Standing Committee on Oversight of Government Operations and Public Accounts Televised Hearing on the 2023-2024 Public Accounts of Nunavut September 5, 2025

### **Members Present:**

Members Present:

George Hickes, Chair

Alexander Sammurtok, Co-Chair

Bobby Anavilok

Janet Brewster

Joelie Kaernerk

Mary Killiktee

Adam Arreak Lightstone

Karen Nutarak

Daniel Oavvik

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 9:02

Chairman (Mr. Hickes): Good morning, everyone. I would like to call the committee back to order. Before we get started, I would like to ask Ms. Killiktee to lead us in prayer this morning, thank you.

>>Prayer

Chairman: Thank you, Ms. Killiktee. Like I mentioned, I would like to open up the committee meeting back to order, the Standing Committee on the Oversight of Government Operations and Public Accounts, with the report of the Auditor General of Canada on public housing in Nunavut. We left off yesterday at the findings and recommendations for limited monitoring by the Nunavut Housing Corporation and whether public housing units were allocated equitably, paragraphs 20 through 25. Any questions from committee members? Mr. Savikataaq.

Mr. Savikataaq: Thank you, Mr. Chairman. I would like to ask Mr. Hayes there when they did this here, what seems to stick out the most, in terms of this section of the audit that was done on, to allocation equitability, fairness of allocation? What stuck out the most? Thank you, Mr. Chairman.

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

**Mr. Hayes**: Thank you, Mr. Chairman. First off I would say it's the fact that the Nunavut Housing Corporation did not have a list of the allocations that were being made, and without having a list, without knowing who is getting the units, there's no way to be able to monitor or review whether they are being allocated

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fairly and equitably, so we have made a recommendation that they should be capturing that information.

That information is not just important for the Nunavut Housing Corporation, it's important for accountability and increasing trust in the process. Thank you, Mr. Chair.

Chairman: Thank you. Mr. Savikataaq.

Mr. Savikataaq: Thank you, Mr. Chair. I will switch over to the Nunavut Housing Corporation now and ask why was there no monitoring, and what is being done to make corrections, or the system of allocation equitably better. Thank you.

Chairman: Thank you. Mr. Main.

Mr. Main (interpretation): Thank you, Mr. Chairman, and I would like to thank my community. Living in the same community, we know who has been allocated a house. We had a review committee and looked at the allocations in all the communities, but we don't have any updated documentation. But we are looking at reviewing the matter.

We want to make sure that we have the names and how many people were allocated housing. We know who is allocated a house, and when the local housing organizational allocates a house then the housing corporation would compile the information so that we'll know who has been allocated housing. Thank you, Mr. Chairman.

**Chairman**: Thank you. Mr. Savikataaq.

Mr. Savikataaq (interpretation): I would like to direct my question to the housing corporation. We know that the information is not getting to Nunavut Housing Corporation, so which one is true? Thank you, Mr. Chairman.

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Chairman: Mr. Main.

**Mr. Main** (interpretation): Thank you, Mr. Chairman. I can respond by saying that we know who has been allocated housing, and we do get a monthly report from the local housing organization. It seems that if you don't have that information.

(interpretation ends) I will switch to English. So we had trouble satisfying and demonstrating that we are, we do have oversight of the waiting list and allocations. We are monitoring them but we could not demonstrate to the OAG that there's a process that we utilize to do so, so they have deemed that we do not do it. Thank you, Mr. Chair.

Chairman: Mr. Savikataaq.

Mr. Savikataaq: Thank you, Mr. Chair. So I'll ask Mr. Hayes if the statement that was just made correct, it's being done but for lack of a better word not documented properly so therefore it's considered not done? Thank you.

Chairman: Mr. Hayes.

Mr. Hayes: Thank you, Mr. Chair. What I would say, and I'll put this very simply: The housing corporation did not maintain a list of public housing unit allocations. That's simple. As a result of that, I cannot give you information on the percentage of people who received allocations, on what percentage of decisions were reviewed by the Nunavut Housing Corporation. These are all things that should be very easy to answer, but based on Mr. Main's statement, he should be able to provide that information, because they have it. We don't have it, but apparently they do. Thank you, Mr. Chair.

Chairman: Mr. Savikataaq.

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Mr. Savikataaq: Thank you, Mr. Chairman. I'll just have a statement on this and just leave it at that. It's sad that Nunavut Housing Corporation didn't provide the information, if they had it, because it's obvious that the auditor general could not receive it. And if you don't monitor and have the information in a written or digital format, then you can't really use that data to make things better, more fair, or more equitable for the people that are trying to get into public housing, that need public housing. The wait list is growing every week, probably.

And so I hope that Nunavut Housing Corporation will correct that action from here on forward. Thank you.

Chairman: Thank you. We're on limited monitoring by Nunavut Housing Corporation, whether public housing allocation units were allocated equitably, paragraphs 20 through 25. Any further questions? Ms. Quassa.

**Ms. Quassa** (interpretation): Thank you, Mr. Chairman.

(interpretation ends) I will ask my first question to the Office of the Auditor General. Your report indicates in paragraph 23 that Nunavut Housing Corporation "did not provide clear guidance to local housing organizations related to equitability, allocating units to existing tenants who request a change in public housing units for various reasons, such as overcrowding."

Approximately how many such requests are made on an annual basis? (interpretation) Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Hayes.

**Mr. Hayes**: Thank you, Mr. Chair. So we did make some findings about the lack of guidance surrounding how to treat requests for changes in housing from existing tenants, but we did not

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see that there was information that we could audit on how many requests are made. This is another example of where identifying both the processes in order to treat those cases to indicate how local housing organizations should prioritize tenants that are in existing units versus new applicants. And also then how they're dealing with that operationally. We think that is important to capture and document. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Quassa.

