Standing Committee on Oversight
of Government Operations
and Public Accounts
Televised Hearing on the 2025 Report of the
Auditor General of Canada to the
Legislative Assembly of Nunavut:
Public Housing in Nunavut
September 4, 2025

### **Members Present:**

George Hickes, Chair Alexander Sammurtok, Co-Chair Bobby Anavilok Janet Brewster

Joelie Kaernerk Mary Killiktee

Adam Arreak Lightstone

Karen Nutarak

Daniel Qavvik

Joseph Quqqiaq

Joe Savikataaq

Joanna Quassa

Craig Simailak

### **Staff Members:**

Alex Baldwin

Kooyoo Nooshoota

## **Interpreters**:

Andrew Dialla

Mary Nashook

Jacopoosie Peter

Blandina Tulugarjuk

### Witnesses:

Nick Clark, Vice-President of Infrastructure, Nunavut Housing Corporation

Eiryn Devereaux, President and Chief Executive Officer, Nunavut Housing Corporation

Andrew Hayes, Deputy Auditor General of Canada

Jimmy Main, Vice-President of Operations, Nunavut Housing Corporation Juanie Pudluk, President, NCC 3000

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Jo Ann Schwartz, Principal, Office of the Auditor General of Canada Clarence Synard, President and Chief Executive Officer, NCC Investment Group

>>Committee commenced at 11:00

**Chairman** (Mr. Hickes): Good morning, everyone. Before we open proceedings, I would like to ask Mr. Simailak to open by leading us with prayer, please.

>>Prayer

**Chairman**: Thank you, Mr. Simailak. Good morning, everyone.

I am pleased to begin by welcoming everyone to this meeting of the Legislative Assembly's Standing Committee on Oversight of Government Operations and Public Accounts.

We have convened today to begin the standing committee's televised hearing on the 2025 Report of the Auditor General of Canada to the Legislative Assembly of Nunavut: Public Housing in Nunavut.

On behalf of the standing committee, I am pleased to formally welcome the Deputy Auditor General of Canada and his staff back to Iqaluit.

I am also pleased to introduce my standing committee colleagues:

Alexander Sammurtok, Co-Chair of the standing committee and Member for Rankin Inlet North-Chesterfield Inlet;
Bobby Anavilok, Member for Kugluktuk;
Janet Brewster, Member for Iqaluit-Sinaa;
Joelie Kaernerk, Member for Amittuq;
Mary Killiktee, Member for Uqqummiut;
Adam Arreak Lightstone, Member for Iqaluit-Manirajak;
Karen Nutarak, Member for Tununiq;

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Daniel Qavvik, Member for Hudson Bay; Joanna Quassa, Member for Aggu; Joseph Quqqiaq, Member for Netsilik; Joe Savikataaq, Member for Arviat South; and last, but certainly not least, Craig Simailak, Member for Baker Lake.

The Auditor General's report on public housing was tabled in the House on May 26, 2025.

Officials from the Nunavut Housing Corporation and NCC Development Limited have been invited to appear at this televised hearing, which will provide an opportunity for the standing committee to examine the extent to which the corporation has been taking action on issues and recommendations identified by the Auditor General.

Although the current Legislative Assembly will be dissolved within the next few weeks, construction projects and other work under the Nunavut 3000 Strategy continues. It will be incumbent on the Members of the next Assembly and government to make fundamental decisions about the future of this initiative, in addition to issues related to the governance of the Nunavut Housing Corporation and Local Housing Organizations.

I anticipate that we will be presenting our report on this televised hearing during the upcoming pre-dissolution sitting of the House, which convenes on Monday of next week.

I would like to conclude by addressing some housekeeping matters. I ask all Members and witnesses to ensure that their cell phones and other electronic devices do not disrupt these proceedings. In order to assist our interpreters and technical staff, I ask that all Members and witnesses go through the Chair before speaking. I also ask that all Members and witnesses refrain from the excessive use of acronyms during these proceedings. We are all very familiar with NHC, Nunavut Housing

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Corporation; GN, Government of Nunavut; OAG, Office of the Auditor General; but specifically, when we get into some of the acronyms that are used in the report, MMOS, RSMS, please describe the full description.

Members of the standing committee have been provided with a number of documents for their ease of reference during this televised hearing. For the benefit of our witnesses and interpreters, I ask Members to be precise when quoting from, or making reference to, specific documents, including how fast you speak. We do have simultaneous interpretation, so please be aware of that.

This hearing is being televised live across Nunavut on community cable stations and the direct-to-home satellite services of both the Bell and Shaw networks. It is also being livestreamed on the Legislative Assembly's website. Transcripts of the televised hearing will be posted on the Legislative Assembly's website at a later date.

I would like to also note to members that we did manage to get a page for proceedings, so thank you, Sophie, for joining us today.

I will now invite the Deputy Auditor General to make his opening comments. Mr. Hayes.

Mr. Hayes: *Ullaakkut*. Good morning, Mr. Chair. I'm pleased to be here to discuss the Auditor General's audit report on public housing in Nunavut, which was tabled in the Legislative Assembly in May. With me is Jo Ann Schwartz, the principal who was responsible for the audit.

Nunavut is facing a severe housing crisis. Limited housing options and the high cost of home ownership, combined with the socioeconomic challenges faced by Nunavummiut, make it difficult for many to find homes. More than 60 per cent of the 
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population relies on subsidized housing. Waitlists for this type of housing are long, and many units are overcrowded.

This audit examined whether the Nunavut Housing Corporation provided Nunavummiut with equitable access to suitable public housing and effectively managed the overall condition of the territory's public housing inventory. We concluded that the corporation did not meet these responsibilities.

We found that the corporation did not provide equitable access to public housing units. It did not review and verify all housing allocations to ensure equitable access. It also did not monitor whether local housing organizations followed its guidelines to prioritize applicants with the greatest need for public housing.

In addition, the corporation's oversight of the waitlists across the territory's 25 communities was poor. These lists are meant to track demand for public housing and document applicants' needs, including those of adults 60 years or older and people living with disabilities. Without this information, the corporation could not determine the demand for accessible public housing.

We also found that the corporation did not effectively manage its public housing inventory. It used separate systems to track information like unit build dates, condition ratings, and maintenance activities. Because systems were not integrated, the corporation could not bring the information together to support decision making.

The corporation did not monitor whether preventative maintenance was completed. A lack of preventative maintenance can lead to unsafe housing, which can impact the health and well-being of Nunavummiut, as well as drive up future costs. Inspections of the condition of housing units should happen every

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two years. We found that as of March 2024, inspections, on average, had not been done in six years.

In October 2022, the government and the corporation launched the Nunavut 3000 Strategy to tackle the territory's housing shortage. The goal was to build 3,000 housing units by 2030. Of those, the corporation committed to delivering about 1,400 public housing units, at an estimated cost of \$1.2 billion.

We found that the corporation did not clearly communicate its progress toward its targets for public housing units. It included units that were started before the strategy was launched, and before the government presented its mandate in 2022 to add new housing to the territory.

In addition, the corporation's targets were based on the number of units started each year, not on the number completed. In other words, the targets did not reflect how many units would be move-in ready each year.

The corporation also faces challenges in meeting its public housing targets under the Nunavut 3000 Strategy, such as difficulties in securing land and uncertainty over future funding levels. All of this reinforces the importance of the corporation clearly communicating progress toward achieving its targets.

Access to housing has a direct impact on quality of life. It is critical for the government to take action and ensure Nunavummiut have access to suitable and adequate public housing, giving priority to those with the greatest need.

This concludes my opening remarks. We will be pleased to answer any questions the committee may have. *Nakurmiik*. Thank you, Mr. Chair.

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**Chairman**: Thank you, Mr. Hayes. I would like to give Mr. Devereaux an opportunity to provide opening comments. Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair.

Good morning to members of the Standing Committee, officials from the Office of the Auditor General of Canada, and to the broader audience listening to these televised hearings.

My name is Eiryn Devereaux, and I am the President and CEO of the Nunavut Housing Corporation. I am joined today by Nunavut Housing Corporation employees Jimmy Main, Vice President, Operations and Nick Clark, Vice President of Infrastructure. In addition, we are also joined by Clarence Synard, President and CEO of NCC Investments Group and Juanie Pudluk, President of NCC 3000. We are pleased to be here today to respond to questions related to the OAG performance audit of the Nunavut Housing Corporation.

Mr. Chair, I want to begin by reaffirming NHC's strong commitment to transparency, accountability, and continuous improvement. We welcome the engagement of the Office of the Auditor General and the role of this standing committee in strengthening housing delivery across Nunavut.

Nunavut's housing system is facing serious and well-documented challenges, but no single organization can solve this alone. It will take a coordinated, sustained effort across many levels including government, private sector, not for profit sector, and communities to make meaningful and lasting progress.

While criticism is expected, it is equally important to recognize the scale of the task ahead of us and the shared responsibility required to move forward in an impactful manner.

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Nunavut's context is unlike anywhere else in Canada: our geography, cost of construction, governance realities, and underinvestment make housing delivery uniquely complex, something that is not always fully captured in external assessments.

Demand far exceeds supply. Our public sector infrastructure is aging. Construction costs are extremely high. Land ready for development is limited. And recruitment and retention challenges remain persistent. These are systemic, long-standing issues. But they are not insurmountable.

Housing is foundational to the health, prosperity, and well-being of Nunavummiut, and we take seriously our responsibility to respond to the urgent and growing need for safe, adequate and affordable housing.

We accept all ten recommendations made by the Auditor General and have responded with a detailed, time-bound Action Plan which we have published on our website.

Mr. Chair, it is important to acknowledge that many of the Auditor General's findings relate specifically to the day-to-day administration and delivery of the public housing program, including unit allocation decisions, and the accuracy and consistency of waitlists, and preventative maintenance.

These functions are largely carried out by Nunavut's 25 local housing organizations, which are community-based entities that operate with their own boards of directors, bylaws, and staffing structures. NHC has an oversight role via our management agreements and we recognize the need to improve our oversight and support to our 25 local community partners.

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While NHC provides policy direction, training, and funding, LHOs are not directly controlled by Nunavut Housing Corporation and maintain a degree of operational independence.

This governance model is designed to support local decision-making and ensure housing services are delivered by those with deep knowledge of their communities.

However, at times, it can also present unique challenges in ensuring consistency, accountability, and alignment with territorial standards.

NHC has accepted the Auditor General's recommendations in this area and is actively strengthening its oversight and support to LHOs to directly respond to each of the areas. Specifically:

- We are modernizing our point-rating system to strengthen fairness in housing allocations, with new protocols for housing unit transfers and improved oversight through our property management system.
- We are rolling out two enterprise-wide information technology systems that will centralize inventory, automate condition tracking, map accessibility features, and support real-time service delivery across all 25 communities.
- We are developing a standardized waitlist model, which includes accessibility indicators for elders and persons with disabilities, and will ensure barrier-free units are allocated appropriately.
- We are strengthening LHO governance through updated management agreements, an operations manual, and

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increased training, helping ensure more equitable, consistent service across Nunavut.

Also, we acknowledge that the OAG performance audit places emphasis on NHC's progress under the Nunavut 3000 strategy, which represents a much broader mandate focused on housing construction, system transformation, and expanding the entire housing continuum.

While we agree that both areas deserve scrutiny, it is important to distinguish between legacy administrative issues in public housing delivery and the forward-looking, territory-wide transformation that Nunavut 3000 represents.

Nunavut 3000 is about more than building public housing units. It is about expanding supply across the full continuum, from transitional and supportive housing to affordable, market, and homeownership units.

This approach is new, ambitious, and rooted in serving our communities by increasing much needed housing supply. We are not just building units, we are helping build people and trying to create a more vibrant housing ecosystem which Nunavummiut deserve.

Over the past three years, the Nunavut 3000 strategy has guided NHC's efforts to significantly accelerate housing construction. This has contributed to the momentum we have seen in housing development across the territory.

Since the beginning of this 6th Assembly and ending December 2024, our territory has seen a significant increase in housing construction activity, including 855 residential units and 134 supported housing beds, for a total of 989 either in construction or completed. This important

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milestone represents approximately one-third of the goal of 3000 units by end of 2030.

Mr. Chair, Nunavut 3000 is more than a building target. It is a strategy to create a stronger, more resilient housing sector. Through partnerships, collaborations and the tremendous support from this Legislative Assembly, as well as the MLA Taskforce on Housing, we have:

- Introduced new and expanded housing programs to support homeownership, affordable housing, and supported community housing;
- We developed new partnership models with Inuit organizations, community development entities, and the private sector:
- And we have created construction training and employment pathways for Nunavummiut through partnerships with Arctic College, Department of Family Services, NCC Development, Pewapun, and most recently Arctic Fresh Projects. We have piloted community-led student builds, currently 18 units, to create opportunities for Inuit to become a bigger percentage of our skilled workforce and to reduce reliance on imported, southern, fly-in labour;
- We have invested in modular housing to expand our supply options;
- And we have supported innovation through programs like Lands for Homes and the Nunalingni Piruqpaalirut Fund;
- And also coordinated with municipal and territorial partners to seek solutions to systemic barriers, such as gravel

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supply, land development, and housingrelated infrastructure.

Mr. Chair, as we look ahead, we remain focused on delivering results: building units, growing Inuit employment, and strengthening communities.

We know the challenges of high construction costs, limited trades, remote logistics, and aging infrastructure. These are not excuses, but they are essential context. They reinforce the need for long-term, predictable investment and for an approach that balances rigour with flexibility.

We are committed to continuing our practice of regular, transparent reporting on Nunavut 3000 using verified data from the Office of the Chief Building Official.

In closing, Mr. Chair, Nunavut 3000 is a oncein-a-generation opportunity to build a housing system that reflects the strength and resilience of our territory.

We are proud to help lead this whole-ofgovernment effort to provide Nunavummiut dignity, security, opportunity, and community through housing.

As CEO of the Nunavut Housing Corporation, I am especially proud of our team for showing up every day with the passion and commitment that defines their work. We are equally as grateful to the hundreds of staff who work in our partner Local Housing Organizations and their amazing dedication and commitment, they bring each day to serve Nunavummiut in their social housing needs.

All of these people are the driving force behind the progress we've made, and their dedication to innovation and improvement remains steadfast, even in the face of criticism that often overlooks the complexity of our mandate. 4\Locoph chd ach 3000 < 10 pic

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Mr. Chair, our progress is real. A new foundation for the housing sector is being laid. Units are being constructed. Partnerships are expanding. And a more strategic, accountable, and community-driven housing system is taking shape.

While we respect the work of the Auditor General, we believe the audit captures only part of this story. The transformation of Nunavut's housing system is underway, and future audits will better reflect the depth of this change.

Thank you, Mr. Chair. My colleagues and I are pleased to answer any questions the committee may have. *Qujannamiik*.

**Chairman**: Thank you. Mr. Devereaux. Are there any general comments to the opening comments? Mr. Lightstone.

**Mr. Lightstone**: Thank you, Chair. Good morning, Office of the Auditor General staff, as well as officials with us today, as well as Nunavummiut who are watching proceedings.

I would like to begin by thanking the Office of the Auditor General and Mr. Hayes for conducting the audit on public housing and allowing us an opportunity to conduct this review that we're participating in over the next two days.

As was indicated, part of NHC's mandate is to provide equitable access to housing for Nunavummiut, and I think it is very important that you highlighted that your findings indicate that NHC is not meeting this mandate, but I would like to express my appreciation to Nunavut Housing Corporation and the Minister for Nunavut Housing Corporation for a couple every things, for creating the MLA housing task force allowing members of the community to participate in the development of the forward-looking plans of the Nunavut Housing Corporation.

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The Nunavut 3000 Strategy was very ambitious, as was the thousand unit, sorry, as was the addition of a thousand housing units across housing spectrum which was included in the government's mandate. Such an ambitious plan was needed. It has been my experience throughout the last Assembly that Nunavut Housing Corporation was stuck in somewhat of a quagmire, as is identified through the organization chart which has remained unchanged for a number of years.

Nunavut Housing Corporation, from my point of view, was really sticking to the status quo for far too long, and throughout the life of the last Assembly, Nunavut Housing Corporation was struggling to meet its objectives and role in providing public housing and staff housing through its annual construction and capital plan, utilizing stick build methods in producing a hundred housing units a year, which was far from meeting what was needed to meet our demand. And what was more frustrating was, throughout those four years, watching the cost per unit escalate, skyrocket, up to \$1 million per apartment.

I would also like to highlight a couple of issues I would like to touch upon over the next few days. First, I would like to focus on the negotiated agreement between Nunavut Housing Corporation and Nunavut Construction Corporation. As I mentioned, it was very frustrating watching the cost of public housing construction skyrocket, and I do understand that a negotiated agreement can be a very powerful tool, but it must be used in very, extremely limited circumstances to protect the intent of public procurement.

In this instance I do understand that it was necessary to curb that million-dollar-a-unit cost that the Nunavut Housing Corporation was paying per unit, and not just prevent this unit from occurring but to reverse it. However, as

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the Auditor General's report had indicated, it is extremely important to enhance reporting and transparency when it comes to Nunavut Housing Corporation's Nunavut 3000 Strategy and developments.

And a couple of areas I would like to get into specifically in that Nunavut 3000 agreement is the importance of bonds and penalties when it comes to government contracts and their role in protecting the government purse as well as the impacts of change orders.

Another area that I would like to touch upon is Inuit employment and Inuit participation in construction of government contracts. One issue specifically that I have been really pushing for a number of years is the need for more apprentices, so I would really like to dig in in that specific area, whether it's Nunavut Housing Corporation apprentices, NCC apprentices, or LHO apprentices.

Another area I would like to touch upon with the development and construction of new public housing or staff housing is the utilization of alternative construction methods, which is another matter that I have been pushing since the last Assembly, to try and curb that rising cost of capital. So I would like to really dig in and identify or find out how it would determine with where and when units would be constructed utilizing these alternative methods, and likewise where it was identified or how it was identified to utilize conventional stick build construction methods.

Lastly, another area I would like to dig into is the equitable access of housing. Over my years in NHC's annual report, I've seen the number of high-income public housing tenants also skyrocket, and I did point out in the last NHC annual report that that information was withheld. But I do think that is an important aspect of providing equitable access to housing.

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And that is the end of the list that I would like to touch upon. Thank you for the opportunity to provide general comments. Thank you, Chair.

Chairman: Thank you, Mr. Lightstone. Any other committee have any comments to the opening comments? Seeing none, I know we had anticipated doing opening comments this morning, but we have a little bit of time so I think at this time I would like to open the floor to members to ask some questions just on introduction and background. Maybe we can get through the basic questions of paragraphs 1 through 13, and as well as about the audit. There are a few questions that we will get going before lunch.

But I would like to also remind all attendees in the room to please mute your electronic devices so they do not further interfere with the proceedings, but open the floor to any members to ask some questions, like I had mentioned, the introduction and background and about the audit section. Mr. Simailak.

Mr. Simailak: Thank you, Mr. Chairman. Good morning, all. Thank you for being here to participate in these hearings, first off to the Office of the Auditor General. Your office's previous report on the Nunavut Housing Corporation was tabled in the Legislative Assembly on May 22, 2008. To what extent did your recent audit work review the findings and recommendations that were contained in your 2008 report? Thank you, Mr. Chair.

**Chairman**: Thank you, Mr. Simailak. Mr. Hayes.

Mr. Hayes: Thank you, Mr. Chair. This audit wasn't a direct follow-up to the 2008 audit; however, there is overlap in the scope and overlap that we looked at in this audit. For example, both audits reviewed the elements of the Nunavut Housing Corporation management of its public housing program, such as the

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Chairman: Thank you. Mr. Simailak.

