

***Nunavut Housing
Corporation***

***Business Plan
2021-2024***

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INTRODUCTION

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

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

The advantages of being a Territorial Corporation include:

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

Our Mission

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

Our Vision

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

ENVIRONMENTAL SCAN

Housing market

Nunavut is facing a severe housing crisis marked by a significant housing shortage and staggering overcrowding rates.

The majority of Nunavummiut live in public housing. As of March 31, 2020, the government, through the Nunavut Housing Corporation, maintains 5,673 public housing units (of which 5,449 are Nunavut Housing Corporation-owned and 224 are leased). Furthermore, the Nunavut Housing Corporation maintains 1,640 staff housing units (of which 455 are owned and 1,185 are leased) and holds mortgages for 134 homeowners. This represents a significant majority of Nunavut's total housing stock and makes Nunavut Housing Corporation the largest housing provider in the territory. The remaining housing stock includes privately owned, federal/municipal staff accommodations, other private sector employers' staff accommodations, Nunavut Arctic College student housing and income support-funded units.

Due to the absence of private affordable rental housing and given the high costs of independent homeownership, public housing units are home more than half of Nunavummiut. In all, 73.8% of those living in social housing and over the age of 19 earn less than \$27,041 a year. The current demand for public housing exceeds the supply in all 25 communities. Many households in public housing with adequate incomes get stuck, not being able to shift into the private rental market or homeownership, because of the gaps in the housing continuum.

Homeownership is one component of the housing spectrum in Nunavut, one that is proportionally smaller than other provinces and territories. There are a number of barriers to homeownership in Nunavut. The total cost of maintaining a home in Nunavut is substantial. A lack of support services in many communities, extreme weather conditions and higher household occupancy rate may all contribute to repairs being required more frequently in Nunavut than in the rest of Canada. The Homeownership Feasibility Study indicates that approximately 19% of households in Nunavut would be able to afford the annual costs associated with an average home and the relevant maintenance and repairs.

In addition, Nunavut is severely limited in the quantity and diversity of shelter for the housing vulnerable. Sufficient supportive housing is lacking for individuals with underlying social, mental or physical health issues, or who are homeless for more complex reasons than simply lack of shelter, or who are leaving a correctional facility.

Housing construction & labour market

The cost to transport materials, obtain developed land, and construct and operate dwellings, makes building on speculation unpalatable for most. Nunavut's climate and geography presents unique challenges to the construction industry. The territory's 25 communities are remote, with no road or rail access. All construction materials must be transported on the annual summer sealift or by air. As a result, the cost of landed goods is substantially higher than elsewhere in Canada.

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

The continued training of Nunavummiut for employment in construction-related trades is a cornerstone to economic well-being in the housing construction industry. Over time, as more Nunavummiut become skilled in these trades, the overall economic impact of the housing industry within Nunavut matched those of some of the countries with the highest burden of tuberculosis in the works, including Afghanistan and Nigeria.

Housing as a social determinant of health

National Household Survey data indicates that 56% of the Nunavut Inuit live in crowded housing (Statistics Canada, 2016). Studies have shown that inadequate housing conditions have negative effects on both physical and mental health, raising the potential for stress, violence, food insecurity, abuse, addiction and suicide. Research has linked the high rates of respiratory infections, asthma and allergies to the lack of adequate housing.

The tuberculosis incidence among Canada's Inuit is approximately 300 times higher than among Canadian-born non-Indigenous population (Lancet, 2019). Overcrowding and poor housing conditions are associated with poverty and are a key driver to these high rates of tuberculosis among Inuit as it increases the risk for transmission of the disease. Furthermore, the risk of exposure is also known to increase if there is limited air movement in an enclosed space. In recent years, incidence rates in Nunavut have been similar. Addressing the housing conditions is crucial in eliminating tuberculosis by 2030.

The National Housing Strategy

In November 2017, the federal government released its National Housing Strategy, which incorporated collaboration between the federal, provincial and territorial governments. The National Housing Strategy brings with it new funding for housing construction, maintenance, and operations in the territory.

On April 1, 2019 Nunavut Housing Corporation signed a nine-year bilateral agreement with the Canada Mortgage and Housing Corporation. The total funding to Nunavut under the Canada Mortgage and Housing Corporation-Nunavut Housing Corporation bilateral agreement is \$274.6 million over nine years. Nunavut Housing Corporation has developed an action plan for the first three years of National Housing Strategy funding implementation that will emphasize new construction and major renovations in order to relieve core housing needs.

As a component of the National Housing Strategy, the federal government committed to introducing a Canada Housing Benefit. The Canada Housing Benefit, which represents \$9 million over 9 years for Nunavut, has been targeted by Canada Mortgage and Housing Corporation for rent affordability. The Canada Housing Benefit will be used to provide temporarily relief in crisis situations that result from the gaps in the Nunavut housing continuum, in particularly the lack of transitional housing. The Nunavut Housing Corporation continues to work with the Department of Family Services to co-develop a Canada Housing Benefit Program and Action Plan appropriate

for Nunavut, in consultation with the Canada Housing and Mortgage Corporation. Though the Nunavut Housing Corporation is appreciative of the funding received under the bilateral agreement, the amounts are insufficient. Current funding levels under the National Housing Strategy barely allow Nunavut to meet additional housing needs for the territory's growing population. This means that we are not actually addressing the housing shortage. In fact as units are age, the housing gap will likely increase. Longer-term funding commitments from the federal government are critical to addressing Nunavut's ongoing housing crisis. It is estimated that a 20-year investment with a total of 1.55 billion (\$77.5 million/year) is required to close Nunavut's housing gap.

The Blueprint for Action on Housing

In response to the growing housing crisis in Nunavut, the Government of Nunavut developed the *Blueprint for Action on Housing*, a Government of Nunavut wide strategic long-term action plan that outlines the Government of Nunavut's response to housing and homelessness.

The Blueprint encompasses the principles set out in the GNs *Turaaqtavut* mandate—namely to respond to the needs of Nunavummiut for safe and affordable housing, including support for elders. By partnering with other departments to gain a better understanding of the need for a variety of housing options and supports, the Nunavut Housing Corporation will ensure that housing investments are used effectively and efficiently.

Through the Blueprint for Action on Housing, the Nunavut Housing Corporation will also support the *Turaaqtavut* priority of building local skills and trades training. Workforce development is a key priority of the Blueprint for Action on Housing, and it can have a significant impact on reducing the costs of housing and ensuring stability at Local Housing Organizations.

