



# Guiding Principles

The Government of Nunavut's action plan, "The Blueprint for Action on Housing: an Action Plan to Address Nunavut's Housing Crisis," is guided by the following Inuit societal values, which shaped the strategic direction set out in "Igluliuqatigiilauqta: Let's Build a Home Together" the Government of Nunavut's Long-Term Comprehensive Housing and Homelessness Strategy and Framework.

## **Inuuqatigiitsiarniq:**

Respecting others, relationships, and caring for people.

The *Blueprint for Action* respects Inuit knowledge and values, fosters strong relationships, values a local understanding of housing solutions in decision making, and values participation of all stakeholders in finding common solutions.

## **Tunnganarniq:**

Fostering good spirit by being open, welcoming and inclusive.

Positive housing outcomes are created through good spirit and inclusivity; the *Blueprint for Action* provides equitable solutions to individuals along the housing continuum and across the territory.

## **Pijitsirniq:**

Serving and providing for family and/or community.

Putting people first; the *Blueprint for Action* is sensitive to aspirations of our communities, encourages flexibility, and promotes positive results for individuals and families.

## **Ajiiqatigiinni:**

Decision-making through discussion and consensus.

Housing need and capacities differ across the territory; the *Blueprint for Action* respects diverse needs, and promotes policy development and decision-making through discussion and consensus to maximize multi-sector collaboration.

## **Pilimmaksarniq:**

Development of skills through observation, mentoring, practice, and effort.

Building housing will develop the territory; the *Blueprint for Action* fosters development of local skills through observation, mentoring, practice and effort, supporting economic development opportunities.

## **Ikajuqtigiinni:**

Working together for a common cause.

Partnerships strengthen housing; the *Blueprint for Action* reflects the collective responsibility of all levels of government and other stakeholders in the creation of suitable, safe, and affordable housing for Nunavummiut.

## **Qanuqtuurniq:**

Being innovative and resourceful.

Innovative and sustainable housing solutions will drive action; the *Blueprint for Action* strives to maximize existing resources, while exploring alternatives that both support the development of a sustainable housing market and increase private market participation.

## **Avatittinnik Kamatsiarniq:**

Respect and care for the land, animals and the environment.

Understanding of the land and natural environment; the *Blueprint for Action* considers the impact on and by the natural environment in all capital planning as well as in its housing solutions.

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# Letter From The Minister

While Nunavut's housing crisis is characterized by many complex issues, The Blueprint for Housing on Action aims to address the challenges that impact the delivery of adequate, suitable and affordable housing for Nunavummiut.

The *Blueprint* describes the numerous actions that are to be undertaken by the Government of Nunavut through interdepartmental collaboration, or with partners, to address Nunavut's housing crisis. It focuses on a number of issues, including the Sivumut Abluqta obligations to deliver more energy efficient and economical solutions, and ensure more affordable housing options and alternatives are available to meet people's varied needs, including the needs of a growing elder and youth population. Together, these actions will help the strategic direction, goals and objectives that we put forward in the Framework and the Strategy.

While the GN's Blueprint for Action on Housing is guided by Inuit societal values, it addresses the GN's overarching challenge that it must, within its financial means, balance a need to satisfy the ongoing needs of the young and growing population whom are Nunavut's future. The Blueprint must also address legacy of underinvestment in the territory's infrastructure that began before the Territory of Nunavut was created. All of these factors are critical towards achieving adequate, suitable and affordable housing in Nunavut.

Addressing Nunavut's housing crisis is something that the GN must undertake collaboratively and cannot tackle alone. As we continue to work together, I look forward to addressing the challenges and working towards implementing the Blueprint for Action on Housing in Nunavut.

Sincerely,

Hon. George Kuksuk  
Minister Responsible for the Nunavut Housing Corporation

# Message From The Chair

We welcome the work of the Blueprint as a strategic, long-term action plan that outlines the GN's response to housing and homelessness in Nunavut. It further supports the vision set out in the GN's 2014 – 2018 mandate Sivumut Abluqta where it is critical that communities are strong and made up of healthy families and individuals with the skills and resources required to be self-reliant and to contribute to the territory.

Addressing the housing crisis in Nunavut requires a greater collaboration between many stakeholders. The Blueprint for Action on Housing consists of 60 concrete actions that will be implemented over the next few years. While the *Blueprint* focused on engagement and cooperation between Government of Nunavut departments and agencies in order to address the challenges that impact the delivery of adequate, suitable and affordable housing for Nunavummiut, it will continue to set the stage for accountability and transparency from year to year and mandate to mandate. It addresses the underlying issues associated with reducing the costs of housing, increasing the supply of housing and determining more definitively the housing needs of communities in Nunavut.

It is critical that The Blueprint reflects the collective responsibility of government and other stakeholders in the creation of suitable and safe and affordable housing for Nunavummiut. To support this, it is critical for adequate housing to be fundamental to the overall health, education and wellbeing of Nunavummiut as we work towards addressing the issues.

Sincerely,

Bob Leonard  
Chairperson,  
Nunavut Housing Corporation

# Addressing Nunavut's Housing Crisis: A Plan Of Action

**Nunavut's growing, youthful population** places persistent new demands on the territory's health and education systems, housing stock, infrastructure, and economy...**Adequate food and housing** are fundamental to the health, education and well-being of Nunavummiut.

Sivumut Abluqta,  
4th Legislative Assembly,

The Blueprint for Action on Housing (Blueprint) is a strategic, long-term implementation plan that outlines the Government of Nunavut (GN)'s response to housing and homelessness in Nunavut. The Blueprint forms an integral part of the Igluliuqatigiilauqta/"Let's Build a Home Together" initiative, launched in 2012. A three step process, this initiative represents the GN's comprehensive and overarching approach to meeting the housing needs of Nunavummiut.

As the third and final step of the initiative, the Blueprint builds on the strategic directions, goals and objectives established in the Government of Nunavut's Long-term Comprehensive Housing and Homeless Framework (2012), and Strategy (2013).

The Blueprint outlines a realistic and achievable plan of action to drive the collective effort of GN departments to overcome the daunting and complex, but not insurmountable challenges facing housing in Nunavut.

The Blueprint aims to achieve the vision set out in the GN's 2014-2018 mandate Sivumut Abluqta; where communities are strong and made up of healthy families and individuals with the skills and resources required to be self-reliant and to contribute to the territory. Specifically the Blueprint addresses the portion the Sivumut Abluqta mandate specifically targeted towards housing, which states:

"As we continue to invest in housing with our partners, we will develop more energy efficient and economical solutions; and ensure more affordable housing options and alternatives are available, to meet people's varied needs, including the needs of a growing elder population."

## Strategic Considerations

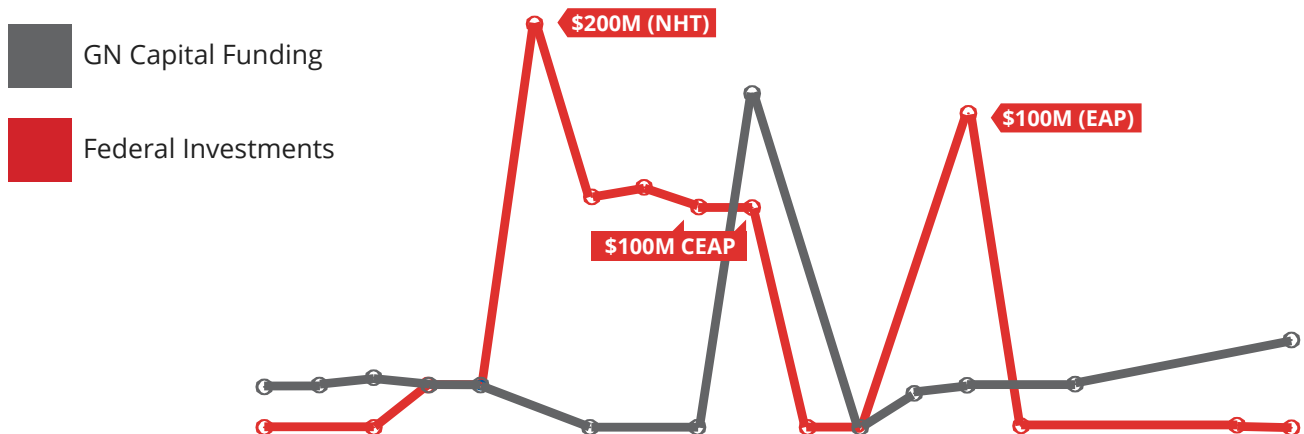
“Shelter is a basic requirement of life. **A society that is adequately housed can develop healthy and self-reliant people**, and lower its vulnerability to economic and social change. **Nunavummiut are far from adequately housed.** In fact, many continue to live in a housing crisis, as they have since the Territory was established in 1999.”

Framework for the GN Long-Term Comprehensive Housing and Homelessness Strategy

Nunavut’s housing crisis is marked most significantly by a severe housing shortage and staggering overcrowding rates. Although deplorable, these conditions are actually symptoms of larger issues at play in the development of the territory. The fundamental strategic consideration for the Government of Nunavut with regards to housing is determining how it will manage to continue meeting the needs of its young and growing population, account for the increasing pressure for supportive housing options for Elders, and also address the legacy of underinvestment in the territory’s infrastructure - within its financial constraints.

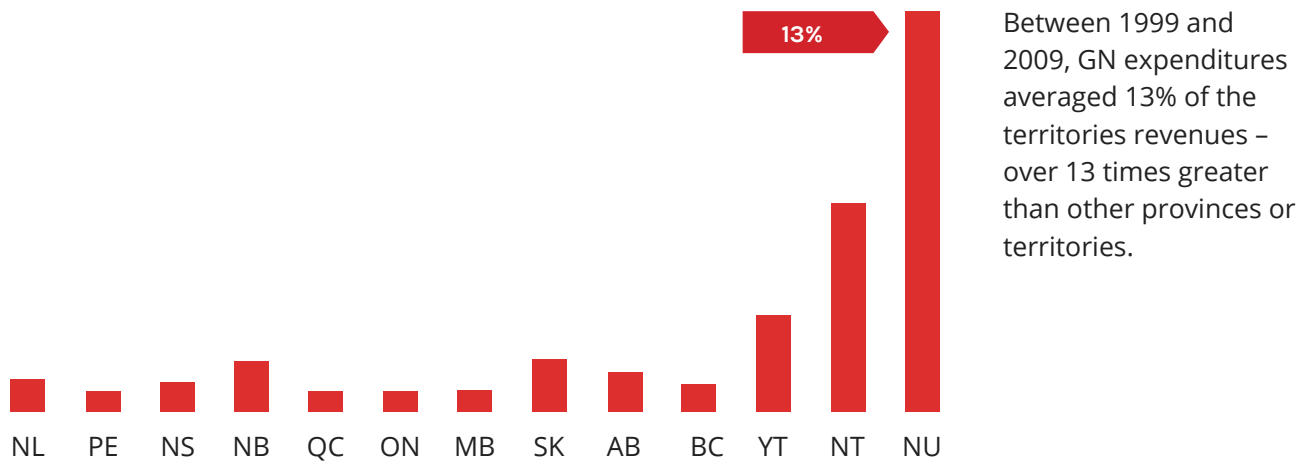
While the GN has invested and continues to invest significant capital and operating funds for housing maintenance and construction in Nunavut, the territory’s housing situation has remained in crisis since its inception. In 2004, the 10 Year Inuit Housing Action Plan, called for 3000 units to overcome the housing gap that Nunavut was experiencing then. In 2010, the Nunavut Housing Needs Survey identified the need for 3,500 units. More than \$600 million in housing investments over that time period has only managed to keep up with population growth.

A significant challenge when it comes to funding for housing in Nunavut is the sporadic nature of housing investments. Each wave of new federal funding has been announced in isolation in amounts untied to outcomes other than assisting families in need. There has also not been a concerted effort to coordinate planned outcomes of federal funding streams, which could contribute to a more comprehensive approach in the development of Nunavut.