Ms. Quassa (interpretation): Thank you, Mr. Chairman. (interpretation ends) Nunavut Housing, with the waiting list, do you have clear lists, ones that are new applicants and ones that are requiring for bigger unit when they are applying for housing? (interpretation) Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair and I thank the member for the question. All of our local housing organizations would maintain both a waiting list for public housing for new applications as well as a list of existing public housing tenants that are seeking to transfer. Typically over the past number of years the housing corporation has provided flexibility to our community partners to make local decisions around units that become vacant and ready for allocation, as to whether they prioritize that allocation to the many, in some case hundreds of applicants on the wait lists, or do they prioritize a transfer. And it varies.

Sometimes I think in more acute or more emergent situations for transfers, perhaps an elder or somebody with some medical conditions that really had to be transferred out of a unit, then there certainly are examples they chose that would prioritize the transfer over allocating that unit to somebody on the public housing wait list. But for the most part, we do

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provide the flexibility at that local level to make those kind of decisions.

In terms of the recommendation or finding, our takeaway is that it is being highlighted and it is something that we can look at and discuss with our local partners at the LHO level, if there is a way to provide more process while still giving them the flexibility to decide, when a unit becomes vacant, whether to prioritize a transfer request or prioritize an allocation to the somebody on the waiting list. Thank you, Mr. Chair.

Chairman: Ms. Quassa.

**Ms. Quassa** (interpretation): Thank you, Mr. Chairman.

(interpretation ends) Because of the severe shortage of housing and overcrowding in a lot of units, and in regards to an individual requesting a housing for the first time, or if there's a request for a transfer to another unit or an exchange, do they use the same application form or do they have different types? Thank you, Mr. Chairman.

**Chairman**: Thank you. Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. At the local level they would have a form for new applicants to try to get on the wait list to receive a public housing, and there would be also a separate form for existing tenants who were seeking a transfer from their current unit to potentially a new unit. Thank you, Mr. Chair.

Chairman: Ms. Quassa.

**Ms. Quassa** (interpretation): Thank you, Mr. Chairman, and thank you for that information.

(interpretation ends) Going back to the Office of the Auditor General, to what extent is it realistic to expect allocation decisions made by  $\begin{align*} & \begin{align*} & \beg$ 

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local housing organizations to be reviewed by the Nunavut Housing Corporation? (interpretation) Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Hayes.

Mr. Hayes: Thank you, Mr. Chair. So we base our work on the Nunavut Housing Corporation's own requirements, and in this regard it's based in the management agreements with the local housing organizations. If this wasn't a reasonable or realistic expectation, it would not be put into those agreements, and from our perspective this connects back to the discussion that we had vesterday about the responsibilities of the Nunavut Housing Corporation to monitor and oversee the work of the local housing organizations that is being implemented on behalf of the Nunavut Housing Corporation for the public housing program. Again, this is about oversight and monitoring. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Quassa.

**Ms. Quassa** (interpretation): Thank you, Mr. Chairman, and thank you for your response.

(interpretation ends) Your report recommends in paragraph 24 that the Nunavut Housing Corporation "should take corrective actions if it identifies public housing unit allocations that are not equitable, transparent, or in accordance with its policies."

What specific actions would your office consider to be reasonable in such circumstances? (interpretation) Thank you, Mr. Chairman.

Chairman: Mr. Hayes.

**Mr. Hayes**: Thank you, Mr. Chair. As we mentioned in paragraph 20 of our report, the Nunavut Housing Corporation is supposed to

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review and verify the public housing unit allocations after the decision is made by the respective local housing organizations, but before a tenant is notified. And this is to ensure equitable access to public housing.

What we would expect is that the Nunavut Housing Corporation would take a look at these allocation before they are communicated, and if they are comfortable with them, they should be approving them; if they are not comfortable with them, they should be rejecting them; and if they are not sure, they should be asking for additional information as they deem appropriate to be able to make that sort of decision.

In our view, with the expectation of an increase in public housing units because of Nunavut 3000, the decisions around allocation will become the next important thing for the Nunavut Housing Corporation to think about when they're doing the new allocations, and everybody will be watching them. So it's important to get it right and for the Nunavut Housing Corporation to be accountable for these decisions and enhance public trust. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Quassa.

**Ms. Quassa** (interpretation): Thank you, Mr. Chairman.

(interpretation ends) I would like to switch back to the Nunavut Housing Corporation.

The Nunavut Housing Corporation's response to the Auditor General's report indicates that if the corporation "believes that a local housing organization has not followed the terms of the agreement for the management and administration of local housing organization programs, the corporation will act according to the steps outlined in section 4, performance and corrective action to resolve the matter."

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On how many occasions over the past two years has the Nunavut Housing Corporation taken action under this section of the agreement? (interpretation ends) Thank you, Mr. Chairman.

**Chairman**: Thank you. Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. I thank the member for the follow-up question. I think we talked about this a bit yesterday, that when we find through the obligations and the management agreement that at the local housing organization level there's any variance, or not meeting those obligations, the dispute resolution mechanism is usually conversations between district staff and LHOs. And they're strong relationships. I mentioned that really it is a last resort to go to the contract and say you're in non-compliance, and we're going to exercise provisions that are really heavy-handed and are sending a much different message.

The preferred approach, and the normal approach, is to try to work with our partners to try to resolve the issue at hand when it is brought forward.

So in terms of this particular item, part of our takeaway in reviewing our findings and recommendations is once again it is an opportunity for where we can work with our local partners to try and improve upon equitable allocations.

And our current management agreement, the way it is worded, I guess if you read it at face value, then the requirement is for Nunavut Housing Corporation to review 100 per cent of every allocation that happens at the community level throughout the year, and prior to that action being taken. So a board of directors makes an allocation, and prior to them handing the keys over to that local tenant, the NHC has to review and give its okay.

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What it brought up for us an opportunity to review that in the coming months, and to see if maybe what we have to do is consider amending the management agreement so that we're not creating that much onerous requirements on that local decision-making.

We've obviously provided that responsibility to our community partners, and I'll just make a statement, it's our belief that we have strong LHO boards and management, and they do a great job on allocations and they have a process and the process is reasonably fair. And we can't demonstrate that 100 per cent of every allocation made in the past year was done with the person at the top of the priority list. Sometimes local housing organizations make decisions on allocations given changing circumstances in the community at the time of the allocation.