The Nunavut Housing Corporation will support the *Turaaqtavut* priority of establishing strategic partnerships with Inuit Organizations and the federal government in the implementation in 2020-21 of funding under the *National Housing Strategy*. It is only through shared investment and collective responsibility that we can adequately address the complex issues related to housing.

In 2021-2024, it will be important for the Nunavut Housing Corporation and all departments to work to ensure that the momentum of the Blueprint for Action on Housing continues as part of the implementation of *Turaaqtavut*. Together with partners, Nunavut Housing Corporation is supporting a renewal of the Blueprint for Action on Housing through reviewing and sharing the progress on implementing the Blueprint's actions. The Blueprint renewal is not an effort to recreate the plan. Rather, the Nunavut Housing Corporation is working with the Government of Nunavut departments and external partners to make the Blueprint for Action's implementation plan clearer and actionable. The Nunavut Housing Corporation is developing a new monitoring and evaluation framework for the Blueprint for Action on Housing. This framework is a planning tool that can better tell the story of the Government of Nunavut's progress on housing.

Local Housing Organizations

The Nunavut Housing Corporation has a new Management Agreement in place with its community partners, the Local Housing Organizations, to deliver housing and provide maintenance and administration services on housing units. New management agreements were signed as of June 2020 and help clarify and define the relationship between the Nunavut Housing Corporation and the Local Housing Organizations, ensuring that the Nunavut Housing Corporation's programs are delivered consistently across the territory. The Nunavut Housing Corporation looks to the Local Housing organizations for valuable insight on community priorities and concerns. The Nunavut Housing Corporation recognizes the value of enhancing the capacity of Local Housing Organizations and will continue to make this a critical priority for 2021-2024.

CORE BUSINESS

The following section is organized into four key areas of responsibility of the Nunavut Housing Corporation: Advisory and Administrative Services; Public Housing; Staff Housing, and Home Ownership*. Status updates for the Nunavut Housing Corporation priorities as outlined for the 2020-2021 fiscal year are provided, and the Nunavut Housing Corporation priorities for 2021 to 2024 are established.

Budget	(\$ 000)			
	2020-21	2021-22	2022-23	2023-24
Advisory and Administrative Services	18,331	18,753	20,253	20,253
Public Housing	135,848	136,740	137,798	137,798
Staff Housing	63,539	63,632	66,952	66.952
TOTAL	\$217,718	\$219,125	\$225,003	\$225,003

**Note: The homeownership budget of \$4,616,000 is included in the capital estimates and is not reported in the numbers above.*

Advisory and Administrative Services

Advisory and Administrative Services for the Nunavut Housing Corporation are provided by a group of dedicated housing professionals. The Nunavut Housing Corporation team works diligently to make the corporation an action-oriented service delivery agency.

Through its Advisory and Administrative Services, the Nunavut Housing Corporation strives to deliver targeted housing solutions to all audiences and to provide the following services: education, training and support to Local Housing Organizations in the areas of administration, finance, program delivery and housing maintenance. It also develops services for homeowners in the areas of finance, and technical assistance, as well as coordinates housing-related advocacy efforts on behalf of all Nunavummiut.

Objectives

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

The organization includes a Directorate office, Headquarters and three District offices. The District offices provide support to 25 Local Housing Organizations that deliver housing services.

The following divisions of the Nunavut Housing Corporation are responsible for the delivery of Advisory and Administrative Services:

Programs Budget (\$ 000)	2020-21	2021-22	2022-23	2023-24
Corporate Governance	1,630	1,706	1,978	1,978
Responsible for managing the Nunavut Housing Corporation to ensure consistent and effective application of policy, standards, procedures and program delivery throughout Nunavut.				
Corporate Operations	3,505	3,683	4,311	4,311
Responsible for the public housing, staff housing and homeownership programs as well the provision of related technical and maintenance services.				
Corporate Policy and Planning	1,759	1,843	2,143	2,143
Responsible for the administration of corporate policy, strategic planning and communications. This function is also accountable for the development and co-ordination of Nunavut Housing Corporation policies in support of the Corporation's vision, mission, mandate, and goals and objectives. This function is also responsible and accountable for socio-economic research, strategic planning and support for the Minister's office.				
Corporate Finance Administration	1,661	1,745	2,045	2,045
Accountable for the overall management of the Corporation's financial affairs, including safeguarding the Nunavut Housing Corporations assets, preparing and issuing financial reports, maintaining internal financial controls and providing training and advice.				
District Program Administration	3,023	3,021	3,021	3,021
Supports the Local Housing Organizations in the delivery of rental housing programs through Local Housing Organization management agreements. This function is also accountable for the management of the mortgage portfolio. It supports the delivery of homeownership and housing repair programs, which include financial counseling and home maintenance training for clients.				
District Financial Administration	3,191	3,198	3,198	3,198
Provides financial and administrative support to the district offices through financial transaction processing, financial reporting and programing support. The function also provides ongoing				

financial oversight and support to Local Housing Organizations through periodic reviews and active support to Local Housing Organization managers and finance officers.

District Technical Administration 3,562 **3,557** 3,557 3,557

Provides support and training to Local Housing Organization maintenance staff. This function also manages the planning, implementation and administration of all capital construction and modernization and improvement projects. In addition, the provision of technical advice to homeowners supports delivery of the homeownership programs.

Total, Advisory and Administrative Services 18,331 **18,753** 20,253 **20,253**

Priorities (2020-21)

- Continue to provide leadership and support to divisions to ensure implementation of priorities within Turaaqtavut in collaboration with GN departments and agencies.
Status: The Nunavut Housing Corporation worked diligently on implementation of Turaaqtavut priorities by collaborating with other departments through the renewal of the Blueprint, supported by the Nunavut Housing Corporation’s partners.
- In line with the Inuusivut priorities within Turaaqtavut, continue to respond to the needs of Nunavummiut for safe and affordable housing, including support for elders.
Status: The Nunavut Housing Corporation increased public housing and staff housing stock through new builds. In 2020-2021, the Nunavut Housing Corporation awarded contracts for the construction of 106 new public housing units. The Nunavut Housing Corporation is in the development stage of constructing 16 public housing units in Iqaluit along the beach front, of which eight will be aging in place and barrier free units to support housing elders.
- Continue to work with Nunavut Tunngavik Incorporated and regional Inuit organizations to address Inuit housing needs in Nunavut, including collaboration on joint lobbying efforts aimed at the federal government, and implementation of relevant actions from the Blueprint for Action on Housing.
Status: The Nunavut Housing Corporation, along with the Government of Nunavut departments met with Nunavut Tunngavik Incorporated and regional Inuit organizations in January 2020 to discuss several housing topics. The topics included the Inuit Nunangat Housing Strategy, the Nunavut Housing Corporation and Nunavut Tunngavik Incorporated collaboration and support in lobbying the Federal government, and Inuit Homeownership.
- Continue to implement the three-year action plan associated with the National Housing Strategy bilateral agreement to meet varied housing needs of Nunavummiut, including the Canada Housing Benefit.
Status: Nunavut Housing Corporation has developed an action plan for the first three years of implementation of the National Housing Strategy funding that will emphasize new construction and major renovations in order to relieve the core housing need.
- Continue to actively implement the Inuit Employment plan, including training, mentoring, development and staffing opportunities for Inuit within Nunavut Housing Corporation.

