-going basis.

RECOMMENDATION

DISCUSSION

ACTION AND INDICATOR

67.

That incentives be included in NWT Housing Corporation construction and rehab/repair contracts to ensure that contractors adhere to the local employment levels indicated in their bids.

There are no new incentives or contemplated in rehab/repair contracts. However, because of the nature and scale of such contracts virtually all are awarded to small local contractors. NWTHC has a system in place where all contractors must report on their use of local and regional hire and contracted services in order to obtain progress payments on jobs. The Business Incentive Policy coupled with the Corporation's local employment is maximized.

NWTHC will continue to require contractors to report on their use of local/regional labour and contract services.

68.

That the Business Incentives Policy be amended to clearly indicate the importance of maximizing employment and economic benefits at the local level.

The Business Incentives policy was amended Feb. 28, 1985 to meet the intent of the recommendation.

No action is required.

69.

That copies of all NWT Housing Corporation tender documents relating to housing repair or construction be sent directly to both the municipal office and the Housing Association/Authority of the relevant community.

For a number of years the NWT Housing Corporation has been sending tender documents for all construction which is to take place in the community to both council offices and to the Housing Associations/Authorities.

No action is required. Effective immediately, tender notices in newspapers will indicate that tender documents can be viewed at the municipal and Housing Association/Authority offices.

RECOMMENDATIONS

DISCUSSION

ACTION AND INDICATOR

70.

That the MLA or MLAs representing project communities be invited to sit in a non-voting, advisory capacity on NWT Housing Corporation tender opening and contract awarding committees.

All NWTHC tender openings are public and as such can be attended by anyone. Attendance at the contract recommendations committee (Tender Awards Committee) is restricted to the Corporation senior management, legal counsel and CMHC. It is proposed that this procedure continues as some issues are confidential or of a sensitive nature. This is standard procedure used by government everywhere. Information on number of bids and their values can be obtained by anyone.

Present procedures will remain in effect.

71.

That the Minister provide a full report to the Legislative Assembly on the performance of the separate supply/ship and erect contracts let in 1985/86 in Keewatin and Kitikmeot, upon completion, and furthermore;

The NWTHC is now experimenting with the separation of contracts between supply/ship and erection in the Keewatin and Kitikmeot districts. The information gathered during the 1985/86 construction season will enable the Corporation to evaluate this method of contracting and its benefits to local communities.

The Minister responsible for Housing will report to the Legislative Assembly on 1985/86 contracts at the Fall 1986 Session and will provide as much information as is available on the performance of the supply/ship and erect contracts in Keewatin and Kitikmeot and on local participation in both separate and combined contracts.

72.

That the report contain a full account of local participation in both separate and combined supply/ship and erect contracts, including numbers of workers employed, the type of work, dollars paid out in wages, local spin-off benefits.

See response to Recommendation #71.

73.

That the Entrepreneurial Training Pilot Program be closely monitored by the Department of Economic Development and Tourism and that the Minister Responsible report to the Legislative Assembly in the 1985 Fall Session upon completion of the program with an evaluation of its performance.

The Entrepreneurial Training Program just started. Initial assessment of the program has been positive. The Department of Economic Development will continue to closely monitor the program and will prepare a full evaluation.

Economic Development's evaluation report will be presented to the Executive Councils, October 3, 1985.

RECOMMENDATION

DISCUSSION

ACTION AND INDICATOR

74.

That the Minister of Economic Development initiate negotiations with the Federal Government to select a portion of the remaining EDA funds to the development of the northern housing industry in accordance with established Government of the NWT. Priorities, and, furthermore;

A new 5-Year Economic Regional Development Agreement (ERDA) is being developed. The Department of Economic Development and Tourism will research ways and means whereby the Northern Housing Industry can take advantage of ERDA and then work toward negotiating appropriate sub-agreements to secure support.

Economic Development and Tourism hope to have an ERDA signed by May, 1986.

75.

That, prior to such negotiations taking place, the Ministers of Economic Development and Tourism, Education and Housing initiate a study to identify how EDA funds could be most effectively utilized to achieve the objective of the development of the northern housing industry.

See response to Recommendation #74.

Economic Development and Tourism's research paper and recommendations will be forwarded to the NWTHC by Jan. 1, 1985.

76.

That immediate efforts be undertaken by the Department of Economic Development and Tourism to further publicize and promote at the community level not only the EDA, but also its other programs that could be of benefit in meeting the objective of developing the northern housing industry.