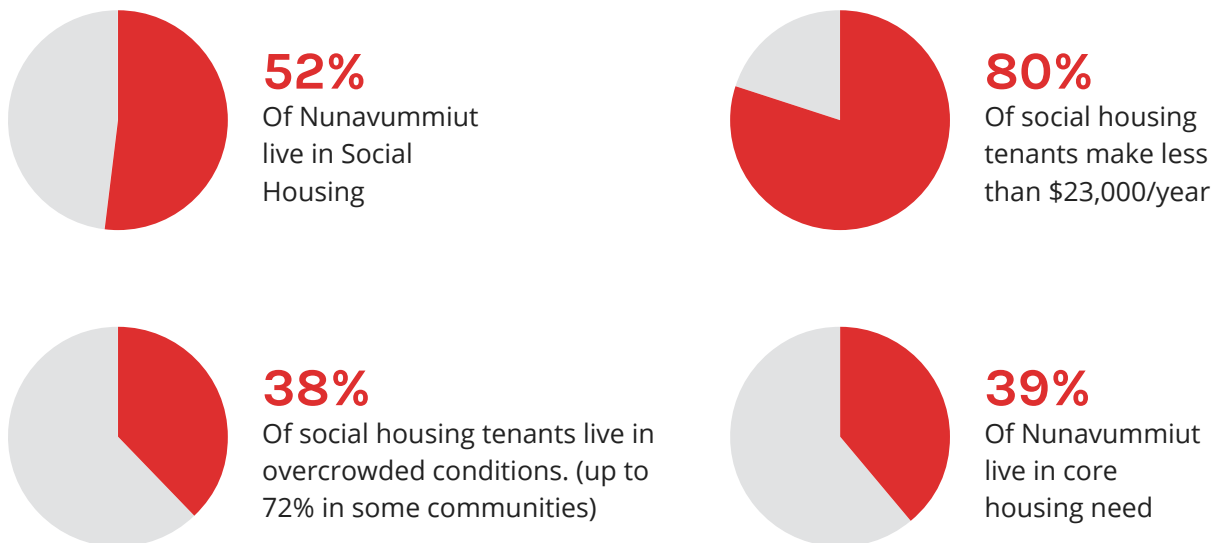
The lack of reliable and predictable federal funding creates a reactive environment, resulting in less forward planning. This limits the range of options available to the GN and NHC to more effectively meet the increasingly diverse housing needs of Nunavummiut.

Like other infrastructure in the territory, the cost of maintaining housing in Nunavut is also significant. These high costs, combined with the fact that 80% of Nunavut's housing is supported by the GN, means that the GN spends more of its total revenue on housing than any other jurisdiction.



One of the main actions of The Blueprint, identifies the need to lobby the federal government, not only for increased investment in housing, but coordinated infrastructure investment tied to longer term planning horizons.

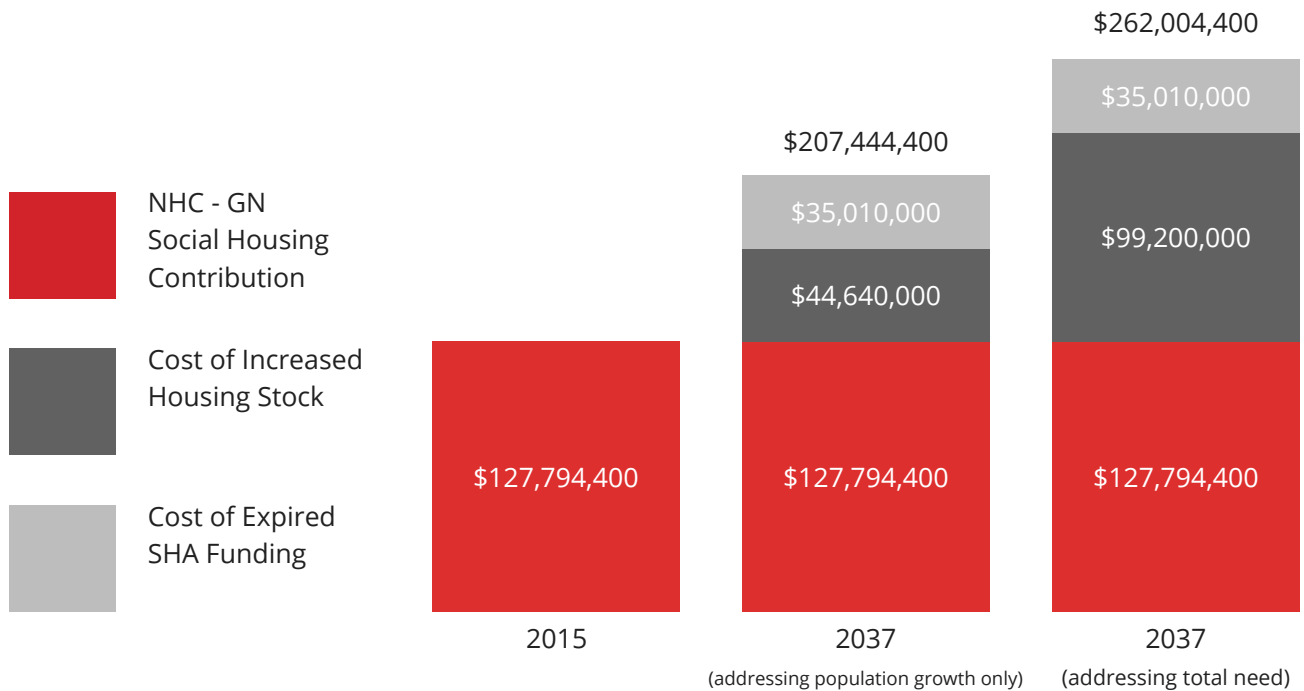
A quick scan of statistics profiling Nunavut's crisis will show that over 50% of the population lives in public housing and that 80% of those living in public housing and over the age of 19 make less than \$23,000 a year. Moreover, 38% of public housing tenants live in overcrowded conditions.





Given limited incomes and the lack of any true affordable housing options, public housing will very likely remain the primary source of shelter in the short and medium term for a great majority of Nunavummiut. However, this heavy reliance on public housing is costly and unsustainable in the long-term for the GN.

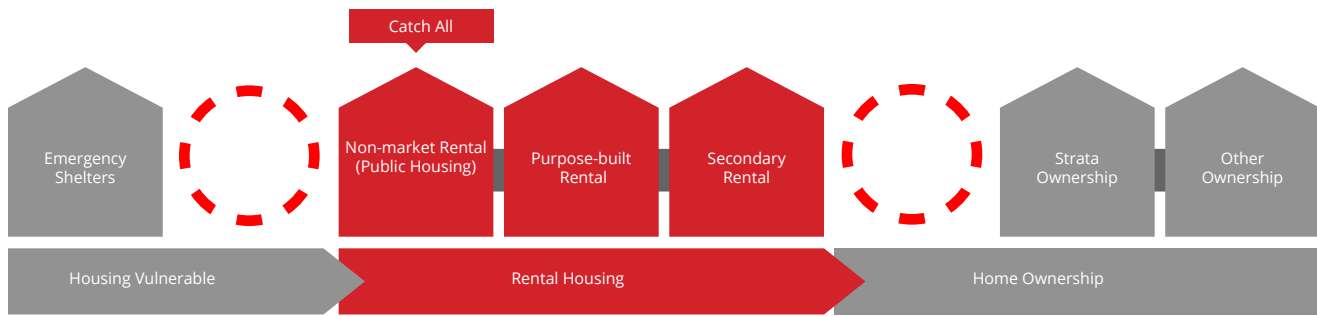
Currently, the Government of Nunavut’s contribution to social housing alone makes up 9% of its total O&M Budget of \$1.5 billion, but as we begin to address the 3,000-unit gap through new construction, we predict the costs of maintaining public housing units will grow up to 16% of the GN’s total budget.



With limited alternative types of housing, public housing becomes the catch-all for all housing needs. In order to move away from its costly dependency on public housing, Nunavut requires a full housing continuum representing a range and diversity of affordable and appropriate housing options to meet the needs of Nunavummiut.

Nunavut’s housing continuum (below) clearly reflects the substantive reliance on government for meeting housing need. For all intents and purposes, Nunavut’s housing continuum is defined by the territory’s inordinate reliance on government-subsidized non-market housing, namely the Public and Staff Housing programs.

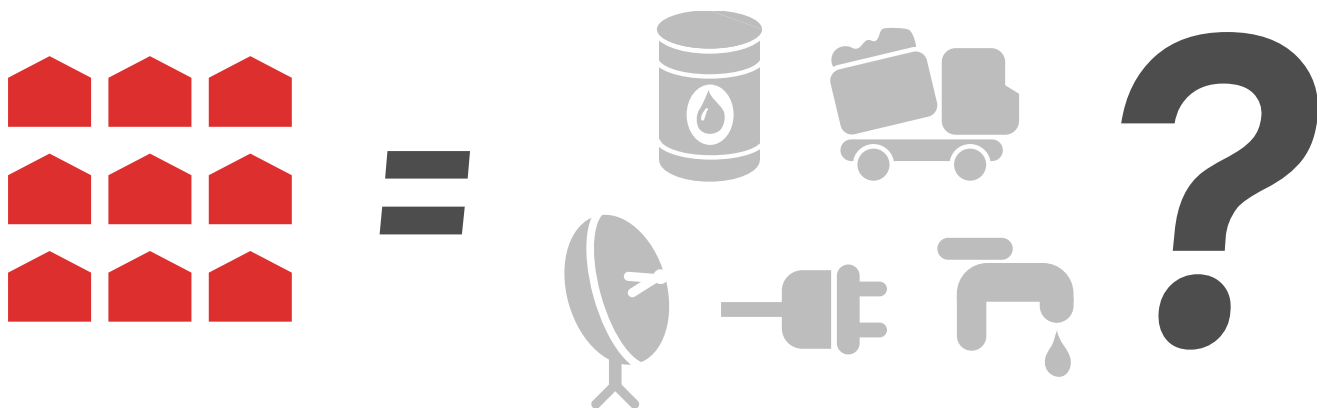
Private homes make up only one-fifth of Nunavut dwellings. With such limited availability of market rental or homeownership, even Nunavummiut who could afford to move along the continuum are not able to, and are forced to rely on staff or subsidized housing.



On the care side of the continuum, Nunavut is severely limited in the quantity and diversity of shelter for the housing vulnerable. To date, the GN has not been in a position to determine the full range of supportive housing needed to meet the specific needs of the population with mental wellness issues, physical disabilities, Elders’ needs and other supportive housing.

The Blueprint identifies the fact that more research is required to determine the housing needs of Nunavut’s most vulnerable. With a collaborative approach to housing design and provision of programming, the GN can determine the best methods for meeting the diverse housing needs of its population.

Even with the best designs and supportive or affordable housing programming, the provision of housing in Nunavut, is still dependent on the availability of land and infrastructure required to support new housing.



To ensure the appropriate supply of housing can be delivered, there must be a significant level of coordination of land and infrastructure. This, in turn, requires, among other things, improved capital planning as well as increased municipal capacity for land planning.

For this reason, some of the first actions identified through the Blueprint engagement sessions are related to improving the processes of land development and capital planning.

# Nunavut's Blueprint For Action On Housing

In the construction industry, a blueprint represents a considerable degree of planning to ensure the fundamental aspects of building a house – structural, architectural, mechanical, and electrical – have been appropriately taken into consideration. By ensuring all of the necessary elements have been planned for, a blueprint helps to coordinate the work of more than a dozen different trades, all equally important in completing a home. This action plan represents the GN's blueprint for action to overcome Nunavut's housing crisis.

From the start, the Blueprint was envisioned as the product of a whole-of-government approach, to inform the GN's actions in addressing the many separate, yet interconnected, issues impacting the delivery of suitable, safe and affordable housing for Nunavummiut. **Just as a home does not stand alone, but rather fits into a neighbourhood, a community, and the territory,** housing as a priority is intricately linked with all of the GN's priorities.

The Blueprint is very much based on *aajiiqatigiinniq* - decision making through discussion and consensus, as well as *ikajuqtiigiinniq* - working together for a common cause. Although both of these principles helped guide the entire *Igluliuqatigiilauqta* - "Let's Build a Home Together" initiative, *aajiiqatigiinniq*, and *ikajuqtiigiinniq* truly were the cornerstones of the planning and production of the Blueprint.

The engagement process undertaken to produce the Blueprint was also very much guided by the four strategic directions identified in the *Framework for the GN's Long-Term Comprehensive Strategy on Housing and Homelessness*. However,

the Blueprint has set a new standard for improved collaboration within the GN.