Mr. Simailak: Thank you, Mr. Chairman. Thank you for the response. Staying with the Office of the Auditor General, how did your office determine the scope of its recent report on public housing. Thank you, Mr. Chair.

Chairman: Thank you. Mr. Hayes.

Mr. Hayes: Thank you, Mr. Chair. So when we do select our audits we look at a number of factors, and when looking at this particular subject matter we had identified that housing was important. And as the committee may know -- of course I know that you know -- many of our audits have mentioned the importance of staff housing. We wanted to look at a different element of housing, and that's why we looked at public housing.

In planning our work, we identified that more than 60 per cent of Nunavummiut rely on public or subsidized housing, and that's according to the Nunavut Housing Corporation's data. Also, 45 per cent of public housing is overcrowded, and that's a significant issue.

In terms of dollars, investment in public housing is significant. As of 31 March, 2024 the Nunavut Housing Corporation's portfolio of almost 6,000 public housing units was valued at almost \$790 million. Operating expenditures for managing and maintaining public housing inventory from 2021 and 2022 to the year 2023-2024 were on average about 238 million per year. And likewise, the capital expenditures

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for the public housing reports for the same period were an average of \$81 million per year. And that's a significant amount of money invested in public housing.

The public housing expenditures represented approximately 70 per cent of the Nunavut Housing Corporation's overall expenditures, so taking that all into account, we decided that a focus on public housing would bring value in information for the public here in Nunavut and also for the Assembly. Thank you, Mr. Chair.

**Chairman**: Thank you, Mr. Hayes. Mr. Simailak.

Mr. Simailak: Thank you, Mr. Chairman. Thank you, Mr. Hayes, for the response. Still with the Office of the Auditor General, your office's report on public housing includes observations and recommendations concerning the Nunavut 3000 Strategy, including the extent to which the Nunavut Housing Corporation is achieving its targets towards the construction of 1,400 public housing units. However, your office's report indicates on page 22 that the audit did not examine the procurement process and related contracts for new housing construction. Why did your audit not examine this aspect of the Nunavut 3000 Strategy? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Hayes.

Mr. Hayes: Thank you, Mr. Chair. So of course, many of our audits over the years will cover procurement issues, and often we make recommendations about, you know, the importance of following procurement rules, the importance of competitive procurement. We recognize that in this case there was an exceptional procurement approach, and when we looked at how we were going to structure our audit, we wanted to definitely include an analysis of the Nunavut 3000 Strategy. But our focus turned from, you know, the behind-the-

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scenes procurement process to the outcomes that would be experienced or that would be to the benefit of Nunavut people.

Of course, we knew that it would be a focal point the Nunavut 3000 Strategy is about building new units, and in the case of public housing we're talking about 1,400 new units. That's significant. But when we looked at the broader picture, what happens after these new units are built and ready to be used, while the Nunavut Housing Corporation has to make sure that they are allocated to the people that are most in need and that the guidance and allocation decisions are rigorous and followed. And after that, what happens for the Nunavut Housing Corporation? They have got to monitor whether maintenance and upkeep is done.

Recognizing that we had made recommendations on allocation and monitoring and maintenance in the past, we wanted to see what had been done and against the backdrop of the fact that if the Nunavut 3000 Strategy is successful, there will be more units, and has the Nunavut Housing Corporation set itself up to be able to handle all of those new units.

That's why we picked that scope and it is true that we didn't include the procurement aspects. But when we look at the recommendations we made and particularly the ones about reporting transparency, we think it's important that the spirit of those recommendations drive transparency around costs and delivery of these units. Thank you, Mr. Chair.

Chairman: Thank you. Just before I go back to Mr. Simailak, I would like to, it's been mentioned a couple of times from the previous audit, the 2008 audit. There were recommendations in there, and Mr. Hayes, you mentioned there was some overlap with this report to that one. But maybe if you could give us a general outline of where the Office of the

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Auditor General felt from those previous recommendations on whether they are successful or whether there's continued work in progress. It's over 15 years ago since that report came out. Mr. Hayes.

Mr. Hayes: Yes, thank you, Mr. Chair. So I do think that we found similar problems. Now, I'll point you to two main areas. First is on allocation. We recommended in 2008 that allocation decisions that the Nunavut Housing Corporation ensure that allocation decisions followed its own policies and were documented, and we found significant weaknesses in that area in this audit. That's important, and I know that we'll come back to this point during the hearing, but it is fundamental to both accountability and trust that the people have in the process for these decisions to be made according to the policies and well documented.

Secondly, we made recommendations and findings about preventative maintenance and monitoring and we found similar problems in this audit. And again, that's important; preventative maintenance, the best way I could describe it is an ounce of prevention is worth a pound of cure. It costs a lot less to maintain as you go than to deal with significant issues down the road.

So, when we look at how to maximize the scarce resources and how to deliver best value for money, we think it is important to be on top of monitoring and preventative maintenance, so that's one of the reasons we came back to it now. Thank you, Mr. Chair.

**Chairman**: Thank you, Mr. Hayes. Mr. Simailak.

**Mr. Simailak**: Thank you, Mr. Chairman. Thank you, Mr. Hayes. To the Nunavut Housing Corporation, the Auditor General's report on public housing in Nunavut contains **٬/LΔϲ•** (ϽʹͱϒͿͿ: ʹϭͿϧʹʹαͺΓ·, Δʹ៸ʹͺϘϦϹʹ··.
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Chairman: Thank you. Mr. Devereaux.

Mr. Devereaux: I thank the member for the question. So, Nunavut Housing Corporation staff worked closely with the Office of the Auditor General throughout the odd Department of Health period so we had understanding some of the key areas and key findings and had opportunities to provide response to those draft findings and recommendations. And that certainly guided us in terms of trying to develop the action plan which we recently completed and published online.

Some of the actions that we've outlined included initiatives that we had started prior to the release of the Office of the Auditor General's report in the spring, what it was trying to enhance some of our system-wide IT platforms. Some of that was in the early works and will continue throughout the next year or two. So there is a variety of approaches I think we took in terms of developing the action plan in response to the ten recommendations.

And we recognize, too, it's not a static document that as the corporation advances in the coming months and years, we'll have to take a more dynamic approach as we try to address wherever we can, key improvements into certain gaps that were identified through the report.

And to be frank, it's gaps that we were aware of prior to the report. A big portfolio of 6,000 units and another 1,800 approximate staff housing units, sometimes the gaps are indicative of just the magnitude of the portfolio. But we do recognize that there's always areas for improvement, and hopefully our action plan

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Chairman: Mr. Simailak.

Mr. Simailak: Thank you, Mr. Chairman. Thank you, Mr. Devereaux. Still with Nunavut Housing Corporation, information published by the Nunavut Housing Corporation indicates that its executive committee "is responsible for managing the corporation to ensure consistency in all of its activities across Nunavut, including the application of policies, standards and procedures, and the delivery of programs."

As of today, who are the members of the executive committee? Thank you, Mr. Chair.

Chairman: Mr. Devereaux.

**Mr. Devereaux**: Thank you, Mr. Chair. Members of the executive committee would include the CEO, the vice presidents, the current executive director of programs, and director of policy sits in on those committee meetings. So, it's approximately five. Thank you, Mr. Chair.

Chairman: Mr. Simailak.

Mr. Simailak: Thank you, Mr. Chair. Thank you, Mr. Devereaux. For my last question for now, still with Nunavut Housing Corporation, to what extent was the Nunavut Housing Corporation board of directors involved in the process of approving the responses to the Auditor General's recommendations? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. Our board would meet four to five times throughout the year, and certainly throughout the audit period were informed in terms of progress on the audit. When we developed the action plan

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**በላቃ?** (ጋጎ,ትበህና): 'dታ°፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፟፟፟፟ት, Δ<sup>6</sup>/፟፟፟፟፟፟፟፟፟፟፟፟፟፟፟፟፟፟፟፟፟፟፟፟ Ե∩Lትና Þ'ቴ'⁴ԵՒԵԼ CΔL<sup>™</sup>ႱሮĹ<sup>ና</sup><sup>6</sup>

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Ldσ<sup>®</sup>Ⴑ በበ'ჼቴ'ٔዕበσ<sup>6</sup> ላ▷፫<sup>5</sup>ታΔ<sup>5</sup>ረሰ'ጏ

<'ฉ▷በ<sup>®</sup>ቦ°σ<sup>6</sup>, 'dታ°ٔٔٔٔٔٔٔٔٔٔٔ Δ<sup>6</sup>/<sup>®</sup>ዾር'<sup>6</sup>.

 $\Delta$ <sup>6</sup>/ $\Phi$ C<sup>6</sup> ( $\Delta$ <sup>1</sup>/ $\Delta$ DC): <sup>6</sup>d><sup>6</sup> $\Delta$ <sup>1</sup>.  $\Gamma$ <sup>5</sup> <sup>6</sup>PC<sup>6</sup>D.

**'የϲʹ•Ո**։ 'dታ°፞፞፞፞</del>ሷ፫፞፞<sup>•</sup>. Þ፫<sup>•</sup>ኒ የህ·ϲʹͽ·<ʹ划·ႶϤʹϲͺሲ, ϲϹΔ°፞<u>՟</u>۵ ϲʹʹͻϭ ͺϹʹʹϧʹ·Ⴑ we presented the action plan to the board of directors and got a motion to accept the action plan. So, they're involved. They understand the content of both the OAG's findings and recommendations as well as our action plan and response to those recommendations. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Killiktee.

Ms. Killiktee (interpretation): Thank you, Mr. Chairman and thank you, everyone, for coming here. In terms of the questions that were just asked, I want to follow along the way it's progressing, and the fact that we need to understand better as MLAs, in some of the questions that were asked I would like to ask the Auditor General's office.

There was a question that was asked earlier as to who, like which staff members are. Did your staff interview any members of the Nunavut Housing Corporation's board of directors? Are there any Inuit on the board of directors, is my first question. Thank you, Mr. Chairman.

**Chairman**: Thank you. Mr. Hayes.

Mr. Haves: Thank you, Mr. Chair. We did not involve the board of directors in our audit, and that is because the focus of our activities was on the Nunavut Housing Corporation's implementation of their mandate, how they were managing the public housing portfolio. Of course, the board plays an oversight role in the context of governance, but that wasn't the focal point of our audit. We would expect that the board would be meeting regularly and overseeing the activities of the corporation. However, what we were interested in, using the words of the public service, what were the public servants doing in terms of their work. We weren't looking at whether the board had good governance practices and whether they met regularly.

**Δυγ«ΡΟς»** (ϽʹϧϟηͿϭ): <sup>1</sup>dϧͼ<sub>Φ</sub>Γ<sup>1</sup>, Γ<sup>1</sup>C η<sub>4</sub>Φ<sub>2</sub>.

**ᠬᢦᡷ** (Ͻʹᡪᢣᡣ᠋ᠠᠶ): ᠂ᠯᢐᠲ᠘ᡤᢀ, ᠘ᢐᡟ᠙᠙ᡤᢀ. ᠬᠯᢐᠲ᠘ᡤ᠂ᠴ᠘ᡣᢐᠯᠬᠬᠾᢐᠦ. ᠘ᠴᠲ᠘ᡥᡣ᠙ ᢗᠲᠲ᠘ᠮ᠌ᡊᠻ, ᢧᠲ᠔ᢣᠬᡓᡱᢣᠲᡠᢗᠲ᠌ ᠘ᢝᡏ᠔ᡣᡃᡪᠲᢣᡐᠻᢐᡣᠲᡠᢗᠲᢩ᠘ᡣᡈᠲ᠘. ᢗ᠘ᢐᠯᡆ ᡃᢐᠬᡶᡷᡄ᠘ᢩᢐ᠘ᢐ᠘ᢐ᠘ᠳ᠐ᡣᡳᠲ᠘ᢡᡎᠬᠫᢐᠾ᠙᠈ᡤ ᢐᡳ᠘᠆ᢧᢡᡣᡶᢥᠾ᠙ᡕ

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**>ት'> (**ጋ፟ኒት/በህና): 'dታ°ሲ፫'ኑ, Δ<sup></sup>ኑ/ペኦር፟<sup>\*</sup>ኑ. ላለጭሰበቦኒċ ሀኒቦ' ጔቦና ርጐዕላ የኦንኦጐዕጐቦኒር Γ\ የሥርጐበኦ< ላለጭሰበቦጭ ኦንጐ ር ርΔጐዕላ ርናርኒና Δ<sup></sup>ኑ/ጵጐርኦረና አበኒትናċσ.

**Δ<sup>6</sup>/«ΡC<sup>16</sup>** (Ͻ<sup>1</sup>/<sub>2</sub>Αηυ<sup>1</sup>): <sup>1</sup><sup>6</sup>/<sub>2</sub> Δ<sup>1</sup>/<sub>2</sub>. Γ<sup>1</sup>/<sub>2</sub> Π<sup>4</sup>/<sub>2</sub>Α<sup>1</sup>/<sub>2</sub>.

**በላቃት** (ጋቫትበJና): 'dታ°ቂ፫'<sup>6</sup>, Δ<sup>6</sup>/«Þ፫<sup>6</sup>. ላ<sup>1</sup>Lɔ 'dታ°ቂ፫'<sup>6</sup> ፫°ቂ ላለ<sup>6</sup>dበቦታ°σ. LΓላ<sup>6</sup>ታ°ሀጋ Γ' 'የ፫<sup>6</sup>ሰጋ የኦናበላ<sup>6</sup>ቦ°σን<sup>6</sup>d LΓላ<sup>6</sup>ታ°ሀ. ርΔ<sup>6</sup>dላ Δ<sup>6</sup>/«'bCÞ</br>

I don't know what the composition of the board is. I don't know if there is Inuit on the board. I think the corporation representatives might be able to answer that. Thank you, Mr. Chair.

**Chairman**: Thank you. Mr. Devereux, the makeup of the board?

**Mr. Devereaux**: Thank you, Mr. Chair. Currently we have seven board of directors, and four are Inuit. Two are long-term Nunavummiut. Thank you, Mr. Chair.

Chairman: Ms. Killiktee.

Ms. Killiktee (interpretation): Thank you, Mr. Chairman, and thank you for that clarification. There was another question that I would like to come back to regarding the housing corporation which was referred to by one of my colleagues, regarding who was involved. Going back to your response, you said in fact there were five members. My question is if you involve an Inuk that knows Inuit traditions in order to provide proper housing to the tenants. Do you involve such a person in those board of directors or committee members? I would like more clarification on that, Mr. Chairman. Thank you.

Chairman: Thank you. Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. Within our board of directors, as I had mentioned, we have four Inuit that would be involved in discussions that help towards the development and implementation of our public housing construction program or Nunavut 3000 or even just the broader operations of the corporation in terms of how we try to support the delivery of public housing across the territory. So, I would say yes, that that involvement does occur and is ongoing. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Killiktee.

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**ᠬᡆᡷ**? (Ͻʹ៶ϟႶႮና): ʿdϧ΅ឩ΅ϧ, Δϧϟ≪Ϸϲʹʹϧ. Δ΄, ϹΔ΅ͼ Δϲ΅ϭϭͿϒ·ͼʹ΅Ͻʹʹϧ ΔϲϹϧϷʹϧϹϷʹϧϲʹʹϧϽʹʹϧ ϧႶϲϟʹ ϧႶϲႶʹ·϶Ϲʹ、ϭͰϲ϶ ϭΔʹ<ʹ·ϧ ʹϭϲ϶ʹ ϭʹϚϳͿʹϧϳͼʹ·Ͻ Ϸͼ ϷႶͼͺϭʹϧͰϲʹ϶Ϳ Ϲʹʹϧʹϧ ΔʹʹϒϲϷʹʹʹϒϹʹ·϶ʹϧ, ΔͰϲʹϧ ϭʹϧϧʹϧʹ ϽʹϒϲϲϭϭʹϧϹʹϧ Ϲʹʹϧʹϧ ΔϲϭϭϽΔʹͼʹ϶ϭ.

CAL<sup>™</sup>Uσ<sup>c</sup> <sup>1</sup>PΓ<sup>1</sup>Pα<sup>b</sup>/L+U<sup>c</sup> <sup>1</sup>bΔC<sup>™</sup>U<sup>c</sup> <sup>C</sup><sup>b</sup>dd Δ<sup>10</sup>bαΔ5<sup>10</sup>Π<sup>c</sup> <sup>2</sup><sup>10</sup>CPσ<sup>10</sup>Γ<sup>c</sup> <sup>4</sup>L Δ<sup>10</sup>b8<sup>1</sup>σ<sup>4</sup>U<sup>c</sup> <sup>C</sup>Δ<sup>1</sup>α ΔΔ<sup>10</sup> <sup>4</sup><sup>10</sup>U+<sup>10</sup>D+<sup>10</sup>CA<sup>10</sup> CA<sup>1</sup>α <sup>4</sup>CP/<sup>2</sup>O<sup>4</sup>U<sup>c</sup> <sup>1</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA<sup>10</sup>CA

ᡩ᠋᠙᠘᠆ᠳᡏ᠘ᡶ᠈ᢆᡶ᠅᠘᠋ᠴᠣ᠘ᢛᢣᢞᡆᢩᢞᡥᡗᠫᢌ᠋᠘ ᠘ᡃᡥᠹᡳ᠋᠌ᡏ᠙ᢕᡄ᠌᠌ᠵᢛ᠘ᢞ᠘ᢗ᠊᠊ᠸᡃᡳᡰ᠘ᡥᠪᡆ᠘ᢣᢛ᠒ᢥᠾ **Ms. Killiktee** (interpretation): Thank you. In regards to Inuit to be involved, as we've been up in the north for a very long time, and make sure that we have standards in housing that it's proper.

I have last question to the housing corporation. (interpretation ends) To what extent was the housing corporation's board of directors involved in the process of improving the responses to the Auditor General's recommendations? (interpretation) Thank you, Mr. Chairman.

Chairman: Mr. Devereaux.

**Mr. Devereaux**: Thank you, Mr. Chairman. The board was, as I mentioned earlier, involved throughout the audit period, in terms of being, sharing of information as the audit was ongoing and also involved whether we presented the draft action plan seeking feedback and approval at the board level. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Killiktee.

Ms. Killiktee (interpretation): Thank you. My very last question on the same subject. When you're sharing information with the board of directors, what action plan have to go forward? My question is whether there has been some action plans that have not been implemented over the years. Are there any action plans that have not been implemented? That's my final question, Mr. Chairman, if you get the information. Thank you.

Chairman: Thank you. Mr. Devereux.

**Mr. Devereaux**: Thank you for the question. I suppose at a broad level there's often various discussions or ideas that get brought forward or considered. Off the top of my head, I can't think of any that didn't go forward, but I think those discussions help design and develop the

**>ት'ጋ** (ጋኒትበJና): 'd৮°௳广<sup>6</sup>, Γ'ር በላ**9**ት. ር<sup>6</sup>dላ Δ<sup>6</sup>6αΔትርር ውሲ<mark>ዎ</mark>ርርጋΔ°ሲΡጵና, ር<sup>6</sup>dላ ፈ<sup>6</sup>ሪተ<sup>6</sup>6Ρስና? ውሲዎናΓΡ<sup>6</sup>ህጵና ውሲዎናΓጋ ውሲ<sup>6</sup>6<sup>6</sup>ናና? 'd৮°ሲሶ, Δ<sup>6</sup>7«Ρር<sup>6</sup>6.