See response to Recommendation #74.

RECOMMENDATION	DISCUSSION	ACTION AND INDICATOR
<p>77.</p> <p>That the Department of Economic Development and Tourism, together with the Department of Education, ensure that business training workshops are available throughout the NWT.</p>	<p>There are two initiatives under way within the Department of Economic Development. The Department is considering expansion of the Entrepreneurial Training Program to the Eastern Arctic. The Economic Development Officer Program will continue to be expanded to allow the participation of local entrepreneurs. Increased funding to expand the Small Business Management Program in the Keewatin, Baffin and Inuvik Regions is being sought by the Department of Education. This program is to be delivered in local communities by the Arctic College.</p>	<p>The Minister of Economic Development & Tourism will report on the progress of both initiatives at the Fall Session, 1986.</p>
<p>78.</p> <p>That the membership of the NWT Housing Corporation Board of Directors include elected representatives of Regional Councils.</p>	<p>The corporate structure and legislation will be reviewed as part of the NWTHC's corporate planning project. Once this is completed a recommendation will be made by the Minister.</p>	<p>Minister will report to the Fall Session 1986. Corporate Plan will be completed by May, 1, 1986.</p>
<p>79.</p> <p>That municipal and community councils be given the option of taking over administration of NWT Housing Corporation programs.</p>	<p>The Housing Corporation has initiated a pilot project for the management of rental housing with the Hamlet of Sanikiluaq. Other initiatives will be considered as a result of the review of the role of Housing Associations/Authorities. (See Issue Paper #5 "Housing Associations/Authorities"). This review will also include the role of regional and/or Tribal Councils in housing.</p>	<p>Review of this item will be part of Corporate Plan review to be completed May 1, 1986.</p>

RECOMMENDATION**DISCUSSION****ACTION AND INDICATOR**

80.

That Regional and/or Tribal Councils, (and municipalities which do not belong to Regional or Tribal Councils), establish Housing Committees to coordinate and develop housing concerns and initiatives.

See response to Recommendation #79.

81.

That the NWT Housing Corporation and the Canada Mortgage and Housing Corporation enter into negotiations for Global Funding.

The establishment of a Global Funding arrangement between NWTHC and CMHC is near completion.

The Global Funding Agreement is to be signed and put into effect by Oct. 31, 1985.

82.

That the Executive Council request the Auditor General of Canada to complete a comprehensive audit on the operations of the NWT Housing Corporation and that the results of the audit be referred to the Assembly's Standing Committee on Finance and Public Accounts for public review.

The request was made on September 16, 1985. The Minister and executive of the Housing Corporation support this action.

The schedule for the audit will be reported to the Legislative Assembly when available.

PART II

issue papers

Issue:

A CORPORATE PLAN AND STRATEGY

1

Discussion:

While a number of the recommendations in the Final Report are short-term and can be responded to on an individual basis, many issues are complex and of a longer-term nature. They cannot be dealt with on an individualized basis and require that the Housing Corporation develop a mechanism to deal with the major housing issues over an extended period of time. Such a mechanism is a **Corporate Plan and Strategy**.

The objective of the Housing Corporation's Corporate Plan will be:

to identify those **target areas** which the Corporation considers a priority and to which it will commit a major portion of resources over an extended period.

to identify the **specific results** that it wishes to achieve in each major target area.

to develop a **work plan** that will allow the Corporation to monitor its progress in achieving the desired results over an extended period of time.

The development of the Corporate Plan will provide the government and public with **tangible benefits**. It will provide a clear picture of:

Where the Corporation is going and how it wants to get there.

A means of allocating resources to major priority areas.

A method for measuring progress.

Just as the 5-Year Capital Plan--to be prepared by November--will provide a guide to the construction of new houses, so the Corporate Plan complements the Capital Plan and directs all other major activities.

In order to develop the Corporate Plan the Corporation must review all major aspects of its organizational life. It does this by interviewing all Managers at the Head Office and regional level and gathering required information about the organization and its activities. It then compares the information gathered with all other significant sources of information: government priorities, direct feedback from Housing Associations/Authorities, Ministerial priorities, the data contained in the Final Report of the Special Committee on Housing, the direction provided by this document, etc. It assesses the information gathered and identifies major priorities.

The review would include, but not be limited to:

Corporate Structure: Mission, Philosophy, Policy framework, management directive, roles, legislation.

Programs: goals and specific objectives.