***Status:** Through education leave, career advancement, internal transfer assignments, internship program, and workshops, the Nunavut Housing Corporation supports its Inuit employees in career advancement.*

- Continue to strengthen the capacity of the Nunavut Housing Corporation Board of Directors by offering governance training, education opportunities and ensuring all Director positions are filled.

***Status:** The Nunavut Housing Corporation lost its Chair of the Board of Directors in March 2020 shortly after his re-appointment. One of the current Directors was appointed Chair of the Board of Directors in April 2020. In September 2020, the Nunavut Housing Corporation advertised for the remaining Board of Directors position. All applicants were reviewed by the Nunavut Housing Corporation's Corporate Executive Committee, with recommendations put forward to the Minister responsible for the Nunavut Housing Corporation. The new Directors will be offered governance training once appointed.*

- Continue to enhance technical capacity through engaging third-party architectural services to better manage delivery and provide additional design options and support to allow Nunavut Housing Corporation to effectively comply with new building permit requirements.

***Status:** Nunavut Housing Corporation contracted Panaq Design to increase technical capacity and provide architectural and engineering support. Nunavut Housing Corporation and Panaq have been testing different mechanical design approaches to enhance future designs.*

- Continue to meet with the tenant education program advisory committee and incorporate the committee's recommendations to create Nunavut specific content for tenant education.

***Status:** Curriculum development is underway and includes the topics of tenant responsibilities, basic home maintenance, and financial literacy.*

- Work with departments and the Territorial Corporations to standardize best practices in procurement, project management, monitoring and enforcement to ensure efficient and effective application of the Nunavummi Nangminiqaqtunik Ikajuuti Act and Regulations.

***Status:** Nunavut Housing Corporation continues to participate in meetings with officials from territorial corporations regarding implementation of the Nunavummi Nangminiqaqtunik Ikajuuti Act and Regulations.*

Through the Blueprint for Action on Housing

- Develop a joint business case purpose-built housing working group member for the development of transitional housing.

***Status:** Due to Covid-19 and departmental restrictions and capacity, the purpose-built housing working group meetings have been put on hold. The development of an options paper for a purpose-built transitional housing will resume once the working group has been reinitiated. The Nunavut Housing Corporation anticipates the working group to be reinitiated in fiscal year 2021-22.*

- Initiate a Nunavut Housing Needs and Demand study to support long-term planning, including

the need for purpose-built housing.

Status: The Nunavut Housing Corporation has engaged with other departments on the housing need and demand study through the purpose-built housing working group. It was determined that the Nunavut Housing Corporation needs more time to establish partnerships for the roll-out of the survey to be successful.

- Continue collaboration with Community and Government Services to support efficient lot development and the support effective community planning opportunities.
Status: The former development/planning working group has been re-established to facilitate improved community infrastructure planning processes, including efficient lot development, private land development and housing construction.
- Continue engagement with Regional Inuit Associations on potential collaborations to provide affordable housing for Inuit on Inuit owned land.
Status: The Nunavut Housing Corporation has met with Qikiqtani Inuit Association on several occasions to discuss affordable housing for Inuit on Inuit Owned Land. Further engagement will be necessary as a means to identify opportunities for potential collaboration.
- Continue to engage with the mining industry on housing solutions.
Status: The Nunavut Housing Corporation continues to participate in the Government of Nunavut - Agnico Eagle Mines Memorandum of Understanding subcommittee on housing. The subcommittee has agreed to explore ways to assist employees in homeownership and identify opportunities to encourage new housing construction, such as public private partnerships. The Nunavut Housing Corporation also continues to work with Baffinland Iron Mines Corporation on the development of the 2020 Inuit Employment Survey. The survey is used to monitor demographic changes and explore the education and training needs of Nunavummiut employees working at Baffinland Iron Mines.
- Continue to carry out monitoring of the implementation of the Blueprint for Action on Housing following the renewed accountability framework.
Status: The Nunavut Housing Corporation launched the renewal of the Blueprint in November 2019 to improve the processes, communication, and collaboration, including the Accountability Framework. The first Status of Housing Report was developed and tabled during the Fall 2020 session. The Nunavut Housing Corporation continues to work on improving the monitoring and evaluation framework for the Blueprint for Action on Housing.

Priorities (2021-2022)

- In line with the Inuusivut priorities within Turaaqtavut, continue to respond to the needs of Nunavummiut for safe and affordable housing, including support for elders.
- Continue to work with Nunavut Tunngavik Incorporated and regional Inuit organizations to address Inuit housing needs in Nunavut, including collaboration on joint lobbying efforts aimed at the federal government, and implementation of relevant actions from the Blueprint for Action on Housing.

- Continue to implement the three-year action plan associated with the National Housing Strategy bilateral agreement to meet varied housing needs of Nunavummiut, including the Canada Housing Benefit.
- Continue to implement the Inuit Employment plan, including training, mentoring, development and staffing opportunities for Inuit within Nunavut Housing Corporation.
- Continue to strengthen the capacity of the Nunavut Housing Corporation Board of Directors by offering continued governance training, education opportunities and ensuring all Director positions are filled.
- Continue to enhance technical capacity through engaging third-party architectural services to better manage delivery and provide additional design options and support.

Through the Blueprint for Action on Housing

- Continue to develop purpose-built housing linked with specific programming needs and monitor the outcomes of the programming in purpose-built houses.
- Continue collaboration with Community and Government Services to support efficient lot development and the support of private land development and housing construction opportunities.
- Continue engagement with Regional Inuit Associations on potential collaborations to provide affordable housing for Inuit on Inuit owned land, including potential P3 opportunities.
- Continue to collaborate with Community and Government Services, the Climate Change Secretariat, Canadian High Arctic Research Station and Canada Mortgage and Housing Corporation in the support, engagement and development of opportunities to reduce costs associated with housing through technological innovation.
- Continue to carry out monitoring and evaluation of the Blueprint for Action on Housing by developing a shorter update on the Status of Housing.