I don't think what we want to be doing is to create more bureaucracy for our local housing organizations, but at the same time, I do think we need to have a tool or a framework to provide oversight. And I think what this does allow us to do is to examine whether or not we should possibly change the management agreement, and whether or not the Nunavut Housing Corporation should be scrutinizing 100 per cent of every allocation that happens; or whether we should do more random checks, maybe on a quarterly basis, and if we find an LHO that's consistently making allocations outside of the general framework of the point rating system, then we can work with them. So I think there's some lessons learned and some takeaways for us.

But as we move forward I think we're also going to take into consideration that these are our partners and we entrust them to make decisions at that local level. And I think overall they make good decisions on allocations.

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There are hundreds and hundred of allocations across the territory every year. What we can't demonstrate is that for every single one, that we've reviewed it after they made the decision and prior to them handing the keys over to that tenant. But our district offices do get information from LHOs on allocations, and what we haven't been able to demonstrate that a hundred per cent of the time, we reviewed it as per the management agreement and prior to that tenant being given the keys to move in.

So there's probably some good takeaways and opportunities for us to consider through discussions, whether LHOs, if we should look at amending that measure of oversight and to, also from the perspective of the public, try to have an oversight framework that we are checking in to see if in a general sense that there's reasonable fairness and equitability around allocations in the communities. Thank you, Mr. Chair.

Chairman: Just before I go back to Ms. Quassa, I would like to follow up on that response. In the report it states that NHC did not meet the requirement to review and verify all allocations for the period under this audit. Mr. Devereaux just mentioned there's hundreds and hundreds of allocations made on an annual basis.

I think it's more than just a lesson learned. I think when you're not monitoring, how do you know that the LHOs are allocating properly? You just stated you have great faith in them, and I think we all appreciate what we do in their communities, but if you're not monitoring, how do you know that they are allocating things fairly? I'd like to get a comment from Mr. Devereaux on that, please.

**Mr. Devereaux**: Thank you, Mr. Chair, for the follow-up. I'll give my own personal views, that the statements around were we're not monitoring, I think it's a fair statement if the

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context is the requirement is to verify, to demonstrate that you've monitored 100 per cent of every allocation. So I think that's a fair and reasonable comment.

I think our staff at the housing corporation level are involved with monitoring allocations. They receive information on a monthly basis, and it would be a fair comment to say we couldn't demonstrate all 25 LHOs provided that information every month. But there is information being exchanged and reviewed.

So we admit that we did not review and admit 100 per cent of all allocations. At the same time I don't know if housing corporation is of the opinion that we didn't review or monitor any.

So I guess for us it's trying to understand, do we leave the standard or the benchmark at we should be reviewing 100 per cent prior to a tenant being given a key to move into a house; or should we look at maybe amending the framework to have a more reasonable level of oversight to try to ensure that it doesn't go on extended periods of time, where we don't have a line of sight into a community's allocations. So that might be the opportunity for us to try to figure out, do we need to adjust our framework or should we stick with the standard that 100 per cent of every allocation that is made at a community level has to be monitored and scrutinized and verified prior to the tenant moving in. Thank you, Mr. Chair.

**Chairman**: Thank you. Apologies, Ms. Quassa, I would like to ask another follow-up question on the same topic.

When I look at the agreement between the LHOs and the Nunavut Housing Corporation in the performance and corrective action section, in 4.2(a) it says:

"NHC will provide a letter to the LHO detailing all related concerns."

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I've got two- or maybe a three-part follow-up question on this. How many letters have been sent to LHOs related to allocations in the past two years? You mentioned there's hundreds of allocations per year. What is an approximate number and of those, how many allocation rejections has Nunavut Housing Corporation provided to the LHOs? Mr. Devereaux.

**Mr. Devereaux**: Thank you, Mr. Chair, for the follow-up. Maybe through you I'll have the vice president of operations respond. Thank you.

Chairman: Mr. Main.

Mr. Main: Thank you, Mr. Chair. We don't have numbers tabulated, or number of allocations we've contested. I will say our tool under 4.2(a) instead of a letter, because of technology, we usually utilize e-mails from district staff to LHO staff, TROs, or managers to basically discuss allocations.

I think one important relevant fact I think needs to be kept in mind is, when say a 10-plex or something is turned over, generally NHC district staff are meeting with the local housing allocation committees. Some of them have subcommittees which handle this. Some of them do it with the board as a whole. So we actually have NHC personnel involved with the allocation process to guide and assist them. So in that respect we try to be a bit more preemptive, instead of waiting for them to make an allocation and have to contest it later.

So if it's a one-off allocation, like just one house comes up, generally NHC staff aren't involved right from the get-go. But if it's a larger multiplex and it's going to involve dealing with transfers or multiple trades to alleviate overcrowding or overaccommodation, then generally district staff would support the

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LHO with these allocations. Thank you, Mr. Chair.

Chairman: Thank you. Just one final one, Ms. Quassa, if you'll permit me. Mr. Devereaux said they knowingly don't scrutinize 100 per cent of the allocations. What's an approximate percentage of allocation requests that Nunavut Housing Corporation oversees that are monitored? Mr. Devereaux.

**Mr. Devereaux**: Thank you, Mr. Chair. I'm advised maybe in the range of 70 per cent, 75 per cent, plus or minus. Thank you, Mr. Chair.

**Chairman**: Thank you. Ms. Quassa. Sorry about that.

Ms. Quassa (interpretation): Thank you, Mr. Chairman. (interpretation ends) Just a few questions back you were telling us of your personal view of one of the questions. Can you tell us if it was you, as Mr. Devereaux, or Nunavut Housing Corporation's view that you were talking about? (interpretation) Thank you, Mr. Chairman.

Chairman: Mr. Devereaux.

**Mr. Devereaux**: Mr. Chair, it was my personal view. Thank you, Mr. Chair.

Chairman: Ms. Quassa.

Ms. Quassa (interpretation): Thank you. In Baffin Island, Qikiqtaaluk local housing authorities or organizations and there's a housing corporations office in Cape Dorset. You said you provide support to the allocation committee. The people who are in Cape Dorset, do you go help provide support to the communities to provide allocation support? Thank you, Mr. Chairman.