Management Information Requirements.

Finances

Long-term planning and research.

Training (Boards, staff, Secretary-Managers, HAP clients).

Construction.

Intergovernmental and departmental coordination.

Program Evaluation and monitoring.

Public Relations and Communications.

Community Development (the role of Associations/Authorities).

Once the major target areas are identified the senior managements team, working in close consultation with the Minister and all managers, directs the development of specific results to be achieved in the major target areas. Indicators are then established at each level of the organization to allow for the effective measurement of progress. Once the Corporate Plan is in place it is revised annually.

Action and Indicator

The NWT Housing Corporation will develop a Corporate Plan and Strategy by May 1, 1986 to be tabled at the following session of the Legislative Assembly.

Issue:

IMPROVEMENT OF HOMEOWNERSHIP PROGRAMS

2

Discussion:

The Special Committee on Housing made recommendations in the areas of:

Sale and repair of Northern Rental Units (14, 15, 16).

Expansion of HAP program to all communities (13).

Increasing availability through block funding (12) and the provision of start-up funds (21).

Improvement in program design, coordination with CEIC for labour assistance, public relations and client satisfaction (8, 9, 10, 11, 17, 18).

Negotiations with Federal Government (20, 22, 23).

Evaluation of homeownership programs (19).

SALE AND REPAIR OF NORTHERN RENTAL UNITS

Of the 1000 NR units which still remain in the housing stock, most are beyond economic repair and are scheduled for replacement. These delapidated houses are occupying central, prime land in most communities and should be demolished. Although the Government is willing to offer these units for sale at a nominal price, most potential purchasers recognize that the cost of repairing and maintaining these units is prohibitive. Of the remaining units that are cost-effective to repair, perhaps 200, can be repaired, sold, and reasonably financed in either of two ways. The units can be repaired using the standard rehab approach and financed under the Rural and Remote Program. This arrangement allows for the sale of the rehabbed units with a subsidy

geared to the family's income. (Six units in the Baffin are being done in this manner in 85/86 as a pilot project). The Corporation is also negotiating the delivery of the Residential Rehabilitation Assistance Program (RRAP) which could be "piggybacked" for repairs. The program provides a forgivable loan with the option of an additional non-forgivable loan for repairs. The Corporation is also considering its own program for repairs to NTR and other units. The initial needs research is currently underway.

Rather than finance an arrears debt, upon sale, the Government would prefer to sell the unit on a conditional sale agreement which would eliminate interest payments on the debt and still enable the client to exercise his option to purchase (16).

Action and Indicator:

The NWTTC will implement conditional sale agreements to enable clients with arrears to purchase NTR units, effective immediately.

The NWTTC will develop a policy for the sale and repair of NTR units and the Minister will table it at the Spring Session, 1986.

EXPANSION OF THE HAP PROGRAM TO ALL COMMUNITIES

The Government is reluctant to expand its HAP programs to market communities because of the harmful effect that this would likely have on rental markets in those communities. Nevertheless, the need of market communities--particularly Yellowknife--is recognized. The Government has requested that the NWTTC study the problem of homeownership and formulate a strategy for dealing with this problem as part of a comprehensive approach for dealing with the housing needs of market communities.

Action and Indicator:

A Strategy Paper will be tabled by the Minister at the Spring Session, 1986.

AVAILABILITY THROUGH BLOCK FUND (12) AND PROVISION OF START-UP FUNDS (21).

The NWTHC has established the precedent of block funding in Fort Good Hope. For the past several years this program has been quite successful. The government is anxious to expand this approach into other communities. Regarding funds for proposal developments for cooperatives, such funding is presently available through CMHC. In the case of block funding and cooperatives the key to success is finding community groups that have the interest and expertise to carry out the construction of housing. Funding either from NWTHC or CMHC does not seem to be a significant problem.

Action and Indicator

The NWTHC will attempt to utilize the block funding approach in two additional communities by Jan. 1, 1987, subject to the identification of interested community groups with the required expertise.

The NWTHC will perform a liaison function between cooperatives and CMHC on an on-going basis as requested.

IMPROVEMENT IN PROGRAM DESIGN, COORDINATION WITH CEIC FOR LABOUR ASSISTANCE AND PUBLIC RELATIONS AND CLIENT SATISFACTION (8, 10, 11, 17, 18).