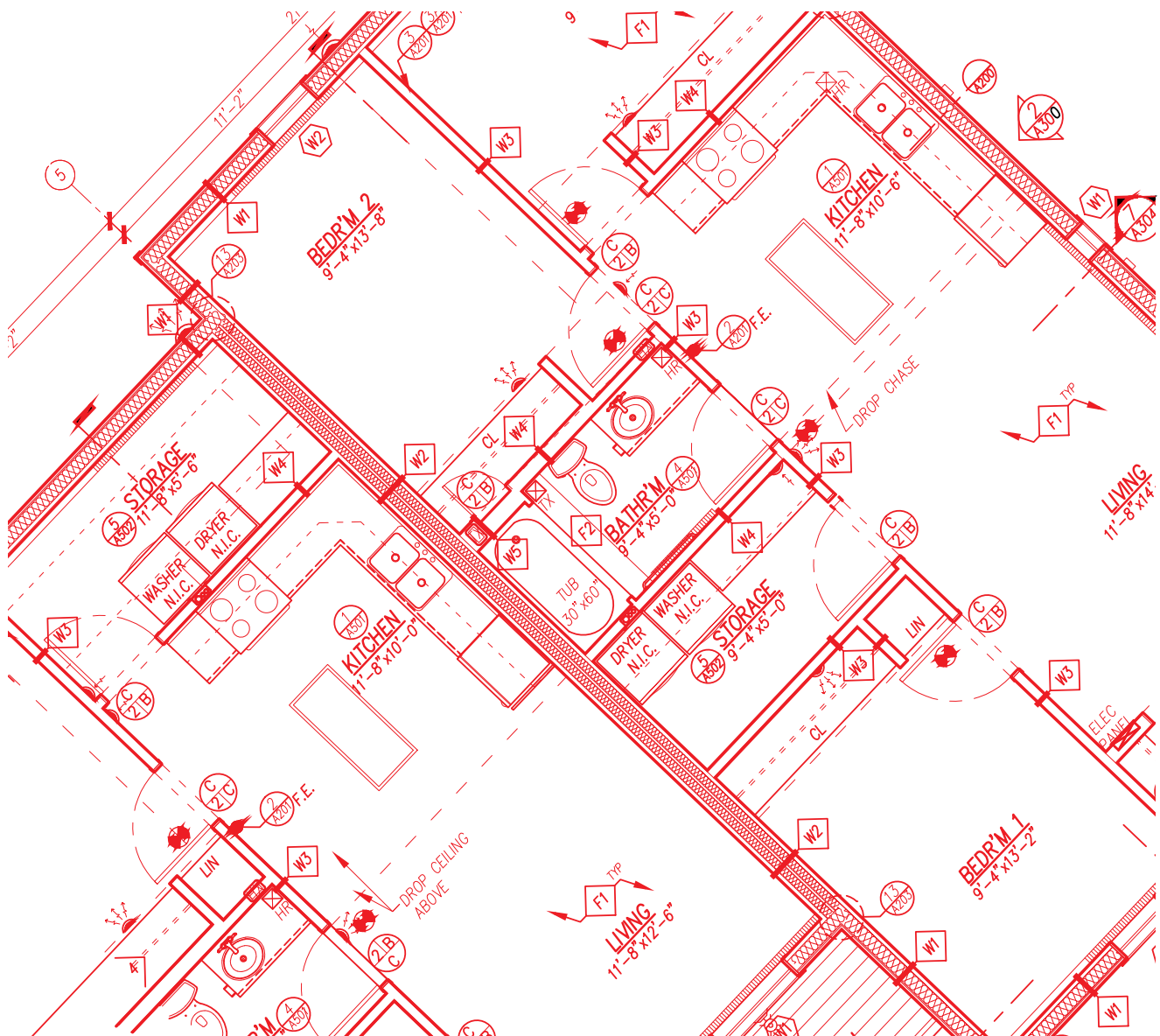
As the third and final step in the *Igluliuqatigiilauqta Initiative*, the Blueprint for Action on Housing follows the consistent approach set out in the *GN's Long-term Comprehensive Housing and Homeless Framework and Strategy*. The approach involves breaking down Nunavut's daunting housing challenge into more manageable pieces; where each piece is examined as a unique element contributing to the current crisis, its context defined and any related issues identified.

The Blueprint represents a significant logistical achievement of the GN. The process began with a multi-stakeholder brainstorming session, which confirmed the NHC's initial environmental scan of the major issues impacting housing. The outcome of this session was a logic model used to organize a series of three rounds of interdepartmental engagements. The logic model identified nine key issues that further broke down the four goals set out in the Strategy.

Rounds one and two of the facilitated engagement sessions saw more than 100 participants representing nearly every department and agency of the GN at a senior level. Also present were representatives of the Qikiqtani Inuit Association (QIA) Nunavut Tunngavik Inc. (NTI) and the Nunavut Association of Municipalities (NAM). These sessions were complemented with additional one-on-one preparatory, and follow up meetings with NTI, QIA and the Kitikmeot Inuit Association, each GN Department. The process culminated with a final facilitated round of engagement with the Deputy Minister Committee.

The Blueprint also recognizes the contribution that other complimentary initiatives have made towards raising the profile of, and addressing Nunavut's housing crisis. A review of all of the GN's major strategies and GN Departmental Business Plans for 2016-2019 was also used to inform the engagement process. Ongoing or past strategic initiatives undertaken by the GN, and their link to housing and homelessness in the territory, are included in Appendix A of this document.

The Blueprint consists of two major sections: the Action Plan itself, which identifies 60 concrete actions to be implemented over the long term; and an Accountability Framework designed to ensure that this comprehensive list of actions gets incorporated into the GN's regular planning cycles.



# Accountability Framework:

Nunavut's housing crisis has grown over time, increasing in complexity and magnitude over several decades. The range of actions documented in the Blueprint speaks to the extent of the crisis. With more than 60 action items, the Blueprint matches in its purpose, the severity of the crisis.

A critical challenge in implementing the Blueprint will be maintaining focus and momentum for completing these actions over the long term. Many of the actions identified in the Blueprint are multi-year in nature, or dependent on other actions for their completion. Most of the actions require substantial collaboration between departments and other stakeholders

## Project Portfolio Management

The proposed accountability framework for the *Blueprint for Action on Housing* is based on Project Portfolio Management principles. Project Portfolio Management is a strategic management approach through which an organization's performance is administered by grouping several projects together based on common goals and objectives. This approach is useful for implementing large scale initiatives that depend on multiple stakeholders and are aimed at achieving a broad range of outcomes, such as the *GN's Long-Term Comprehensive Housing and Homelessness Strategy*.

The Project Portfolio Management approach demands a high degree of coordination and collaboration between all stakeholders to successfully achieve objectives. Sustaining such a level of coordination requires a clear governance structure, supported by a strong reporting mechanism to ensure accountability and transparency.

## Oversight and Implementation

Led by the Nunavut Housing Corporation, and using the proven accountability framework of both Sivumut Abluqta and the Nunavut Human Resources Strategy, every action has an identified Department which is both responsible and accountable for its successful implementation. If appropriate, associated departments are identified as either co-leads or supporting entities.

Acting through the appropriate committee of Deputy Ministers, departments continuously report back to the NHC on progress to date, milestones attained and outputs/outcomes achieved.

## Annual Interdepartmental Blueprint Workshop

Based on conventional fiscal quarterly reporting, the Blueprint reporting cycle will center on an annual interdepartmental workshop. The Workshop, organized and lead by the Nunavut Housing Corporation, will be held in June (end of 1st Quarter). This workshop will be tasked with two clear objectives:

1. Establish a list of activities to be approved by Deputy Ministers (prior to the Main Estimate submission deadline in August) to inform departmental business plans; and
2. Review departmental progress on established activities to be included in the Annual Status of Housing Report.

## Quarterly Reporting and 6 Month Progress Report

### Quarterly Reporting and 6 Month Progress Report

Blueprint reporting will be based on a quarterly cycle, as it best supports the strategic direction of improving collaboration. Quarterly reporting offers a number of additional advantages, including:

- Predictable and repeated opportunities for interaction among departments on Blueprint action items.
- The quarterly reporting cycle falls outside of the regular Legislative Assembly session cycle, which means that Blueprint updates fall in between heavy reporting times for departments.
- Quarterly reporting provides four snapshots in time throughout the year, which will assist in the preparation of the Annual Status of Housing Report.

- The frequency of quarterly reporting will help departments to more quickly identify any issues impeding the completion of activities. This will allow for longer timeframes to coordinate interdepartmental responses and find suitable alternatives.

The NHC will lead the quarterly reporting process and produce a 6 month progress report for DMC approval.

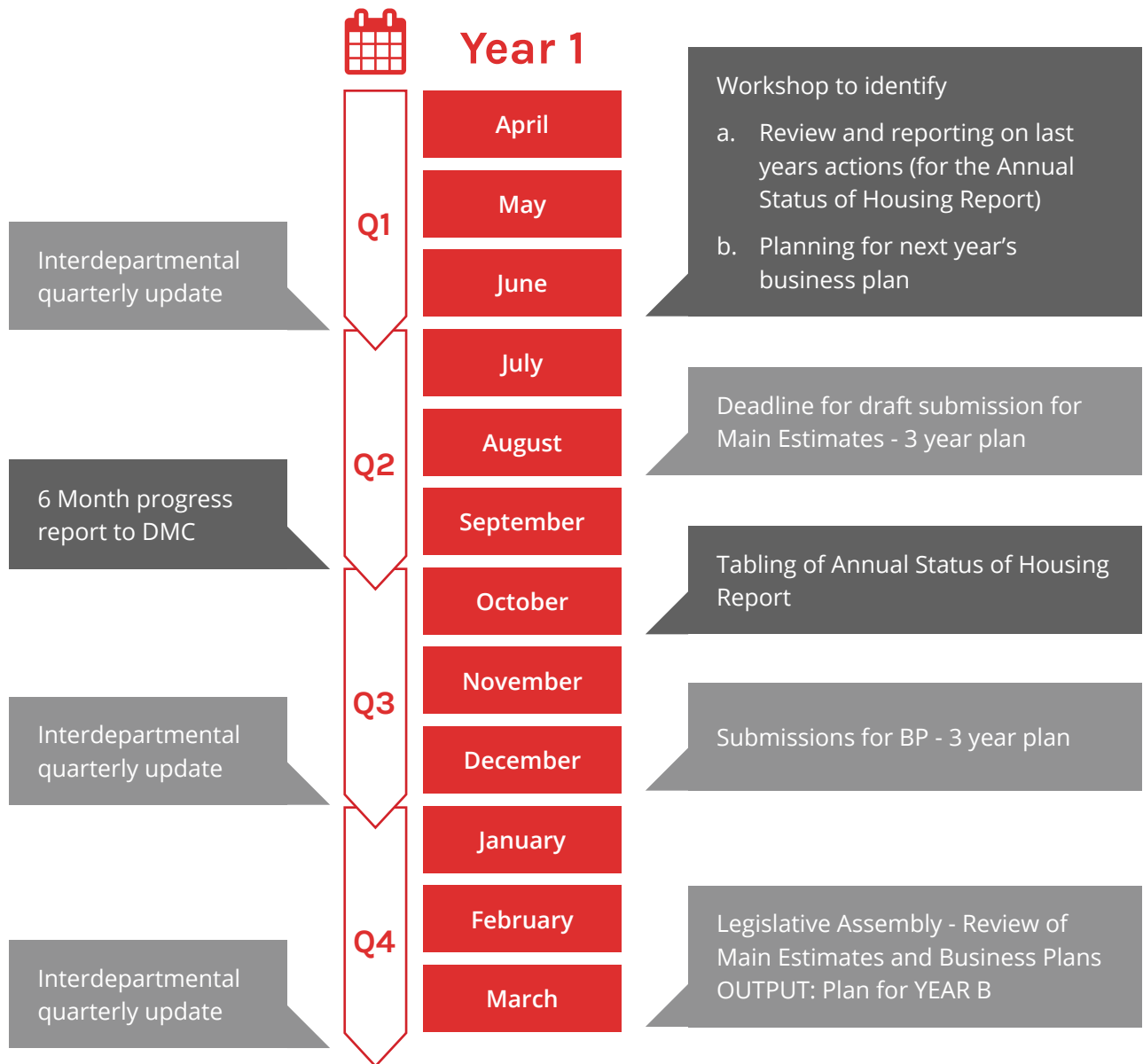
## Annual Status of Housing Report

The Annual Status of Housing Report is the other major element of the proposed Blueprint accountability framework. This report is to be tabled by the Minister responsible for the Nunavut Housing Corporation in the fall sitting of the Legislative Assembly. By tabling this report on an annual basis, members of the Legislative Assembly will be able to track the government's collective progress in meeting the goals of the GN Long-Term Comprehensive Housing and Homelessness Strategy year after year.



## Reporting within GN Cycles

The Blueprint’s proposed reporting mechanism and accountability framework is designed to align with main estimate and business plan reporting. The image below illustrates how key points of Blueprint reporting are represented along the fiscal and legislative calendars.



# Action Plan

The Blueprint for Action on Housing builds on the strategic structure laid out in the *GN Long-Term Comprehensive Housing and Homelessness Strategy* which identified four goals to address the four most critical housing challenges facing Nunavut today. The Blueprint also continues to be guided by the four strategic directions established in the *Framework for the GN Long-Term Comprehensive Housing and Homelessness Strategy*.

The four goals and four strategic directions outlined the parameters on which the development of the Blueprint for Action on Housing was based. Together they set the foundation for a comprehensive approach to addressing Nunavut's housing challenges. Building on this foundation, the NHC drilled down into the four critical challenges, to identify 9 key issues that define in more detail the areas for specific action.