Chairman: Mr. Devereaux.

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ϤΛΛϧϧ·σςϗς. Ϲϧϥϫϧͺ αΔϯρησϧ Λγμ<sup>a</sup>μ<sup>a</sup> Δ ϧϧϲϧ Ͻσγοριγίο 24-25 ϸαργολ<sup>a</sup> Δ Ϥ;ϳͿϤσ. Γιο Παρρ ριρφοριο ιο ρης ο ατίμασ. Γιο Παρρ ριρφοριο ιο ρης ο ΟΔρα Δημος ο ΟΔρα Δημος ο Ευργον ο Mr. Devereaux: Thank you, Mr. Chair. Throughout all three of our district office, staff and the operations branch and the programs division do work with all of our local housing organization community partners to support them in allocations to support them in tenant relations throughout the year. So I would say yes, we do provide that support to LHOs. Thank you, Mr. Chair.

Chairman: Ms. Quassa.

**Ms. Quassa** (interpretation): Thank you, Mr. Chairman.

(interpretation ends) What I mean is not just support through e-mails or by phone calls. What I would like to know is if the staff of NHC goes to the communities to actually see what the allocation is, how it's being done by the community people. That's what I wanted to know. (interpretation) Thank you, Mr. Chairman.

**Chairman**: Thank you. Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair, and thank you for the follow-up. Yes, there are many examples of district staff at Nunavut Housing Corporation that visit all communities throughout the territory at various times throughout the year. We encourage staff to get out, and I'm sure it varies by year and in terms of when we're dealing with vacancies of staff. But I think for the most part district staff do a fair bit of travelling to the communities, whether it's staff in program section or the maintenance section, to ensure at that they stay connected to our LHO partners, in addition to dealing with e-mails or teams meetings also have the opportunity to be on the ground and do more face to face. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Quassa.

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Ms. Quassa (interpretation): Thank you, Mr. Chairman, and thank you for responding to my question. It's better to see face to face when you work with people, and when you have to just work through correspondence, it's totally different from working face to face with each other. So it would be ideal to see face to face meetings. That way they would be clearer understand and have more informed decisions. That's just a comment that I want to do make.

(interpretation ends) The Nunavut Housing Corporation's response to the Auditor General's report indicates that upcoming property management software will help the corporation better monitor and track allocations, ensure compliance with policies, and provide timely reporting for increased transparency.

As of today what is the status of implementing the new software? (interpretation) Thank you, Mr. Chairman.

Chairman: Mr. Devereaux.

**Mr. Devereaux**: Thank you, Mr. Chairman, and thank you to the member for the follow-up.

In terms of our recently acquired information technology software program for property management, it's product called Yardi. We've concluded the contracting of that and we're in the initial phases of the design and implementation of the software across the organization and our local housing organization partners.

Typically to design and get ready and go live with a very large, enterprise-wide type of IT system, it does take a number of months, so I expect over the coming six and 12 months we'll be working through that implementation phase, and hopefully thereafter can move into go live and have all of our LHOs using that same software system. It's a cloud-based software

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system. They will be tracking allocations and a whole variety of things, the wait list, the calculation of public housing rents. A lot of those day-to-day functions that occur at the LHO level will be tracked through there system and give access to housing corporation instant real-time access to that information across all 25 LHOs.

Compared to the current framework, when it comes to allocations or wait lists, they are handled at the local level. It could be on a Microsoft Excel file or other types of files, and becomes challenging where those files are being housed at the local community level or consolidate or have real time information.

This modern IT software platform is going to hopefully improve upon that, and we look forward to getting through the coming year the implementation and rollout of that software. Thank you, Mr. Chair.

Chairman: Ms. Quassa.

**Ms. Quassa** (interpretation): Thank you, Mr. Chairman.

(interpretation ends) My next question is the Nunavut Housing Corporation's 2025-2026 business plan indicates that the corporation "undertook a full review of the current local governance and delivery model."

During the 2023-2024 and 2024-2025 fiscal years, when will the final report from this review be tabled in the Legislative Assembly? (interpretation) Thank you, Mr. Chairman.

Chairman: Mr. Devereaux.

**Mr. Devereaux**: Thank you, Mr. Chair. I thank the member for the question. I don't have a targeted date for tabling. Over the past two years we have undertaken an initial review, really maybe identifying, understanding the

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environmental scan and identifying a whole variety of options, and a second phase was to dive a bit deeper into various options.

That report was received and reviewed over the course of the last year, but recognizing that some of the recommendations, if a decision was made to pursue, could require legislative changes and the time frame to make any changes to the governance model would be significant. It wouldn't be something that you could undertake in a six- or 12-month period.

I think there was recognition that the 6th Assembly was winding down, that it's more suited for consideration in the 7th Assembly. So I think the new government would have an opportunity to look at various options and decide if we stick with status quo in terms of the governance model or contemplate any changes to that governance. Thank you, Mr. Chair.

Chairman: Thank you. Before I go to the next name on my list, I would like to follow up with Mr. Main again. When I asked the question earlier on approximate number of allocations and rejections I don't recall getting a clear number.

So again, just to get a number on the approximate allocations that are completed within a year and how many of those have been Nunavut Housing Corporation rejected from LHOs. Mr. Main.

Mr. Main: Thank you, Mr. Chair for the follow-up. I don't have total number of allocations performed in say fiscal year 2024-2025. Like Mr. Devereaux said earlier, the vast majority of allocations do align with the communities' waiting list, and they are selecting applicants at the top of the waiting list. So the vast majority do not face scrutiny or rejections. So I would say there's probably only

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a handful every year that are overturned by regional staff. Thank you, Mr. Chair.

Chairman: Thank you. Earlier you had made mention when I had asked how many letters had been sent to LHOs, you mentioned that it's usually done by e-mail now. Approximately how many e-mails are sent to LHOs scrutinizing, or maybe not scrutinizing, but when you're looking at the corrective actions, how many LHOs have been contacted to provide directive action on allocations in the past year or two, if you have those numbers. Mr. Main.