It is generally recognized that the Homeownership Assistance Program (HAP) has been quite successful in the

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IMPROVEMENT IN PROGRAM DESIGN, COORDINATION WITH CEIC FOR LABOUR ASSISTANCE AND PUBLIC RELATIONS AND CLIENT SATISFACTION (8, 10, 11, 17, 18).

It is generally recognized that the Homeownership Assistance Program (HAP) has been quite successful in the

Territories. However it has not developed without its problems as the Final Report points out--not the least of which is promoting the concept of homeownership in communities where this concept is relatively new. As part of its corporate strategy to improve the on-going review of its homeownership programs the Corporation will review its present programs and devise a strategy for improved coordination with CEIC and providing more consistent information to the public. Part of this review will also address the need for consistent eligibility criteria and the level of flexibility in design options that can be provided to the client without seriously jeopardizing the cost benefits of a "packaged program".

Action and Indicator:

A review and evaluation of the homeownership programs taking into account the recommendation of the Special Committee will be completed by June 1, 1986 and forwarded to the Minister.

NEGOTIATIONS WITH THE FEDERAL GOVERNMENT

To a certain extent the Government of the NWT is constrained by the policies of its major funding partner CMHC. However, on an individual program basis, it has been successful in negotiating "special considerations" because of the unique problems of providing housing in the North. Up to the present it has not been difficult to secure budget allocations for cooperative housing though there has been a problem of accessibility of CMHC to the local community (20) since CMHC lacks a regional presence. With regard to a government sponsored bill to validate condominium construction (22) in the Northwest Territories,

this Bill is presently on the House of Commons order paper. In like manner the Minister Responsible for the Housing Corporation has already formally requested from the Minister Responsible for Employment and Immigration an arrangement to ensure that labour assistance funding be made available to HAP clients under the Canada Works Program.

Action and Indicator:

The Senior Management of the Housing Corporation will write to CMHC indicating its willingness to serve as liaison for community housing cooperatives and this policy will be communicated to all regional offices, effective immediately.

The Minister will write to his Federal counterparts requesting a status report on requests regarding condominium construction and labour assistance and report back to the Legislative Assembly when information becomes available.

EVALUATION OF HOMEOWNERSHIP PROGRAMS

As part of its development of a Corporate Plan and Strategy the Housing Corporation will develop an approach to program evaluation. When an internal mechanism has been established the Corporation will conduct an evaluation of all of its homeownership programs.

Action and Indicator:

A plan for the evaluation of all homeownership programs will be forwarded to the Minister as part of the Corporate Plan and Strategy by May, 1, 1986.

Discussion:

Public relations including information flow and liaison is critical to ensure maximum effectiveness in all complex organizations like the NWTHC. Over the past several years, the NWTHC has made significant strides in programs and has recently begun to put new mechanisms and procedures in place to ensure that improvements continue in the future.

In terms of public relations, the NWTHC must deal with four distinct client or interest groups:

- 1) Individuals, the actual consumers of NWTHC programs.
- 2) Communities and the public at large.
- 3) Other territorial and federal departments and MLAs affected by NWTHC actions.
- 4) NWTHC regional and district staff and community agents in the form of Housing Associations/ Authorities.

The Task Force Report covers several problem areas where public relations are critical. These include:

The requirement to improve information to the clients about Homeownership Assistance and other programs, (8, 17, 18);

The need to improve communication and cooperation with communities on NWTHC building plans, (9, 49, 54, 57, 59);

The requirement to clearly explain the housing allocation process and involve the public and communities in that process, (5, 54) and;

The need to improve the coordination and delivery of NWTHC programs with other affected departments, agencies and organizations, (9, 25, 26, 32, 34, 39, 51, 58).

It is apparent from reading the Final Report that the NWT Housing Corporation has a public relations problem. There are numerous indications of this problem. The public and particular client groups (eg. potential homeowners, those in need of repair programs, etc.) are often unfamiliar with NWTHC programs. At the community level there seems to be confusion in regard to roles and relationships: Housing Associations/ Authorities are unclear or confused about their relationship to the Housing Corporation and to the local municipal body. While there is a problem in all bureaucracies with communications between departments, the fact that more than a third of the recommendations affect departments other than the NWTHC suggests that there is a need to improve communications between the Corporation and other departments, especially around certain issues such as training, community planning and the development of northern businesses.

Finally, it is apparent that the Housing Corporation itself, its mandate, corporate structure, policies and service delivery mechanisms, are not clearly understood. There seems to be a particular problem with the understanding of its role as a "Public

Corporation". It is seen by some as somehow being "separate and apart" from the rest of government, more difficult to understand than a "department" of government.