Priorities (2022-2023)

- Continue to respond to the needs of Nunavummiut for safe and affordable housing, including support for elders.
- Continue to work with Nunavut Tunngavik Incorporated and regional Inuit organizations to address Inuit housing needs in Nunavut, including collaboration on joint lobbying efforts aimed at the federal government, and implementation of relevant actions from the Blueprint for Action on Housing.
- Develop a new three-year action plan (2023-2026) associated with the National Housing Strategy bilateral agreement to meet varied housing needs of Nunavummiut, including the

Canada Housing Benefit.

- Continue implement the Inuit Employment plan, including training, mentoring, development and staffing opportunities for Inuit within Nunavut Housing Corporation.
- Continue to strengthen the capacity of the Nunavut Housing Corporation Board of Directors by offering continued governance training, education opportunities and ensuring all Director positions are filled.
- Continue to enhance technical capacity through engaging third-party architectural services to better manage delivery and provide additional design options and support.

Through the Blueprint for Action on Housing

- Continue to develop purpose-built housing linked with specific programming needs and monitor the outcomes of the programming in purpose-built houses.
- Continue collaboration with Community and Government Services to support efficient lot development and the support of private land development and housing construction opportunities.
- Continue engagement with Regional Inuit Associations on potential collaborations to provide affordable housing for Inuit on Inuit owned land, including potential P3 opportunities.
- Continue to collaborate with Community and Government Services, the Climate Change Secretariat, Canadian High Arctic Research Station and Canada Mortgage and Housing Corporation in the support, engagement and development of opportunities to reduce costs associated with housing through technological innovation.
- Continue to carry out monitoring and evaluation of the implementation of the Blueprint for Action on Housing and develop the bi-annual Status of Housing Report.

Priorities (2023-2024)

- Continue to respond to the needs of Nunavummiut for safe and affordable housing, including support for elders.
- Continue to work with Nunavut Tunngavik Incorporated and regional Inuit organizations to address Inuit housing needs in Nunavut, including collaboration on joint lobbying efforts aimed at the federal government, and implementation of relevant actions from the Blueprint for Action on Housing.
- Continue implement the Inuit Employment plan, including training, mentoring, development and staffing opportunities for Inuit within Nunavut Housing Corporation.
- Continue to strengthen the capacity of the Nunavut Housing Corporation Board of Directors

by offering continued governance training, education opportunities and ensuring all Director positions are filled.

- Continue to enhance technical capacity through engaging third-party architectural services to better manage delivery and provide additional design options and support.

Through the Blueprint for Action on Housing

- Continue to develop purpose-built housing linked with specific programming needs and monitor the outcomes of the programming in purpose-built houses.
- Continue collaboration with Community and Government Services to support efficient lot development and the support of private land development and housing construction opportunities.
- Continue engagement with Regional Inuit Associations on potential collaborations to provide affordable housing for Inuit on Inuit owned land, including potential P3 opportunities.
- Continue to collaborate with Community and Government Services, the Climate Change Secretariat, Canadian High Arctic Research Station and Canada Mortgage and Housing Corporation in the support, engagement and development of opportunities to reduce costs associated with housing through technological innovation.
- Continue to carry out monitoring and evaluation of the Blueprint for Action on Housing by developing a shorter update on the Status of Housing.

Public Housing

The Nunavut Housing Corporation delivers a community-focused Public Housing Program by providing financial resources and professional support to its local delivery agents, the 25 Local Housing Organizations (Local Housing Organizations). Local Housing Organizations are responsible for the property management of 5,673 units in the public housing portfolio (as of March 31, 2020), including unit allocations and rental assessments/collections, maintenance and repairs, and energy upgrading.

Objectives

- To provide training, development, and support to Local Housing Organization staff for the delivery of public housing in Nunavut.
- To increase the number of adequate, suitable, and affordable dwelling units in Nunavut.

Programs Budget (\$ 000)	2020-21	2021-22	2022-23	2023-24
Leased Units – Rent Supplement	7,736	7,220	7,220	7,220

There were 224 leased public housing units throughout the territory, as of March 31, 2020. These units create an opportunity for the private sector to provide much needed public housing units without the capital expenditure required for the construction of new units.

Administration and

Maintenance	50,880	51,225	51,225	51,225
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The Administration and Maintenance component includes such items as salaries and benefits, equipment, and supplies.

Utilities	106,716	109,472	110,046	110,046
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Covers the cost of utilities for the Public Housing Program. Utility expenses include power, fuel, water and sewage, and garbage collection.

Taxes and Land Leases	3,550	3,514	3,514	3,514
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Covers the cost of taxes and land lease expenses.

Debt Payment	11,751	10,919	10,808	10,808
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Remitted to Canada Mortgage and Housing Corporation to pay down the debt on the public housing portfolio, which was \$76.7 million as of March 31, 2018.

Rental Revenue	(17,040)	(19,710)	(19,710)	(19,710)
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Local Housing Organizations assess public housing rents and are responsible for their collection. Revenues collected are discounted 3% as an allowance for bad debt. The remaining 97% is used to offset the cost of administering the Public Housing Program.

Other Revenue	(27,745)	(25,900)	(25,305)	(25,305)
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Canada Mortgage and Housing Corporation contributions for Social Housing and internally generated revenue, which consist of investment income, mortgage interest, staff housing tenant damage charges and sundry income.

Total, Public Housing	135,848	136,740	137,798	137,798
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Priorities (2020-2021)

- Continue to participate in lobbying efforts at the territorial and federal levels to seek increased support for the provision of suitable, adequate and affordable housing across Nunavut.

***Status:** The Nunavut Housing Corporation is working on several fronts to lobby the federal government and to raise awareness of the realities of housing in Nunavut, and the financial requirements for addressing Nunavut’s housing crisis.*

In June 2020, Nunavut participated in a tri-territorial meeting of Ministers Responsible for Housing, the Minister Responsible for Canada Mortgage and Housing, and the Minister of Northern Affairs to discuss the National Co-Investment Fund. The announcement in May 2020 increased federal support for shelters, as well as distinctions-based Indigenous housing strategies.

- Monitor the implementation of the new management agreements with the Local Housing Organizations.

***Status:** As there has been a delay in the signing of all Local Housing Organization management agreements, the implementation phase will begin in fiscal year 2021-22. Evaluation of the implementation of the Local Housing Organization management*

agreements is expected in 2021-22.

- Continue to monitor and review the impact of collections policy and procedures to reduce Local Housing Organization arrears and continue to develop and implement Local Housing Organization deficit recovery plans.