**ΠΦΣ** (ϽϤϒΛΟ): ʹϭͰͼͺϹͼ, ΔͼͰϾ, ΔͼͰϹϿ ʹϭͰͼͺϹͼͼ, Ϳ ΒΛΕΑ ΑΛͼΑΠͼ Ες. ϹΔͼ Ϥʹϲϗͼ Γ Ϥͼυκͼͼ Δͼρ-Γος Ες. Σͼρς Λͼη τας Εͼα Δερ-Γος Ες. Δερς Ελε αξερ-Γος Ας αξερτος Εφ. Λαν δερς Ας αξερτος Εφ. Ας αξερτος Ας αξερτος Εφ. Δερς Ελε αξερτος Ας αξερτος Εφ. Δερς Ελε αξερτος Ας αξερτος Ας αρινης Εφ. Δο αρς Ελε αξερτος Ας αρινης Ας αρινης Ας αρινης Ας αρινης Αρος αξερτος Αραν Ες.

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**Δ৽/ペኦር** (ጋኒት/በሆ): 'dታ<sub>°</sub>ជቮ, ፫°ជ▷'b▷በ'ጋሀ ▷'ጔ?'Γር▷σປ'L' ▷በʔር 1:30-Γ Γ' >ʔ'ጋ ለቦፈ<sup>6</sup>bσ'σປ<sup>6</sup>ጋ<sup>6</sup>. 'dታ<sup>°</sup>ជቮ.

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types of initiatives that we do end up trying to pursue.

So I'm sure over the course of the last three and four years we've explored some ideas that for one reason or another we just didn't pursue, and whether it was just bigger priorities or whether it was just maybe that there's a better way. I think that's always evolving, that there are some ideas and initiatives that get tossed around that don't come forward at that time. And who knows; maybe they will in subsequent years. So there's probably examples of that. I can't think of any off of top of my head that are more recent. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Brewster.

**Ms. Brewster**: Thank you, Mr. Chairman. I'm just going to really quickly ask a couple of follow-up questions. I don't think I heard the response to Ms. Killiktee's second part to her question about the five people who are on the executive committee.

Mr. Devereaux, you mentioned the CEO, VPs, which was plural. The current executive director of programs and the director of policy, those are five people. Ms. Killiktee did ask the question about how many people are actually Inuit on that committee. And I am curious about why you said current ED of programs. Is that something that's in flux? Thank you, Mr. Chair.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair and I thank the member for the question. So, the composition, my apologies for missing the second part of that earlier question. The composition of that corporate executive committee is made up of a CEO and three vice presidents and the executive director. Out of

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those five, one is Inuit and the second part of your question was? Please remind me again?

Chairman: Sorry, Ms. Brewster.

Ms. Brewster: That's a good question. I was wondering if the ED of programs, because you said current, I was wondering if that's in flux in some way, whether or not they are outgoing or newly incoming. Thank you, Mr. Chair.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. That's for the clarification. So, the reference to the existing executive director, that's a long-term Inuk employee and who is retiring in the very near future. We do have an Inuk in an internship role for that, but also, too, that role is likely going from an executive director to an director level position. So that was the reference. Thank you, Mr. Chair.

Chairman: Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chair. I'll just stay on that subject. And I know we don't want to really single out individuals, but I just want to know whether or not that intern has actually been participated in these executive committee meetings as part of their internship. And maybe you could explain why the role is changing from executive director to director. Thank you, Mr. Chair.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. Yes, the intern has participated in various meetings of that corporate executive council or committee. In terms of the second part, I think it goes back a decade or more, well before my time. I think there was a reprofiling of an executive level position that perhaps as a vice president type position that got re-profiled into executive director.

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Since then, we've looked at the corporate structure and made some changes. So upon retirement of that individual, I think the intention was always that position would be a director level position. We don't have any other executive directors in the corporation.

I can't speak to the time frame, you know, ten plus years ago whether that was re-profiled from a vice president to an executive director role. Thank you, Mr. Chair.

Chairman: Ms. Brewster.

**Ms. Brewster**: Thank you, Mr. Devereux. Are all of these positions located in Nunavut, the CEO, the VP, ED of programs and director of policy? Are these positions filled by Nunavummiut who are living here? Thank you, Mr. Chair.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair and I thank the member for the question. So the CEO position is filled by somebody living in Iqaluit. The vice president of infrastructure is filled by an indeterminant employee currently living in Iqaluit. The vice president of operations is filled currently by an indeterminant employee living in Arviat. The executive director of programs is currently filled by an indeterminant employee living in Arviat. The current vice president, finance is filled by indeterminant employee living in Iqaluit. And we currently have a vacancy or are advertising the director of policy position. Thank you, Mr. Chair.

Chairman: Ms. Brewster.

**Ms. Brewster**: Thank you, Mr. Chair and I thank you for that response. Mr. Chair, I do have follow-up questions but I think it will take a little bit more time and I'm really aware that

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it's 11:57. I'll save my time for now. Thank you, Mr. Chair.

**Chairman**: Thank you. Ms. Brewster we'll break for lunch and return with Ms. Brewster at the line of questioning so. See everyone back at 1:30. Thank you.

>> Committee recessed at 11:57 and resumed at 13:30

**Chairman**: Thank you, everybody. I would like to call the committee back to order. We had left off with a question by Ms. Brewster. Please go ahead.

Chairman: Thank you.

**Ms. Brewster**: Thank you, Mr. Chair. I would like to go back to the executive committee again because we heard I think five and seven. In terms of the members that Mr. Devereaux's first response indicated that there were five people, the CEO, he did say VPs, executive director of programs, director of policy, which was five, and he said five people.

But then in response to my follow-up question he had expanded on VPs, which includes three VPs, and so I think one of the confusing things for us as regular members and for people who are following along is that sometimes we're hearing different sets of numbers on a number of issues.

I just want to make it really clear whether or not I'm correct that there are actually seven people who are members of the executive committee, and not five as initially responded to. Thank you, Mr. Chair.

Chairman: Mr. Devereaux.

**Mr. Devereaux**: Thank you, Mr. Chair, I thank the member for the question and a chance to

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To clarify, the corporate executive committee is made up of the CEO, the three vice-presidents, as well as the executive director of programs. We also have the director of policy who sits in on those meetings, and I'll be honest with you, I can't recall the terms of reference, if that's a voting position on the committee. But typically, the director of policy is at those meetings to be aware of what the discussions are.

So, I believe the committee is the five executives that I just mentioned, as well as the director of policy that sits in. And to clarify, the reference to seven was the board of directors of the Nunavut Housing Corporation. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Brewster.

**Ms. Brewster**: Thank you for that clarification. And then so we're hearing five, and then earlier in a response there was a mention of an intern, an Inuk intern to the programs position, possibly turning into a director of programs. So that's an additional person to what you just mentioned.

And I wonder if you could be really clear about how many members altogether, whether that includes ex officios, or people who have observer status for learning purposes or other purposes. For example, are there other key positions that are brought into those executive committee meetings in order to inform them in a formal way or informally? And do they also count as members of this committee? Thank you, Mr. Chair.

Chairman: Mr. Devereaux.

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Mr. Devereaux: Thank you, Mr. Chair. May be an opportunity to respond upon the role of the Nunavut Housing Corporation's corporate executive committee. There are a number of requirements for types of decisions that the management makes that needs corporate executive committee motions. We have regular meetings. We have a terms of reference. I would be happy to share the terms of reference with the members. We can have that available tomorrow.

At various times, depending upon the requests for decision, there could be somebody from the corporation, whether it's senior management staff or others that are involved with that decision that may provide information on the discussion at a corporate executive committee meeting. But the core members are the five that I mentioned. And like I said, typically the director of policy is always sitting in on those as well. But we will share the terms of reference of that committee.

In addition to the corporate executive committee, that really has a structure to it and really its intent is to make motions and approve certain types of activities. We have a senior management team made up of all the senior management across the organization that meets frequently. So, there's a whole variety, I think, of management roles and I guess meetings that occur.

But if your question is specific to the corporate executive council committee, we can provide the terms of reference for sure. Thank you, Mr. Chair.

Chairman: There is another aspect to Ms. Brewster's questions on the engagement or the level of engagement from the intern to that position, to make sure that they are participating in these activities as well. Maybe if you want to elaborate maybe a little bit how long that intern has been in place whether the

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transition is over, and are they currently taking on a large aspect of the role. Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair, and to supplement in regards to the intern, so the internship I think has been ongoing for the past year or so. I think the individual had been with the organization for quite a number of years, so probably before the formalized internship would have taken on acting assignments in that role. So anytime during those acting assignments or even during that internship period where there was opportunities for the intern to be involved with some of those roles and functions, and there are many of that position that they were interning into, they would have participated in some of the meetings of the corporate executive committee as well as many other functions that that executive director role undertook.

The anticipated transition will occur upon retirement and right now that's kind of set for the spring of 2026. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chair. So just to delve a little bit deeper I think into that line of questioning, and I know that Mr. Devereaux did note that a number of the employees on this executive committee are living in community outside of Iqaluit and Arviat, and I think that one of the core issues that we hear as MLAs is that sometimes the operations of Nunavut Housing Corporation and the GN don't reflect Inuit values. And I do note that we've been offered to receive the terms of reference for that committee specifically.

And I'm just wondering in the absence of a large group of Inuit who have lived knowledge and experience of a lifetime around housing specifically, just by virtue of being alive. I wonder how that, whether or not there is something in the terms of reference and the

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way of being that ensures that Inuit Qaujimajatuqangit is actually built into decision-making and into knowledge.

I hope that you understand that although we do ask this, we do have an expectation and reassurance that the Government of Nunavut and other entities are committed to that in our experience, especially for employees of different divisions and corporations that what the commitment is doesn't necessarily get walked.

I would just like to hear a little bit about whether or not there are specific values in those terms of reference, and in the absence of having more Inuit at the table, because sometimes a lone voice isn't enough and we need to have some reassurance that there is some sort of a process to ensure that decisions, especially when it comes to policy and standard review and any changes, and that those are being put through a process that are reflective of Inuit Qaujimajatuqangit.

I suppose one question would be is there, and they are called IQ coordinators in some divisions. Is there a person who is hired specifically to look through that lens for Nunavut Housing Corporation? Thank you, Mr. Chair.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair and I thank the member for the question. I think across the whole organization, not specifically just with the corporate executive committee, you know, IQ principles and Inuit societal values are foundational to the organization, to the corporation. We do have an IQ position based out of Arviat, I believe. And in terms of, you know, we'll share the terms of reference to this executive committee.

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It's a bit of a narrow focus of decisions that is have to go through that committee. I would say more so when -- you referenced policy development or major initiatives. That's much more robust, and it goes into the corporation's cycle in terms of administration board review, input; ministerial review and input. Any of those decisions around policy development would go through essentially this review, if article 32 kicks in, and eventually into cabinet for decision.

All through those various stages and processes there's input relative to how the policy being shaped or hopefully to be approved and implemented reflects IQ principles. And the corporation, baked into our mission, vision, values are those IQ principles. So, we always endeavour to reflect on those in any decision-making or any initiatives that we are pursuing. Thank you, Mr. Chair.

Chairman: Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chair. I know that a lot of people have the experience of bringing to the attention of executive leadership issues of concern. And we know that we do have those wrap-around principles, so I guess I'll delve a little bit deeper and want to know whether or not there's a specific briefing process that any non-executive-level employment can use to brief up about an area of concern related to their lived knowledge and experience in community that relates to their work when they do see.

I understand you're saying there are higherlevel decisions being made at that executive committee. However, there's often a reticence of employees to come forward and to speak to an issue or a decision that is potentially being made, because they are not necessarily in an executive level position, but they have access to more knowledge and information about the **Δ<sup>6</sup>/<>>()** () Δ<sup>6</sup>/<br/>(): Γ'C Π<br/>(): Γ'C Π<br/>(): Ε'C Π<br/>():

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short-term impacts about decisions being made at the executive level.

And of course, at the long-term impact we hear from a lot of people about the transient nature of a lot of the executive-level employees who make decisions based on their own lived experience coming from outside of Nunavut and logically to them we sometimes make decisions that would make sense down south, not in Nunavut, and wouldn't necessarily have the skills or capacity or knowledge to know what the potential long term impacts of some decisions are.

And so I'll go back to that. Is there a way for non-executive employees, without prejudice I guess, to be able to brief up to say I think you're going in a really wrong direction here, and here's why, and I would like to have input on it. Thank you, Mr. Chair.

Chairman: Mr. Devereaux.

**Mr. Devereaux**: Thank you, Mr. Chair and I thank the member for the follow-up question. Certainly, I would hope there's opportunity. We undertake a variety of processes in terms of town hall meetings with corporation staff because we're spread out, as you're aware, throughout multiple regions and communities. And within each regional or district office, they have teams, whether it's their operation teams or infrastructure teams, with managers and director levels and hopefully that's an opportunity for staff even who aren't in management to have an opportunity to provide input or feedback in terms of the functions being undertaken or the strategies being designed and implemented across the corporation.

So certainly, I think we would encourage it amongst staff and a variety of different opportunities for them to do it, whether it's through town hall meetings or just normal Δ/L/γ⁰d'c, ሲ°Γσ⁰ Ͻϔ∿υ√σ⁰ Ͻኣυ∖σ⁰ «Δ)ጐ°β⊅σ¹→በ⁰ Δ¹ΓJ° Ͻϔ∿υ√σዮ βሲካď∸϶·ϭ· β°ϽϚͻΓ⁰ Λα/ጐL∿ὑC. CL⁰d «ΔΔ°α-2°¢CÞγησ⁰βς/Γ°→Γ° С⁰₀β⁰dω∿υ.

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meetings that occur at various management levels with staff that are at the working level. And encourage all our management staff to be open to listening to not only employees, but to the clients that we server, in terms of feedback on how we continue to grow and better serve Nunavummiut in terms of their public housing needs and home ownership needs. Thank you, Mr. Chair.

Chairman: Ms. Brewster.

**Ms. Brewster**: Thank you, Mr. Chair. I think what I'm hearing from Mr. Devereaux is there are a lot of anecdotal ways for people, employees with that knowledge to intervene, perhaps speaking to their manager or participating in town halls.

However, my question was whether or not there's a specific briefing process that allows individuals to create a briefing note that puts their issues of concern, their ideas, solutions on record in a way that ensures that there is certainty that when somebody brings an issue of concern forward, or a possible solution, that there's an auditable paper trail, because we knows paper stays put, that can be referred to in the present and in the future and looked back on in an audit because we want to be able to be as informed in how we audit the operations of Nunavut Housing Corporation.

I didn't hear that there is actually an opportunity for individuals to create a briefing note. I know there are standard sets of briefing notes that are produced by the team that go up through the policy departments usually. However, from what I understand is it's very difficult for an individual working for an organization like NHC or GN to actually create something new and bring a new issue forward that is guaranteed to be reviewed. Thank you, Mr. Chair.

Chairman: Mr. Devereaux.

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Mr. Devereaux: Thank you, Mr. Chair, and I thank the member for the follow-up. So, I hope that employees do have opportunities to provide input. I think they do. I'm not sure in terms of the line of questioning if there's a specific example of that, but I think through normal team meetings.

Certainly, the preparation of any type of document is auditable, whether it's an e-mail to bring forward so that there is a specific record if you're trying to create an audit log or something that could be referenced back.

But through the organization and through the various teams across the organization we would aspire to have staff to be able to bring forward ideas. I think over the last three years there have been a number of tremendous new ideas brought forward through the corporation. As we go, some will be effective, some we'll have to look back and see how we improve, and some might say, we tried it and we're going to go in a different direction.

Certainly, in terms of my lived experience, I started with the corporation in 1994. There's been in the last three years much more new ideas being generated to think outside the box. And that's coming from a whole variety of lived experiences across the organization.

In terms of management, we're very fortunate, even at the executive level, to have incredible staff with amazing lived experiences. I had mentioned that the executive director has over 30 years' housing experience in the sector in Nunavut. Our VP organizations has been with the organization for over 25 years approximately. And if you go through the management and the staff at the working level, there's lots of great examples of experience in the housing sector.

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And as far as having a more formal I guess opportunity, if there's any individuals that feel like their voices aren't being heard, either through the creation of e-mails or maybe we could even look at, like you mentioned, some similar type of internal briefing note document, that could be brought forward if it's felt that their voices aren't being heard at the normal channels of just working level meetings. Thank you, Mr. Chair.

Chairman: Ms. Brewster.

**Ms. Brewster**: Thank you, Mr. Chair. I appreciate that response. I looked over and saw Mr. Hayes nodding while I was talking. I wonder if he might have something to add in, and I would like to say welcome as well. Thank you, Mr. Chair.

Chairman: Mr. Hayes.

Mr. Hayes: Thank you, Mr. Chair. I was nodding because the emphasis that you placed on having documentation, records to be able to audited, is critical. And it links with many of the findings that we had in this report. Thank you, Mr. Chair.

Chairman: Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chair. I'll just ask whether or not Mr. Devereaux mentioned team meetings and e-mails, and my focus was kind of briefing notes. I wonder if during an audit you might feel that one might be more useful than another or whether or not it's possible to glean that kind of information. I didn't get into whether or not all of these team meetings have minutes and that sort of thing,

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but I would like to hear about that. Thank you, Mr. Chair.

Chairman: Thank you. Mr. Hayes.

Mr. Hayes: Thank you, Mr. Chair. I think I'll start a little bit and then I will ask Ms. Schwartz to add a bit. We look for different kinds of information when we're doing our audit work. I would say that what is probably the most persuasive for us when we look at documentation will be records of decisions, things that capture a contemporaneous or something that's happening in a moment and it can be natural, right? Like an e-mail exchange that talks about what's happening at a given point in time, something that's not prepared for the purposes of addressing our audit specifically, but something that was prepared in the normal course of business. We look at that as being a good indicator of what the real story is at the moment.

We do look for minutes of meetings and that sort of thing, but often those minutes will be at such a high level that you don't necessarily get a flavour for what's going into the analyses or the decisions. And that's where the backup and the work that gets done by the public servants, in this case the employees of the Nunavut Housing Corporation, become important in capturing documents.

Jo Ann doesn't have anything to add, so I think I did okay. Thank you, Mr. Chair.

**Chairman**: Ms. Schwartz, do you have anything to add to that? Thank you. Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chair. I think this is a really important discussion, and I'll just go back to ask whether or not as a regular part of doing business that there are records of decisions that are produced out of, whether it's the executive committee meetings or the board

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**H4Δ¹** (ጋጎትበJ¹): Δ΄. ኅሪታ<sup>a</sup>ct<sup>b</sup>, Δ<sup>1</sup>/«ÞĊ<sup>a</sup>.

«ግና6በቦታና «ግርተ<sup>b</sup>b<sup>b</sup>d<sup>a</sup> Δ<sup>c</sup>ጋር ሊትናdd<sup>a</sup>s<sup>c</sup>.

Δαጋσ4ጋ4 ለታሊ4ጋ<sup>5</sup>b<sup>c</sup>C<sup>a</sup>b<sup>c</sup> Δα<sup>c</sup>,

ለታሊ4ጋσ<sup>6</sup>σ<sup>c</sup> Δ<sup>6</sup>b<sup>c</sup>b<sup>c</sup>b<sup>c</sup>Ca<sup>c</sup>b<sup>c</sup>b

d4>5Δ/<sup>b</sup>d<sup>a</sup>s<sup>c</sup> Λ<sub>7</sub>λ4ጋቦ<sup>c</sup>b<sup>c</sup>b<sup>c</sup>C<sup>a</sup>D<sup>c</sup>c

ΔαΓDΔ<sup>a</sup>αδ<sup>c</sup>ρ<sup>c</sup>c<sup>a</sup>,

δ<sup>c</sup>b<sup>c</sup>c<sup>a</sup>σλ<sup>c</sup>Dδ<sup>c</sup>a<sup>c</sup>c<sup>a</sup>ρ<sup>c</sup>σδ<sup>c</sup>c<sup>a</sup>.

meetings, and if not, why not. Thank you, Mr. Chair.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. Yes, through the NHC board of directors, any records of decisions are papered as well as through the corporate executive committee. All the agenda, the minutes, of records of decision are all minuted and filed and minutes approved at meetings as a routine agenda item. Thank you, Mr. Chair.