While it is possible for the NWTHC to begin immediately to "promote" its programs through a more effective use of media, the real challenge is for the NWTHC to find more effective ways of promoting itself as well as its programs. This will require a review of its mission, mandate and programs, an examination of internal and external communications, and a clarification of its role in relation to other government departments, housing Associations/Authorities and local municipal bodies. Once this is completed the Corporation will be in a better position to develop a comprehensive public relations strategy. Meanwhile, the Corporation will identify and implement a number of short-term initiatives to improve public relations, particularly in the program area. This will include such things as a review of written materials, more frequent meetings between regional staff and municipal bodies, more frequent meetings between headquarters staff and counterparts in other departments to discuss particular problem areas outlined by the Special Committee on Housing.

Action and Indicator:

As part of its corporate planning process the Housing Corporation will formulate a comprehensive public relations action plan, by May 1, 1986.

Issue:

MANAGEMENT INFORMATION SYSTEMS

4

Discussion:

Though the Final Report does not deal directly with the question of the Housing Corporation's management information systems, it does touch upon a number of significant issues which point to problems in this area. These issues include the difficulty in producing a 5-Year Plan (57), concerns about rental scales and Needs Survey (52, 53, 54) and the allocation process (3, 4). In addition, the recommendation that the Corporation make improvements in the areas of program evaluation and develop new programs, (for example an energy conservation program (5) and a better approach to market communities (55), will require the development of expanded data bases.

Over the past year the Corporation has made significant progress in the development of information systems. In January, 1985 it brought its financial system into line with the rest of the government. Currently the Financial Information System (FIS) is operational and running parallel to the manual system. In cooperation with DPW and Systems and Computer Services it is presently developing the Maintenance Management System which should greatly improve its regular maintenance schedule. However, like many departments of government, it still needs to more clearly identify management information requirements at each level of the organization and develop appropriate systems. In addition it must overcome what has become a very serious problem --an almost total dependence upon Associations/Authorities for vital information. (The lack of expertise at the local level has presented severe problems both in terms of quantity, quality and timeliness of information).

In order to improve its management information capability the Corporation must conduct a comprehensive review of its management information needs and develop a longer-term strategy for responding to these needs.

Action and Indicator:

As part of the development of its Corporate Plan and Strategy the Housing Corporation will conduct a comprehensive review of its management information requirements, due May 1, 1986.

Issue:

MARKET COMMUNITIES

5

Discussion:

In many NWT communities, the majority of housing is provided by the Government. Public housing, and Government staff housing, both territorial and federal, make up most of the housing stock. Private ownership is rare and privately owned accommodation available for rent is almost non-existent.

In some other communities--Yellowknife and Hay River--housing is provided by the private sector as well as by government. In these so-called "market communities", the policy of government is to avoid taking action which might jeopardize the private market, or adversely affect private entrepreneurs in the housing business. Thus in market communities, the NWTHC's responsibility is limited to providing for those persons who cannot afford shelter in the market place. In such an environment, different social housing approaches may be necessary so as not to impede the private sector.

The Homeownership Assistance Program provides an alternative to Public Housing in non-market communities but would erode demand for private rental market communities and slow rental unit starts. For this reason, the Homeownership Assistance Program will not be available in market communities.

The Government will try to stimulate the production of private rental housing in conjunction with the provision of public housing units in market communities. Instead of building public housing units in market

communities, the Corporation will lease units from the private sector and sublet these units as rent-to-income public housing. This will provide integration of public and market housing and also reduce vacancy risk to the entrepreneur, encouraging private rental starts. The Corporation is currently negotiating these arrangements with proponents of new buildings in Yellowknife where both a shortage of private rental and public housing exists.

The availability of financing for owner-builders has been a problem as have down-payment requirements because of high prices and high market rents. The Corporation's HomeAssist program, launched in 1985 is aimed at two of these specific problems in market communities. This program helps ensure that a healthy private sector is maintained.

The need for assistance for repairs to private residences is recognized by the Government. Currently the Corporation delivers a repair program for Senior Citizens but research is underway to determine the level of need for repairs on other private residences. The Government is also negotiating with the federal government for the delivery of the federal RRAP program which provides for repairs to private dwellings in rural communities. Unlike the HAP program, assistance to homeowners for repairs can take place in market communities without any ill effect on the private sector. Although the current RRAP program is not available in larger communities like Yellowknife, the Government will consider the delivery of repair programs in all NWT communities.