**Mr. Main**: Thank you, Mr. Chair. Sorry, I don't have those numbers available right now. Thank you, Mr. Chair.

**Chairman**: I would like to go over to Mr. Hayes again. Sorry, I do apologize to my committee. I just have some follow-up clarification.

I know from my time here, numerous OAG audits that come forward to the House, it's an often-heard statement made by usually the receiving entity of these reports that say we are doing the job; just we can't prove it to the OAG, and I'm sure it's a very, very common theme that you hear.

When we're talking about public trust and allocating public housing units, there needs to be significant trust by the public to take away those rumours of conspiracies of nepotism and because you're a friend of a friend of a friend, type of thing, you get allocated a unit. What confidence do you have that Nunavut Housing Corporation through the LHOs are operating fair, equitable access to public housing units? Mr. Hayes.

**Mr. Hayes**: Thank you, Mr. Chair. I can't provide assurance that the Nunavut Housing Corporation is providing equitable access. In

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fact, that's one of our conclusions. That's based on the fact that we did not see that the Nunavut Housing Corporation was monitoring whether or not the points rating systems were consistent with its guidance. We didn't see the documentation of the allocations. And as we recommended in 2008, this is important, and it's important for public trust.

The Nunavut Housing Corporation representatives today have said that they do monitor that, that everything is fine. But in response to committee questions today, I find it puzzling that they haven't been able to give you simple answers like the number of allocations that have been made, like the number of rejections. If they know exactly what's happening, that should be very simple to provide this to this committee.

In terms of moving forward, I would recognize that they have acknowledged and agreed with the recommendations. They have identified that it's important to improve in those areas. I take the president's point that there could be different ways to do this.

Whether the management agreements should be amended or not, that's a decision for the Nunavut Housing Corporation to make. I should just caution that in the context of hopefully a future where there's more housing units available for the public, more public housing units available, that allocations will need to be done very transparently and equitably, in order to enhance public trust.

And if the monitoring safeguards like the approval that's baked into those agreements is changed, a different and rigorous approach needs to be adopted. That could be risk-based, it could be random, but it needs to be understood clearly by all who are involved. Thank you very much, Mr. Chair.

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**Chairman**: Thank you for that. Next name I have on my list, Ms. Brewster. Or sorry, my apologies. Ms. Quassa.

Ms. Quassa (interpretation): Thank you, Mr. Chairman. A final question to the Nunavut Housing Corporation. What specific improvements to the local housing organizational structure and governance model are being actively considered?

(interpretation) Thank you, Mr. Chairman. Thank you, and that will be my final question.

**Mr. Hayes**: Thank you, Mr. Chair. We're not actively considering any change at this point in time. I think it is a very significant undertaking and one that we have to provide the opportunity for the 7th Assembly to first have a look at and decide if there is any design to change the status quo in terms of that governance model.

And variety, I mean the variety of options that have been looked at. I wouldn't say anything is being considered at this point, but the options that were looked at deeply were, do we stay with the status quo; do we look at any kind of regional-based model, where we have a regional housing organization versus individual community housing organizations, but still independent from the Nunavut Housing Corporation; or do we bring that within the Nunavut Housing Corporation. So those are kind of the options that were looked at.

At this point in time nothing is being considered, just realizing the magnitude of any kind of change and it's something that we'll see if the 7th Assembly wants to review it and pursue it further. Thank you, Mr. Chair.

**Chairman**: Thank you. My apologies, Ms. Brewster, but I have to follow up on that response. In the previous response to the question, for the last two fiscal years there's been work on the review of the current local

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governance and delivery model. Mr. Devereaux, you just stated now that other than quite a significant shift of just going to regional, there's no real details of other things that are being considered. Out of two years' work, I'm sure there are more things that are being looked at from a governance standpoint that are being considered until this review is complete and the final report is tabled.

When you looked at just the delivery of allocation, that is just one component of the governance model, so I'm a little curious as to why there isn't more meat behind what other options are being considered from that review. Thank you. Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chairman. I think baked into the work that we do, we continue to think about how we can enhance support to LHOs and increase training, increase visits to communities and support we provide to LHOs around allocations, around a whole variety of obligations that exist under the management agreement.

But specific just to that undertaking of examining options for governance models, those were the three areas that were examined, and a whole variety of things were examined within each potential option.

My only comment was that right now there is no consideration to move on any one of those potential options. So I think it's still at that stage of some work was undertaken to examine options and now, as far as any future decision, I think that would rest with the upcoming 7th Assembly and the corporation's board of directors, and I'm sure it will involve additional consultations with communities, if there was a desire or consideration to change the status quo. Or it might be the decision to keep the status quo and at the same time look at ways to improve support to our community LHO partners. Thank you, Mr. Chair.

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**Chairman**: Thank you. I'll now go to the next name on my list. Ms. Brewster.

**Ms. Brewster**: Thank you, Mr. Chair. Good morning, everybody. I have a number of follow-ups, and I'm going to try to do it in order of how they flowed and the conversations so far.

I'll just go back to the list. Mr. Main responded to a question from Mr. Savikataaq about the monitoring and whether or not there's a monthly report I think. Or Minister Main – sorry, Mr. Main responded to a question from Mr. Savikataaq saying that there is a monthly report from the organizations.

It's not clear to me in the discussion about this allocation list whether or not there is actually a list internal to Nunavut Housing Corporation that doesn't contain names, that's redacted, that is just a list of the allocations, the transfers by community, and whether or not there's a quarterly update, a monthly, or annual update. So just to be clear, is there a complete absence of a report that consolidates all of that information annually? Thank you, Mr. Chair.

Chairman: Thank you. Mr. Main.

**Mr. Main**: Thank you, Mr. Chair. I don't mind the minister reference, as long as you don't call me John.

### >>Laughter

To answer your question, all allocations are reported at the local level within the local housing organizations' meeting minutes. These are publicly available documents that the public can request by attending the local housing office. All allocations are made via a motion within their meetings, meeting settings, and that is where they are recorded.