Chairman: Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chair. There was a two-part question to that. I also asked about whether or not, and Mr. Devereaux did answer about the board of directors; however, he didn't let us know whether or not the records of decisions are made for the executive committee decisions. Thank you, Mr. Chair.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. Yes, it is the same through the corporate executive committee. Those records of decisions are minuted and at each meeting the prior meeting's minutes are reviewed and approved. Thank you, Mr. Chair.

**Chairman**: Thank you. Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chair. Another two-part question, which might have different answers. Are the records of decisions and agendas and board meeting minutes of the board of directors made available to the public for perusal at any time, and it might be a little bit different for the executive committee. And I have the same question for them. Thank you, Mr. Chair.

Chairman: Mr. Devereaux.

ላንትሶጐቦናጋውና ፟፟ጐሁናበናቴናርሲላናቴናጐሁር ተላካ-ተነላይላላና ጋበና ጋቦና ውሲሮጐቦና ውሲቃፐ. ፟፞ፚ፞, ቴስቤትውናር ላውርርውውጐቦና Δċቴ₫ጐሁላΔና, ውጐሁንቦጐውጋΔጐሲናΓና ውናቴውንናቴጐቦ. የፈታኈሲኮካ, Δጎረዋውርጐ.

**Δ৬/ペ▶ር%** (ጋጎ,⊁በJና): Р°ህ°--->σ</br>

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Mr. Devereaux: Thank you, Mr. Chair. I don't believe that neither the board of directors meeting minutes nor the corporate executive committee's meeting minutes are put out into the public. Some of those meetings would contain confidential and private information, so yes, I don't think either one is made publicly available. Thank you, Mr. Chair.

Chairman: Ms. Brewster.

**Ms. Brewster**: Thank you for that. I kind of have an understanding of why the executive committee meetings and information might not be necessarily made public, but I feel like the board meetings, in my mind, without personal information or anything that would tip off anybody who is bidding on a project, like it might be wise to have those available to the public so that people can be informed.

I just want to switch is gears a little bit and go back to the Office of the Auditor General. Earlier this morning in response to a question, I didn't write down who asked the question, but the Office of the Auditor General stated that they did not involve the NHC board of governance in their audit, that it wasn't the focus of the audit and the focus was more on the public service that was being provided. As we go through the report we see that there are some governance-related issues that are impacting the service of delivery of housing.

I just would like to hear a little bit from the Office of the Auditor General about why not do both. Because governance, good governance is informed, makes it really good and important decisions and follows up on those decisions and responds to the impacts of those decisions. So, I would just like to hear why that wasn't a focus. Thank you, Mr. Chair.

Chairman: Thank you. Mr. Hayes.

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Mr. Hayes: Thank you, Mr. Chair. So, I think I'll answer this question by focussing on the levels of oversight. As we heard in the opening statement from the president of the Nunavut Housing Corporation, they have an oversight role over the local housing organizations, and in that context there's management agreements that are put in place with each of those organizations to carry out the functions that relate to public housing.

We wanted to see what work the Nunavut Housing Corporation was doing to make sure that indeed those management agreements are being upheld, and that the local housing organizations are doing what they're supposed to. In that sense there is a governance element there. If there are problems with the local housing organizations, Nunavut Housing Corporation that is to be on top of it. After all, it's their program and it's their assets.

We could have gone one step further and looked at the governance of the Nunavut Housing Corporation vis-a-vis their board of directors and their operations. Of course, the board of directors is responsible for overseeing the president and the management of the corporation. But our focus was we wanted to put our lens on where the outcomes, the specific outcomes for Nunavummiut would be happening, and that's on the allocation, the new buildings, and the maintenance. So we focus on that level of governance. We didn't go a level up.

And of course, in the governance model there's also the minister who is responsible and accountable to the people for the way that everything is functioning. Thank you, Mr. Chair.

Chairman: Ms. Brewster.

**Ms. Brewster**: Thank you, Mr. Chair and thank you for that response. I know that earlier we

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heard that this newest audit isn't necessarily a follow-up to the 2008 audit. However, I think that some of the ongoing sentiment about how Nunavut Housing has sort of been governing and overseeing hundreds of millions of dollars even since 2008, one might come to the conclusion that a huge part of the quagmire that is lack of housing and where the funding has gone can be directly related to governance and leadership by the board.

I agree with you that it's really important to focus on operations; however, there is that much larger picture of what's been going on for decades, and I think that looking at governance, at that bigger picture can have also a really big impact on auditing that, can have a big impact on furthering our understanding about what has been working well and what hasn't been working well.

I suppose my question is, at what point following this audit would it be really important to go back and audit from a governance lens. Thank you, Mr. Chair.

Chairman: Mr. Hayes.

Mr. Hayes: Thank you, Mr. Chair. I certainly can say that we agree entirely that accountability and governance are very important, and indeed I think some of the concerns that are being raised about governance and the focus on transparency, both in our reporting and some of the questions that have already happened, are critical.

If I look ahead, we typically give organizations a little bit of time to deal with the recommendations from our reports and responses and commitments that they have made when they've received our reports.

When we do look at follow-up work, and there's a pretty strong chance that we are going to look at follow-up work here because I think 100%->५°୮୭ ፭%Pና/ላሊσ4?°ПJ ÞC%PՐ4는'ጋ Δ'ጋ°\J° ለ<', \QՐ4ሊ4는'ጋ ለበ'ጋቦ' ፭%PՐ4ʔበ°\Γ° QÞ'6° ለQረΔ°Qʔ°Qናጋ4%ጋJ°.

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it's important to give both the legislature and Nunavummiut a clear picture of what has happened in terms of progress, it is possible that we can scope in questions around governance, questions around the financial costs of builds and that sort of thing. We'll take all of that into consideration, and of course, this is instructive of us having a sense of what is important to this committee as we plan that next work. Thank you, Mr. Chair.

Chairman: Thank you. Just on that note, before I go to the next name on my list, Mr. Hayes, when I look at page 2 of the Nunavut Housing Corporation's opening comments in the second paragraph, it states that Nunavut's context is unlike anywhere else in Canada. Our geography, cost of construction, governance of realities. I would like to focus on the governance realities. How do you interpret that statement, Mr. Hayes?

Mr. Hayes: Thank you, Mr. Chair. Well, there's no doubt that I would agree that there are challenges specific to Nunavut when it comes to geography, cost of construction, that sort of thing. When it comes to governance, I'm not sure that there is so much of a difference. I mean, I think there is a similarity to the way that other organizations and other territories are set up.

What I see with this organization is something that appears to be relatively common in a Crown corporation model, federally. You've got a board of directors that oversees a corporation; you've got a minister that's responsible to answer for it.

What we have in terms of the next level down is similar, in my view, to a contracting relationship. And I'll label those management agreements as being contracts. There are obligations on both sides. There is an exchange of consideration, and ultimately the two parties

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**Δυγφρς<sup>10</sup>** (Ͻʹϧρησ): Γ<sup>1</sup>ς ϧδρς<sup>10</sup>.

are agreed on what they are supposed to deliver.

So, to me, I would be interested in the Nunavut Housing Corporation's view on what's different about the governance model, but it doesn't seem to me to be something that is particularly peculiar. Thank you, Mr. Chair.

Chairman: Thank you for that, Mr. Hayes. A similar question to Mr. Devereaux on the same topic. There has often been discussions here in this House even on the lack of clarity sometimes on who is making the final decision. Is it the minister, is it cabinet, FMB, is it the board of directors. I know you've mentioned that there's motions and records of decision from the board of directors' standpoint, and as an arm's-length Crown corporation, the board is supposed to be the main direction on, or provider of direction, I guess.

So, the same question to you, Mr. Devereaux. When you look at governance realities in your opening comments, it's quite a bold statement. I would like to get a little bit more clarity on what was meant or intended to be meant by that statement. Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair, and in response to this discussion I do think the Nunavut Housing Corporation as well as our minister, and by extension cabinet, are involved with all major decisions. It's laid out through the various regulations around how decisions get vetted, whether it's a department or a Crown corporation.

So that would all apply to anything from Nunavut 3000 to if we were going introduce a major new program, such as the reintroduction of the Home Owners Assistance Program, that we do have steps and requirements for decisions to be made.

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 $\Delta$ **ዾ/ኆ▷ር**ና**७** (ጋኒ̄ላዖገJ<sup>c</sup>): የժታ° $\Delta$ Γ<sup>t</sup><sup>ь</sup>. Γ'C H $\Delta$ Δ'.

 $\dot{C}^{\dagger}$ 

Relative to the opening comments and recognizing some of the challenges and complexities, I do think, when you look across all 13 provinces and territories, the north specifically is unique in terms of government structure. We're smaller jurisdictions and we have Crown corporations that are in charge of the public housing delivery.

When you look at the Northwest Territories and to a certain degree a fair bit of the Yukon, that governance model is one of the territorial corporation level. They have local partners in some cases that are completely independent, similar to Nunavut. Like it is a unique governance model. Other provinces probably don't have that same model, or they have partnership agreements with 25 LHOs, for example.

I think what's even more unique about Nunavut is that across that governance, when you think about oversight and support, I think we are a little bit different than Northwest Territories and Yukon relative to a hundred per cent of our communities are isolate. And the proximity to, like we are so geographically dispersed across Nunavut, that would create maybe a few more challenges than perhaps Yukon or perhaps communities that are more geographically closer and there's less separation in terms of modes of transportation between the communities.

So, I think that was maybe the context behind highlighting that certainly there is governance challenges in Nunavut that are somewhat unique compared to other jurisdictions, especially jurisdictions south of 60. Thank you, Mr. Chair.

**Chairman**: Mr. Hayes, I would like to get your comment on that.

**Mr. Hayes**: Yes, thank you, Mr. Chair. Obviously agree with the president in terms of

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the geographical challenges. When I speak of governance, I'm talking about the way that a corporation is managed and overseen, as opposed to the geographical or logistical chances, which clearly are different here in Nunavut than anywhere else.

But I'll reinforce the fact that when it comes to the role of a board of directors, the role of an organization like Nunavut Housing Corporation that is set up like what we would call federally a Crown corporation, or in other territories a territorial corporation, the model is not new, is not weird. It is in fact on a governance level, the board of directors operates just like a normal board of directors for a corporation. The minister has the same roles as a minister elsewhere.

I do accept what the president says about the various realities that face an organization operating in a very broad and challenging territory, but governance is quite separate and apart from that, the way I see it. Thank you, Mr. Chair.

**Chairman**: Thank you. The next name I have on my list, Mr. Savikataaq.

**Mr. Savikataaq**: Thank you, Mr. Chair. I don't have too many questions on this section, but overall, on the Auditor General's report, on page 20 on the conclusion, recommendation 66 says:

"We concluded that the Nunavut Housing Corporation did not provide Nunavummiut with equitable access to suitable public housing and did not manage the adequacy of its public housing inventory from Nunavummiut."

And in the president's opening comments, there, on page 2, the second-last paragraph he says:

**H**4**Δ¹** (ጋጎኑ∩Jና): Δ˙, Ċ⁰dd ሲ\Pረ⁴ኞለΔቴርናσቴ CL७dd Cd°aςና∩J dЧL⊃ ረ%־CP³۶PZL՟⊃Ո७ ἰ'¬ጛ6Δ Þ′¬ϽՈΓ¬J Δ°αΔና dЧL¬ dረ³ቦና CΔL°a α¬αΔቴCPረLσቴቦና Δαċς Lϲς¬Γς.

**Δυγθρόι** (Ͻίλρημο): 'συναμέν. Γις 'σίρσιν.

**ᡃᠯ᠋ᡠ᠙** (Ͻᢆᡃᡳᢣᡣ᠋ᢗᡃ): ᡃᠯᢣᠲᡅ᠌ᡤᡃ, ᠘ᡃᡟ᠙ᢣᡠᡥ. ᡃᡉ᠌᠘᠘᠘᠂᠑ᡐ᠆ᠸᢛ ᢗ᠘᠘᠘ᠫ᠋᠌ᠫᠿᡟ᠙? ᡃᠯᠣ᠘᠘᠘᠆ᠸ ᡃᡗᠹᡥĊ᠋᠆ᡃᠺᡳ, ᡃᡗᡣᢉᡳ᠌᠌ᢇᠧ᠘᠘᠘ᢨᡳ᠘᠊᠄ᠯᢣᠲᡅᡤᡃ, ᠘ᡈᡟ᠙ᢣᡠᢛ.

**Δ6/40** (2/2014): Γ' 24°.

**ለፈና** (ጋጎትበሀና): 'dኑ°ሲቮ•, Δ•ለ≪▷ር๋•. C<sup>L</sup>L<sup>•</sup>\*/L<sup>4</sup>\*'/▷<sup>6</sup>\*\C ውሲ≫<sup>L</sup>፫'ጋ፫፫፡ 'የ୮ናንሲር▷<sup>6</sup>C©° C∆<sup>6</sup>dd ናየዖ<sup>6</sup>ር๋ጏ•, 'የበናΓ▷ና, d<sup>L</sup>L〕 የペ<sup>6</sup>ር<sup>-</sup><sup>6</sup>, Ċ<sup>6</sup>dd፫፫<sup>6</sup> ሲሲሎነበ<sup>6</sup>d<sup>6</sup>. "Mr. Chairman, it is important to acknowledge that many of the Auditor General's findings relate specifically to the day-to-day administration and delivery of the public housing program, including unit allocation decisions, the accuracy and consistency of wait lists, and preventative maintenance. These functions are largely carried out by Nunavut's 25 local housing organizations, community-based entities that operate with their own board of directors, by-laws, staff structure. Nunavut Housing Corporation has an oversight role via the management agreements, and we recognize the need to improve our oversight and support our 25 local communities."

I would like to ask the housing corporation. After when I read this, maybe I see a different interpretation, but it's almost like this audit was done on us, but the problem is with the local housing associations. We are not the problem and the local housing associations are the problem. Can I get a clarification from Mr. Devereaux. Thank you.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. No, we wouldn't, I think, in our comments, be trying to rely a message that the problem is with our LHO partners and not with us. I think we recognize that there's a number of areas where the Nunavut Housing Corporation can work to make improvements in how we provide oversight and support to our partners who are delivering those day-to-day functions, whether it be unit allocations or maintaining a wait list or doing maintenance on the assets.

So no, we would not be trying to relay a message that the problem is with the LHOs and not with housing corporation. Thank you, Mr. Chair.

Chairman: Mr. Savikataaq.

**Δυγορόι** (Ͻϳλληυς): ٩σροτίς. ΓλΟ ٩σροις.

**Δ<sup>6</sup>/«ΡĊ<sup>6</sup>** (Ͻ<sup>1</sup>/<sub>2</sub>Αηυ<sup>6</sup>): <sup>6</sup>d<sup>6</sup> <sup>6</sup> Γ<sup>1</sup> <sup>6</sup>d<sup>6</sup>.

**Δ°/<br/>γογος.** (Ͻϳ/ΥΠης): L.Ͻ ¿φρας.

**'ፅፆፈ'** (ጋ\አስህ'): 'dታ<sub></sub>ይቮ', Δካላየዕር'፡. ለውፈታነገረት 'የበነገውወፈር ውንነረ, 'የበነገውርው' ጋጐ Δካጋነውሊፈነንነገሁር 'የበነገውσ', ላካፈጋ ርጋነረፈነገሩ, ዕሁንገጋ ርካፈ ውንፈጐር አልቦሁየኮ.

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**ΗΔΔ'** (ϽʹͱληͿʹ): 'dϧ°αΓ΄, Δ°ͰʹϨϷϹʹʹ·. ϭʹͱλΓʹʹʹʹΓ<sup>L</sup>LCΔ°dϤ, ϤʹͱλΓʹʹϽηCϷϟ°α΄·LCΔ°dϤ ἀͺʹͰϷͰʹͼʹͰΔσʹ·<sup>6</sup> ϤͰʹʹΓ΄ Ͻ, ϼαʹϹ· ϤʹͱλΓʹʹʹʹΓ<sup>L</sup>LC Ϸʹʹ··ͿʹͰϧʹʹΓ·. Δ<sup>1</sup>ϽϲʹʹϲʹϥͿ·Ϳϲ ϷΔͿϲʹͼͰͰϟʹ·αʹͼʹϷϽϷʹͱϷʹͻηϲ ϹʹͼͿαͺʹʹʹϧϲ ΔϲʹʹʹΓʹ·σͼ, Mr. Savikataaq: Thank you, Mr. Chairman. I would like to ask the same question to Mr. Hayes, the way, his conclusion and the way the remarks is, if his interpretation is the same as Mr. Devereaux's. Thank you.

Chairman: Mr. Hayes.

Mr. Hayes: Thank you, Mr. Chair. Indeed, I would agree that these are Nunavut Housing Corporation's programs, and as I mentioned earlier, they are assets. In our report at paragraph 9 we tried to make it absolutely clear about what the Nunavut Housing Corporation was responsible for. It's responsible for the regular monitoring and assessing the operations of local housing organizations to ensure that they deliver the Nunavut Housing Corporation's public housing program effectively, in accordance with established policies and procedures provided by the Nunavut Housing Corporation.

I know that in response to questions before the hearing, the Nunavut Housing Corporation has provided some documents, and I believe that there is an example of a management agreement in there. The first page of the management agreement has a number of recitals that provide good clarity on the role of the housing corporation. It's clear that it's responsible for administering housing programs, and that the local housing organizations have been established to help deliver that program.

Ultimately the accountability from both the enabling legislation and the management agreements rests with the Nunavut Housing Corporation. Thank you, Mr. Chair.

Chairman: Mr. Savikataaq.

**Mr. Savikataaq**: Thank you, Mr. Chairman. I thank both members for clarification.

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Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. I thank the member for the question. I wasn't with the corporation in 2008. I can't speak to specifically the action items from there and the progress on those action items for the subsequent two and three years thereafter. I think the delivery of the public housing program will always be difficult and challenging.

I would highlight that on an annual basis our 25 partner local housing organizations would undertake hundreds and hundreds of unit allocations, maintain a public housing wait list of over 3500 applications, and those aren't static applications. They change as those applications' circumstances change. And annually deliver probably in the neighbourhood of 10,000-plus preventative maintenance events across the portfolio of 6,000 units.

So, I think through our local housing organizations, they do tremendous work, given the large size of the portfolio and the significant number of functions and tasks that they are, through the management agreement, responsible to deliver. And we absolutely recognize both the housing corporation level in terms of oversight in supporting LHOs in delivery of those functions that will always have an opportunity to improve.

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If the goal is to try to be 100 percent on every unit allocation and wait list application and preventative maintenance, then we'll always have room to try to improve upon.

I can't speculate from 2008 report. Obviously, I am aware that similar issues around preventative maintenance activities or unit allocations, that there would be examples where through an audit report that they couldn't ascertain a hundred per cent compliance. Hopefully through that both Nunavut Housing Corporation and LHOs are moving in a favourable direction to try to improve upon that, to try to achieve that sort of perfect scenario. Thank you, Mr. Chair.