Finally, it is apparent that the Government lacks an adequate information capability for larger market communities, such as Yellowknife. The Corporation's Housing Needs Survey measures need for social housing but sheds little light on repair needs or the private accommodation picture. A survey to collect such data is a large undertaking which would provide data to other agencies as well as the Housing Corporation. Statistics on vacancy rates, construction starts, construction costs, rental rates, etc. would be valuable not only to the Corporation but to other government departments. Certainly, the availability of such a resource would enable the government to analyze the housing situation more completely. Such data base will be considered by the Bureau of Statistics.

Action and Indicator:

As part of the Corporate Plan, the NWTHC will include specific strategies relating to market communities including programs for the provision of social housing, the stimulation of private rental accommodation and the provision of repair assistance for private homeownership, May 1, 1986.

A plan for the provision of a housing information data base for market communities will be considered by the Bureau of Statistics and a report prepared by March, 1986.

Issue:

HOUSING ASSOCIATIONS/AUTHORITIES

6

Discussion:

It is apparent from reading the Final Report that there is a need to re-examine the role of the Housing Associations/Authorities and re-define their relationship with the Housing Corporation and local municipal and regional bodies. Even though the Associations/Authorities spend more than 60% of the Corporation's O&M budget (roughly 33 million dollars), the Final Report does not deal with the question of whether the Associations/Authorities are doing the right things, (effectiveness) in the right way, (efficiency) in the most economical manner. It does, however, provide a wealth of information on problems that these bodies are encountering, particularly in the area of training, (59-63) and recommends that they assume a more direct role in the areas of community planning (51), maintenance (26) and the delivery of programs at the local level (general). Finally, the Report recommends a much closer working relationship with municipal bodies (Recommendation 79 suggests that in some cases Associations/Authorities become part of the municipal structure) and that the responsibility for housing be shared on a regional level (78, 80).

Recognizing many of these difficulties, the GNWT has provided this year significant additional funding to Associations/Authorities to allow the payment of adequate salary and benefits and to provide additional personnel.

Implementation of some of the recommendations (for example those in the area of training) can begin almost

immediately. Others, particularly those which define a new role for Associations/Authorities require a thorough review of the role, authority, and relationships of these bodies and how they can best serve the needs of local communities.

Action and Indicator:

As part of the development of its Corporate Plan and Strategy, and in consultation with Associations/Authorities, the Housing Corporation will review the role, mandate, function and relationship of these bodies and devise a development strategy by May 1, 1986.

Issue:

TRAINING

7

Discussion:

The Special Committee on Housing expressed general dissatisfaction with the level of training and recommended an assessment of training programs and requirements. (59, 60, 61, 62, 63). Specifically, it identified the training needs of specific client groups:

Boards of Housing Associations/
Authorities

Secretary Managers

Tradesmen

HAP clients and construction
workers

Housing Corporation staff

Local entrepreneurs

It questioned the suitability of the Community Administration Certificate Program for Secretary Managers and recommended the development of a property management course to take its place. It requested a joint effort between the Department of Education, Economic Development and the Housing Corporation to review training needs depending upon the particular client group requiring training. The Committee also noted a lack of an affirmative action program within the Corporation. Although it was not specifically covered in the report, it must be recognized that the construction industry is the most significant supplier of jobs in many N.W.T. communities. This fact makes the recommendations on training extremely important.

There is no simple way of responding to these recommendations since the issues are indeed complex. Each client group has specific needs and these needs must be determined, often with a consideration of various levels of competency. In addition to

assessing needs there are the complexities of curriculum development, identifying trainers, developing work plans, supervision, training of trainers, choosing the most appropriate delivery mechanism, funding, upgrading, housing (especially in case of individuals who must live outside their home community), availability of apprenticeship positions, and setting priorities within available resources. The present problem is increased when one considers that the Housing Corporation has budgeted for 253 new positions between now and 1987 (53 administration, 200 maintenance positions, all of the positions going to Housing Associations/Authorities).

The only way to adequately address the total training needs is to conduct a comprehensive review of training needs over the short and longer term.

Action and Indicator

As part of its Corporate Plan the Housing Corporation will conduct a comprehensive review of its total training needs and develop an appropriate action plan in conjunction with Department of Education to be completed by the Spring of 1986.

Affirmative Action plan to be produced and forwarded to the Minister by August, 1986.