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You are correct; right now presently we do not have consolidated list within NHC of all allocations per annum, but in response to Mr. Savikataaq or Member Savikataaq, I did indicate that we currently do have some tenant management software. It's called RSMS, Rent Scale Management Software. After an allocation is made that is where the local housing staff go into there and create an actual lease. That is the software they print the lease, and where the geared-to-income rent is determined, as well. So those records are in there as well. Thank you, Mr. Chairman.

Chairman: Ms. Brewster.

**Ms. Brewster**: Thank you, Mr. Chair, and thank you, Mr. Main. You can call me Johnny which is what my family calls me, Johnny Oscar Fred.

I'm really confused about why, if that information is reported on a regular basis by each community, then what, is it a capacity issue within Nunavut Housing Corporation in terms of consolidating the lists? Because as you said, that information is publicly available, and there are public servants whose job is to monitor the management agreements to ensure that everything is being followed and done right. And so why isn't there somebody at Nunavut Housing consolidating those allocations? Thank you, Mr. Chair.

Chairman: Mr. Main.

Mr. Main: Thank you, Mr. Chair. It really comes down to process and I think the member highlights an important finding that we need to make it easier for these allocation results to be audited and vetted. Our new property management software that Mr. Devereaux described earlier will have everything under one umbrella, basically the waiting lists are to be in there, allocations will be recorded and there will be a layer of it coming up to NHC to

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review the allocation prior to the lease being generated.

We're hopeful to be there within 12 to 18 months and have this implemented. Thank you, Mr. Chair.

Chairman: Ms. Brewster.

Ms. Brewster: Thank you. I'm not clear about whether or not there's somebody within Nunavut Housing Corporation that should be currently pulling that information together. Time management could be on the 14th of every month, ask for and receive a report from the local housing authority and then tabulate those allocations. Why isn't that possible? Thank you, Mr. Chair.

Chairman: Mr. Main.

Mr. Main: Thank you, Mr. Chair. It is definitely possible. Within the district offices, which are regional offices; there's three of them, in Arviat, Kinngait and Cambridge Bay. We have dedicated staff there in the programs division which monitor the allocations and work very closely with the local housing staff, the two tenant relations officers, boards, and managers. And they do monitor this. I will say some of the smaller communities, there is months without an allocation and so there's nothing to monitor there. But as new buildings are turned over that activity ramps up.

In the larger communities you generally see some more turn of units, in terms of people may be moving south or vacating or passing away. And so there is allocations that occur on a regular basis. Thank you, Mr. Chair.

Chairman: Ms. Brewster.

**Ms. Brewster**: Thank you, Mr. Chair. We heard earlier that not 100 per cent of these allocations are being monitored, and then in a

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follow-up question Mr. – I have it written down – Mr. Devereaux responded maybe 70 per cent of these allocations are being monitored. I'm wondering, if there is a system to really proactively count these things, where does the number 70 per cent come from? Thank you, Mr. Chair.

Chairman: Mr. Main.

Mr. Main: Thank you, Mr. Chair. That was a figure that I pulled out of thin area air, sorry. With my involvement with having been working at the regional office myself, the majority of my career I have been there, sitting next to the office to my manager of programs, I could hear her on a weekly basis talking to LHOs, local housing organizations, about their allocations. So I know, I have inherent knowledge that we are involved in the vast majority and monitor the vast majority of allocations that occur.

We're often consulted because a tenant relations officer will have concerns that maybe a board member or something may be trying to act improperly pertaining to an allocation decision, and so we are very aware of allocations that occur in the communities. Thank you, Mr. Chair.

Chairman: Ms. Brewster.

Ms. Brewster: I'm just going to stay focused on where I'm going here. I'm just curious about the responses about the switch from sending letters, as per the management agreement, to using e-mails. I know that letters are kind of somewhat easy to track, and follow and it can be a little bit difficult to track e-mails, especially if there are people with different, varying responsibilities sending the e-mails. How is it decided? Because it's kind of clear when a letter is written who has the authority to sign that letter.

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If we're moving to sending e-mails in a less, because that's less formal, so then how is this being tracked? Mr. Main, you just said that you kind of have inherent knowledge of this, and you pulled that 70 per cent out of the air. This is I think one of the key issues of concern, is that there are some people who are data geeks, right, that want the data. How is that being tracked? Thank you, Mr. Chair.

Chairman: Mr. Main.

**Mr. Main**: Thank you, Mr. Chair and I thank the member for her continued line of questioning. It really starts with the lower level staff dealing directly with the local housing organization staff, as I alluded to earlier. It's a program staff.

The management agreement with LHOs, it really outlines under corrective action there the steps, and it's worded that if the minister for NHC is of the opinion that the LHO has failed to deliver the housing programs in accordance with this agreement.

So the action from NHC is generally dealt with at a lower level, but when it comes to are we actually going to suspend a management agreement due to one allocation, that is a serious political decision and one that we do not take lightly. And also, we have rarely arrived or utilized this mechanism to correct allocations. So it's generally more, as Mr. Devereaux alluded to earlier, the discussions between staff and LHOs, reasoning with them that you cannot make that allocation, that person is too far down the list and insistent recommendations that they correct that allocation. Generally they will have a follow-up meeting and make a new allocation which is more aligned with the procedures. Thank you, Mr. Chair.

Chairman: Ms. Brewster.

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**ᠬ᠌ᢦ᠙ᡷ** (Ͻᡃᡪᢣᡣ᠋ᠠᢗ): ᠳᢣᠲ᠋ᡅ᠌ᡤ, ᠘ᢑᡟ᠙᠙ᡠ᠅. ᠳᢣᠲ᠋ᡤ᠅ᠵᡪ᠘ᠸᠾᠸ᠌᠌᠌ᡊ᠕ᠰᡅᡃ᠋ᡕ ᠘᠋᠘ᡐᠾᡝ᠘ᡃᢛ᠌᠘᠊ᢞᠾᠸ᠙᠙ᢣ᠙ᢡ᠊ᠦᡳ᠘ᡃᢣ᠀ᡩ ᢗᡃ᠋᠘ᡥ᠘ᡶᠻᡃᠳ᠘ᡃᢛᠬᠦ᠌ᠣ ᡆ᠌ᢧᠳᡠ᠂ᡜᡥ᠙ᡴᡆᡳᢞᡆᢩ᠂᠋ᡫᢥᡠᢗ. ᡏᡳᠯᠻᠬᠣᡃᢛᢅᠵᡣᡥᡆ᠊ᢛᢣᡣᠡ᠆᠘᠂ᡩᡆ᠘ᠳ᠘ ᠕ᠸ᠋ᡊᡃᠪᡣᢉᢣᠻᡥᠳ᠘ᡆᠸᡕ᠘᠘᠆ᠸ᠘ᢞᡥᠦᡖ.