***Status:** The Nunavut Housing Corporation continues to work with each of the Local Housing Organizations to ensure that the full collection process as per the Nunavut Housing Corporation Collections Policy is followed. As of March 31, 2020, the territory-wide collection rate was 80%.*

- Continue to undertake mould assessments and mould remediation. Where design issues are identified, implement design changes in new housing design to reduce the potential for mould impacts.

***Status:** Nunavut Housing Corporation has provided Level 1, 2 and 3 Mould Remediation training to the Local Housing Organizations in all 25 communities, with the aim of improving participants' understanding of mould, its root causes, identification, and remediation practices.*

- Using the Low Carbon Economy Fund, continue implementation of the four-year accelerated modernization and improvements program to improve energy efficiency in approximately 1,000 public housing units.

***Status:** Nunavut Housing Corporation hired consultants to provide project management support for the implementation of the four-year accelerated modernization and improvement program. Inspections were completed in nine communities and 58 units have had window and door replacements, hot water tank replacement and boiler/furnace replacement completed under the program in 2019-2020.*

Through the Blueprint for Action on Housing

- Monitor the need for public housing construction and update list of housing needs by community to identify demand.

***Status:** The Nunavut Housing Corporation continues to determine a community's need for public housing using a needs-based allocation methodology. The communities with the greatest number of applicants on the waitlist as a percentage of public housing units are prioritized for new construction. As part of the methodology, the Nunavut Housing Corporation also factors in deferred builds from previous years, fire damage replacements and the identification of possible redevelopment opportunities of older units. Allocation of units may also be adjusted based on progress of build for the previous years*

- Continue to explore and implement the use of technology and innovation to reduce costs associated with the maintenance and operation of housing.

***Status:** As a part of the mould project, Nunavut Housing Corporation undertook a review of its building systems. Nunavut Housing Corporation is reviewing and incorporating design changes to new builds as well as developing practical remedial plans to better address major renovations. Nunavut Housing Corporation staff continue to work with contracted architects to improve the design of Nunavut Housing Corporation builds.*

- Develop and roll-out a new tenant education program.
Status: Nunavut Housing Corporation is working in partnership with Nunavut Tunngavik Incorporated, Qikiqtani Inuit Association, Ilitaqsiniq – the Nunavut Literacy Council, and RentSmart Society to support Nunavummiut to have successful tenancies and encourage public housing tenants to care for their units to reduce the cost of public housing maintenance and operations. Curriculum development is underway and includes the topics of tenant responsibilities, basic home maintenance and financial literacy.
- Develop an updated evidence-based business case for additional federal investment in housing with new housing need and demand study data and lobby for additional federal funding in coordination with Nunavut Housing Corporation’s partners, including Nunavut Tunngavik Incorporated and the Regional Inuit Associations.
Status: The Nunavut Housing Corporation welcomes the Inuit Nunangat Housing Strategy’s aim to complement the existing housing continuum in Nunavut and strengthen the work being done through the Government of Nunavut Blueprint for Action on Housing. The Nunavut Housing Corporation will work closely with Nunavut Tunngavik Incorporated once the details of the implementation of the Inuit Housing Strategy have been determined.

Priorities (2021-22)

- Continue to participate in lobbying efforts at the territorial and federal levels to seek increased support for the provision of suitable, adequate and affordable housing across Nunavut.
- Continue to implement funding for public housing associated with the National Housing Strategy.
- Develop a new three-year action plan for the implementation of the National Housing Strategy funding for 2023-2026.
- Address delayed and incomplete Modernization & Improvement work on public housing units, including use of comprehensive annual plans for Local Housing Organizations
- Continue to monitor and review impact of collections policy and procedures to reduce Local Housing Organization arrears and continue to develop and implement Local Housing Organization deficit recovery plans.
- Continue to undertake mould assessments and mould remediation.
- Using the Low Carbon Economy Fund, continue implementing the four-year accelerated modernization and improvements program to improve energy efficiency in approximately 1,000 public housing units.

Through the Blueprint for Action on Housing

- Monitor the need for public housing construction and update list of housing needs by

community to identify demand.

- Continue to explore and implement the use of technology and innovation to reduce costs associated with the maintenance and operation of housing.
- Provide and update information, resources and incentives that encourage housing tenants to monitor, care for and maintain housing units.
- Continue to update and support an evidence-based business case, in coordination with Nunavut Housing Corporation's partners, including Nunavut Tunngavik Incorporated and the Regional Inuit Associations, for long-term federal investment in housing. Continue to assess the viability of alternative financing options for additional housing stock.

Priorities (2022-23)

- Continue to participate in lobbying efforts at the territorial and federal levels to seek increased support for the provision of suitable, adequate and affordable housing across Nunavut.
- Continue to implement funding for public housing associated with the National Housing Strategy.
- Continue to monitor and review impact of collections policy and procedures to reduce Local Housing Organization arrears and continue to develop and implement Local Housing Organization deficit recovery plans.
- Continue to undertake mould assessments and mould remediation.
- Using the Low Carbon Economy Fund, continue implementing the four-year accelerated modernization and improvements program to improve energy efficiency in approximately 1,000 public housing units.

Through the Blueprint for Action on Housing

- Monitor the need for public housing construction and update list of housing needs by community to inform private sector priorities.
- Continue to explore and implement the use of technology and innovation to reduce costs associated with the maintenance and operation of housing.
- Provide resources and incentives that encourage housing tenants to monitor, care for and maintain housing units.
- Continue to update and support an evidence-based business case, in coordination with Nunavut Housing Corporation's partners, including Nunavut Tunngavik Incorporated and the

Regional Inuit Associations, for long-term federal investment in housing.

Priorities (2023-24)

- Continue to participate in lobbying efforts at the territorial and federal levels to seek increased support for the provision of suitable, adequate and affordable housing across Nunavut.
- Continue to implement funding for public housing associated with the National Housing Strategy.
- Continue to monitor and review impact of collections policy and procedures to reduce Local Housing Organization arrears and continue to develop and implement Local Housing Organization deficit recovery plans.
- Continue to undertake mould assessments and mould remediation.
- Using the Low Carbon Economy Fund, continue implementing the four-year accelerated modernization and improvements program to improve energy efficiency in approximately 1,000 public housing units.

Through the Blueprint for Action on Housing

- Monitor the need for public housing construction and update list of housing needs by community to inform private sector priorities.
- Continue to explore and implement the use of technology and innovation to reduce costs associated with the maintenance and operation of housing.
- Provide resources and incentives that encourage housing tenants to monitor, care for and maintain housing units.
- Continue to update and support an evidence-based business case, in coordination with Nunavut Housing Corporation's partners, including Nunavut Tunngavik Incorporated and the Regional Inuit Associations, for long-term federal investment in housing.