Chairman: Mr. Savikataaq.

**Mr. Savikataaq**: Thank you, Mr. Chairman. The reason I said 30 years' service, because Mr. Devereaux stated to the members that he joined in NHO in 1994. So, I though he must have been there since 1994. But I'll get on with the point.

These management agreements, if a local housing association or organization, either one, authority I mean, either one is not adhering to it, what recourse does the Nunavut Housing Corporation have so that they follow the management agreement? Thank you.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. Through the management agreement there's provisions around compliance to what the two parties' obligations are. There's I suppose a variety. The more typical approach. If there's examples of a local housing organization that is not meeting its obligations via the responsibilities under the management agreement, I mean, I think most typical approach is conversations between Nunavut

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Housing Corporation and the leadership, whether it's the general manager or the board of directors.

I suppose in the worst case scenario, if there was, through those other more typical approaches they couldn't achieve resolution, then I guess the last step would be whether or not NHC would exercise any provision under there to terminate the management agreement. Thank you, Mr. Chair.

Chairman: Mr. Savikataaq.

Mr. Savikataaq: Thank you, Mr. Chairman. A lot of this has to do with allocation and in the report there and in the response there is mention of it. Who has the final say in allocation in local housing authority? Is it the board? Is it the manager? Or is it both, together with Nunavut Housing Corporation? Who has the final say in allocating a public housing unit to an individual? Thank you.

**Chairman**: Thank you. Just before I go to Mr. Devereaux, we do get into much more detail on this topic a little bit later on in the report, but I'll allow the question for now. Mr. Main.

**Mr. Main**: Thank you, Mr. Chair, and thanks to the member be for that good question.

The OAG did find one of the major findings is that we do have equitable access across the territory, and we agree with this. We do, this speaks to some of the inconsistencies we have between the regions right now, in terms of allocations and the monitoring of them.

For Kivalliq example, in the Kivalliq region, the board of directors can make allocation decisions without it really going through the NHC offices so they have that complete autonomy, whereas in the Qikiqtaaluk there's multilayered approach, where an LHO will put forth a recommended allocation and it is then

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first sent through to the district office who then okays the allocation and checks it for compliance to their own waiting list system. So we do have some variation across the territory. Thank you.

Chairman: Mr. Savikataaq.

Mr. Savikataaq: Thank you, Mr. Chair. I'll get more specifically to that, but I didn't quite understand that. Does the board of directors, the local housing association's board of directors have the final say on allocation? Thank you.

Chairman: Mr. Main.

Mr. Main: Yes, they do.

Chairman: Thank you. If you can recognize the chair after, so they know to shut your mic off, Mr. Main.

I have no more names currently on the section of the report. I don't see any hands being raised. Let's move on to findings and recommendations, paragraph 14 through 19. Mr. Quqqiaq.

Mr. Quqqiaq: Thank you, Mr. Chairman. Mr. Chairman, my first question will be for the Office of the Auditor General witnesses. Your report indicates in paragraph 16 that the Nunavut Housing Corporation has created guidelines for all local housing organizations to develop point reading systems for assessing applications for public housing units, and that the core categories for awarding points are affordability, suitability, and adequacy. Does the office consider these to be reasonable? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Hayes.

**Mr. Hayes**: Thank you, Mr. Chair. So just to set the stage for it, typically our work involves

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examining the entity's actions against the policies and procedures that it puts in place, and we try not to comment on policy choices, policy decisions, such as what criteria should be used to allocate units and what should be prioritized.

When it comes to the categories of affordability, suitability, and adequacy, we weren't surprised to see those because in fact in other work that we've done, both at the federal level and territorial level, we have seen the very same categories be important.

So, I would say just to answer your question directly, do we consider these to be reasonable? Yes, they are reasonable categories to be guiding the work of the allocation. Thank you, Mr. Chair.

Chairman: Mr. Quqqiaq.

Mr. Quqqiaq: Thank you, Mr. Chairman. In my own opinion I do not agree with these to be reasonable. There's a lot of reasons why. There's a lot of our elders are, they are still on the waiting list, and Inuit Qaujimajatuqangit was always to respect our elders. But I'll move on, Mr. Chairman.

My questions will be for the same Office of the Auditor General. Your report indicates in paragraph 17 that the Nunavut Housing Corporation did not monitor whether the 25 community point reading systems were consistent with the Nunavut Housing Corporation's guidance on point reading system design. And the question is, Mr. Chairman, do all 25 local housing organizations in Nunavut have different systems. Thank you, Mr. Chairman.

**Chairman**: Mr. Hayes. My apologies, Ms. Schwartz.

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Ms. Schwartz: Thank you, Mr. Chair. So the NHC provides guidance to the local housing organizations on how to establish the points rating system that they have to apply in their community. So yes, each community has its own point rating systems. We review the point rating systems of each community in order to figure out if they were complying with the corporation's own rules, and we found that none were consistent.

Some categories of the point rating systems are mandatory or have to be included, and then there's others that have some variety that could be community-specific. We found for those that had to be in place, the ones that Mr. Hayes spoke about, there was variation on those being applied, and those being required on all of the communities. Thank you, Mr. Chair.

**Chairman**: Thank you. Mr. Hayes, you wanted to supplement?

**Mr. Hayes**: Yes. I would just take the opportunity to reinforce that these point reading systems are where you could see that prioritization happened, for example, for elders and for other priorities of a particular community.

This is why when we look at the core criteria or the core categories of affordability suitability and adequacy, we expect to see consistency across the territory. When it comes to tailoring the point reading systems in a community, there's variation allowed, but it has to be within a reasonable compliance with the directives. Thank you, Mr. Chair.

Chairman: Mr. Quqqiaq.

Mr. Quqqiaq: Thank you, Mr. Chairman. So same line of question to the Office of the Auditor General. Your report indicates in paragraph 18 that the point reading system for all communities in one region did not award

 $\Delta$ **⁰/ペレር¹⁰** (ጋ፟\ትጠJ<sup>c</sup>): የ<mark></mark>ժ৮° $\Delta$ ፫⁰. Γ<sup>\</sup>C L $\Delta$ °.

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**ጎልዕር**ና• (ጋጎትበJና): 'dታ°ሲቮ•. ርペዊσ Δካጋርጐበናበውውና ፫ቴኒውና በበንበርጐበናበናውርናውናጋ Δካጋርናሥጋውቱ 'ቴውንት\Δንፈበውቱ Γነር LΔ° ርペዊወ የውጐቴው የLና የውፈLናጋውጋ የሚውንታቴኒሊታዮቦና የካርርውጐርውን Lፈልና ሥናጋ Δካጋርሲትቴሪና Δካጋናዕበጐቦኄውና Δረን°ሲናን የሲውንታርላጐቦና Γየጋላቴሩር? 'dታ°ሲ፫ቱ, Δቴረላይርናቱ.

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**LΔ<sup>Φ</sup>** (ϽʹϧϟႶͿ<sup>Φ</sup>): 'dϧ<sup>Φ</sup>αͺΓ˙<sup>Φ</sup>, Δ<sup>Φ</sup>/ペΡϹʹ<sup>Φ</sup>.
'dϧ<sup>Φ</sup>αͺΓ˙<sup>C</sup>CϷ<sup>Φ</sup> ϤΛ<sup>Φ</sup>/<sup>Δ</sup>'L<sup>C</sup>. Δ΄. Ρ<sup>Φ</sup>(¬<sup>6</sup>b<sup>Φ</sup>)<sup>C</sup> CΔ<sup>Φ</sup>dϤ Ρ΄α, Ϸ<sup>Φ</sup>/<sub>2</sub> Ε΄, Δ<sup>Φ</sup>/<sup>Φ</sup>, Δ<sup>Φ</sup>/<sup>Φ</sup>/<sup>Φ</sup>.

L(¬<sup>6</sup>CϷ() C Ϸ<sup>C</sup> – σ – . 'dϧ<sup>Φ</sup>α, Δ<sup>Φ</sup>/<sup>Φ</sup>/<sup>Φ</sup>.

**Δ<sup>6</sup>/«PC%** (ጋጎትበሀና):  $α_{\Delta}^{6}$ /ና<sub> $\Delta$ </sub><sup>6</sup>υ,  $\Delta$ <sup>6</sup>/γ<sup>6</sup>υ ρανννής  $\Delta$ <sup>6</sup>  $\Delta$ <sup>6</sup>  $\Delta$ <sup>6</sup>  $\Delta$ <sup>6</sup>  $\Delta$ <sup>6</sup>  $\Delta$ <sup>6</sup>  $\Delta$ <sup>6</sup>  $\Delta$ <sup>6</sup>  $\Delta$ <sup>6</sup>  $\Delta$ <sup>6</sup>  $\Delta$ <sup>6</sup>  $\Delta$ <sup>6</sup>  $\Delta$ <sup>6</sup>  $\Delta$ <sup>6</sup>  $\Delta$ <sup>6</sup>  $\Delta$ <sup>6</sup>  $\Delta$ <sup>6</sup>  $\Delta$ <sup>6</sup>  $\Delta$ <sup>6</sup>  $\Delta$ <sup>6</sup>  $\Delta$ <sup>6</sup>  $\Delta$ <sup>6</sup>  $\Delta$ <sup>6</sup>  $\Delta$ <sup>6</sup>  $\Delta$ <sup>6</sup>  $\Delta$ <sup>6</sup>  $\Delta$ <sup>6</sup>  $\Delta$ <sup>6</sup>  $\Delta$ <sup>6</sup>  $\Delta$ <sup>6</sup>  $\Delta$ <sup>6</sup>  $\Delta$ <sup>6</sup>  $\Delta$ <sup>6</sup>  $\Delta$ <sup>6</sup>  $\Delta$ <sup>6</sup>  $\Delta$ <sup>6</sup>  $\Delta$ <sup>6</sup>  $\Delta$ 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any points for affordability. The question is, Mr. Chairman, to which region is your report referring? Thank you Mr. Chairman.

**Chairman**: Thank you. Mr. Hayes. My apologies once again; I should look up a little sooner. Sorry, Ms. Schwartz.

**Ms. Schwartz**: Thank you, Mr. Chair. That was the Kivalliq region. Thank you.

Chairman: Thank you. Mr. Quqqiaq.

**Mr. Quqqiaq**: Thank you, Mr. Chairman. A follow-up question to my question that I just asked. Why was only Kivalliq in the report? To my question, why was not Kitikmeot and Qikiqtaaluk added? Thank you, Mr. Chairman.

Chairman: Ms. Schwartz.

**Ms. Schwartz**: Thank you, Mr. Chair. Our audit included the entire territory. We did include all the regions. We travelled to two of the three regions as part of our audit and visited several communities.

The reason I mention that it was only Kivalliq in this example is because in the report in paragraph 18 we state that the point rating systems for all community and one region didn't allocate any points for affordability. That one region was Kivalliq. The other two did. So we did look at all three regions as part of the audit. Thank you, Mr. Chair.

Chairman: Thank you. Mr. Quqqiaq.

**Mr. Quqqiaq**: Thank you, Mr. Chairman. Just another follow-up question. Which communities did you visit? Thank you, Mr. Chairman.

Chairman: Thank you. Ms. Schwartz.

**LΔ<sup>®</sup>** (フ<sup>˙</sup>λ<sup>†</sup>A)<sup>†</sup>: 'd<sup>†</sup><sup>®</sup>a <sup>†</sup><sup>®</sup>, Δ<sup>®</sup>γ<sup>®</sup>P<sup>©</sup><sup>®</sup>.

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Chairman: Mr. Quqqiaq.

Mr. Quqqiaq: Thank you, Mr. Chairman. What would have been great if you visit Kitikmeot region. As a Kitikmeot MLA, I'm highly, we need housing in the Kitikmeot region greatly, in my constituencies of Taloyoak and Kugaaruk.

So, I will move on, Mr. Chairman, for the Office of the Auditor General. Your report indicates in paragraph 18 that these communities' point rating systems prioritized those who had been waiting the longest, which would have reduced the impact of other factors in the point rating systems, such as household income.

Your report also indicates that the Nunavut Housing Corporation guidelines stipulate a maximum number of points for this criterion. To what extent do local housing organizations have the authority to deviate from the Nunavut Housing Corporation's guidance on point rating system design? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Hayes.

Mr. Hayes: Thank you, Mr. Chair. So as mentioned, there is some variation that's permitted in the point rating systems, and the purpose of that is to be able to account for the community-specific needs under certain circumstances. I'm sure that Nunavut Housing Corporation could expand on some of that, if you have more questions, but what we found is that there was variation in categories that were

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supposed to be standard in all point rating systems, according to the Nunavut Housing Corporation's guidelines, and those categories, as we mention in our report, were affordability, suitability, and adequacy.

We found that the communities' point rating systems were not consistent with the guidelines, and we also found that the Nunavut Housing Corporation didn't monitor the point rating systems by the LHOs, the local housing organizations, for consistency. We would have expected that the corporation actually did monitor that.

Ultimately the Nunavut Housing Corporation does have a really clear picture of what the deviations, the extent of the deviations are from its guidelines.

I'll express an opinion here. I think that our office's view on this is that it's not acceptable to deviate from the Nunavut Housing Corporation's guidance to the extent that we saw in the example that we're giving on affordability. We used this example because the amount of time on a waiting list is important, but if that's the only, or if that's the dominant priority, it will frustrate or dilute the importance of the other categories, the other factors that should be considered in a decision.

For example, I'll make a hypothetical here. If a person has been waiting on the wait list for a long time, but they have a high income, then the affordability factor is not going to be as important. But there might be somebody who needs that house, that housing unit way more because of their low income. I think that in order to make sure that unfortunate situations don't happen, where those most in need wait longer they should, there has been to be consistency and oversight by the Nunavut Housing Corporation. Thank you, Mr. Chair.

Chairman: Mr. Quqqiaq.

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Mr. Quqqiaq: I will continue with my line of questioning, Mr. Chair, to the Office of the Auditor General. Your report recommends in paragraph 19 that the Nunavut Housing Corporation should monitor local housing organizations regularly to ensure that its guidance related to the point rating systems is followed and implemented.

And the question is, Mr. Chairman, what tools does the Nunavut Housing Corporation have to enforce this guidance in cases where local housing organizations do not follow it? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Hayes.

Mr. Hayes: Thank you, Mr. Chair. So, the management agreements that the Nunavut Housing Corporation has entered into with each of the local housing organizations is the main source for I think what you're looking for here, in terms of options to enforce. As the president mentioned earlier, those agreements have provisions that contemplate an escalation process.

So having discussions, signalling what I'll call it a breach or a problem with the agreement might be happening, the Nunavut Housing Corporation has a way to do that under the agreements, and there's a process for moving up the chain in terms of resolving. As the president mentioned, the ultimate option under the agreements is to terminate the agreements, which of course it would be a last resort.

What I would say, though, is in terms of things, the point rating systems and allocations, as we mention in our report, the Nunavut Housing Corporation is supposed to be reviewing and verifying all public housing allocations after the decision is made by the board of directors, but before individuals or the person who is going to be receiving the housing, is notified, and this is

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supposed to ensure, it's a safeguard to ensure equitable access.

What we saw was that because the Nunavut Housing Corporation wasn't maintaining of those allocations, they weren't able to exercise that oversight. And if you don't exercise that oversight you don't know when you have a problem that you have to enforce.

So, it all ties together. This idea of record keeping and oversight for the purposes of making sure the agreements are being properly implemented by the local housing organizations is fundamental. Thank you, Mr. Chair.

Chairman: Thank you. Mr. Quqqiaq.

**Mr. Quqqiaq**: Thank you, Mr. Chairman. I'm going to move on the Government of Nunavut witnesses.

The Auditor General's 2008 report to the Legislative Assembly on Nunavut Housing Corporation indicated that community partners are not following allocation procedures correctly. The Auditor General's 2025 report indicates in paragraph 17 that the Nunavut Housing Corporation did not monitor whether the 25 community point rating systems were consistent with the Nunavut Housing Corporation's guidance on point rating system design.

The question is, Mr. Chairman, why has the Nunavut Housing Corporation not addressed this issue? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Devereux.

Mr. Devereaux: Thank you, Mr. Chair. I thank the member for the questions. So certainly, agree relative to the wording in the management agreement and the importance of local housing organizations in managing wait lists, to have a model try to prioritize,

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especially where we have so many families on the wait list, which goes back a little bit to that other root cause issue of we need to get more houses built.

But recognizing it's a big wait list. Some of our communities we have three and four hundred families on a waiting list. So certainly, through the audit, the OAG looked at the model and its consistency in terms of being applied across all 25 communities. And we recognize that there is discrepancies. We recognize that not every community is following the exact same point rating. And to a certain degree within our guidelines we provide some flexibility to communities so that the corporation is not coming in and saying all 25 have got to have the exact same.

I suppose there's a debate do that. Maybe some opinions should be identical across all 25 communities, and others should say people in Qik might prioritize the amount of time on a wait list higher than what somebody else in another community does.

So, I think for us it's trying to figure out what that balance is. We did, within the wait list prioritization model, we gave some flexibility. There's those three core factors, which is affordability, when you look at somebody's income; and suitability, which is really look at overcrowded housing; and adequacy, is kind of the condition of their current housing arrangement. So those are core, and that's kind of across the across all the provinces and territories.

We do provide flexibility where communities can look at other factors, whether it's time on the waiting list or we have some communities that give extra points for elders, if there's a medical consideration that should try to give people more points.

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And we recognize that for us it's trying to balance how much of that independence gets to that specific community, recognizing that not all 25 communities may have the same view on how to prioritize. So, we do have a model for them. We built in some flexibilities, and I think the OAG highlighted some certain circumstances those flexibilities weren't all applied the same.

I think our takeaway is to consider, do we, from a central perspective, try to be more rigid and say everybody has to follow the exact same and here is the exact point rating tool; or do we continue to be open to communities having some flexibility, and even having flexibility within those three core categories of affordability and suitability and adequacy.

So, I think, as we take away that particular recommendation and we think about actions that we'll look at, we hear the message in terms of the findings upon an audit review that there wasn't consistency. I think it will help guide us in working with our LHO partners to see how rigid we want to be and how much flexibility communities are looking for, and possibly looking at our guidelines to see if we have to amend those, or if we also go in the other direction and say let's limit the amount of flexibility and have every, all 25 communities with the exact same point rating scoring tool. Thank you, Mr. Chair.

Chairman: Thank you. Mr. Quqqiaq.

Mr. Quqqiaq: Thank you Mr. Chairman. Same lines of questioning for the Government of Nunavut. The Auditor General's report recommendation in paragraph 19 that the Nunavut Housing Corporation should monitor local housing organizations regularly to ensure that its guidance related to point rating systems is followed and implemented. The question is, Mr. Chairman, what tools does the Nunavut Housing Corporation have to enforce this

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**Π49?** (ϽʹϧͰΛυʹ): ʹϭͿϧ·αͺ΅ͼ, ΔͼͿʹϘϾʹͼ. Ϸα ΔϲΓϭͼͼͰͿϽΔͼͼͼϹϚ ϽͰͿͼͼ϶ͰϽΛʹϯΓ ϷʹͼϧͰͿϽΔͼͼͼϹϚ ϽͰͿͼϧͼ϶ͰΛʹϯΓ ϷʹͼϧͰͿϲϲϲʹͼ϶Ͻͼ \$200,000-cϷʹͼͼϧϹϲ, 30%-ͼ, ἀϤ ϤΡϽ϶ͿͼͼͰͿͶͼͼϲͳͿͿϲϹϷͼ ΔͰʹͼϧͼϧϹͿϲͺʹͼϧϹͿͺͺͺͺͺͼͼϧͰϹͿϲϹϷͼ Δειτασφέρι Δείτα Δ΄ ΣΓΡ΄ ͼϧͰͰ ἐαρ϶Ϳ϶ʹͼ, Δείτα Α΄ ΔΑΝΡαβοια ͼαρ϶Ϳ϶ʹͼ, \$200,000-cΡ΄ ͼςͼϧΕς \$200,000-ἐͿͿͿ Ϥͼϧϲ, \$180,000-ἐͿͼϧ Α΄ Ε΄ ΚΑΝΡαβοια ἐͼϧΡΛͼͼς Α΄.