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**'የር''ባ**: 'dታ°ዺቮ', Δ°/ペ▷ር'<sup>6</sup>. Ċ°ዺ ▷'b▷/ሊታΔ<sup>c</sup> የ/ላσ ጋጎ' ጋበ<sup>c</sup> ሲጋሲልጐርΔ<sup>c</sup> ለሁሥሀ'σላ'σ'Γ<sup>b</sup> ▷'bጋΔ°ሲ<sup>6</sup>'ዕትሁል▷<sup>b</sup>. ላ/<sup>5</sup>ትσላ<sup>6</sup>ንሀ<sup>c</sup>, bLσላ<sup>6</sup>ንሀ<sup>c</sup>, Δ′ለቦσላ<sup>6</sup>ር୭<sup>c</sup>, ΔLΔ<sup>c</sup>ንΓ<sup>b</sup> ጋኒ<sup>\*\*</sup>Ր°ሲL Ċ°ሲ **Ms. Brewster**: A can of worms there. I feel like going down a rabbit hole about how do you evict somebody or move somebody out, if you've misallocated a unit. That seems something really complicated. I'm going to try to stay on track here.

We've heard from Mr. Devereaux about Yardi, the property management software that's being rolled out and there is a six- to 12-month implementation phase. I'm just trying to remember why I wanted to...

One of the earlier responses as well that Mr. Devereaux gave was that there's a consideration to changing the management agreements to take out that aspect of reporting the allocations, because it seems like it's a little bit difficult to pull that out, yet there's this new software that we're hearing about that is actually about tracking those allocations, and so why would, if you have a solution that's being rolled out in six to 12 months, why would you also consider changing the management agreement to take that aspect of reporting out? Thank you, Mr. Chair.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair, and I thank the member for the question. I think it was just a response to the finding and the recommendation and an opportunity for Nunavut Housing Corporation to look to ways that we can improve upon the status quo. So I did mention that one thing we can look at over the course of the next three and six months as we work through this action plan specific to this recommendation from the OAG is to look at, in terms of oversight and monitoring, currently our management agreement requires us to do that for 100 per cent of every allocation. Is there an option, and this is what we'll look at. I don't think it means we take out our role to provide oversight and monitoring.

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**Δ<sup>6</sup>/«ΡC<sup>6</sup>** (Ͻ<sup>ί</sup>λΑηͿ<sup>6</sup>): Γ<sup>1</sup>C η α«<sup>2</sup>.

**ΠΦΦ?** (ϽʹϧϒΛυς): 'ϭϧϧͼͺϳͼ, ΔͼϒϭϷϳͼ.
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But instead of requiring 100 per cent of every one to be vetted, scrutinized, and to be approved by housing corporation before a tenant is given the keys to move in, maybe we should sample a subset of the hundreds and hundreds of allocations that occur throughout the year to see if there's any pattern of I guess some non-compliance to fair and equitable allocations of new units. And maybe we wouldn't; maybe we'll leave it at 100 per cent.

What come out of this I think for us is just that the discussion and conversation around how onerous is it if we required for an LHO to 100 per cent of all allocations, sort of get that preapproval from us before they hand the keys over. Sometimes they make allocations, and in the community the person who is anxiously waiting could have been waiting for years and years and years maybe wanting to get into that unit in two and three days' time, and this delay that we have within existing management agreement that requires our preapproval on 100 per cent of every one of those examples.

I think it gives us an opportunity to reflect on that and maybe have conversations with LHO partners to see if that's too onerous, and if it's not, then maybe it stays that way and we do a better job of ensuring that we can demonstrate through an audit that 100 per cent of those we pre-approved before a tenant moved in. Or as was mentioned, maybe we look at a risk-based approach where we sample some of them to see if we can find any patterns and then where patterns are found that we try to work with that LHO to rectify that. Thank you, Mr. Chair.

Chairman: Ms. Brewster.

**Ms. Brewster**: Thank you, Mr. Chair. I just want to stay on the question about this software. It's mentioned allocations, wait list, calculation of public housing rents would be, everybody would have real time access to this, to all 25 LHOs. I just wonder what how would

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ϹΔΙΔ°σϭʹ·υϲ, Δϲʹϒ ΔλΙϹʹϲͺϲϽϲʹ·Ϸϒ Ϸͼ ΔλʹͼͿϧϛͻϥͽ· ΔιΔϲʹ·υͿͻϥʹͼʹͶʹͻϲʹͼϷϒ Ϸͼ ΔλʹͼͿϧϲͻϥͽ· ΔιΔϲʹ·ͿͿͻϥͼͼͼʹϽΔϲ ϫͼϲʹ·σ ΔλΓΟʹͼͿΠϒϷͰϲϥϲϷͿͻϥϲ Ϫʹͻϲϲϧ϶ͼʹͼ, ͼϳϲʹͼͻͿͼͼϥ; ϥͼͼϥͿͼͼͼ ΔλΓΟͰͻͿ ϤΛͼϥΠϘϛ Δϲʹϒ϶ϲ ϧΠͰϷϷϭʹ·ϲ ΔλΓΟͰϲϛϲͿͿϲ, ʹϧʹϲϽϲͼͼϧ ΔλΓϹϲϲϲϷϗλ Δλͼμος, Δελεμος, Δλέμος, Αμβος, Δλέμος, Δενεμος, ʹϧ϶ϲͼϧϽͼ Ͱͼͺς ;ϥϧ·ͼϯ, Δελεμος.