The Blueprint follows the same structure as the Strategy, but includes Strategic Directions, Challenges, Goals, and Key Issues, as follows:

## Challenge: Understanding and defining housing demand factors

**Goal:** Define housing demand factors

**Key Issues:** Affordability Options  
Care and Supportive Housing  
Meeting the Housing Needs of GN Employees

## Challenge: Systemic barriers to the housing supply

**Goal:** Removing barriers to the supply of housing

**Key Issues:** Land Development  
Capital Planning/Infrastructure Coordination

## Challenge: High Cost of Housing

**Goal:** Reduce the cost of housing

**Key Issues:** Workforce Development  
Technological Innovation  
Municipal Financing

## Challenge: Limited investment dedicated to housing

**Goal:** Increase investment in housing

**Key Issues:** Building a stronger business case

In the Action Plan below, 59 of the 60 actions correspond with one of the four categories, and 9 key issues. The 60<sup>th</sup> action is the action for implementing the accountability framework for the Blueprint. To provide additional context to the actions, each section also includes a summary of desired outcomes. Below is a broad overview of the link between Goals-Challenges-Outcomes:





The actions that came out of the engagement sessions varied significantly in terms of scope, and complexity. Some actions may be developed and completed quickly, while others, even once developed, will take a long time to fully implement, or will establish systems that should be ongoing.

This range reflects the diversity of the housing crisis in Nunavut. For this reason, each action is characterized by time-frame;




**Short-Term (1-3years)**

**Medium-Term (3-5years),**

**Long-Term (5+years)**

Each of the 60 actions listed in the Blueprint contains key information on accountability including: which department will lead the action, and what departments will provide support.

In addition, for each action, the GN has identified the planned activities for the coming fiscal year that will be carried out, monitored and reported on. An example of this information is shown below:

	<b>Lead Department</b>	NHC
	<b>Support</b>	Health, DFS, JUS
	<b>Planned Activities: Year One</b>	Establish a work plan for developing a policy and intake process for purpose-built housing.

The purpose of assigning responsibility and planned activities for each action is to allow for regular monitoring and tracking of progress, which will allow departments to plan, and prioritize efforts.

The NHC will coordinate an interdepartmental update on progress towards achieving planned activities for the fiscal year on a quarterly basis. The coordination of this monitoring will be included in a semi-annual update to Deputy Ministers.

The actions below represent a culmination of cooperation, participation, and consensus building throughout the Blueprint for Action engagement process. To continue this momentum, GN departments and agencies, as well as other stakeholders must remain active in their commitments to improve the housing situation for Nunavummiut.

### **Strategic Challenge: Understanding and defining housing demand factors**

Nunavut lacks the necessary housing options to meet the diverse needs of its residents. The current suite of options is limited and movement from public housing to privately owned or rented accommodation is unaffordable for all but a very few. These gaps perpetuate a cycle of insufficient and inadequate housing, deteriorating social conditions, and a deepening dependence on government housing. To ensure sufficient affordable housing in each community, there needs to be a range and diversity of housing options – a full continuum of housing.

In addition to affordable housing options, Nunavut also lacks the necessary housing to meet the needs of the most vulnerable Nunavummiut—women and children, youth, elders, those living in poverty and those who are homeless.

In particular, Nunavut has very limited supportive housing options for those with mental wellness issues, physical disabilities, and residents requiring assistance and care as they age. Without collaborative investment and shared responsibility, the Government will not be able to meet the needs of Nunavut’s vulnerable populations.

Strategic Direction for Action	Challenge to Address through Actions	Underlying Issues
Identify and address gaps in the housing continuum	Understanding and defining housing demand factors	<ul style="list-style-type: none"> <li>• Care and Supportive Housing</li> <li>• Affordability Options</li> <li>• Meeting the Housing Needs of GN Employees</li> </ul>

## Goal 1: Define Housing Demand Factors

To ensure sufficient affordable housing in each community, there needs to be a diversity of housing options – a continuum of housing. A continuum that is complete offers a full range of housing options, from emergency shelter to homeownership

Government programs are required across the housing continuum to ensure housing is adequate, suitable and affordable in Nunavut. Nunavut needs to ensure that the very diverse housing needs of Nunavummiut are being met, today and tomorrow, in the most efficient, effective and fair way.

There is also a need to establish a full continuum of housing options and examine the costs and opportunities for transitions between these housing types. This will allow a more strategic allocation of resources to bridge the gaps in Nunavut's housing continuum.

Housing Demand Factors need to be clearly defined in order to address gaps in Nunavut's housing continuum. The GN cannot meet the needs of Nunavummiut without adopting a collaborative, interdepartmental approach that addresses housing needs now and the future.

### Desired Outcomes:

- A stronger local non-profit sector will lead to increased services for vulnerable populations and targeted housing options outside of public housing.
- Increased cooperation between departments will ensure that appropriate programming can be incorporated into the design, plan, implementation, of government-subsidized housing.
- GN decisions related to the housing needs of GN employees will be guided by clear policy objectives and an understanding of the supports required to mitigate the impacts of decisions on GN programs, services, and employees.

### Key Issue: Care and Supportive Housing

Nunavut's care and supportive housing requirements are lacking. For those individuals with underlying social, mental or physical health issues, or who are homeless for more complex reasons than simply lack of available shelter, targeted housing options outside of public housing will be necessary.

More research is required to determine what the specific housing needs of vulnerable populations are, and how these fit into a Nunavut-specific continuum of care. A collaborative, shared approach will assist the GN in meeting the social and health needs of the territory.

A major issue regarding care and supportive housing is the lack of a robust non-profit, non-government sector to supplement the supportive programming delivered by the GN. A capable not-for-profit organization has the ability to provide supportive housing targeted to very specific groups that the GN does not have the capacity to offer. The flexibility and size of not-for-profit supportive housing could fill significant gaps in the care side of Nunavut's housing continuum. A number of actions have been identified under care and supportive housing to promote the growth of the third party sector.

**Action 1**

**Develop a Policy and Intake Process for Purpose-Built Housing that Links Purpose-Built Units to Specific Programming Needs**

In collaboration with the appropriate department, the NHC will develop a policy and intake process, for purpose-built housing that links units to specific programming needs. Including Elder care, mental health facilities, support for individuals who have experienced violence, housing for those exiting the criminal justice system, etc. The policy will include:

- i. A mechanism to ensure that programming is incorporated into the design, plan, and implementation of housing;
- ii. Criteria for prioritizing requests;
- iii. An evaluation tool to assist in developing a business case for cross-departmental purpose-built housing.
- iv. Coordination with the actions identified in Angiraqangittuliriniq: A Framework for Action for Nunavut's Absolute Homeless.
- v. Development of MOUs to clarify roles and responsibilities of each agency

	<b>Time Frame</b>	Medium-Term
	<b>Lead Department</b>	NHC
	<b>Support</b>	Health, DFS, JUS
	<b>Planned Activities: Year One</b>	Establish a work plan for developing a policy and intake process for purpose-built housing.





**Actions to encourage non-for-profit sector involvement in supportive housing:**

**Action 2**

**Research Challenges Faced by Not-For-Profit Organizations**

DFS will conduct a critical analysis of challenges faced by not-for-profit organizations in Nunavut and develop options for increasing support to this sector.

- i. Analysis should be coordinated with any other relevant initiatives.

	<b>Time Frame</b>	Short-Term
	<b>Lead Department</b>	DFS
	<b>Support</b>	EDT, NHC
	<b>Planned Activities: Year One</b>	Complete analysis and present options for increasing support

**Action 3**

**Research Legislative Changes to Support Not-For-Profit Organizations**


JUS, in consultation with DFS and Health, will conduct a review of the *Societies Act*, and the *Co-operative Associations Act*. The primary objective of the review is to determine effective ways to reduce administrative burden to better support small local non-profit groups, or potential housing providers.

	<b>Time Frame</b>	Short-Term
	<b>Lead Department</b>	JUS
	<b>Support</b>	DFS, Health, EDT, NHC
	<b>Planned Activities: Year One</b>	Establish a work plan for the review of the Societies Act and Co-Op Associations Act.

**Action 4**

**Support Not-For-Profit Organizations Accessing Grants and Contributions**

DFS will explore the development of a process to specifically support not-for-profits in accessing grants and contribution funding while maintaining accountability.

	<b>Time Frame</b>	Medium-Term
	<b>Lead Department</b>	DFS
	<b>Support</b>	FIN
	<b>Planned Activities: Year One</b>	Determine the feasibility of such a process.

**Action 5**





**Assess the Feasibility of an Optional, GN Employee Wage Donation Program**

DFS in collaboration with key departments will assess the need and feasibility of developing an optional GN employee wage donation program to provide funding to non-profit organizations operating in Nunavut. This will be based on a review of a similar initiative currently operated by the Government of Northwest Territories, and the Federal Government.

	<b>Time Frame</b>	Medium-Term
	<b>Lead Department</b>	DFS
	<b>Support</b>	FIN, All Departments
	<b>Planned Activities: Year One</b>	Complete project scoping stage.

**Action 6****Examine Feasibility of Establishing an Umbrella Organization to Support Not-for-Profit Organizations**

The NHC will work with DFS to examine the feasibility and legality of establishing an umbrella agency to provide financial, administrative and capacity support for not-for-profit sector organizations. Explore the possibility of developing this as an initiative with the Nunavut Roundtable for Poverty Reduction .

	<b>Time Frame</b>	Long-Term
	<b>Lead Department</b>	NHC, DFS
	<b>Support</b>	NTI, Nunavut Roundtable for Poverty Reduction
	<b>Planned Activities: Year One</b>	Begin discussions between NHC, DFS, and NTI.





**Key Issue: Affordability Options**

Gaps in Nunavut's housing continuum affect almost all Nunavummiut, at almost all income levels. There is a need to identify gaps in the continuum of housing options, research the demand pressures for specific types of housing, and examine the costs and opportunities for transitions between these housing types.

Coordinated government programming is required across the housing continuum to ensure that housing options remain affordable and accessible. A complete housing continuum will have adequate and appropriate housing options for all Nunavummiut and will be instrumental in reducing dependence on government funded housing and allowing for private market growth.

**Action 7****Conduct Market and Statistical Analysis to Determine the Need for Public Housing Construction**





The NHC will work with the Nunavut Bureau of Statistics to conduct market and statistical analysis to define the need for public housing construction in the territory, including the number of new units needed to keep up with population growth. The analysis will include an assessment of vacant units, their impact on the greater housing picture, and their value for repurposing or renovations.

	<b>Time Frame</b>	Short-Term
	<b>Lead Department</b>	NHC
	<b>Support</b>	EIA (Nunavut Bureau of Statistics), CMHC
	<b>Planned Activities: Year One</b>	Complete project scoping stage.

📌 Actions to align departmental programming with housing and meet the needs of a greater diversity of Nunavummiut:





**Action 8**      **Conduct a Supportive Housing Needs Assessment to Identify Opportunities to Match Purpose-Built Units with Programming**

The NHC will conduct a needs assessment of Nunavummiut requiring support services to quantify the demand for purpose-built units able to accommodate supportive services or programs.

	<b>Time Frame</b>	Short-Term
	<b>Lead Department</b>	NHC
	<b>Support</b>	Health, DFS
	<b>Planned Activities: Year One</b>	Establish a framework for conducting a needs assessment of Nunavummiut in need of purpose built units.

**Action 9**      **Integration of IQ Principles into Housing Designs**


The NHC will engage with CH to develop a method for incorporating Inuit Qaujimajatuqangit (IQ) principles into housing design, particularly in regard to purpose built housing for vulnerable groups, including Elders.

	<b>Time Frame</b>	Medium-Term
	<b>Lead Department</b>	NHC
	<b>Support</b>	CH
	<b>Planned Activities: Year One</b>	Hold initial meetings with CH to discuss the role of IQ in housing design.

- ☑ In order to gain a better understanding of the specific housing needs and potential affordable housing options to meet those needs, the following actions will be taken:

**Action 10****Explore Legislative and Zoning Options for Creating Affordable Housing in Target Communities**





CGS and the NHC will determine the feasibility of undertaking legislative amendments that encourage the provision of more affordable housing in target communities. Consideration will be given to supporting community zoning that requires a level of affordable housing within a community, and if zoning bylaw amendments are required. Consideration will also be given to requirements for incorporation or adoption of varied housing designs.

	<b>Time Frame</b>	Medium-Term
	<b>Lead Departments</b>	CGS, NHC
	<b>Support</b>	Select municipalities
	<b>Planned Activities: Year One</b>	Hold initial meeting between CGS and NHC. Determine project next steps.