Homeownership

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

There are significant challenges associated with delivering homeownership programs in Nunavut, including the lack of local contractors available to complete larger projects for both renovations and new builds. As such, programs such as the Home Renovation Program have funding allocated to projects that are not completed for long periods of time. The Nunavut Housing Corporation has tried to address this issue by making funding available to cover contractor travel from larger communities. Further development of the local workforce was identified as a priority within the Blueprint for Action on Housing will also contribute towards addressing this issue.

The \$4.6 million budget for Homeownership Programs is funded through the Capital Estimates and is therefore not included in the Main Estimates. The capital budget is broken down as follows:

Programs Budget	(\$ 000)	2020-21	2021-22	2022-23	2023-24
<i>Homeownership Programs</i>		4,000	4,000	4,000	4,000
Provides funding for Nunavut Housing Corporation’s eight home purchase and home renovation programs. These consist of the Nunavut Down-payment Assistance Program, Home Renovation Program, Emergency Repair Program, Senior Citizens Home Repair Program, Tenant to Owner Program, Interim Financing Program, the Condo program and the Seniors and Persons with Disabilities Home Options program.					
<i>Heating Oil Tank Replacement Program</i>		500	500	500	500
This program provides a grant of up to \$7,500 to replace a homeowner’s heating oil tank.					
<i>Seniors and Persons with Disabilities Preventative Maintenance Program</i>		116	116	116	116
This program provides a grant of up to \$3,000 to support seniors and persons with disabilities with preventative maintenance.					
Total, Homeownership		4,616	4,616	4,616	4,616

Objectives:

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

The Nunavut Down Payment Assistance Program

The Nunavut Down Payment Assistance Program offers down payment assistance to eligible Nunavummiut in the form of a forgivable loan.

The Tenant to Owner Program

The Tenant to Owner Program offers tenants in public housing the opportunity to become homeowners by purchasing the home that they are renting.

Government of Nunavut Staff Condominium Program

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

The Interim Financing Program

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

The Home Renovation Program

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

The Senior Citizens Home Repair Program

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

The Emergency Repair Program

The Emergency Repair Program assists eligible homeowners for emergency repairs that are required for the continued safe occupancy of their home. The maximum contribution available is \$15,000.

Seniors and Disabled Persons Preventative Maintenance Program

The Senior and Disabled Persons Preventative Maintenance Program provides support to seniors and persons with disabilities for preventative maintenance and minor repairs. The assistance is an annual grant of up to \$3,000.

The Heating Oil Tank Replacement Program

The Heating Oil Tank Replacement Program assists homeowners to replace their home heating oil tank in the form of a grant of up to \$7,500.

The Seniors and Persons with Disabilities Home Options Program

The Seniors and Persons with Disabilities Home Options Program assists seniors and persons with disabilities who can no longer afford homeownership by allowing them to access public housing upon the sale or transfer of their home.

Priorities (2020-2021)

- Continue to implement related activities for the Blueprint for Action on Housing, including actions that support the development of the local workforce.
Status: The Nunavut Housing Corporation and the Nunavut Arctic College are working jointly to provide educational opportunities for apprentices in the construction trades. The Nunavut Housing Corporation has made two additional units available to the Nunavut Arctic College due to the success of the previous year's pilot project. Trades students from Kivalliq Campus are expected to gain valuable hands-on experience and the work is expected to be completed by fiscal year 2021-2022.
- Continue to monitor the success and impact of the homeownership programs, and evaluate

impact of program changes, or newly developed programs.

Status: *Uptake of homeownership programs by Nunavummiut is increasing. The increase reflects improvements done by the Nunavut Housing Corporation with the speed through which applications are approved. The Nunavut Housing Corporation has accomplished this by redefining responsibilities to make the best use of its resources within the district and headquarters office.*

- Explore options to expand or create new homeownership programs, based on the homeownership program review from 2019-2020.

Status: *The Nunavut Housing Corporation completed the homeownership program review. Potential changes to Homeownership programs are being explored, as well as various options to expand or create new homeownership programs.*

- Continue to work with mining companies to encourage development of homeownership support programs for employees.

Status: *Nunavut Housing Corporation continues to be represented on the Government of Nunavut – Agnico Eagle Mines Memorandum of Understanding Oversight Committee. As well, in February, an NHC representative delivered a presentation at the Meliadine Mine employees outlining the various homeownership programs NHC offers. The reception from the presentation was positive.*

- Finalize production and distribute a plain language “Toolkit for Renters.”

Status: *Nunavut Housing Corporation is working in partnership with regional Inuit organizations, the Nunavut Literacy Council and RentSmart to develop a toolkit. The toolkit is expected to be completed by the end of the 2021-2022.*

Priorities (2021-2022)

- Continue to implement related activities for the Blueprint for Action on Housing, including actions that support the development of the local workforce.
- Based on the homeownership program review from 2019-2020, implement potential changes, enhancements or create new homeownership programs.
- Continue to work with mining companies to encourage development of homeownership support programs for employees.
- Finalize production and distribute a plain language “Toolkit for Renters.”

Priorities (2022-2023)

- Continue to implement related activities for the Blueprint for Action on Housing, including actions that support the development of the local workforce.
- Continue to work with mining companies to encourage development of homeownership support programs for employees.

Priorities (2023-2024)

- Continue to implement related activities for the Blueprint for Action on Housing, including actions that support the development of the local workforce.
- Continue to work with mining companies to encourage development of homeownership support programs for employees.

Staff Housing

Through the Staff Housing Program, the Nunavut Housing Corporation provides rental units to GN staff, as well as a range of housing-related programs and services to eligible staff. In all, 72% of staff housing stock is in the form of leased units, accounting for the majority of the staff housing budget.

Objective

- To provide subsidized rental housing to term and indeterminate GN employees to assist in the recruitment and retention of staff and to facilitate the provision of programs and services to Nunavummiut.

Programs Budget (\$ 000)	2020-21	2021-22	2022-23	2023-24
Operations	10,767	10,860	11,903	11,903
Provides the day-to-day operations for the Staff Housing Program in a decentralized environment, including the cost of utilities for staff housing units.				
Leases for Staff Housing Rental Units	52,772	52,772	55,049	55,049
The staff housing portfolio provides 1,640 rental units (455 owned and 1,185 leased), as of March 31, 2020.				
Total, Staff Housing	63,539	63,632	66,952	66,952

Priorities (2020-21)

- Work collaboratively with the Department of Finance and the Nunavut Housing Corporation to ensure implementation of enhancements to the staff housing program and other housing related employee benefits

***Status:** The Department of Human Resources has assumed ownership and administration of the Staff Housing Policy and the management of staff housing eligibility, allocations and appeals. NHC continues to be responsible for providing, developing, maintaining, and managing housing units for the GN. NHC will also work collaboratively with Finance and Human Resources on any housing related employee benefits.*

- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements, and evaluate leasing opportunities.