Discussion:

Perhaps no aspect of the Special Committee's work generated so much controversy and concern as the question of how houses should be allocated. The basic principle of how allocation decisions should be made is quite clear. Quoting the 1978 policy of the NWT Housing Corporation the Special Committee indicated that it is the role of the government "to develop", coordinate and direct social housing programs on the basis of need. But how is need to be determined when resources are limited yet the housing situation in many communities is quite severe. It is apparent that when most communities have very valid needs, the concept of need is relative: the real question is which needs are the greatest. The number of units required must be evaluated in light of other factors such as total population and income in order to be meaningful. A need of ten units in a larger centre with a high average income is quite different than the same ten units of need in a small settlement with high unemployment.

It is the role of the elected representatives of the people--the Minister responsible for the Housing Corporation and the Executive Council, in consultation with all MLAs to resolve this very difficult question: to decide on a year-to-year and longer term basis how houses should be allocated. It is the role of the Housing Corporation to recommend to government the allocation of housing based upon a set of objective criteria. Developing such a set of criteria which is objective and which will be supported by all participants in the process has been the problem. The Housing Corporation has been plagued by a lack of objective data, which in turn has limited the Corporation's ability to develop a

viable 5-year plan. Though the data bases are steadily improving (and a 5-year plan will be prepared shortly), it will take some time until the Corporation can develop completely adequate management information systems which provide the kinds of data that are accurate, consistent and respond to the information needs of government.

The government has instructed the Housing Corporation to make its recommendations on the basis of a set of criteria. These include:

relative needs of communities.

population projections.

the relative length of waiting lists.

the quality of the housing stock in the individual communities.

the relative economic situation (since the allocation of public housing is tied not to the number of people but the number of low income families who may not be able to afford alternatives).

local preferences (the Committee noted for example on p. 95 that people in some communities in the Mackenzie Valley prefer to be homeowners rather than public housing rental tenants).

cost benefits--ensuring that government receives value for money on its investment.

Regional and local activities which must be considered (people migrating to larger communities for jobs, closing of outpost camps, concerns about the private market in market communities, etc.).

The availability of serviced lots and the impact that additional houses will have upon municipal service capabilities, especially sewer and water.

Though the Housing Corporation must work to improve its data bases, it is unlikely that decisions can ever be made on a completely scientific basis (through some kind of "weighting" of indicators). Ultimately the recommendations it makes to government must be the result of the "best judgement" of management based upon hard data and a consideration of criteria listed above which do not easily lend themselves to a quantitative analysis. It then becomes the responsibility of government to weigh the recommendation and make final decisions.

It is essential, given the longstanding nature of this problem, that the Housing Corporation must improve its ability to determine and forecast need. A better data base must be developed through a review of its longer term information needs. As outlined in the issue paper on Market Communities, the Bureau of Statistics will begin the planning for a more extensive N.W.T. Housing information data base. A five-year Plan must be prepared and updated annually. There must be more consultation with local communities in preparing the needs survey. There must be a clear explanation of how management arrived at the conclusions upon which it is basing its recommendation. Finally, the total allocation process must be more clearly understood--especially by elected representatives--so that consensus can be reached on the process itself.

Action and Indicator:

As part of its development of a Corporate Plan the Housing Corporation will review the allocation process so that it can respond to the requirements listed above, due May 1, 1986.

Issue:

HOUSING FOR GOVERNMENT EMPLOYEES

9

Discussion:

When the Government establishes a staff position in a non-market NWT community, some sort of housing must be provided in order to fill the position. For both the GNWT and the Federal Government, staff accommodation has been used to provide government employees with shelter. Over the past few years, both levels of government have been more successful in hiring local people to fill positions and many of these individuals have been public housing tenants. Since these families already had accommodation, neither government felt it necessary to build additional accommodation to house these "local hires". In fact, the period of government restraint actually encouraged local hiring because it eliminated the need to build new houses.

Such a trend has produced additional strain on the public housing program. Because government employees who earn respectable, steady salaries are resident in public housing, the more needy are denied entry.

Moving the government employees out of public housing cannot be accomplished overnight. First of all, there are over 300 individuals involved and that kind of housing program is a very large project. Secondly, there is a serious shortage of developed land in many communities that threatens to stall both staff and public housing development.

The provision of staff housing is not the only answer to removing government employees from public housing. Since

many of the families involved have adequate, steady salaries and almost all are local hires who will probably stay in the community, homeownership could provide an alternative to the provision of staff accommodation.