**Action 11****Examine the Suitability of Secondary Suites to Increase Private Rental Options**

The NHC will assess the potential for secondary suites to address housing needs in certain communities, including:

- i. Review the use of secondary suites in similar jurisdictions (e.g. NWT);
- ii. Identify regulatory barriers and policy tools needed to facilitate and regulate the development of secondary suites;
- iii. Consultation with municipalities (in partnership with CGS) to review and update the inclusion of secondary suites in zoning bylaws and community plans, and;
- iv. Identify incentives and information needed to promote secondary suites.

	<b>Time Frame</b>	Medium-Term
	<b>Lead Department</b>	NHC
	<b>Support</b>	CGS, municipalities
	<b>Planned Activities: Year One</b>	Develop a work plan for the assessment of secondary suites as housing solutions.







📌 Actions to increase the range of affordable housing options beyond rent-geared to income public housing:

**Action 12**      **Review Best Practices for Alternative Subsidized Housing Models**


The NHC will review best practices related to various models of subsidized housing as alternatives to rent-geared to income.

- i. The NHC will review possible development of a fixed-rent subsidized housing model targeting high-income public housing tenants; particularly those currently paying maximum rent in public housing.
- ii. The NHC will explore avenues to support the creation of more collective ownership options, such as cooperative housing and community land trusts.

	<b>Time Frame</b>	Short-Term
	<b>Lead Department</b>	NHC
	<b>Support</b>	
	<b>Planned Activities: Year One</b>	Conduct a jurisdictional scan of various subsidized housing models in other provinces and territories.

**Action 13**      **Collaborate with RIAs on Potential Provision of Affordable Housing for Inuit on Inuit Owned Land**

The NHC will collaborate with RIAs to explore affordable housing for Inuit on Inuit Owned Land.

	<b>Time Frame</b>	Long-Term
	<b>Lead Department</b>	NHC
	<b>Support</b>	RIAs
	<b>Planned Activities: Year One</b>	Identify interest and feasibility with RIAs.





📌 Actions to address prohibitive costs of private home maintenance and repair and to facilitate movement along the housing continuum:

**Action 14**

**Assess Feasibility of Expanding Local Housing Organizations' Maintenance Services to Homeowners**

The NHC will assess the feasibility of working with LHOs to explore:




- i. An expansion of LHO maintenance services to include private homeowners in communities that lack local contractors;
- ii. Expanded use of contract-based maintenance and repair work in communities where there are local contractors to reduce pressure on LHOs and promote local business development.

	<b>Time Frame</b>	Medium-Term
	<b>Lead Department</b>	NHC
	<b>Support</b>	EDT
	<b>Planned Activities: Year One</b>	Identify priority areas of collaboration with LHOs.

**Action 15**

**Assess Feasibility of a Base Level Maintenance Grant for Homeowners**

The NHC will explore the possibility of offering a base-level maintenance grant for homeowners in order to offset the costs of regular household maintenance and repair.





	<b>Time Frame</b>	Short-Term
	<b>Lead Department</b>	NHC
	<b>Support</b>	
	<b>Planned Activities: Year One</b>	Complete project scoping stage.

**Action 16**

**Conduct a Review of Past and Present Homeownership Support Programs, and Programs Offered in Other Jurisdictions**

With regard to affordable homeownership programming, the NHC will:

- i. Review its current homeownership programs, such as the Nunavut Down Payment Assistance Program (NDAP), to determine ways to incentivize the building of new houses and private homeownership;
- ii. Evaluate previous homeownership programs to identify lessons learned and inform future programming;
- iii. Conduct a review of homeownership programs in other Canadian jurisdictions for consideration in Nunavut.

	<b>Time Frame</b>	Short-Term
	<b>Lead Department</b>	NHC
	<b>Support</b>	
	<b>Planned Activities: Year One</b>	Develop a work plan to guide: A review of the NDAP; An evaluation of past homeownership programs; A jurisdictional review of homeownership programs across Canada.

**Actions to support greater understanding of budgeting, saving, and personal finances:**

**Action 17**

**Develop a Plain Language “Toolkit for Renters and Homeowners”**




The NHC, in collaboration with departments, will develop a plain language “Toolkit for Renters and Homeowners”. The toolkit will be community specific and include information on budgeting and saving, programs available to all Nunavummiut, and other information such as how to obtain necessary permits for accessory buildings. The toolkit will be made available through a number of different venues and will be included as part of the standard GN employee orientation package.

	<b>Time Frame</b>	Short-Term
	<b>Lead Department</b>	NHC
	<b>Support</b>	EIA, FIN, financial institutions, CMHC
	<b>Planned Activities: Year One</b>	Establish a work plan for the development of a plain language “Toolkit for Renters and Homeowners.”

**Action 18****Engage Banking and Financial Institutions on Expanding Service Areas to Include Smaller Communities**





EDT, NHC, and FIN will explore options to encourage banking and financial institutions to offer standard and personal financial management services in smaller communities.

- i. Can be coordinated with ongoing Income Assistance Reform

	<b>Time Frame</b>	Long-Term
	<b>Lead Department</b>	EDT
	<b>Support</b>	NHC, FIN, DFS
	<b>Planned Activities: Year One</b>	Hold an initial meeting between NHC and EDT. Determine project next steps.

**Action 19****Engage with Financial Institutions on the Provision of Homeownership Training Program as an Eligibility Requirement for NHC Homeownership Subsidies**

The NHC will engage with financial institutions to gauge interest on the provision of mandatory first-time homeownership training as an eligibility requirement for the NHC homeownership subsidies, and take advantage of existing CMHC guidance material on mortgages and homeownership.




	<b>Time Frame</b>	Medium-Term
	<b>Lead Department</b>	NHC
	<b>Support</b>	Financial institutions, CMHC, NAC, EDU, DFS
	<b>Planned Activities: Year One</b>	Hold initial meetings between NHC and financial institutions.





## Key Issue: Meeting The Housing Needs Of GN Employees

Staff housing remains an important retention and recruitment tool in Nunavut where the cost of living is high and affordable housing options are limited. For the foreseeable future, meeting the needs of GN employees will require the continued provision of existing and new staff housing units.

However, moving into private homeownership or rental is a realistic option for many GN employees. For staff housing to become a stepping-stone to private market rental or homeownership, the GN needs to consider changes to the program that encourage employees to transition into the private sector when market conditions make this a feasible option.

### 📌 Actions to create a more efficient and responsive GN staff housing program:

<b>Action 20</b>	<b>Conduct a Survey of Staff Housing Tenants to Gauge Interest for Homeownership</b>	
<p>FIN and the NHC will conduct an employee's survey of current staff housing tenants to gather baseline information and gauge interest for homeownership.</p>		
	<b>Time Frame</b>	Short-Term
	<b>Lead Department</b>	FIN, NHC
	<b>Support</b>	
	<b>Planned Activities: Year One</b>	Hold initial meeting between FIN and NHC. Begin development of a survey tool to support an employee's survey.





<b>Action 21</b>	<b>Review and Revise the Current GN Staff Housing Policy</b>	
<p>The NHC and FIN will review and revise the GN's Staff Housing Policy.</p> <p>An options paper will be developed that outlines a suggested process for interdepartmental review of the current Staff Housing Policy. The options paper will include:</p> <ol style="list-style-type: none"> <li>i. An analysis of areas for improved efficiency of the current policy;</li> <li>ii. Desired level of customer service and flexibility in provision of units;</li> <li>iii. Objectives for a revised staff housing program;</li> <li>iv. Research and data required to support the development of policy options.</li> </ol>		
	<b>Time Frame</b>	Short-Term
	<b>Lead Department</b>	FIN, NHC
	<b>Support</b>	
	<b>Planned Activities: Year One</b>	Develop options paper for revisions to the policy.

**Action 22**

**Analyze Current Staff Housing Subsidy to Determine Subsidy Levels that Encourage Transition Out of Government-Subsidized Housing**

FIN, in collaboration with the NHC, will analyze the current staff housing rents and subsidies to determine appropriate subsidy levels that encourage staff housing tenants to transition out of government-subsidized housing and into private rental or homeownership.

- i. The analysis will consider leased vs. NHC owned units to establish clear set of costs of the program





	<b>Time Frame</b>	Short-Term
	<b>Lead Department</b>	FIN, NHC
	<b>Support</b>	
	<b>Planned Activities: Year One</b>	Hold initial planning meeting between FIN and NHC. Establish a framework to guide an analysis of the current staff housing subsidy.

**Action 23**

**Review Procedures for Use of Existing Staff Housing Stock**

FIN and the NHC will collaborate to make better use of existing staff housing stock through review of:

- i. The current prioritization system used to match employees with staff housing units,
- ii. The process for allocating moves of convenience and moves related to change in family circumstance; and,
- iii. The process for reallocating vacant units based on the staffing waitlist of each community.

	<b>Time Frame</b>	Medium-Term
	<b>Lead Department</b>	FIN, NHC
	<b>Support</b>	
	<b>Planned Activities: Year One</b>	Hold initial meeting between FIN and NHC. Establish a framework to guide a review of the current prioritization system and process for reallocating vacant units.

## Strategic Challenge: Systemic Barriers to the Housing Supply

New housing construction is dependent on the availability of developed land. However, the high cost of developing land and the infrastructure necessary to support it, prevents proactive lot development and neighbourhood planning in most communities.

In addition to the high costs associated with developing land, the perceived risk in developing housing in the North, in part related to construction costs and climate, has limited the development of a strong private market. The GN can encourage the growth of the private market by expanding land availability and creating policies that stimulate construction.

GN capital funding is distributed to a variety of service areas based on need and political mandates. During the GN capital planning process, departments and agencies must compete annually for limited infrastructure funds for new construction, expansion or replacement of infrastructure, and major equipment. The GN must find opportunities for internal collaboration to maximize existing resources to alleviate pressures to housing.

Strategic Direction for Action	Challenge to Address through Actions	Key Issues
Increase collaboration among housing stakeholders	Systemic barriers to the housing supply	<ul style="list-style-type: none"> <li>• Land Development</li> <li>• Capital Planning/Infrastructure Coordination</li> </ul>

## Goal 2: Removing Barriers to the Supply Of Housing

The GN is responsible to ensure land availability and appropriate construction incentives for the housing market. The high level of perceived risk in developing housing in the North, in part related to construction costs and climate, limits the development of a strong private market. Creating incentive policies to stimulate construction will help grow the private market and improve housing in Nunavut overall.

Reducing barriers to Nunavut’s housing supply requires greater interdepartmental and intergovernmental coordination of land development, community infrastructure projects, capital planning, and housing construction.

### Desired Outcomes:

- Strengthened interdepartmental and intergovernmental prioritization and coordination of land development and community planning;
- More robust community-specific information to inform the various stages of infrastructure development (from land planning through to building construction);
- An integrated, holistic approach to infrastructure and capital planning that takes into account community needs, existing assets, GN wide priorities and program mandates;
- Increase private sector land development and housing construction.

## Key Issue: Land Development

There are many logistical and financial challenges to land development and neighbourhood planning in Nunavut. Greater collaboration within government is required to establish a mutual understanding of the current roadblocks to land development, priority issues, and to identify potential solutions to address them.

Further, creating policies that promote land availability, strengthen municipal capacity, coordinate strategic and community planning, and develop effective private market incentives are fundamental to reducing barriers to housing supply.





### 📌 Actions to encourage land development and housing construction:

#### Action 24

#### Re-Establish the Development/Planning Working Group to Facilitate Improved Community Infrastructure Planning Processes

Re-establish the former development / planning working group comprised of CGS Planning & Lands and Community Development, and expand the group to include NHC, municipalities, QEC, and CGS Petroleum Products Division (PPD). The primary objectives of the working group are to:

- i. Complete the scoping and design of a Request for Proposal (RFP) for an upcoming review of community plans (NHC & CGS),
- ii. Facilitate increased coordination of land and community planning processes,
- iii. Identify common community information requirements (e.g. list of vacant lots by community),
- iv. Ensure baseline data (demographic and needs data) gathered for community development plan is up to date to inform prioritization of land development, including information from not-for profit organizations,
- v. Inform short-term community-level development planning.

	<b>Time Frame</b>	Short-Term
	<b>Lead Department</b>	CGS
	<b>Support</b>	NHC, QEC, Municipalities, EIA
	<b>Planned Activities: Year One</b>	Re-establish former development / planning working group. Develop working group terms of reference.



**Action 25**

**Create Short-Term Development Plans to Support Community Planning and Infrastructure Development**

CGS and NHC will collaborate to create short-term (1-3 years) evidence-based development plans to augment existing, longer-term community plans (5 years). Development plans will outline more specific community-level detail such as vacant lots, and housing need as a percentage of stock to support the planning, design and building of infrastructure.

- i. To further support community-level planning, CGS and NHC will work to include permafrost hazard maps and the online Permafrost Databank in development plans; and to inform future research priorities.