***Status:** Nunavut Housing Corporation initiated the construction of 10 units. Four units*

initially planned for Sanikiluaq have been delayed to 2021-22, bringing the number of units planned for that year to a total of 13 so far.

- Continue to collaborate with the Department of Human Resources and monitor vacancy rates of staff housing units and determine community options for redevelopment on a case-by-case basis.

***Status:** Nunavut Housing Corporation in collaboration with the Department of Human Resources is monitoring staff housing vacancy rates. Where possible, NHC will lease units to assist Human Resources as it fills positions with staff housing.*

Priorities (2021-22)

- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements, and evaluate leasing opportunities.
- Identify communities in greatest need for construction of staff housing where leasing is extremely limited.
- Work with Department of Human Resources to provide leasing opportunities that allow increase in government staff capacity and allow positions to be advertised with staff housing.
- Continue to collaborate with the Department of Human Resources when monitoring staff housing vacancy rates of staff housing units and determine community options for housing development on a case-by-case basis.

Priorities (2022-23)

- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements, and evaluate leasing opportunities.
- Identify communities in greatest need for construction of staff housing where leasing is extremely limited.
- Continue to work with Department of Human Resources to provide leasing opportunities that allow increase in government staff capacity and allow positions to be advertised with staff housing.
- Continue to collaborate with the Department of Human Resources when monitoring staff housing vacancy rates and determine community options for housing development on a case-by-case basis.

Priorities (2023-24)

- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements, and evaluate leasing opportunities.

- Identify communities in greatest need for construction of staff housing where leasing is extremely limited.
- Continue to work with Department of Human Resources to provide leasing opportunities that allow increase in government staff capacity and allow positions to be advertised with staff housing.
- Continue to collaborate with the Department of Human Resources when monitoring staff housing vacancy rates and determine community options for housing development on a case-by-case basis.

APPENDIX I. Financial Summary*Three Year Expenditure Forecast**Appendix III***NUNAVUT HOUSING CORPORATION**

Branch	2020-2021		2021-22		2022-23		2023-24	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
HEADQUARTERS								
Compensation and Benefits	6,938	55.0	6,938	55.0	6,938	55.0	6,938	55.0
Grants and Contributions	-		-		-		-	
Other O&M	1,616		2,039		3,539		3,539	
Subtotal	8,554		8,977		10,477		10,477	
DEBT REPAYMENT								
Compensation and Benefits	-	-	-	-	-	-	-	-
Grants and Contributions	-		-		-		-	
Other O&M	11,751		10,919		10,808		10,808	
Subtotal	11,751		10,919		10,808		10,808	
DISTRICT OFFICES								
Compensation and Benefits	7,542	51.0	7,541	51.0	7,541	51.0	7,541	51.0
Grants and Contributions	-		-		-		-	
Other O&M	2,235		2,235		2,235		2,235	
Subtotal	9,777		9,776		9,776		9,776	
AFFORDABLE HOUSING (PUBLIC HOUSING)								
Compensation and Benefits	-	-	-	-	-	-	-	-
Grants and Contributions	151,842		151,721		152,295		152,295	
Other O&M	-		-		-		-	
Subtotal	151,842		151,721		152,295		152,295	
AFFORDABLE HOUSING (STAFF HOUSING)								
Compensation and Benefits	2,327	17.0	2,327	17.0	2,327	17.0	2,327	17.0
Grants and Contributions	-		-		-		-	
Other O&M	61,212		61,305		64,625		64,720	
Subtotal	63,539		63,632		66,952		67,047	
TOTAL FUNDED	245,463	123.0	245,025	123.0	250,308	123.0	250,403	123.0
Less:								
CMHC Contribution and Other Revenue	(27,745)	(7)	(25,900)	(7)	(25,305)	(7)	(25,305)	(7)
TOTAL GN FUNDED	217,718	116	219,125	116	225,003	116	225,098	116

APPENDIX II. Inuit Employment Targets

INUIT EMPLOYMENT PLAN

The Nunavut Housing Corporation is fully committed to reaching Article 23 of the Nunavut Agreement goal for Inuit employment and plans to increase Inuit employment in the fiscal year 2019-2021 and future years.

Departmental Inuit Employment Targets				
Nunavut Housing Corporation	As at Sept. 30,		For March 31, 2022	
		Capacity %		Capacity %
Total Department Positions	123		123	
Total Filled Positions	95	77%	102	83%
Total Vacancies	28	23%	21	17%
Total Inuit	36	38%	42	41%
Total Executive Positions	2		2	
Total Filled Executive Positions	2	100%	2	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	1	50%	1	50%
Total Senior-Management Positions	9		9	
Total Filled Senior-Management Positions	8	89%	9	100%
Total Vacant Senior-Management Positions	1	11%	0	0%
Total Inuit in Senior-Management Positions	2	25%	2	22%
Total Middle-Management Positions	25		25	
Total Filled Middle-Management Positions	23	92%	24	96%
Total Vacant Middle-Management Positions	2	8%	1	4%
Total Inuit in Middle-Management Positions	4	17%	5	21%
Total Professional Positions	21		21	
Total Filled Professional Positions	11	52%	13	62%
Total Vacant Professional Positions	10	48%	8	38%
Total Inuit in Professional Positions	0	0%	2	15%
Total Paraprofessional Positions	46		46	
Total Filled Paraprofessional Positions	39	85%	38	83%
Total Vacant Paraprofessional Positions	7	15%	8	17%
Total Inuit in Paraprofessional Positions	18	46%	18	47%
Total Administrative Positions	20		20	
Total Filled Administrative Positions	12	60%	16	80%
Total Vacant Administrative Positions	8	40%	4	20%
Total Inuit in Administrative Positions	11	92%	14	88%

Capacity

Since its incorporation, the Nunavut Housing Corporation has endeavored to continually increase Inuit employment within the Corporation. However, like all government departments and agencies, it has historically faced serious challenges in terms of its human resource capacity. Increasing its human resource capacity will enable the Nunavut Housing Corporation to fully meet its mandate and deliver housing programming efficiently and effectively across the territory. The Nunavut Housing Corporation is actively working to reduce its significant vacancy rates. At the end of September 2020, the NHC had 19 positions that were in the process of competition, ranging from job descriptions being updated for submission, were already submitted for competition either at Job Evaluation or Staffing (Iqaluit or regional) and were at various stages of the competition process. This included 6 in Iqaluit, 4 in Arviat, 2 in Cambridge Bay and 5 in Kinngait and 2 for Rankin Inlet. Nunavut Housing Corporation continues to follow-up on positions and submit for competition as positions become vacant. We also temporarily fill some positions with Inuit employees via acting assignments and Internal Transfer Agreements allowing others to backfill or for casual employees to gain experience in those positions.