\$200,000ለታሲላጋሁታናፐላቱ ርቱРСĹቱ ላጋቱጋላዖበው, ውናየርሲላቴኒጋበናጋ ርል៤ቴውውኮՐኒር. guidance in cases where local housing organizations do not follow it? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Devereux.

Mr. Devereaux: Thank you, Mr. Chair. As a follow-up, the primary tool I think we use is just the interactions between Nunavut Housing Corporation district staff and our LHO partners. Where major issues come up I think district staff would try to work with those LHOs to resolve issues.

I think ultimately in any scenario, through normal channels of trying to work through issues we couldn't resolve, then I suppose, like I mentioned earlier, the last case resort would be if there was just non-compliance and there was no way to move through that, the management agreement could be terminated. To my knowledge I'm not aware if we've done that in the past. It's not something that, you would make that decision lightly.

I think most times the two entities are able to work through any kind of differences that may exist in terms of responsibilities and obligations in the management agreement. Thank you, Mr. Chair.

Chairman: Thank you. Mr. Quqqiaq.

Mr. Quqqiaq: Thank you, Mr. Chairman. Same lines of questioning for the Government of Nunavut. The Nunavut Housing Corporation's response to the Auditor General's report indicates that the corporation will establish a dedicated project team to review and update its point rating system, design policy and guidelines, as necessary. The question is, Mr. Chairman, as of today what is the status of this work? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Devereaux.

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Mr. Devereaux: Thank you, Mr. Chair. So, in terms of the action plan around this specific findings, we did commit to establish a project team that's been completed in July, and also with consulting with frontline workers and subject matter experts. That started and that will continue over the next three and six months.

From those discussions, look to how we can make system improvements in terms of housing allocations. And also, I think within the corporation and with our partner LHOs have that broader decision around the balance of how much flexibility each individual community may take in terms of the point rating factors and the weighting on those factors.

I think from that then thereafter we would be looking to provide additional training to LHOs and to Housing Corp. staff around that specific focus of the point rating system being applied effectively across the 25 communities. Thank you, Mr. Chair.

Chairman: Thank you. Mr. Quqqiaq.

Mr. Quqqiaq: Thank you, Mr. Chairman. I'll continue with the Nunavut government witnesses. The Nunavut Housing Corporation's response to the Auditor General's report indicates that the corporation will "examine potential improvements to the point rating system that promotes fairness and equity."

The question is, Mr. Chairman, what specific improvements are being actively considered. Thank you Mr. Chairman.

Chairman: Thank you. Mr. Devereaux.

**Mr. Devereaux**: Thank you, Mr. Chair. Maybe through you I could have Jimmy Main may respond to the question.

**Δ<sup>6</sup>/«>C<sup>6</sup>** (Ͻ<sup>ί</sup>λλη): <sup>6</sup>d<sup>6</sup> α Γ<sup>6</sup>. Γ<sup>1</sup>C LΔ<sup>6</sup>.

**LΔ°** (ϽʹϧϟႶͿʹ): ʹϭͿϧ·αͺΓ·ϧ, Δ·ͰʹϘϘϹʹ·ͽ. ϤͰͺͻ ʹϭͿϧ·αͺΓʹ·ͽ<sub>Ϙ</sub>Ϳͺ Ϲʹ·αͺ ϤΛʹ·ͽϤΠΓυʹ·σ. Δ΄, ͺͰʹ·α άͺʹϧϘ;ʹ·ͽϲ/Δσʹ·ͽ Δͻϲʹ·ϧ·ϧϒϘʹϧͰϟ·ͽ·ͺʹϧϼΔϲʹʹϧͺͿʹͺ Ϲʹ·αͺ ΔνͻϹʹϚϲʹϧϽʹ·ϧͺͺʹ·ϧϼΔʹ϶ϽΓ·ϧͺΔνͻͺΓ·Ͱͺʹʹϧͺϧͺ

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Mr. Main: Thank you, Mr. Chair. One of the findings that was we're not monitoring all of the allocations across the territory, so in response to this we are looking at implementing a process where every public housing allocation across the territory will be compiled and collected on an annual basis, and so at the end of a fiscal year we'll have a report that we can produce showing each allocation and which ones were within alignment with our procedures. Thank you, Mr. Chair.

**Chairman**: Thank you. Maybe if you just elaborate a little bit. Part of the question was what potential improvements to that point rating system are being explored. Mr. Main.

Mr. Main: Thank you, Mr. Chair, and thanks for that request for additional information. To add to the president's response earlier, we are going to be looking at the point rating system and certainly factoring in feedback level from community level, because some communities have alternate views on what should the weighting of the certain point rating criteria should be.

In my tenure with the corporation, I've had LHO board of directors, sorry, local housing board of directors express their frustrations that the amount of emphasis we place on the waiting list time, the time on the waiting list, is too low, and that so people in some communities are continually bypassed by people arriving to the community, but because of alternative factors in terms of being homeless or if they have circumstances that merit them bypassing the long-waiting people on the waiting list. And that the community members and the board of directors at the local level get a lot of scrutiny from members and feedback that people that just moved to communities are getting priority for housing

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over the long-term residents. I've heard this countless times.

As part of our point rating enhancement and alignment we're going to be considering a whole bunch of factors and maybe alternative weightings of different criteria. Thank you, Mr. Chair.

Chairman: Mr. Quqqiaq.

Mr. Quqqiaq: Thank you, Mr. Chairman. I'll continue with the Government of Nunavut. The Nunavut Housing Corporation's Tenant Relations Manual contains information to guide local housing organizations in administering the point rating system.

The question is, Mr. Chairman, the manual was last revised in January of 2015, over a decade ago. When will the attend relations manual be updated? Thank you, Mr. Chairman. That will be my last question for now.

**Chairman**: Thank you. Mr. Main.

Mr. Main: Thank you, Mr. Chair. I thank the member for that question. Really good question. Certainly, we realize this manual is dated, and because it is the main basis for the waiting list system, as part of our tradition of standardized waiting list system, a revised waiting list system across the territory, we are eyeing updating the TRO manual as part of this process. Thank you, Mr. Chair.

Chairman: Thank you. Just before I go to the next name on my list, just to remind members we're on paragraphs 13 through 19, 'Findings and Recommendations'. Mr. Savikataaq.

Mr. Savikataaq: Thank you. While we're on allocations here and point ratings, I'm curious if since Mr. Main was on this, I guess he will be the one to answer. Is there income threshold where you would not qualify to even get into

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public housing in terms of allocation? Thank you, Mr. Chairman.

Chairman: Mr. Main.

Mr. Main: Thank you, Mr. Chair. I thank the member for that question. Yes, there is an income limit for public housing. It's called the Core Need Income Threshold, and it is enforced. Thank you, Mr. Chair.

Chairman: Just so I get some clarification, is that similar to the income threshold for programs where it varies from community to community? Or is there a flat income threshold across the territory? Mr. Main.

Mr. Main: Thank you, Mr. Chair. It is somewhat similar to some of the home ownership program's threshold. It does varies by community, however. And so if an applicant for public housing exceeds that income at the time of determination of their eligibility, their application for public housing is refused. Thank you, Mr. Chair.

**Chairman**: Thank you for clarifying that. Mr. Savikataaq.

Mr. Savikataaq: Thank you, Mr. Chairman. For the benefit of the viewing audience of Nunavut, what is the limit? You say it varies, but what is the lowest limit within Nunavut and what is the highest within Nunavut, within all 25 communities? Just the lowest and highest. Thank you, Mr. Chairman.

Chairman: Mr. Main.

**Mr. Main**: Thank you, Mr. Chair. The range goes from 115 to 140, 140,000 across the territory. Thank you, Mr. Chair.

**Chairman**: Mr. Savikataaq.

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Ϸ<sup>1</sup>ΟΛο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>66</sup>Λο<sup>6</sup>

**LΔ<sup>4</sup>** (ϽʹϞληυ<sup>4</sup>): 'dϧϧͼͺϳϧ, ΔϧϒϘϷͺϳϧ. Δ΄, ἀ-LϧϽϧ Δ<sup>1</sup>, ΔλΓηθλρηϧϧς CΔϧd <ϧΓρϧϽς Διμ, ά-Κρλφος βλργγρλΓήμη ʹβγλσφ Δ<sup>1</sup>, δης Εφίς Εφα, Δ<sup>1</sup>, Δης Δ<sup>1</sup>, Δρλθρίς,

**LΔ<sup>©</sup>** (ጋጎዶበJና): Δ΄, <sup>ና</sup>d<sup>®</sup>&ሲ⊲<sup>©</sup>CD<sub>©</sub>৮<sup>©</sup>D<sup>©</sup>. <sup>ና</sup>d৮<sup>©</sup>©፫<sup>©</sup>, Δ<sup>©</sup>L<sup>®</sup>D<sup>©</sup>C<sup>©</sup>.

**'ዮር'•**በ: 'dታ°ቂቮ', Δ'ረ«ኦር'<sup>6</sup>. 'dታ°ቂ፫' ጋ ር'<sup>6</sup>ቂ ጋዮረቂ<sup>6</sup>ነበቦላ'በላናልኦ<sup>6</sup>. ላ나ے ላረላሷሊላ'Γے<sup>6</sup>ሁ.

 ΔΛ°ΘΠ°Λ'ς°CPΠΓΥL'ΓΥς CL°Q Δċ°

 ΛΑστισες CLσ σς σις μερες στισε

Mr. Savikataaq: Thank you, Mr. Chairman. This goes back to the word "fairness" here again. Are there any, because people's income do change and their employment does change while they're in public housing. Are there any public housing clients that make over 140,000 that are currently in public housing? Thank you, Mr. Chairman.

Chairman: Mr. Main.

Mr. Main: Thank you, Mr. Chair. Yes, most definitely there is, so we are really enforcing that income limit at admission or eligibility for public housing. We have not been enforcing it in terms of requiring people to vacate should they gain gainful employment.

I think last tally we had up to about almost 300 people in the territory that made over 150,000 per year. Thank you, Mr. Chair.

Chairman: Mr. Savikataaq.

Mr. Savikataaq: Thank you, Mr. Chairman. I didn't know that there was a clause where you could, for lack of a better word, evict people for making too much money, but that clause and the power is there by the Nunavut Housing Corporation? If a client in subsidized public housing is making too much money they can be forced out or evicted because of their income? Thank you, Mr. Chairman.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. Just to clarify, no, we don't have that power to go evict based upon a change in income. So that particular consideration is at the time of application and original allocation. But once the lease agreement is signed and the family is living in the house, if their income changes and perhaps they become gainfully employed and over that income threshold, we do not have the authority to turn around and evict.

>PP%C%DJ° Ċ'\/Γ%U Δσ°C°∩Λ°Π4′d\>σ°Γ°Δ/LΓ/LΔ\/P%? D\>PΓΔ%. 'd\>°°Δ\/ΥΘΡĊ%.

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Within the lease agreement the provisions talk about how as that income grows that the rent being charged would increase for that particular family. Thank you, Mr. Chair.

Chairman: Mr. Savikataaq.

Mr. Savikataaq: Thank you, Mr. Chairman. This goes back to fairness again. So, there's an income threshold to get into public subsidized housing. Once you're in, it doesn't matter how much money you make. You could make 250,000 a year and you're eligible to stay in public housing? Just to clarify that. Thank you, Mr. Chairman.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. The answer is yes. From our perspective, those individuals that do, when they are in public housing become more gainfully employed and their income increases to above these thresholds, then really it's just a signal that they're moving more into a situation where they can go into affordable rental or home ownership. And so that's the families we're trying to target as we create more home ownership opportunities, because the deficit we have in terms of public housing across the territory is acute, and it's equally the same in terms of housing options for folks with incomes that perhaps could afford home ownership or afford affordable rental.

That's the group we're focused on in terms of trying to create supply of home ownership units or affordable rental units, to try to incentivize those that are in public housing and have since gained employment income and now they are above the threshold.

One of the incentives is as they take on jobs with higher income is that rent in public housing goes up as well, and hopefully through

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that we can help encourage them into home ownership or affordable rental, as that supply grows too. Thank you, Mr. Chair.

Chairman: Thank you. Just on that note, where it was mentioned there are few hundred people making over \$150,000 a year, there are also caps, maximum limits on rent for public housing units. Would it be reasonable to look at removing that cap if somebody is, like Mr. Savikataaq said, making \$250,000, 350,000 a year and they are paying the max rent at \$2,200 a month, that's still very unfair. Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. And good point. I think it is something that we can look at and consider as we try to incentivize that group of people into other forms of housing options, whether it's home ownership or affordable rental. Thank you, Mr. Chair.

Chairman: Mr. Savikataaq.

Mr. Savikataaq: Thank you, Mr. Chairman. I agree that they should be in affordable housing or their own housing. As of right now how many affordable rental units are available in, I'll pick Arviat. How many rental affordable rental units are available in Arviat? Thank you.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. Unfortunately, I don't have details on the number of affordable rental units available across the 25 communities. It's something that's difficult to track, because a lot of affordable units might not be owned by the corporation and may be owned by other entities. I don't have that level of detail available to us. Thank you, Mr. Chair.

Chairman: Mr. Savikataaq.

**Mr. Savikataaq**: Thank you, Mr. Chairman. It's too bad that the stats aren't there, because

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**/LΔc<sup>6</sup>** (ጋቫትበJ<sup>6</sup>): የdታ°α፫<sup>6</sup>, Δ<sup>6</sup>/«Þ፫<sup>6</sup>6. C<sup>1</sup>L<sup>16</sup>/L<sup>4</sup>'σϤ<sup>6</sup>በJ<sup>6</sup> ፫<sup>6</sup>dϤ ഛϲ፫<sup>6</sup> /CL<sup>6</sup>, Δ<sup>6</sup>bኌΔ<sup>6</sup>, b<sup>6</sup>/<sup>6</sup>6/σ<sup>6</sup>6, Ϥ<sup>6</sup>δϤ<sup>6</sup> Ϥ<sup>6</sup>L Ρ<sup>26</sup>/bΔ<sup>6</sup>. ፫<sup>6</sup>dϤ Ϥ<sup>6</sup>/በበσ<sup>6</sup>/<sup>6</sup> Λ<sup>7</sup>/10σ<sup>6</sup><sup>6</sup>6/8 Mr. Devereaux just stated that these people are making too much money that could have better options could go into affordability housing, yet they don't know if there's any affordable housing available. So, I would encourage him to find out if there's affordable housing units. I don't want to get too much into weeds, but in terms of affordable housing how much a month is affordable housing rent? Thank you.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. It's a good question. The basic measure in terms of affordability across the country is that it's derived from the family's income so that a family's income, you shouldn't spend more than 30 per cent on housing-related costs, so rent and whatever type of, if you have to pay utilities on your rent. So, it's really specific to a family in terms of what affordable rent is. So, for a family who makes a \$100,000 a year on income then their housing costs shouldn't exceed \$30,000 a year, or X amount per month. Thank you, Mr. Chair.

Chairman: Mr. Savikataaq.

**Mr. Savikataaq**: Thank you, Mr. Chairman. So, in essence it's the same as public housing rent scale except with no limits, in terms of affordable housing definition? Thank you.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. So, it is similar in a way to the rent scale in the public housing sector. That, and through public housing, as members are aware, it's based upon income so it's rent geared to income, and that maximum threshold of 30 per cent is there.

As you are into lower income brackets, we have a lot of tenants who pay much less than 30 per cent of their income, but what you work to do is try to ensure that through the rent scale

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calculation that family who is in public housing is not paying more than 30 per cent. Thank you, Mr. Chair.

Chairman: Thank you. Mr. Savikataaq.

**Mr. Savikataaq**: Thank you, Mr. Chairman. I thank Mr. Devereaux for that low income, but I was asking about the high income. I want Nunavummiut to fully understand what affordable housing is, as it's partly related to this allocation.

Affordable housing is no more than 30 per cent of your income if you're going into affordable housing. In public housing rent scale, it's no more than 30 per cent, but with the maximum rent income threshold and they're similar, but the affordable housing will cost more than public housing rent. Just clarification. Thank you, Mr. Chairman.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. With public housing sector and that, families who are in public housing, that whole program is geared to that affordability. So, we don't have examples. Then you think the next phase of the housing continuum. It's really Nunavummiut who are in public housing and what options do they have, or if they are in public housing, what options do they have to transition out of public housing if their income increases.

So, across the housing continuum, next to public housing is what is called affordable housing, and it's really for those who either don't qualify for or shouldn't perhaps be in public housing, because now they have a level of income that would, you'd try to support them through the affordable housing sector or market housing sector.

The thing about the affordable housing sector, though, it's very different than the public

**/ፈና** (ጋጎትበJና): 'dታ°ቂ፫', Δº/୧▷፫'<sup>6</sup>.

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housing sector. The government has taken on the responsibility to 100 per cent deliver public housing. We don't have other entities creating public housing units. In the affordable housing sector, it's a mix.

We've recognized that there's a big shortage of alternate forms of housing, let's call it affordable housing for people let's say that are in a higher income bracket above that threshold for public housing. But they can't, they might not be able to afford market rents. If you look at market rents in Iqaluit, some landlords charge 4,000 a month plus utilities on top of that. So that's 50, 60,000 dollars a year.

So, if you don't have the income to support that, then really you're more targeted for that affordable housing type unit, and the challenge is how do you create those units, and the government doesn't have the ability to create 100 per cent of the desired affordable housing rental stock. And we're trying to encourage other partners to build affordable rental stock. And in those cases they will set affordable rental rates, and hopefully those will create opportunities for folks in public housing who have higher incomes to transition into affordable housing. So hopefully that helps to provide more context. Thank you, Mr. Chair.

**Chairman**: Mr. Savikataaq.

**Mr. Savikataaq**: Thank you, Mr. Chairman. I'll make this one last comment on affordable housing and then I'll go on to the next topic.

Mr. Devereaux just stated affordable housing is different, whether it's 30 per cent of your income, roughly, and it's geared for people that can't get into public housing because their income threshold is too high.

If you have a working couple and let's say for argument's sake they make 200,000 a year, which is reasonable for a working couple. 30

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per cent of that is \$60,000, which is \$5,000 a month. That's not very affordable, in my opinion. So, I'm not sure where this affordable housing stuff is, the definition is. I don't think \$5,000 a month is affordable in terms of rent.

I'll go on to my next, also to do with accessibility of public housing units. In the point rating system and when you apply if your income is too high, you don't qualify. If you own your own house anywhere, do you qualify to get into public housing? Thank you.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. If you allow me, I want to add one bit of information to the comments around the 30 per cent and the family that makes 200,000. So with our when we look at that affordability and that 30 per cent benchmark, we do some adjustments for things like size of family or there's some other types of income that we don't capture. So it might be that the total gross is 200,000, but we might say, we don't count this type of benefit, maybe northern allowance, or if you have a bigger family you get some credits. So even if the gross is 200,000 it might be reduced or normalized to 180,000, and sort of use 30 per cent on the adjusted amount.