The government is currently working on a plan for land development and subsequent staff housing construction which will relieve the shortfall of staff accommodation and provide housing in line with future government expansion. Coupled with this are plans to expand the homeownership program eligibility to include government employees and provide specific target allocations for government employees now living in public housing. These two strategies, over time, will remove government employees from public housing and provide them either with staff housing or homeownership opportunities.

The provision of staff accommodation need not necessarily mean the construction of new accommodation by the government. The government can rent units from the private sector as is planned for the provision of public housing (see Issue Paper #4 on Market Communities). Leased housing could be used for both the provision of public and staff accommodation in a mixed project.

Two committees are currently looking at aspects of the staff housing problem. The Interdepartmental Housing Committee will recommend measures for an improved administration system for staff housing and the encouragement of homeownership

among staff living in both staff accommodation and public housing. The Infrastructure Committee will recommend a land assembly and staff housing program to alleviate the current staff housing shortfall and keep pace with future government expansion.

Action and Indicator:

Both committees will be making their recommendations to the Executive regarding a land development and staff housing building program and incentives to encourage government employees living in staff housing to exercise ownership options.

ᐃᑕᑦ ᐃᑦ ᐃᑦᑎᑦ ᐃᑦ ᐃᑦᑎᑦ ᐃᑦ:

ᐃᑕᑦ ᐃᑦ ᐃᑦᑎᑦ ᐃᑦ ᐃᑦᑎᑦ ᐃᑦ ᐃᑦᑎᑦ ᐃᑦ:

Δεῦτε ἰ

ῥῶμα ἰ
ἰῶμα ἰ

ጊዜ ለሌሎች ለመሥሪያ ቤቅ

ጋራ ስርዓታትን ለማረጋገጥ

ጋራ ስርዓት I ስርዓት ለማረጋገጥ

ጋራ ስርዓት II ስርዓት ለማረጋገጥ

1. ስርዓት ለማረጋገጥ ስርዓት ለማረጋገጥ 24
2. ስርዓት ለማረጋገጥ ስርዓት ለማረጋገጥ 27
3. ስርዓት ለማረጋገጥ ስርዓት ለማረጋገጥ 32
4. ስርዓት ለማረጋገጥ ስርዓት ለማረጋገጥ 35
5. ስርዓት ለማረጋገጥ ስርዓት ለማረጋገጥ 37
6. ስርዓት ለማረጋገጥ ስርዓት ለማረጋገጥ 40
7. ስርዓት ለማረጋገጥ ስርዓት ለማረጋገጥ 42
8. ስርዓት ለማረጋገጥ ስርዓት ለማረጋገጥ 44
9. ስርዓት ለማረጋገጥ ስርዓት ለማረጋገጥ 48

Δεῦτε II

Δεῦτε ἰσχυροὶ ἑστέ
καὶ ἰσχυροὶ ἑστέ

ሊደረግ ደግሞ ጥናታዊ ምርመራዎች ለማድረግ ለሥራው ማሳደግ ይጠበቃል።
 ለሥራው ማሳደግ ማስፈጸም የሚችሉ ሆኖችን ማረጋገጥ ይጠበቃል።
 የሥራው ማሳደግ ለማስፈጸም የሚችሉ ሆኖችን ማረጋገጥ ይጠበቃል።
 ለሥራው ማሳደግ ማስፈጸም የሚችሉ ሆኖችን ማረጋገጥ ይጠበቃል።

ለሥራው ማሳደግ ማስፈጸም የሚችሉ ሆኖችን ማረጋገጥ ይጠበቃል።
 ለሥራው ማሳደግ ማስፈጸም የሚችሉ ሆኖችን ማረጋገጥ ይጠበቃል።
 ለሥራው ማሳደግ ማስፈጸም የሚችሉ ሆኖችን ማረጋገጥ ይጠበቃል።
 ለሥራው ማሳደግ ማስፈጸም የሚችሉ ሆኖችን ማረጋገጥ ይጠበቃል።

የሥራው ማሳደግ ማስፈጸም የሚችሉ ሆኖችን ማረጋገጥ ይጠበቃል።

ለሥራው ማሳደግ ማስፈጸም የሚችሉ ሆኖችን ማረጋገጥ ይጠበቃል።
 ለሥራው ማሳደግ ማስፈጸም የሚችሉ ሆኖችን ማረጋገጥ ይጠበቃል።