The Nunavut Housing Corporation continues to conduct ongoing review and analysis of its capacity to determine if further enhancements are required, particularly in the areas of training and development, health and safety and the administration of homeownership programs.

Inuit Employment Plans

Throughout 2020-21 and into 2021-22, the Nunavut Housing Corporation continues to work closely with the Department of Human Resources to implement its Corporate Inuit Employment Plan. The Corporation's Inuit Employment Plan lays out a series of goals and actions to strategically increase the Nunavut Housing Corporation's Inuit employment over the next 5 years.

As of September 30, 2020, the total number of approved positions at Nunavut Housing Corporation was 124, including the 9 CMHC funded positions.

The NHC has filled 96 of the 124 positions, with a vacancy rate of 23%. The total number of Inuit hired by the NHC is 36 for an Inuit Employment Plan rate of 38%.

For the year 2020-21, the NHC is targeting to fill 81% of approved positions (100 of the 124 positions). Of those positions, 40% (40 positions) will be filled by Inuit.

Local Housing Organizations (LHO)

Local Housing Organization (LHO) employee statistics do not appear in the Nunavut Housing Corporation's Inuit employment plan. However, LHOs account for a significant portion of Nunavut Housing Corporation's operating budget and are consolidated in the Corporation's financial reporting. As such, LHOs are a substantial element of the Nunavut Housing Corporation's operations and contribute significantly to the Corporation's ability to meet its mandate.

As of August 2020, there were 377 LHO positions funded by the Nunavut Housing Corporation of which 340 positions were filled. Of these positions, 288 were filled by Inuit. This equates to an LHO Inuit employment rate of 85%.

LHO employees are not part of the public service and their Inuit employment numbers are not considered when calculating Nunavut Housing Corporation's Inuit Employment Plan percentages. To provide a comprehensive analysis as of September 2020 of the Nunavut Housing Corporation's operations, when combined with LHO staffing levels, there are 501 positions total, of which 440 were filled, and 321 are Inuit, for a consolidated Nunavut Housing Corporation-LHO Inuit Employment Plan rate of 74%.

Priorities – Priorities in 2020-21 and beyond reflect the goals and actions set out in the Nunavut Housing Corporation's Inuit Employment Plan

Priorities (2020-2021)

- Find a balance between expected job experience equivalency and education to ensure qualified Inuit are not unnecessarily excluded from Nunavut Housing Corporation job competitions.
Status: Nunavut Housing Corporation continues to review every job description to ensure knowledge, skills and abilities requirements are not artificially inflated or excessive for the duties of the position.
- Increase capacity within the Nunavut Housing Corporation's Human Resources division to allow increased focus on training and development of Inuit employees, including, but not limited to, career advancement plans, mentorships and Nunavut Housing Corporation-developed leadership and management programming.
Status: Nunavut Housing Corporation continues to support cross-training, internships, and mentoring, and heavily promotes its online training platform to this end. Supervisory-level training and development is ongoing.
- Meeting the housing needs of Inuit government employees; increased recruitment and retention of Nunavut Inuit within the Nunavut Housing Corporation and the government as a whole.
Status: The Nunavut Housing Corporation worked with the Department of Human Resources to ensure they are able to manage staff housing allocations. The Nunavut Housing Corporation continues to serve in an advisory capacity. Collaboration with Department of Finance and Department of Human Resources to increase housing options for Inuit employees is ongoing.
- Prepare professional category level Inuit employees for middle and senior management positions, through internships, secondments, educational leave and encouraging and supporting Inuit employees to participate in career broadening, policy development and leadership training opportunities offered by the Department of Human Resources.
Status: Career broadening and leadership training has been made available through Nunavut Housing Corporation's online learning platform and is heavily promoted to this end. Nunavut Housing Corporation continues to encourage Inuit employees to participate in leadership developmental opportunities as they are offered.

- Continue to Implement the Blueprint for Action on Housing and its Actions related to workforce development; increase the Inuit labour force from which to hire Inuit Employees within the Nunavut Housing Corporation including, but not limited to, through restricted competitions for administrative staff, engagement with Nunavut Arctic College trades program and practicum program, the government's Summer Student Employment Equity Program, and participate in career fairs.

Status: Beneficiaries remain prioritized for all casual and summer student employment positions, and summer students have returned in their next assignment as casuals. Restricted positions are in place.

Priorities (2021-2022)

- Revisit and revise Inuit employment programming based on successes and challenges experienced to date.
- Create a career path for finance staff in the administrative and paraprofessional pools to take on more senior roles.
- Continue to Implement the Blueprint for Action on Housing and its Actions related to workforce development; increase Inuit labour force from which to hire Inuit employees within the Nunavut Housing Corporation.
- Make the Nunavut Housing Corporation an employer of choice among skilled Inuit; increase Nunavut Housing Corporation's Inuit employment, particularly in entry-level positions.

Priorities (2022-2023)

- Revisit and revise Inuit employment programming based on successes and challenges experienced to date.
- Continue to create a career path for NHC staff in the administrative and paraprofessional pools to take on more senior roles.
- Continue to Implement the Blueprint for Action on Housing and its Actions related to workforce development; increase Inuit labour force from which to hire Inuit employees within the Nunavut Housing Corporation.
- Promote image of the Nunavut Housing Corporation through events like Job Fairs.
- Continue to make the Nunavut Housing Corporation an employer of choice among skilled Inuit; increase Nunavut Housing Corporation's Inuit employment, particularly in entry-level positions.

Priorities (2023-2024)

- Revisit and revise Inuit employment programming based on successes and challenges experienced to date.

- Continue to create a career path for NHC staff in the administrative and paraprofessional pools to take on more senior roles.
- Continue to Implement the Blueprint for Action on Housing and its Actions related to workforce development; increase Inuit labour force from which to hire Inuit employees within the Nunavut Housing Corporation.
- Promote the image of the Nunavut Housing Corporation through events like school visits, and job fairs, and other public outreach opportunities.
- Continue to make the Nunavut Housing Corporation an employer of choice among skilled Inuit; increase Nunavut Housing Corporation's Inuit employment, particularly in entry-level positions.