But I don't disagree. We've had conversations around this 30 per cent affordable benchmark, even though in Nunavut we do make some adjustments off of your gross income, whether or not that's a suitable target for Nunavummiut. It's a national standard, but when you look at the cost of living in Nunavut, it's exponentially higher than any other jurisdiction. And we've had conversations about, do we have the authority or the desire, should we be looking at maybe in Nunavut that key benchmark on affordability being 25 per cent of adjusted income, in order to try to create rental or home ownership opportunities that truly match what a person can afford.

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Because I agree. If you earn \$200,000 a year, it's going to be hard to say I can afford \$5,000 a month in rent and still live and pay for food and everything else in Nunavut.

So, the second question, to my understanding that if you do own a house then that is one of the eligibility criteria that you don't own a house upon application to public housing. Thank you, Mr. Chair.

Chairman: Thank you. Just to clarify, that's a house anywhere else, whether it be, like any other jurisdiction actually owning a home, not just in Nunavut? Mr. Main.

**Mr. Main**: Thank you, Mr. Chair. It's generally within the territory where we know. It's very hard to verify if someone owns a home in a different jurisdiction.

I will tell you that our staff at the local housing have a pretty intimate knowledge of most of the applicants. Maybe Iqaluit would be the only exception where it's a larger population, and so they don't have intimate awareness of the applicants. But generally LHOs do a good job at determining eligibility for public housing. Thank you, Mr. Chair.

**Chairman:** Thank you for that. Before I go to the next name on the list I'll recognize the clock and take a 15-minute break. Thank you.

>>Committee recessed at 15:12 and resumed at 15:33

**Chairman**: Thank you. I would like to call the committee meeting back to order. Next name I have on my list, Ms. Killiktee.

**Ms. Killiktee** (interpretation): Thank you, Mr. Chairman. I would like to direct my question to the Nunavut Housing Corporation in regards to the ratings, the point rating system.

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I would like further information on the rating system design. For example, if an individual is living in a cabin or in a tent, or is staying with his or her parents, or renting a private house, how does that affect the rating system when they apply for public housing? Does the rating system affect anyone whose applying for a public house when they are living in a private home, a shack, or a tent? Thank you, Mr. Chairman. That's my first question.

Chairman: Mr. Main.

Mr. Main: Thank you, Mr. Chair, and thank the member for the question. Yes, the current point rating system does take into factor elements of the applicant's current housing situation that is surrounding the adequacy piece. The majority of the wait lists across the territory contain elements of this.

There are other specific criteria, to touch on her second aspect of her question. There is other aspects of application criteria in terms of whether they are living with an elder, but some of these are not found across the territory.

So, there is. It does vary a bit by some communities and regions, but there are different elements to rating a point rating application, the application rating. So yes, a number of those scenarios she described are factored in. Thank you, Mr. Chair.

**Chairman**: Thank you. Ms. Killiktee.

Ms. Killiktee (interpretation): Thank you, Mr. Chairman, and I would like to thank you for that clarification. With the Nunavut Housing Corporation and following your criteria, my question is in regards to individuals who are misplaced, who are living in a shed or a tent which has no bedroom and one door, and it's only heated by Coleman stove or with a small heater.

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**H4Δ¹** (Ͻʹ៶ϟႶͿʹ): ʹϭϧ϶ͼͺϹʹϧ, ΔϧϒϭϷϹʹϧ. ͼϽͼϪϧϧ϶ϭͺϽͿ ϹϲϹϧϒϹϒϷϹϦϧϽͿϲ 2008Γ You have indicated that you're looking at reviewing the rating system design. Are you going to be including such people who apply for housing and to increase the individuals who are misplaced, they have no running water, they have no heating system, no lighting system? Because it's an inadequate housing. And when you're dealing with the rating system, would you look at increasing the rate number, because I think you're looking at the point rating system and making changes to it. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Main.

Mr. Main: Thank you, Mr. Chair. I thank the member again for the follow-up. Yes, most definitely we'll be considering those. One aspect of you have to think about a typical application is what weight do you give certain criteria. So certain communities, like I elaborated on earlier, might feel that it's more important to emphasize longevity within the community. For example, someone mostly Iqaluit, from a different community, ends up in a shack on the beach. Should they get more priority for housing? Or should it be the long term Iqalummiut who has been on the wait list for five plus years, right?

So there's that aspect of weighing the different factors and which one is more important to each community. And so the current situation across the territory, we are seeing some variation from our 2015 established wait list system.

We'll definitely be incorporating and having meaningful discussions with our community partners on our future waiting list system. Thank you, Mr. Chair.

Chairman: Ms. Killiktee.

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**Ms. Killiktee** (interpretation): Thank you, Mr. Chairman, and thank you for that response and the possibility of making changes to the point rating system.

With that, I would like to add a comment from me personally. What I realize in a smaller community, as I'm from a smaller community, the people have realized that for example if you live in a shack, or somebody who lives with their parents with one or two children, and there's adequate bedrooms for the individuals living there, and then they see that there's more and more cases where the people living in shacks are moved directly to a house. So there's more young people, some living in very inadequate shacks, very much of a safety concern, especially in the fall when there's polar bears roaming. So, there's a safety issue in there when you live in those types of housing.

There are also some individuals who have been on the waiting list for eight or ten years who cannot get into their own house, to their own rental unit because they're living in a comfortable house with other nuclear families. We're seeing more and more individuals who know that if they live in a shack or tent that they could move directly to a house.

We have a severe housing shortage all over Nunavut, and with that, and I myself personally, I think that they will never get their housing. There are my friends who have two, three children in school and some who are graduating will ever get into proper housing, because they are giving priority to the ones living in alternative shelters. They are on the waiting list for a long time. And more and more young people especially are doing that, staying in inadequate shelter so they can move directly to a proper rental unit.

I had wanted to make that statement because it is of a concern for me. It's a very small

Δας<sup>\*</sup>σ Δ<sup>1</sup>)σςλ<sup>2</sup>d<sup>1</sup>. Σ<sup>1</sup>b<sup>2</sup>°a<sup>\*</sup>γ<sup>2</sup><sup>1</sup>l

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**Δ<sup>6</sup>/«ρC<sup>6</sup>»** (Ͻ<sup>ί</sup>λΡηJ<sup>6</sup>): <sup>6</sup>dϧ<sup>6</sup>α,Γ<sup>6</sup>. Γ<sup>6</sup>C LΔ<sup>6</sup>.

statement, but it's a major concern, especially in the fall, or catching on fire with the heating system that they put in.

I would like to move to the Nunavut Housing Corporation regarding making changes. And there was a recommendation from the Auditor General's report about making changes to the point rating system.

And while it's under review, my question is where are you at now, in regards to the review of the point rating system? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Main.

**Mr. Main**: Thank you, Mr. Chair. Your earlier point, completely agree in terms of the scenarios faced in a lot of communities about the people living in shacks and how we rate, compare that with people that apply long term.

About your question, we are really just at the initial stage. So, we formed the project team to review the waiting list system and within the coming months we plan to initiate the work on the subject. Thank you, Mr. Chair.

Chairman: If I may just interject for a moment here. One of the I guess road blocks is if somebody is adequately housed, the example Ms. Killiktee used of adult kids still living with their parents. When you say adequately housed is there a definition to that? To me, if there are 19 people living in a three-bedroom, two-bath house, they are not adequately housed; they are very overcrowded. Is there a measurement on what's considered adequately housed? Mr. Main.

**Mr. Main**: Thank you, Mr. Chair, for that question. Yes, so under our suitability for public housing, that takes into account overcrowding situation of the home, and they actually receive points based on the national

**LΔ<sup>α</sup>** (ン¬¬¬): σσος σνος σος συνο

occupancy standards in relation to their current housing situation. Thank you, Mr. Chair.

**Chairman**: Sorry, just to clarify, would there be higher scoring if more people lived in the house? Mr. Main.

**Mr. Main**: Thank you, Mr. Chair. Yes, there would be. Thank you, Mr. Chair.

**Chairman**: Thank you for that clarification. Ms. Killiktee.

**Ms. Killiktee** (interpretation): Thank you, Mr. Chairman, and thank you for that information. And again, moving on to another subject.

One question popped up after some comments. Especially this past year in the beginning of July, in the beginning of summer, you've been doing review on the point rating system design. But with your response, have you included in the plan, the people who are doing their review or somebody else doing the review, have you heard of any suggestions to include in the amendment and also not just to grandfather a system that's being used in the south, for example, and transferring it to the north? We would like to see a system that is northernized, because of course their system down south and the system up here just gets transferred. Is it going to be a unique northern type policy? Thank you.

Chairman: Thank you. Mr. Main.

Mr. Main: Thank you, Mr. Chair. Yes, it is our full intention to incorporate local input. Certainly, we are going to have some team members from local housing organizations, including Inuit tenant relations officers and also Inuit corporate staff at the middle management level. For example, in the Kivalliq district office, we have a long-term serving manager of programs there. She has a lot of knowledge and would have been one of the ones receiving such

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feedback from local organizations, local housing organizations and the general public.

We receive on a regular basis contacts and feedback from a lot of applicants across the territory on the point rating system and general lack of housing across the territory. I must say, one of the aspects of the job is receiving and fielding calls from people desperate for housing from across the territory. I will share that a lot of them their own unique perspectives on the point rating system. Thank you, Mr. Chair.

Chairman: Ms. Killiktee.

Ms. Killiktee (interpretation): I think it would be very appreciated, and thank you for clarifying that. However, it would be very appreciated, if it's too large for perhaps government just taking on anything that may be developed into policy are just incorporated, but living in Nunavut and with your own culture put aside or ignored. And I would really encourage not just adopting systems with similar systems from the south and also hear from the northerners what need to be established. I always think things can be resolved in that way.

Any policies that have been developed in the south is something that has been just incorporated, but I have to say to include our ways and our culture to be incorporated as well. This is just a comment.

An answer to a question I was going to raise, who would be involved to enhance numbering system or a point system? I would just like to ask further the boards, the staff, perhaps could be together for a meeting and consider them in pursuit of the plan. Thank you, Mr. Chairman.

Chairman: Mr. Main.

Mr. Main: Thank you, Mr. Chair. I'm we'll be mindful of that feedback and get back engaging

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Chairman: Thank you. Ms. Killiktee.

Ms. Killiktee (interpretation): Thank you, Mr. Chairman. My last question. If an individual's income passes the threshold and cannot be housed based on the income, perhaps, for example in Qikiqtarjuaq if you make \$150,000 a year, I would not be able to be eligible for housing. I often mention here at the House as a concern this being the high income salary, which my colleague Mr. Savikataaq alluded to.

When you turn 60 with 150,000 and 200,000, with the spouse living in the public unit, but because they are at an age of 60, how does that then, as it was mentioned, 30 per cent that was mentioned, perhaps consider putting it up to 25 per cent for the high income earners, in view of reducing it, as was mentioned. That is something that can be considered further. Because you're not always certain whether or not, where the situation is you want to encourage home ownership, and perhaps myself, I can rent a house, but as I come to the age of 60 but I have surpassed the threshold for income, but I would not want to be forced out. I would not even wanting to have my own home because I'm not putting anything in it.

I don't know what I see here, perhaps my lack of understanding of free rent of high income. Apologies to interpreters.

We are no longer paying rent but you're still making high income or have your own business. I'm not opposed to it, but it doesn't really make sense at some times, and some things should be in place in review of updating your policies. That is my question. Not to speak further. I wanted to mention or comment on this as I had my time. Thank you, Mr. Chairman.

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Chairman: Mr. Main.

Mr. Main: Thank you, Mr. Chair. I'm not sure if I actually heard a question there, but I know what she's speaking to in regards to the question of elders rent exemption. I think the whole affordability discussion and lack of options in communities really speaks to our need of Nunavut 3000 and why we're trying to round out the housing continuum, and find alternate options other than public housing, because the reality in most Nunavut communities it is just public housing, a bit of staff housing, a few home owners, and not much else. So, I completely agree with her sentiments there's not a lot of options for say an elderly person with decent income that is retiring. If they don't qualify for public housing, then they may have limited options.

I will say that we are looking at these certain gaps in housing continuum and have factored into our program development with deliberations for new programs to be brought forward. Thank you, Mr. Chair.

**Chairman**: Thank you. Next name I have on list, Mr. Simailak.

Mr. Simailak: Thank you, Mr. Chairman. To the Office of the Auditor General with regards to the four communities that your office visited. I believe you said it was Iqaluit, Rankin Inlet, Arviat and Kinngait, reasons being the size of the communities and whether or not there was a district office in there. That's understandable. That sounds logical. But we've raised many, many times now, over the years, even before we've been sitting here, that the smaller communities are often forgotten or not given enough attention. Was that a factor of your consideration to the communities that you've visited? Because there are different issues, especially when there's no district office for

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people to just walk into for extra supports. First question. Thank you, Mr. Chairman.

Chairman: Ms. Schwartz.

**Ms. Schwartz**: Thank you, Mr. Chair. We do have to make some difficult decisions about where we can travel as part of the audit. As I said, we made it to two regions. Unfortunately, one region we did not get to.

In terms of how we selected the communities, we did take community size into consideration, but we do recognize that all the communities face their own unique challenges.

With the region we could not, visit, we did do virtual interviews in two communities, so we tried to get in touch with people as we could in the communities that we couldn't visit.

I will also mention that as part of the audit process, near the end of the audit when they were finalizing it, we did give the opportunity to all 25 LHOs to attend a meeting with the Office of the Auditor General where we shared with them some of the excerpts of the audit that referred specifically to them. So, they were in the loop of what was being mentioned about the LHOs. We wanted to make it clear to them that they were being mentioned so they were not surprised by it, but also to be very clear that we were not auditing the local housing organizations and that the audit was focussed solely on the Nunavut Housing Corporation. Thank you.

Chairman: Mr. Simailak.

**Mr. Simailak**: Thank you, Mr. Chairman, and thank you for the response. How many of those communities took the opportunity to take part in that virtual meeting? Thank you, Mr. Chairman.

Chairman: Ms. Schwartz.

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**Ms. Schwartz**: Thank you, Mr. Chair. Unfortunately, I don't have the exact number with me, but I can tell you it was the majority. But I can get that information and that number for you and provide it in a written response after the hearing, if you would like. Thank you.

Chairman: Mr. Simailak.

Mr. Simailak: Thank you, Mr. Chairman. Thank you for the commitment to get back to us. I'm curious, have any of the smaller communities voiced in a way or in a way that they are getting enough support compared to the larger communities? And how many of them, if you have that number. Thank you, Mr. Chairman.

Chairman: Ms. Schwartz.

Ms. Schwartz: Thank you, Mr. Chair. So, as I mentioned, we did visit four communities and talked to two other communities virtually. That would include officials from the Nunavut Housing Corporation that we spoke to. We did not speak to every LHO as part of those meetings.

I think, just to take a step back in general, I would say that we have heard, whether it's meeting with the LHOs, Nunavut Housing Corporation or stakeholders, that there are different challenges faced by the small communities versus the large communities. I don't have an exact number for that, but I would say we definitely have heard and are aware of the challenges of the smaller communities. Thank you, Mr. Chair.

Chairman: Mr. Simailak.

**Mr. Simailak**: Thank you, Mr. Chairman. Thank you for the response. To the Nunavut Housing Corporation, I'm wondering is there a listing or a category of anything that you have

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Chairman: Thank you. Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair, and thank you to the member for the question. I think it changes over time. It's not static, in terms of which communities need extra support. Through our district office they stay in close contact with the community LHOs, and oftentimes it could be more so a case of when you have vacancies and key positions, whether it's tenant relations officers or general managers that perhaps more support is needed, than other LHOs that have long-standing staff. So, it certainly varies and it wouldn't be static.

We do our best to try to gauge the pulse of which communities are struggling more so in terms of the daily delivery of public housing. I would say in a broader scale, though, that the small communities, large communities one of the core challenges that they face day to day is just the pressures associated with the lack of housing supply. So not having enough public housing units to serve the need.

So really large waiting lists and people in existing housing accommodations that are very difficult and stressful, whether it's overcrowding or homeless and the local housing organization bearing the brunt of that. So, it's absolutely a challenging position. They have amazing staff in our community LHOs. And it's really critical and important to try to increase the amount of housing supply to help address those large waiting lists. Thank you Mr. Chairman.

**Chairman**: Thank you. Next name I have on my list, Ms. Brewster.

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Ms. Brewster: Thank you, Mr. Chair. Just a couple of quick follow-up questions. I would just like to go back to the Office of the Auditor General on the issue of the point rating systems in response to whether or not the categories of affordability, suitability or adequacy are considered reasonable, and the response was yes. I would just like to know if there's something missing, if they could be added to. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Hayes.

Mr. Hayes: Thank you, Mr. Chair. So, when answering the question about whether those categories are reasonable, what I should say is my answer was informed by the fact that we've seen those categories used in various ways elsewhere. I think the president's statement of affordability is accurate. The income threshold of 30 per cent of gross income, we see that in other places.

The way we structure our audits is we hold the corporation, in this case, to the requirements that they set for themselves. And we wouldn't have a view on a policy decision that changes those categories or that creates flexibility for communities. But what we would expect is that the corporation would monitor that is whatever is done by the local housing organizations is consistent with the guidance and the requirements they put in place.

So, it wouldn't be for us to opine on what should or shouldn't be used; we just held the corporation to what was in place. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Brewster.

**Ms. Brewster**: Thank you for that. The monitoring is key. In an earlier response, Mr. Devereaux, in a response to why Nunavut Housing Corporation hadn't addressed the issue

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brought up in the OAG 2008 report regarding the fact that the allocation procedures weren't being followed correctly, the response was in part at the end, this audit will guide us, and I didn't really hear a fulsome response about why this continues.

So, my question is related to the fact that we are informed by so many audits, so many reports. There has been a lot of work done into scrutinizing the issues, a broad range of issues. We have so many reports that we can refer to and so many recommendations. And in an even earlier response Mr. Devereaux indicated that he was not an employee of Nunavut Housing Corporation in 2008, which is when that recommendation came forward.

And so my question is: Is there a living document that is created in order to track recommendations from all of this hard work and recording that's done? One of the ongoing themes that we've heard as regular members for the last four years is that, whether it's about Family Services, suicide, elder care, we've heard oh, that was previous. That happened in a previous Assembly. This is new to us.

We know that there are so many resources put into creating opportunities to make change, and it really disheartens me to hear somebody respond that they weren't there when X, Y, Z issue was identified as a problem. However, all the employees are there now and there are so many reports that should and can inform, and that there are so many opportunities to do follow backs and to constantly look at systemic issues that have been identified and question whether or not there has been improvement, no matter what amount every time has passed.

So again, is there an evergreen document that keeps just a rolling checklist of recommendations and areas of improvement that your teams are constantly referring to in  $\Delta$ <sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>

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endeavouring to ensure quality improvement? Thank you, Mr. Chair.

Chairman: Thank you. Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair, and thank you to the member for the question. I think coming out of this audit report we've reviewed the findings, worked to develop an action plan that was time bound and specific that hopefully addresses a lot of the key observations in the findings. We've published that online. I'm sure we will be held accountable over the coming 12 and 24 months associated with the timelines around trying to work towards actions to resolve some of the findings and report on that. I'm sure the Office of the Auditor General will do a follow-up in the coming year or two to help measure progress towards some of the recommendations.

Specific to this factor around the observation that the point rating systems weren't consistent around all 25 communities and this particular line of discussion about nothing has changed or nothing has been done since the 2008 audit, I can't speak to it, but in my mind I'm guessing it's not a case of nothing was done. I think the corporation, over the last decade, 15 years, give or take, maybe since the last audit, continued to work with our partners around a reasonable model for point rating applications.