	<b>Time Frame</b>	Long-Term
	<b>Lead Department</b>	CGS, NHC
	<b>Support</b>	Municipalities, QEC, ENV
	<b>Planned Activities: Year One</b>	Establish an outline of what a Development Plan should include. Develop a framework to guide the development of short-term Community Development Plans.

**Action 26**

**Develop Guidelines for Determining Lot Development by Community**

Making use of existing community plan data, develop guidelines for determining the number of lots to be developed per community according to criteria such as:

- i. Categories of community housing need represented as a percentage of stock;
- ii. Community-specific statistics on income and employment that indicate the potential for homeownership opportunities.

	<b>Time Frame</b>	Long-Term
	<b>Lead Department</b>	CGS, NHC
	<b>Support</b>	EIA (Statistics Bureau), Select municipalities
	<b>Planned Activities: Year One</b>	Establish a work plan for developing guidelines for lot development by community.





**Action 27****Assess Issues with Land Development Funds**

Analyze the use of Land Development Funds by community to determine each community's capacity for developing land. Determine if there is a need for incentive options to municipalities for land development, and identify or expand mechanisms to develop incentive options.

	<b>Time Frame</b>	Medium-Term
	<b>Lead Department</b>	CGS
	<b>Support</b>	Municipalities
	<b>Planned Activities: Year One</b>	Establish a community-by-community assessment schedule. Determine project next steps.





**Action 28****Identify CGS Planning Expertise and Resources to Support Municipalities with Land Development**

Identify CGS planning expertise, information and resources accessible by municipalities to support land development. Continue with work to improve CGS capacity to provide local support.

	<b>Time Frame</b>	Short-Term
	<b>Lead Department</b>	CGS
	<b>Support</b>	
	<b>Planned Activities: Year One</b>	Identify key internal expertise, information and resources to assist municipalities and support further land development.

**Action 29****Continue to Develop the Electronic Filing System for Increased Efficiency in Planning and Land Administration**

Continue to develop and improve the electronic filing system for planning and land administration to increase efficiency and access.

	<b>Time Frame</b>	Long-Term
	<b>Lead Department</b>	CGS
	<b>Support</b>	Municipalities, JUS
	<b>Planned Activities: Year One</b>	Monitor progress and make regular adjustments

## Key Issue: Capital Planning/Infrastructure Coordination

Increased collaboration among departments and agencies, will provide a more efficient approach in the prioritization of government spending. By coordinating community infrastructure projects, land development, capital planning processes, and housing construction, the impact of the GN’s limited capital funds can be increased and more opportunities for new housing created.

A key component of this will be to understand the current system of prioritizing capital, as well as departmental needs and planning processes, to begin to establish a strategic direction to guide capital infrastructure development over the short and the long-term.

### 📌 Actions to foster greater integration and improvement of capital and infrastructure planning processes:

#### Action 30

#### Identify Departmental Representatives to Establish an Interdepartmental Working Group on Infrastructure





To support the ICCP process, Deputy Ministers Committee will identify departmental representatives in order to establish an interdepartmental working group on infrastructure. The working group will:

- i. Coordinate an interdepartmental review and update of capital substantiation sheets, including:
  - Develop a standardized, criteria-based prioritization process for capital funding requests based on a review of prioritization processes in other jurisdictions.
  - Develop an evaluation tool for proposed infrastructure that incorporates factors such as the source of capital funding, return on investment (ROI), socio-economic impact(s), community needs and alignment with overall GN mandate/priorities, and any supporting programming or operational funding requirements;
- ii. Establish a process for the review of infrastructure requests;
- iii. Support the development of a long-term infrastructure plan for Nunavut (including all infrastructure needs);
- iv. Develop a briefing package to facilitate transition planning to new governments on community infrastructure priorities and an analysis of GN wide programming and infrastructure needs.

	<b>Time Frame</b>	Short-Term
	<b>Lead Department</b>	CGS, FIN
	<b>Support</b>	All Departments
	<b>Planned Activities: Year One</b>	Establish working group. Develop working group terms of reference.

**Action 31****Conduct a Government-Wide Review of the Interdepartmental Committee on Capital Planning (ICCP) Process**





Coordinate a government-wide review of the effectiveness of the internal GN capital planning process to determine its effectiveness in meeting the capital needs of the GN.

	<b>Time Frame</b>	Short-Term
	<b>Lead Department</b>	FIN
	<b>Support</b>	All departments
	<b>Planned Activities: Year One</b>	Establish a process for conducting a review. Begin departmental consultation.

**Action 32****Assess the Need for an Information Portal to Support Integration of Capital and Infrastructure Planning Processes**

Assess the need for a centralized information portal to support the integration of the GN's capital planning process with community infrastructure needs. If a need for a portal is determined:





- i. CGS will assess the feasibility of expanding the Integrated Community Sustainability Plans (ICSP) initiative into a central information sharing system and prioritization tool for use by GN departments to inform infrastructure decision-making;
- ii. Based on the outcome of the assessment, CGS will draft an options paper to propose that the ICSP platform be formally expanded to include input from all GN departments and agencies. The discussion paper will include baseline data needs for ICSPs, a protocol to support accurate, relevant and timely data gathering, and standardization of the ICSP process across all communities;
- iii. The paper should also discuss how community need input from NTI and Regional Inuit Organizations that could be incorporated into the database, as well as information from the non-profit sector, where applicable.

	<b>Time Frame</b>	Medium-Term
	<b>Lead Department</b>	CGS
	<b>Support</b>	NHC, Municipalities
	<b>Planned Activities: Year One</b>	Complete assessment of need.

📌 Actions to encourage private sector involvement in land development and housing construction:

**Action 33**      **Develop a List of Public Housing Need by Community to Inform Private Sector Priorities**





The NHC will develop and make publicly available a list of housing needs by community over the short-term to inform private sector priorities.

	<b>Time Frame</b>	Short-Term
	<b>Lead Department</b>	NHC
	<b>Support</b>	
	<b>Planned Activities: Year One</b>	Develop a plan to publicize a list of housing needs by community.

**Action 34**      **Determine Community Interest in Private Land Development or Other Models**

Building on preliminary work by CGS, the NHC and CGS will approach municipalities to determine interest in private development of land, or other alternative development models where land development is undertaken by:

- i. NHC or CGS, Inuit organization, or other Nunavut organizations.

	<b>Time Frame</b>	Short-Term
	<b>Lead Department</b>	CGS, NHC
	<b>Support</b>	Municipalities
	<b>Planned Activities: Year One</b>	Identify target municipalities for further engagement.

**Action 35**      **Research Incentives that Stimulate Private Land Development and Housing Construction in Communities**





CGS and the NHC to undertake research on private land development models and government incentives that stimulate land development and housing construction in municipalities.

	<b>Time Frame</b>	Long-Term
	<b>Lead Department</b>	CGS, NHC
	<b>Support</b>	
	<b>Planned Activities: Year One</b>	Complete project scoping stage.

**Action 36**

**Engage with RIAs on Potential P3 for Housing Construction, Block Land Development and other Opportunities on Municipal Inuit Owned Lands**





The NHC and CGS will engage with Regional Inuit Associations (RIAs) and their associated business arms on potential public private partnerships (P3) or private investment opportunities for housing developments, block land development, and the development of Inuit Owned Land (IOL) within municipal boundaries, with priority given to approaches that also support innovation, community economic development, and building local capacity.

	<b>Time Frame</b>	Long-Term
	<b>Lead Department</b>	NHC, CGS
	<b>Support</b>	FIN, RIAs/Associated Development Corporations
	<b>Planned Activities: Year One</b>	Identify opportunities for potential public private partnerships or investment.

**Action 37**

**Continue Participation in SEAC to Deliver Coordinated Messaging to Potential Resource Development Partners**





NHC will continue its participation in the Socio-economic Assessment Committee (SEAC), led by EDT, to deliver coordinated messaging on the need for, and benefits of, private investment in housing by potential mining industry partners.

	<b>Time Frame</b>	Long-Term
	<b>Lead Department</b>	EDT
	<b>Support</b>	NHC
	<b>Planned Activities: Year One</b>	Identify opportunities for messaging. Develop and promote investment options for industry consideration

**Action 38**

**Assess the Feasibility of Using EDT’s Business Development Programs to Encourage Growth in Nunavut-Based Contractors in Housing-Related Trades**


To further encourage the construction of affordable housing by the private sector, as well as continue development of small scale maintenance, and construction and related businesses, EDT will work with the NHC to assess the feasibility of using EDT’s business development programs to encourage the growth of Nunavut-based contractors in housing-related trades.

	<b>Time Frame</b>	Long-Term
	<b>Lead Department</b>	EDT
	<b>Support</b>	NHC
	<b>Planned Activities: Year One</b>	Develop a work plan to guide the feasibility assessment of using business support programs to encourage growth of Nunavut-based contractors.

**Action 39**

**Consult with the Private Sector on the Blueprint for Action on Housing**



The NHC will develop a method to engage directly with the private sector on relevant areas of the Blueprint for Action, such as affordable rental, homeownership, and land development.

	<b>Time Frame</b>	Short-Term
	<b>Lead Department</b>	NHC
	<b>Support</b>	EDT
	<b>Planned Activities: Year One</b>	Determine private sector players and begin to explore consultation/engagement opportunities.

**Action 40****Conduct a Housing Need and Demand Study to Determine the Housing Needs of Nunavummiut**

The NHC will conduct a housing need and demand study to determine the housing needs of all Nunavummiut, including income and affordability levels, as well as the need for supportive housing. This information will be used to:

- i. Determine position of current clients/tenants, and other Nunavummiut along the housing continuum;
- ii. Target families and individuals by employment status, income range, length of service, etc. for the NHC's homeownership programming,
- iii. Develop policy tools to support transition out of government subsidized housing, such as rent scaling or rent-to-own models.
- iv. Determine how many Nunavummiut require alternative housing models, including care units.

	<b>Time Frame</b>	Medium-Term
	<b>Lead Department</b>	NHC
	<b>Support</b>	Health, DFS, EIA
	<b>Planned Activities: Year One</b>	Complete project scoping stage.

**Action 41****Conduct an Impact and Feasibility Analysis of Varied Approaches to Social and Staff Housing Delivery**

Conduct an impact analysis (impact to government) of various approaches to social and staff housing delivery to assess their feasibility. Through the use of pilot projects, examine the benefits of:

- i. A lease-only model for certain communities whereby the NHC leases staff housing units from private developers (vs. NHC owned and operated portfolio) Note: currently the NHC is using a mix of NHC owned and leased staff housing units;
- ii. Contractors assuming the costs of housing construction and property management (the NHC guarantees buy-back);
- iii. Increased repurposing of derelict or unused units and buildings for social housing.

	<b>Time Frame</b>	Short-Term
	<b>Lead Department</b>	NHC
	<b>Support</b>	
	<b>Planned Activities: Year One</b>	Complete project scoping stage.



## Strategic Challenge: The High Cost Of Housing

The cost of housing construction in Nunavut is very high. On average, construction costs in Nunavut are nearly three times higher than in Southern Ontario . Furthermore, the operation and maintenance costs for social housing are significant and increasing year over year. Operating costs are mostly attributed to water, power, and sewage services, with only a small percentage of these costs being recovered through rental revenues.

Nunavut’s pool of skilled labourers, particularly in the areas of construction, maintenance and administration of housing and related infrastructure, is small. This impairs the ability of the NHC to maintain its own buildings, limits the capacity of the construction industry to build more private dwellings and in some cases, prevents individuals from purchasing or sustaining private homes due to high maintenance costs. A strong local workforce will enable the GN to build and maintain housing more efficiently. Increased local employment will also benefit the economy and contribute to self-reliance.

Strategic Direction for Action	Challenge to Address through Actions	Key Issues
Instill self-reliance to reduce dependence on government	Reducing the costs of housing	<ul style="list-style-type: none"> <li>• Workforce Development</li> <li>• Technological Innovation</li> <li>• Municipal Financing</li> </ul>

### Goal 3: Reduce The Cost Of Housing

Reducing the cost of housing in Nunavut as a whole can be achieved through more efficient utility use and cost reduction and efficiency initiatives, construction techniques and administrative reductions. Keeping with the Nunavut Housing Trust Lessons Learned document, the provision of public housing will be through multi-family needs-based housing, maximizing private sector involvement and minimizing costs through combined supply and build processes.

Reducing the costs of housing will rely on strengthening local workforces in construction, maintenance, and administration of housing and related infrastructure; increasing technological innovation to build and maintain housing more efficiently; and on improving understanding of the true costs of service delivery.

#### Desired Outcomes:

- A comprehensive training continuum that strengthens local workforces in housing-related occupations.
- The adoption of new technology and innovation will lead to increased efficiency in maintenance and operations, reduced costs and extend the life expectancy of the NHC’s housing stock.
- Greater understanding and transparency in the municipal utility rate structure will increase predictability for the NHC.

## Key Issue: Workforce Development





The development of a comprehensive training continuum that outlines all existing GN administrative/contractual measures, programs and spending that support, or could be used to support and sustain ongoing training and skills development. The continuum would align with adult education, career development, income support, etc., and would help identify training gaps that exist.





A strengthened local workforce will enable the GN to build and maintain housing more efficiently, thereby reducing costs. Increased local employment would also benefit the economy and contribute to self-reliance. Identification of opportunities for partnerships and better coordination between departments involved in local workforce development is key to strengthening Nunavut’s capacity to meet the demands for housing and associated infrastructure.





### 📌 Actions to support ongoing education, training, and skills development in housing related occupations:

<b>Action 42</b>	<b>Continue to Develop and Deliver the “Building Trades Helper” Program to Provide Students with Entry-Level Employment Skills for Building Maintenance and Construction Industry</b>
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DFS will continue to collaborate with Nunavut Arctic College (NAC) and the NHC to develop and deliver the “Building Trades Helper” program. The program will continue to provide students with the necessary skills to pursue entry-level employment opportunities in the building maintenance and construction industry in occupations such as carpentry and plumbing.

	<b>Time Frame</b>	Long-Term
	<b>Lead Department</b>	DFS
	<b>Support</b>	NAC, NHC, CGS
	<b>Planned Activities: Year One</b>	Continue to develop the foundation of the Building Trades Helper program.

<b>Action 43</b>		<b>Review Lessons Learned From the NEAT Program to Assess the Feasibility of Program Re-Establishment</b>
<p>EDU with support from NHC will review lessons learned from the Nunavut Early Apprenticeship Training (NEAT) program and assess the demand and feasibility of re-establishing a program to provide high-school students with the opportunity to work towards journeyperson certification.</p>		
	<b>Time Frame</b>	Long-Term
	<b>Lead Department</b>	EDU
	<b>Support</b>	NHC, DFS, NAC
	<b>Planned Activities: Year One</b>	Review lessons learned from the NEAT program. Establish the parameters of a demand and feasibility assessment for re-establishing the program.

<b>Action 44</b>		<b>Continue the Development of the GREAT Program to Prepare Social Assistance Clients for Employment</b>
<p>DFS and NAC will work to continue to develop of the Getting Ready for Employment and Training (GREAT) program to prepare social assistance clients (under the Income Assistance Program) for employment opportunities.</p>		
	<b>Time Frame</b>	Long-Term
	<b>Lead Department</b>	DFS, NAC
	<b>Support</b>	NHC
	<b>Planned Activities: Year One</b>	Produce summary statistics on GREAT program rates of enrollment.

📌 Actions to match training and competency requirements to occupations in housing-related fields:

**Action 45**

**Review Positions within NHC and LHOs to Assess the Effectiveness and Suitability of Current Occupational Standards**

The NHC will review categories of positions within the organization (NHC and LHOs) to:


- i. Associate them with National Occupational Classification (NOC) information;
- ii. Conduct a jurisdictional review of occupational standards across territories and provinces to determine what is appropriate for the NHC/LHOs to adopt in Nunavut;
- iii. Engage the LHOs to determine if the current occupation standards are effective, or if they create unintended employment barriers or challenges.

	<b>Time Frame</b>	Short-Term
	<b>Lead Department</b>	NHC
	<b>Support</b>	FIN, DFS, EDT
	<b>Planned Activities: Year One</b>	Complete project scoping stage.

**Action 46**

**Assess Feasibility of Incorporating Skills and Competencies into the Curriculum for Employment in Housing-Related Occupations**

The NHC will work with the Department of Education to determine the feasibility of incorporating, into the elementary and secondary school curriculum, the skills and competencies required for employment or post-secondary training in a housing-related occupation.

	<b>Time Frame</b>	Long-Term
	<b>Lead Department</b>	EDU
	<b>Support</b>	NHC, DFS
	<b>Planned Activities: Year One</b>	Preliminary meetings between departments

## Key Issue: Technological Innovation





Additional research in best practices and potential standards is required to strengthen our understanding of how technological innovation can help build and maintain housing more efficiently. Greater collaboration between GN departments and agencies on potential pilot projects will enable more economical construction and maintenance options.

Given the high cost of utilities across the territories, more energy-efficient homes and more sustainable energy solutions will have large impacts on the costs of housing over the long-term.

### 📌 Actions to use technology and innovation to reduce costs associated with the maintenance and operation of housing:

#### Action 47 Explore Technology to Remotely Monitor Vacant Units to Ensure Ongoing Efficient Building Operations

The NHC will explore technological solutions to remotely monitor vacant units, and operational systems of multiplexes to ensure the ongoing efficient building operations and prevent freeze-ups and other issues.

	<b>Time Frame</b>	Medium-Term
	<b>Lead Department</b>	NHC
	<b>Support</b>	CGS
	<b>Planned Activities: Year One</b>	Complete project scoping stage.

#### Action 48 Review and Update Electronic System for Maintenance Work Orders to Improve Efficiency and Responsiveness of LHOs

The NHC will review and update the electronic system for maintenance work orders in order to improve the efficiency and responsiveness of Local Housing Organizations (LHO) to client requests and maintenance demand work, and to ensure effective preventive maintenance is performed. Timely resolution of maintenance issues will extend the life expectancy of housing units.





	<b>Time Frame</b>	Short-Term
	<b>Lead Department</b>	NHC
	<b>Support</b>	
	<b>Planned Activities: Year One</b>	Establish a framework for a review of a viable electronic work order system.

**Action 49**

**Continue Work on a Net-Metering Policy and Supporting Legislative Requirements to Allow Consumers to Produce their Own Electricity and Off-Set Costs**

QEC will continue work on a net-metering policy to allow consumers to produce their own electricity (two-way power production) and offset electricity costs.

- i. The NHC will continue to assist QEC through a pilot project of net-metering technology through installation of solar panels on select homes in Nunavut.
- ii. The Nunavut Research Institute (NRI) will make available existing data on solar panel feasibility to further support research and understanding of alternative energy solutions in Nunavut.





	<b>Time Frame</b>	Long-Term
	<b>Lead Department</b>	QEC
	<b>Support</b>	NHC, NRI, Energy Secretariat
	<b>Planned Activities: Year One</b>	Continue developing a net-metering policy and supporting legislative amendments. NRI to provide data on solar panel feasibility to QEC.

**Action 50**

**Establish a General Process for the Adoption of New Construction and Maintenance Technology to Ensure New Technology is Appropriate within the Nunavut Context**





CGS, the NHC, and the Energy Secretariat will work together to establish a general process for the adoption of new construction and maintenance technology, with input from NRI, as needed. The process will ensure that new technology is appropriate within the Nunavut-context and able to be properly integrated, maintained, and repaired. The process will also include the following components:

- i. Review the adoption of the technology in other jurisdictions
- ii. Establish clear scientific methodology for testing,
- iii. A pilot program component, including a pilot project framework to ensure proper participation and a standard approach across departments;
- iv. The development of a comprehensive business case to support adoption of the technology.

	<b>Time Frame</b>	Long-Term
	<b>Lead Department</b>	CGS, NHC,
	<b>Support</b>	NRI, Energy Secretariat
	<b>Planned Activities: Year One</b>	Hold initial planning meeting between CGS, NHC, and the Energy Secretariat. Develop a work plan for establishing a general process for adopting new technology.





**Action 51****Engage with CHARS on the Potential Opportunities to Reduce Costs Associated with Housing in Nunavut**

CGS, NHC, NRI, and the Energy Secretariat will engage the Canadian High Arctic Research Station (CHARS) on the potential for pilot programs, research and funding of innovative solutions, to reduce the costs of operating, maintaining, and building housing in Nunavut. As part of the process for adopting and piloting new technology, the NHC will explore the use of the Arviat Sustainability House as an innovation test centre.

	<b>Time Frame</b>	Short-Term
	<b>Lead Department</b>	EDT, CGS, NHC, NRI
	<b>Support</b>	CHARS
	<b>Planned Activities: Year One</b>	Hold initial meeting with CHARS. Identify opportunities for pilot programs, research and funding for innovative solutions.

**Action 52****Develop Information, Resources and Incentives that Encourage Housing Tenants to Monitor, Care and Maintain Housing Units**

The NHC will develop resource material and develop incentives to encourage housing tenants to monitor, care for, and maintain housing units, practice conservation, and recognize the responsibilities of a tenant.

	<b>Time Frame</b>	Long-Term
	<b>Lead Department</b>	NHC
	<b>Support</b>	Energy Secretariat, RIAs, NTI
	<b>Planned Activities: Year One</b>	Identify key areas where further tenant engagement and education is required.



## Key Issue: Municipal Financing

Municipal financing structure is influencing the cost of housing. There is a need to examine the existing municipal financing structure, and the role of utility charges in reconciling municipal budgets. Investigating the level and appropriateness of control given to municipalities in determining the costs of municipal services and land development is also important, as well as exploring potential alternative financing models.

- ❖ **Actions to make the cost of housing more predictable, and explore greater efficiencies with water and sewage subsidies:**

### Action 53

#### Establish a Working Group Comprised of CGS, Municipalities and the NHC to Review the Water and Sewer Service Subsidy Program

CGS will establish a working group comprised of municipalities and the NHC to review the water and sewage subsidy program:

- i. Consider recommendations identified in the recent Water Sewer Service Subsidy Policy (WSSSP) review;
- ii. Conduct a review of the rate per litre for water and sewage services that municipalities charge the NHC for residential units. The review would consider the impact of making changes to the rate billed to the NHC, such as offering a standard residential rate to all customers.
- iii. A residential subsidy agreement between CGS and the NHC could be established to ensure municipalities are not negatively affected.

	<b>Time Frame</b>	Short-Term
	<b>Lead Department</b>	CGS
	<b>Support</b>	NHC, municipalities
	<b>Planned Activities: Year One</b>	Establish working group. Develop working group terms of reference.

### Action 54

#### Engage with NAM on the Development of Service Level Standards that Reflect Best Practices for Reducing Service Delivery Costs

CGS will engage with the Nunavut Association of Municipalities (NAM) on the development of service level standards that reflect best practices for reducing service delivery costs.




	<b>Time Frame</b>	Short-Term
	<b>Lead Department</b>	CGS
	<b>Support</b>	NAM
	<b>Planned Activities: Year One</b>	Establish a process for the development of service level standards for utilities delivery.

**Action 55**

**Develop a Web-Based Inventory of Buildings by Community to Allow Departments to Identify Potential Opportunities for Repurposing Buildings to Meet Diverse Housing Needs**

The NHC will work with CGS to develop a web-based inventory of buildings by community, to be integrated with the existing Planning and Lands System.

The web-based tool would include information on building life expectancy, occupancy status, health and safety concerns and other information to allow departments to identify potential opportunities for repurposing buildings to meet diverse housing needs. Consideration will be given to integrating the inventory tool with existing platforms, such as CGS' Asset Planner and the ICSP.

	<b>Time Frame</b>	Medium-Term
	<b>Lead Department</b>	NHC, CGS
	<b>Support</b>	FIN, All Departments
	<b>Planned Activities: Year One</b>	Establish a framework for the continued development of a web-based inventory.

## Challenge: Limited Investment dedicated to housing

Practical solutions to Nunavut’s housing challenges require considerable financial investment and the contribution and collaboration of multiple partners, including the municipalities, federal government, Inuit organizations, non-government organizations and the private sector. Without increased investment, the housing situation in Nunavut will remain in crisis.

Direct investments in housing provide economic stimulus with measurable outputs. Furthermore, investments in housing infrastructure also provide cost savings to the government in terms of reduced pressure on other essential government services. Investing in housing is not just good social policy; it is good education, health care, economic and community development policy.

Strategic Direction for Action	Challenge to Address through Actions	Underlying Issues
Instill self-reliance to reduce dependence on government	Limited investment dedicated to housing	<ul style="list-style-type: none"> <li>Building a stronger Business Case</li> </ul>

## Goal 4: Increase Investment in Housing

Realistic solutions to Nunavut’s housing challenges require considerable financial investment and the contribution and collaboration of multiple partners, including the federal government, Inuit organizations, non-governmental organizations and the private sector. Without increased investment, the housing situation in Nunavut will remain in crisis.

Increasing investment for housing will depend on the GN’s ability to present a coordinated argument with its partners for increased investments in housing and related infrastructure from the federal government. An achievable and comprehensive long-term response to Nunavut’s housing challenges requires collaborative government involvement and significant investment to address the entire continuum of housing.

### Desired Outcomes:

- Increased collaboration within the GN on the collection, collation and analysis of existing data will lead to a stronger business case for increased investment in housing.
- Coordinated requests for federal funding that strategically address Nunavut’s interdependent infrastructure and housing needs.
- Greater coordination internally between the NHC, EIA and FIN, and externally with NTI and RIAs will result in increased investment in housing.