I think some of these observations really come down to when you look at some communities, they had flexibility in our guidelines and there's not clear consistency on this community deciding to take that flexibility to this level and this other community didn't take it to that level, and an observation is made by an external auditor saying they are not consistent.

So, I think it helps for us to revisit that conversation around trying to balance how much local flexibility there is, and maybe we'll look at that and tweak that. Maybe we'll consult and find out that it makes sense for the communities to have different weightings across these factors, and if so, we'll modify our guidelines; and if we're audited five and ten years later, the guidelines will say, yes, in Resolute here's the point rating system, and it's different than it is in Whale Cove.

So, I think over the years we allowed that flexibility and it's not a case of we didn't monitor it and had no idea. We absolutely had awareness on what the point rating scales were being used, and we had awareness that some communities decided that it was more important to add a few extra potential points if you were on the wait lists for ten years, versus another community that might not provide as, many points.

So, like I mentioned, I think it gives us an opportunity to revisit that balance of flexibility of that local group deriving modifications to a more standard point rating system. Thank you, Mr. Chair.

**Chairman**: Thank you. Mr. Hayes, you had a comment on this?

Mr. Hayes: Thank you, Mr. Chair. Just a clarification on our audit from 2008. We did recommend that the Nunavut Housing Corporation ensure allocation decisions followed its own its policies and were documented. Obviously, we had recommendations about monitoring and preventative maintenance that we could talk about later when we get to those topics.

But when it comes to what we're talking about right now, with allocations, there may have been improvement following our audit and then there may have been a period of time where everything was working well, but when we came back in, we saw the same problems that we saw with respect to documentation and decisions not following the policies.

As one last point of clarification, just in terms of the consistency findings, we weren't looking for consistency across every community. What we were looking for, and this is the finding that we made, was that there was consistency with the Nunavut Housing Corporation's guidance. That could take many forms, that it was local housing organizations to have variances to accommodate local priorities. But what we saw was that in each case there was inconsistencies with the Nunavut Housing Corporation's guidance, and that's where we made the recommendation that the corporation should monitor the local housing organizations regularly, to ensure its guidance relating to the point rating system is followed and implemented. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chair. Just for clarification, Mr. Hayes, was that finding that some local housing authorities or organizations were getting, or had more access to Nunavut Housing Corporation staff to actually interact and receive guidance, and others were having less access? Is that what you're saying? Sorry, I'm just trying to flesh this out in my mind. Thank you, Mr. Chair.

**Chairman**: Thank you. Mr. Hayes.

Mr. Hayes: Thank you, Mr. Chair. Our findings were really about the nuts and bolts of the point rating systems that were developed by the local housing organizations. I can't say that there was a specific finding about access to the regional directorates or the head office or anything like that. What we were looking at was alignment. Maybe that's a better word to describe it, alignment between the point rating systems put in place and the Nunavut Housing

Corporation's guidance, and we found misalignment in each of the cases.

Now, in some cases it would be relatively minor, and in other cases it would be a little bit more serious. And that's for example why we drew out the idea of the deviation from the core categories when we were talking about time on the waiting list versus affordability in one of the regions.

I think to put a fine point on it, the point rating systems across the 25 communities can look very different, as long as they still align with the framework or the fence that the Nunavut Housing Corporation sets for the prioritization for how allocation is done. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chair, and thank you for that clarification. So I guess my question to Nunavut Housing Corporation is, I would just like some reassurance that the approach to ensure that alignment and to identify which communities are currently misaligned. Are they being prioritized to steer them into alignment? And is there a timeline set for that?

And that also takes into account all of this really important flexibility with those three core factors and the fact that, as you mentioned, there's some communities that have three and four hundred people on the waiting lists and the management agreements that are in place. I would like to hear some reassurance that that's going to take place. Thank you, Mr. Chair.

Chairman: Thank you. Mr. Main.

**Mr. Main**: Thank you, Mr. Chair, and thank you to the member for the question. Yeah, I guess the answer is yes, we are planning to incorporate those aspects. The system laid out

in 2015 TRO manual really closely resembles one that has been in place for years and years, and I don't think it ever was designed to contemplate a scenario where you have three or four hundred applicants for public housing in the waiting list in a community, because the system, per our guidelines, gives very little emphasis on the time you've been on the waiting list. And so it really doesn't handle the reality of having people on the wait list for up to ten years. I think one of the OAG's findings was that the average time on waiting list is four-and-a-half years.

So, the system needs updating, and again, as I assured the other member, we will be mindful to incorporate that feedback. Thank you, Mr. Chair.

Chairman: Thank you. If I may interject for a moment. So, while these new guidelines are being fleshed out and decisions are made on it, there are some communities, as was mentioned, that are misaligned with their own allocation process. Is there work being done to bring those communities in line with the current standards in the meantime? Or is there kind of like holding pattern until the new standards are brought into force? If I can get a clarification on that, Mr. Main.

Mr. Main: Thank you, Mr. Chair. So, each community, although the deviation, there is no standardization, each community I want to ensure all the members here that each community has a waiting list system, and this is one that is viewed by corporation regularly. We have wait lists, copies of actual waiting lists with people's names listed coming into the district office on a monthly basis. So, there is a system and a method to the madness of allocating houses in the communities.

I don't think we have immediate plans, or we do not have immediate plans to go out tomorrow and correct the current scenarios. I think it would be best suited to complete the analysis and complete the consultations and figure out a system that will balance each of the unique community challenges and factors, along with arriving at something that will work for the territory and satisfy the OAG's requirement for standardization and alignment of those policies. Thank you, Mr. Chair.

Chairman: Thank you for that. Ms. Brewster.

Ms. Brewster: Thank you. I'm going to stay on this point rating system, but I have another thing that I want to go back to. I'm curious, one of the things that I hear on an ongoing basis from my constituents is that they have applied and they don't know where they are on the list or they got kicked off the list. I'm wondering how are the point systems and the policies communicated to the applicants, to community members, including in all of our official languages? And is that a requirement? Is it done on a regular basis by each community? Thank you, Mr. Chair.

Chairman: Thank you. Mr. Main.

Mr. Main: Thank you, Mr. Chair. So yes, when applicants enter say a local housing office, they will be explained to them by the tenant relations officer taking their application what the process is for applying. Due to confidentiality and really the animosity it can create in terms of applicants demanding to know where they are on the list, we do not publish, and we advise LHOs to not publish the waiting lists for the public to view because applications are actually all relative to the other applicants on the waiting lists and are dynamic.

So if you called in to Iqaluit Housing Authority and said could I please request what position I'm on, generally they will give you the number of points but they won't disclose what number or ranking you are in because if they call back three months later, in reality they could have

gone down on the list because of other applicant scenarios which would have vaulted them higher than the applicant. I hope that makes sense. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Brewster.

**Ms. Brewster**: It makes sense to me and I explain it on a regular basis, so thank you for that.

I just want to go back. This is a really important question that I asked and I didn't hear the answer to it. And that is the question of whether or not there is an evergreen document, a tracking system to track progress towards meeting recommendations and not just to, we have mentioned two OAG reports just now but there were other reports that inform the work of Nunavut Housing Corporation that come with recommendations, and I would just like to know whether or not there is that process within Nunavut Housing Corporation to follow a well-informed to do list. Thank you, Mr. Chair.

Chairman: Excellent question. I know as we've found through different audit reports that get revisited, sometimes it falls off the radar for a period of time before it comes back into focus. So I think that's a fantastic question, Ms. Brewster. Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. I thank the member for the question. I think I had alluded to in the last response that for this audit document we have created an action plan, and the corporation is committed to reporting on that so I guess in essence that would be the evergreen document and three years from now, or five years from now, or eight years from now, and hopefully 12 and 24 months would have hit a lot of those action items so that the evergreen document, if it is looked at in the year 2030, that all of those action items that we

committed to and are tabled action plan have been resolved.

So yes, I guess the response is we do expect to do that and have that living document and report on that living document annually, and hopefully if we hit our timelines that in a matter of 12 and 24 and 36 months that we would have achieved all those actions. Thank you, Mr. Chair.

Chairman: Thank you, Mr. Devereaux. I think what Ms. Brewster is asking is not just on this report, there's also other studies. There is other information that has been basically provided to the Nunavut Housing Corporation, whether through themselves doing research or study papers, how that information is used and how it's maintained basically, as we continue to go forward to make sure those are still living; not just this report specifically, but other information that comes into possession of Nunavut Housing Corporation, how that is continued to make sure that it stays on the radar. I know there's a business plan and different initiatives that are promoted through the business plan, but how does that information stay relevant. Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. I would agree that whether it's our annual reporting on business plans and key strategic objectives, that's a process that's in place. When I think about other major initiatives or strategies, the most recent being Nunavut 3000 so I think there's an obligation commitment on Nunavut Housing Corporation's behalf to ensure we're reporting outcomes as per the original strategy document that we shared publicly.

So, I would say other examples, yes, we acknowledge that and understand that it's important that we have a way and a means to I guess communicate and be transparent in terms

of how we're doing towards progress relative to key outcomes that were being sought.

And if there's other examples of the specific type of report you're referring to that you're wondering how we I guess evergreen, or keep that document living years ahead, I am hopeful that that is what we do. But the ones that come to mind to me right now is I had already spoken to this existing OAC report.

A lot of our strategic objectives are laid out in our strategic plans and business plans, and we do an awful lot of reporting publicly around achievements or milestones, or where we are relative to the Nunavut 3000 strategy. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chair. Maybe evergreen wasn't right word, and consolidated might be the best word, because there is so much information that can be consolidated towards, because this is just one action plan that you're talking about and you just mentioned that strategic plan and there's reporting and reporting and reporting on a number of different plans, but where is it all pulled in one place?

The reason I ask that is because I know from experience of onboarding people and the high turnover that we all deal with here, that corporate memory and corporate knowledge is often lost when somebody walks out the door and there isn't always a really great approach to onboarding people to ensure that they have knowledge of what they should even be reading and/or assigning to new employees to be aware of.

I want to make it really clear: That question of is everything consolidated in one place where a new or even a long-term employee can go and look to say what are these recommendations, and when I'm doing my business planning for the year, what do I need to pull into my division's business plan that's relevant that we need to take action on. Thank you, Mr. Chair.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair, and I thank the member for follow-up and clarification. I think great points you make and great advice around how you consolidate different sources of information, and in some cases we're required to have a separate business plan or a strategic plan, or in the case of Nunavut 3000, a strategic document. But how do you consolidate them?

I think it is important. I think you gave great examples as to why, especially because you have turnover of staff and for new staff coming in for them to understand some of the previous reports or strategy documents and even measurance of outcomes. So existing, and we will look at other ways to improve upon that.

Currently I think certainly we have been, my observation is that we've been making improvements on our public facing documents. If you look at our website we've been putting a lot of publications on there to share information. Internally I've been really impressed with our staff over the last probably six months or so. We've been really developing our SharePoint site, so we have an onboarding SharePoint site, and each branch and division within the corporation has active inputs into that and sharing of a lot of documents.

And then there's one which is in our internal SharePoint site is more of the HR page, and that talks about some of the general onboarding, when you get a new employee and it helps direct them to, if you are interested in operations, you can go there and see the tenant relations manual. You can see maybe audits that were done at board levels. Even on the

operation side you're probably going to see more information on construction activity and things like that.

I hope we continue to built out that SharePoint site. It seems like a good tool for onboarding new employees, but even for existing employees to have that, like you mentioned, that consolidation of information that people don't know what they don't know, and if they don't know where something is they are not going to go find it, to get a more central repository of the various documents and information relating to Nunavut Housing Corporation's operations. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Brewster.

**Ms. Brewster**: Thank you for that. I think it's also really important to make note of the fact that especially Nunavut Housing Corporation does use a lot of consultants to do really important work, and for those consultants to have an eye on that kind of a document is really important.

You mentioned SharePoint with Nunavut Housing Corporation employees. What's really important to me as well is to ensure that any team that works on housing has a really broad knowledge of the social determinants of health and how their work and how housing has such a huge impact on the real, lived lives of our clientele, which are mainly or of all Nunavummiut.

I want to know how information is shared related to those issues, whether it's, we know that the office of the OAG produced a really important report on the crisis in Family Services and we know that housing was a key aspect to that crisis, and safety. We know that food security is a massive issue, and that also relates to overcrowding in housing, and tuberculosis.

And so how does, when we talk about consolidating just the housing related stuff, how is it ensured that all of those other really important factors are part of that tool kit, really. It's a tool kit, right, to build people's knowledge about the broader issues related to housing. Thank you, Mr. Chair. My time's up.

Chairman: Thank you. Mr. Devereux.

Mr. Devereaux: Thank you, Mr. Chair, and I thank the member for the follow-up. We'll endeavour to keep trying to build out that consolidation of information resources, especially coming from other departments that there is cross-departmental work on.

Staff from the corporation sit on a variety of really important interdepartmental groups that are taking the lead on, whether it's the examples such as you raised, and oft times coming from those other departments as the lead. They have action plans and some of those action plans reference housing.

I think we all recognize that housing is such a fundamental driver towards a lot of different social challenges and the root cause being the lack of supply and overcrowding and everything that comes with that. So, it's certainly important for us. I think it keeps us going every day, is trying to drive towards that vision of how do you expand the housing continuum, how do you significantly accelerate the supply of housing, because I think we recognize we're in the housing sector and we're trying to get buildings built and manage tenant relations and support people into home ownership. We recognize so much of what we can do to try to increase. And housing supply across the territory is going to have hopefully positive benefits for the Department of Health and Department of Family Services and other social challenges that various government

entities are trying to tackle, so take that to heart for sure.

As we work with those departments and we have information sources and documents, we can look to bring them on board our SharePoint site, or internally share broadly with housing corporation staff. Thank you, Mr. Chair.

Chairman: Thank you. We are on findings and recommendations, paragraphs 14 through 19. I currently have no more names on my list. Please go to the next section, Findings and Recommendations, limited monitoring by Nunavut Housing Corporation of whether public housing units were allocated equitably, paragraphs 20 through 25. Mr. Lightstone.

**Mr. Lightstone**: Thank you, Chair. When it comes to monitoring whether public housing units are allocated equitably, there's one topic I would like to touch upon, and I would like to direct my first questions to the Nunavut Housing Corporation.

In 2023 when the Iqaluit Housing Authority was on strike, some of the workers had shared concerns. Concerns were raised by some of the employees of the authority that staff housing was not provided to local employees and was reserved for employees that were flown in to the community or into the territory, as well as reserved for transient contractors.

So, my first question is: Is Nunavut Housing Corporation aware of this situation? Because I was quite surprised that housing authority would be able to utilize public housing as designated staff housing. Thank you, Chair.

Chairman: Thank you. Mr. Devereaux.

**Mr. Devereaux**: Thank you, Mr. Chair, and I thank the member for the question. I'll provide a bit of information and see if my colleague can supplement that.

I do believe, and my colleague can maybe elaborate, that various local housing organizations at times do assign one of their public housing units in their portfolio for the manager's position, and in some cases, in most cases it's probably indeterminant employees and in some cases when there is a vacancy in the management position, they might have a short-term contract resource. So, I do think there are examples across the territory where LHOs do have a very small number of the units within their portfolio that they assign to some of their senior management positions.

I think we are aware of examples relative to communities, especially smaller communities, where there's limited opportunities on availability of trades. So maybe not so much the case here. But a lot of the communities, if there are challenges with getting trades to complete really important and critical renovations to existing public housing units, that certainly at times if there was a contract tradesperson that was coming in to undertake M&I-type projects to get units back online, they might have a vacant public housing unit that they assign short term for one of those type of contract resources, typically, for them to be able to complete repairs to existing units. But maybe I will ask my colleague Mr. Main to supplement that, through the chair.

**Chairman**: Thank you. Go ahead Mr. Main.

Mr. Main: Thank you, Mr. Chair, and I thank the member for the question. Certainly, a valid one. Again, feedback that we do hear from some communities in terms of public housing being utilized as staff housing for LHO employees. Yes, it does occur across the territory to varying levels between communities. A general reason for it is lack of available rentals and we do not currently have a portfolio of LHO-dedicated staff housing.

Actually, the flexibility of using a public housing unit only as required ensures that we're not leasing units when we don't need them, should we find someone like a local hire that does not require a staff housing unit. I hope that supplements the answer. Thank you, Mr. Chair.

Chairman: Thank you. Mr. Lightstone.

Mr. Lightstone: Thank you, Chair. Just a follow-up question for Nunavut Housing Corporation. Are you aware of how long this practice has been going on, that LHO utilizing public housing as staff housing? And do you understand or have a grasp on the actual extent to which this is being utilized? Thank you, Chair.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. I'm not aware of exactly how long. I think this has been ongoing for many years, I don't think it's something in the last six or 12 months. I think over the years some LHOs offered a public housing unit as part of their recruitment strategy for their general manager position, so I would say it has been around for a while.

In terms of the extent, I think all I could provide is similar to what we had just said, that we are aware of it. I don't think it necessarily happens in all 25, but certainly we know it does occur with the number of the LHOs in terms of the manager position.

In terms of M&I-type workers, I think that varies in terms of going up and down depending upon how much M&I work is going on and how much you had to bring in a contractor in house to do the work, and what period of time that M&I took to be completed, so I wouldn't be able to give you an exact number of how many. I don't have the details. Thank you, Mr. Chair.

Chairman: Mr. Lightstone.

Mr. Lightstone: Thank you, Chair. I would like to direct my next questions to the OAG. While you were reviewing the generic LHO management agreement did you come across any sort of sections or stipulations with regards to using public housing as staff housing? Thank you, Chair.

Chairman: Thank you. Mr. Hayes.

**Mr. Hayes**: Thank you, Mr. Chair. I don't recall seeing that covered specifically in the management agreements. That said, I didn't look specifically for that, but I don't recall that being in there. Thank you, Mr. Chair.

Chairman: Mr. Lightstone.

Mr. Lightstone: Thank you, Chair. Two questions remaining on this topic. The next question will be for the Nunavut Housing Corporation, again. When it comes to LHOs utilizing public housing and staff housing for LHO employees, is there a specific rate that they charge the employees, whether it be they charge the LHO employees public housing rent or is it given to them for free? Just kind of curious what sort of rents that LHOs are charging for these public housing units. Thank you, Chair.

**Chairman**: Thank you. I can cross that question off my list. Mr. Main.

**Mr. Main**: Thank you, Mr. Chair. Generally, the rate is \$650 per month, and it's a condition of employment and it's only offered to generally senior manager, manager-level employees at the LHO. Thank you, Mr. Chair.

Chairman: Mr. Lightstone.

**Mr. Lightstone**: Thank you, Chair. Thank you, Mr. Main. Just one last question: Does the

unit's rental recovery have any financial implications on the operations of the local housing authorities, whether it comes to their financing agreement or any sort of implications on their debt collection rates, charging a lesser rate for a unit than typically it would receive and if it was designated as public housing. Thank you, Chair.

Chairman: Mr. Main.

Mr. Main: Thank you, Mr. Chair. It's very insignificant. You have to factor in that the vast majority of tenants are paying the minimum rent of \$60 a month. So actually, someone paying 650 is above the average. The rent is recovered directly from payroll, so managers are not allowed to be in arrears. Thank you, Mr. Chair.

Chairman: Thank you. I'm going to recognize the clock. Instead of interrupting somebody's line of questioning partway through, I'm going to recognize the clock and we'll end for today, returning tomorrow at 9 a.m. Thanks, everyone, for your attendance and appreciation today.

>>Committee adjourned at 16:47