## Key Issue: Building a Stronger Business Case

Increasing Nunavut's housing stock will require additional capital investment on a regular basis. A review of projected needs (housing construction, maintenance, and related infrastructure) and the financial resources available to meet those needs is required to support a coordinated argument for increased investments for housing and related infrastructure from the federal government.

The development of a strong and integrated business case for investment must also identify the benefits of investment and present evidence that social housing construction contributes to the social and economic development of the territory.

### Action 56

### Develop an Evidence-Based Framework to Support the Creation of Business Case for Increased Investment in Housing

The NHC in collaboration with EIA and FIN will develop an evidence-based framework to support the development of a business case for increased investment in housing that includes:

- i. Identifying the data requirements to be included in the business case;
- ii. Identification, collection and analysis of existing data through GN sources such as the Nunavut Bureau of Statistics, Nunavut General Monitoring Program, and Socio-economic Monitoring Committees' (SEMC) data map initiative;
- iii. An approach to building robust, comprehensive and reliable data sets through partnerships with departments and external agencies (e.g. NTI).

	<b>Time Frame</b>	Long-Term
	<b>Lead Department</b>	NHC, EIA (NBS)
	<b>Support</b>	FIN, DFS, EDT
	<b>Planned Activities: Year One</b>	Hold initial project scoping meeting between NHC, EIA and FIN.

**Action 57**

**Develop a Business Case for Renewed Long-Term Federal Investment in Housing and Infrastructure**

FIN will work with the NHC, CGS and EIA to develop a business case for renewed long-term federal investment in housing and infrastructure, including land development. Key steps in the development of the business case include:

- i. Promotion of coordinated GN-NTI housing and infrastructure priorities at the federal, territorial and provincial levels;
- ii. Coordinating the GN's federal infrastructure and housing asks to meet current need and future demand;
- iii. The development of a work plan to meet timelines for renewed federal infrastructure funding;
- iv. Engaging NTI in identifying infrastructure and housing priorities.





	<b>Time Frame</b>	Long-Term
	<b>Lead Department</b>	FIN, NHC
	<b>Support</b>	CGS, EIA
	<b>Planned Activities: Year One</b>	Hold initial planning meeting between FIN, NHC, CGS and EIA.

**Action 58**

**Research the Viability and Suitability of Alternative Financing Options for Additional Housing Stock**

Research the viability and suitability of alternative financing options for additional housing stock, including:

- i. The NHC will work with DFS, the Qikiqtani Inuit Association (QIA), and other RIAs where possible, to assess the applicability of a private-public partnership for purpose-built housing and to meet program delivery needs.
- ii. The NHC will research the viability of other financing options, such as community land trusts, social investment bonds, and similar financing vehicles for their potential to increase investment in housing.



	<b>Time Frame</b>	Long-Term
	<b>Lead Department</b>	NHC
	<b>Support</b>	RIAs, DFS
	<b>Planned Activities: Year One</b>	Hold initial meetings with QIA and DFS to assess the applicability of private-public partnerships for purpose-built housing.

## Review and Accountability

### Action 59

### Ensure Incorporation of Inuit Societal Values in Blueprint Implementation

Apply Inuit Societal Values (ISV) to implementation of all Blueprint actions. Review all quarterly reports and Annual Status of Housing Reports to ensure ISVs are incorporated appropriately.

	<b>Time Frame</b>	Long-Term
	<b>Lead Department</b>	All Departments
	<b>Support</b>	NHC, CH
	<b>Planned Activities: Year One</b>	Ensure Annual Status of Housing Report allows for incorporation of ISVs



### Action 60

### Accountability Framework

In the first Quarter of each fiscal year, the NHC will coordinate an interdepartmental workshop to assess overall outcomes of the Blueprint for that fiscal year, and identify activities for the following year. The results will be a list of Blueprint for Action on Housing activities to inform departmental business plans.

An Annual Status of Housing Report will then be tabled in the fall sitting of the Legislative Assembly and will include the analysis of outcomes, and planned activities for the following fiscal year.

The NHC, DFS, and NTI will explore the potential for including Blueprint for Action reporting as a standing item on the Poverty Reduction Roundtable agenda, as well as possibilities for tying the Annual Status of Housing Report to the Poverty Reduction Annual Report.

	<b>Time Frame</b>	Short-Term
	<b>Lead Department</b>	NHC
	<b>Support</b>	All Departments
	<b>Planned Activities: Year One</b>	Establish interdepartmental Blueprint working group

# Appendix A: Other Initiatives

Additionally, the *Blueprint for Action* recognizes connections with other initiatives currently in progress.

**The Makimaniq Plan: A Shared Approach to Poverty Reduction (2011)** was developed through a public engagement process co-sponsored by the GN and Nunavut Tunngavik Incorporated. “Housing and Income Support” is one of six key themes identified in the Makimaniq Plan.

**The Nunavut Suicide Prevention Strategy Action Plan (2012-2014)** was established to ensure that the vision of the Suicide Prevention Strategy is achieved. Cross-departmental and interagency collaboration is built into the action plan with the desired outcomes of enhancing individual and community wellness programs and supports.

**The Nunavut Food Security Strategy and Action Plan (2014-2016):** a key theme of the Food Security Strategy and Action Plan is to strengthen skills related to country and store-bought foods, including language, literacy, and numeracy skills. Improving literacy and numeracy skills will also assist Nunavummiut in overcoming barriers impeding movement along Nunavut’s housing continuum.

**The Elders Program Strategy (2010-2014)** recommends a holistic approach to supporting the health and well-being of elders, outlining the need for culturally relevant healthy living programs and appropriate housing options with an emphasis on creating healthy families and communities.

**Developing Healthy Communities: A Public Health Strategy for Nunavut (2008-2013)** set a vision “to create the conditions that enable all Nunavummiut to enjoy excellent health and reach their full potential”. The Strategy identified two priorities, (i) Healthy Children and Families, and (ii) Addiction Reduction which relate to the Blueprint objectives of supportive housing care and encouraging transition along Nunavut’s housing continuum.

**The Nunavut Economic Development Strategy (2003-2013)** notes the importance of investment in housing for Nunavut’s economic development, and sets housing as a strategic priority for the territory.

**The Nunavut Economic Development Strategy II (2014- 2024)** is currently under development. Opportunities may be available to integrate housing and infrastructure goals and actions under this strategy with the Blueprint for Action, and build synergies across strategic long-term GN initiatives that foster economic development.

**Ingirrasiliqta - the Nunavut Transportation Strategy** notes that efficiencies in transportation can be achieved with the construction of roads, deep water ports, as well as harbours for shipping goods. This has implications for housing as Nunavut lacks a connected road network, and Nunavut’s housing materials are shipped to communities by barge. This Strategy further notes that investments to connect Nunavut to Canada’s National Highway System would bring increased economic growth, increased employment, and infrastructure development.

**Parnautit - the Nunavut Mineral Exploration and Mining Strategy** outlines the objective of building long-term and sustainable community and regional infrastructure investments in hub communities to encourage linkages between communities and the expansion of the resource development sector.

**The GN Human Resource Strategy (2014-2018)** prioritizes investment in education and training in order to attract and retain Nunavummiut and non-Nunavummiut for public service employment. Housing plays an important role affecting both staff mobility and the capacity for departments to hire and retain GN staff in the communities where they are needed.

**Ikummatiit – the GN’s Energy Strategy (2007)** addresses the territory’s dependence on imported fossil fuels. The Energy Strategy sets policy and planning objectives for the GN, such as development of a new Energy Code for Retrofitting Existing Buildings.

**Upagiaqtavut – The GN Climate Change Impacts and Adaptation Strategy** sets objectives for building innovative partnership opportunities across government, communities, organizations, universities and the private sector for integrating climate change considerations into planning and decision-making processes. Changing permafrost and ice conditions as a result of climate change require adaptations in infrastructure engineering and housing construction practices.

**The Nursing Recruitment and Retention Strategy (2007)** notes a lack of staff housing as one of the largest barriers to recruiting nurses in Nunavut.



# Appendix B: Glossary

## Terms

<b>The Blueprint</b>	The Blueprint for Action on Housing (2016). Third and final component of the Igluliuqatigiilauqta initiative. A long-term, comprehensive plan of action for the GN to address Nunavut's housing crisis. Actions and initiatives included in the Blueprint will be renewed every 5 years to reflect the current housing situation of the time.
<b>The Framework</b>	The Framework for the GN Long-term Comprehensive Housing and Homelessness Strategy (2012). First part of the Igluliuqatigiilauqta initiative. Presents a thorough discussion of Nunavut's housing crisis and introduces four (4) overarching strategic directions for addressing key challenges.
<b>Housing Continuum</b>	A suite of housing options ranging from emergency shelters to homeownership. A complete housing continuum offers Nunavummiut a full range of housing options to meet their sheltering needs. In Nunavut, options should include various types of supportive housing, as well as new and varied types of affordable housing.
<b>Igluliuqatigiilauqta</b>	"Let's build a home together." A strategic initiative launched by the NHC in 2012 to guide the GN's development of a long term, comprehensive strategy to address housing and homelessness in Nunavut.
<b>Developed Land</b>	Municipal land that is appropriately zoned, accessible by road and municipal services (water, power, sewage), and consistent with the objectives of the community plan.
<b>Sivumut Abluqta</b>	Mandate of the 4th Legislative Assembly of the Government of Nunavut. 2014-2018.
<b>The Strategy</b>	The GN Long-Term Comprehensive Housing and Homelessness Strategy (2013). Second part of the Igluliuqatigiilauqta initiative. Introduces a strategic path, including four (4) goals and twelve (12) associated objectives, for addressing Nunavut's housing crisis.
<b>Tamapta</b>	Mandate of the 3rd Legislative Assembly of the Government of Nunavut. 2009-2013
<b>Purpose-Built Housing</b>	Housing that is specifically designed to support a certain kind of tenant. Most commonly, this refers to supportive housing for those who cannot live independently, or who require some assistance in daily living.

**Secondary Suite**

A second dwelling within or adjacent to a single dwelling, owned and operated by the same landlord, and within the same lot. Examples include, granny suites, coach houses, or garage units

**Strata housing**

Type of housing in which common areas

## Acronyms

<b>DFS</b>	Department of Family Services (Government of Nunavut).
<b>EIA</b>	Department of Executive and Intergovernmental Affairs (Government of Nunavut).
<b>ENV</b>	Department of Environment (Government of Nunavut).
<b>FIN</b>	Department of Finance (Government of Nunavut). GN The Government of Nunavut. The public administration of the territory of Nunavut.
<b>ICCP</b>	Interdepartmental Committee on Capital Planning. Internal Government of Nunavut committee responsible for making recommendations on capital budget allocations.
<b>ICSP</b>	Integrated Community Sustainability Plans (Government of Nunavut). Community-specific profiles listing existing infrastructure as well as future infrastructure needs.
<b>IIBA</b>	Inuit Impact and Benefit Agreement. A negotiated agreement between government or a third party and Inuit to ensure that the detrimental impacts or benefits of a given project are taken into account.
<b>IOL</b>	Inuit Owned Lands. Land granted to the Inuit under the Nunavut Land Claim Agreement in the Nunavut Settlement Area. A mixture of surface land title and sub-surface mineral rights.
<b>LHO</b>	Local Housing Organization. Independent organizations under the Societies Act that operate at the community-level to provide day-to-day housing services and program delivery.
<b>LMI</b>	Labour Market Information. Quantitative and qualitative data and analysis pertaining to employment and the workforce of a given market.
<b>NAM</b>	The Nunavut Association of Municipalities. A forum of community officials representing the mayors and municipal administrators of Nunavut's 25 communities.
<b>NHC</b>	The Nunavut Housing Corporation, a public agency of the Government of Nunavut. Responsible for the creation, coordination and administration of housing programs that provide fair access to a range of affordable housing options to Nunavummiut.
<b>NTI</b>	Nunavut Tunngavik Inc. The representative body of all Inuit in Nunavut. Responsible for ensuring that the Nunavut Land Claim Agreement is implemented fully and that government's obligations to Inuit are being fulfilled.
<b>QEC</b>	Qulliq Energy Corporation, a crown corporation of the Government of Nunavut, responsible for supplying electricity to the communities of Nunavut.

- RIA** Regional Inuit Association. Also known as a Designation Inuit Organization under the Nunavut Land Claim Agreement. Represents the interests of Inuit at a regional level. Affiliated with NTI.
- RFP** Request for Proposal. A solicitation made by an agency or company to potential suppliers for a service, commodity or valuable asset. Often made through a bidding process.
- SEAC** Socio-economic Assessment Committee. An interdepartmental Government of Nunavut committee responsible for assessing the socio-economic impacts of proposed and existing resource development projects in Nunavut.