**ΠΦΦ** (ϽϤϒΠͿς): 'dϧͼͼϹͼ, ΔͼϒϘϷϹʹͼ. ᡃᠪᡰᢞᡆᡤᡃ᠋᠘ᠸᠾᡄ᠌᠌ᢧᡥ᠒᠂ᡏ᠘ᡊᠮᡳ᠈᠘ᠸᡙᡏᠾᢣᡐ<sup>ᡕ</sup>  $\Delta C_{c}$   $\Delta C_{c}$   $\Delta C_{c}$ ላ▷∟ናበረσናΓ⁵. bLቦታሲላċና, ₽▷ታሲላċና,  $\Delta$ /LCD%CD $^{1}$ CD $^{1}$ CD $^{1}$ CD $^{2}$ CD $^{$ DC%P\/i\γ%/L<0% Δ\\_C\\_I <\L\_ 4>CYO'IC\*U\A'\(\) 'b>CL'\(\) ᠕᠌᠌᠘᠘᠘᠘᠘᠘᠘᠘᠘᠘᠘᠘᠘᠘᠘᠘᠘᠘᠘᠘᠘᠘᠘᠘᠘᠘᠘ ΔιΓισς ΠΓΡς Τυν ΥιΓς. Υσίζερυψο Δι ውወር የ ር ፈሎ የተለጉ ነው የ የተፈመር ው עיבר שמיה פטראינע פטראינה שליר פטראינה איר  $\Delta^{\circ}$   $\Delta^{\circ}$   $\Delta^{\circ}$   $\Delta^{\circ}$   $\Delta^{\circ}$   $\Delta^{\circ}$ 

one use that to improve the work that you're doing.

If you're saying maybe we won't actually, even though we have real time access to the allocations where somebody at Nunavut Housing Corporation could pull that up and make a decision rather quickly, why? I'm still confused about why you wouldn't want to do that. I do realize empowering communities is really important; however, the oversight is extremely important. I just need to be convinced a little bit more. Thank you, Mr. Chair.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. I agree with the member that oversight is very important, and we can work to improve upon that oversight specifically as it relates to allocations decisions that are made at the LHO level.

I want to clarify. I'm not saying that we are going to remove that requirement in the management agreement to preapprove 100 per cent of every allocation. I pointed out it's something for us to look at, if there's a different approach besides that requirement to preapprove 100 per cent of allocations before a tenant moves in. We may find this tool, once we roll it out, we may find it serves that purpose and it doesn't put any additional I think delays on trying to get people into units as they become available, and therefore we could hold that standard of saying 100 per cent of all allocations. I think that's something we'll look at.

And also, too, in terms of the software, we recognize that it's typically 12 months to kind of design and implement and roll it out, and really it's another year for people to get used to it and for it to be really operating at an efficient level where the data going in is really good.

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We're not there, and so I think we'll take all this stuff into consideration, but we do respect the comment that the oversight is important and we'll work towards that. Thank you, Mr. Chair.

Chairman: Ms. Brewster.

**Ms. Brewster**: Thank you. I think it really is important to make use of every tool, especially every tool that we are paying for and that we're training people to use. This is a cost to the public, so I think we should make the best use possible we can.

I'm just curious as well what other changes to the management agreements is Nunavut Housing Corporation considering, because you kind of opened that can of worms. I'm really curious about whether or not there are more changes being considered that are informed by this current audit and even past audits, I guess. Thank you, Mr. Chair.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair, and I thank the member for the follow-up. I think over the coming months, as we look at our action plan and take steps to try to make improvements if there's any items that seem to make sense to consider amending then we'll look at that, but I don't have a list of things we're going to proceed with amending in the existing management agreement.

The one item we did mention relative to this particular finding was there are multiple ways to provide oversight and try to reduce any kind of non-compliance to allocations. If the current management agreement is very specific about one and the standard right now is 100 per cent of reallocation should be reviewed by housing corp and preapproved before somebody moves in, maybe it's something we can look at. Maybe it's something we would leave in there.

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I think there could be some things that we look at changing in the management agreement, but right now I don't have a list of others that we are actively wanting to change. But through this process I think of responding and trying to improve upon recommendations through this audit, it gives us an opportunity to examine that. Thank you, Mr. Chair.

Chairman: Ms. Brewster.

**Ms. Brewster**: Thank you, Mr. Chair. When was the last time that management agreement was updated? I'm not sure if that has been said so far. Thank you, Mr. Chair.

Chairman: Mr. Devereaux.

**Mr. Devereaux**: Thank you, Mr. Chair. It's my understanding it was last updated in 2019. Thank you, Mr. Chair.

Chairman: Ms. Brewster.

**Ms. Brewster**: Thank you. I think I heard 2019 and I just wonder what the schedule is for the next time it's going to be re-examined and updated. Thank you, Mr. Chair.

Chairman: Mr. Devereaux.

**Mr. Devereaux**: Thank you, Mr. Chair. Maybe through you I would have the VP of operations respond. Thank you.

Chairman: Mr. Main.

Mr. Main: Thank you, Mr. Chair. Previous to the current version, the previous one was updated in 2006. So if you count the years, it's not a document we update frequently. To supplement Mr. Devereaux's response earlier, the other changes we are contemplating is to deal with some of the action items there's going to be different layers of reporting we're going to be requiring LHOs to implement. There will

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probably be some updates to the reporting schedules and frequency thereof related to addressing some of the actions within the report. Thank you, Mr. Chair.

Chairman: Ms. Brewster.

**Ms. Brewster**: Thank you for that. I guess I misheard, because I thought I heard Mr. Devereaux say 2019 but I know somebody was coughing and sometimes information gets skewed.

2006 is a really long time, and I do think it's really important for every division within the Government of Nunavut and all of our Crown corporations to have a regular schedule of updating policies, procedures, and different agreements with stakeholders, because the world changes really quickly, and we have access to information that's informed and can tell us where and when we can improve in our relationships with organizations that we get into agreements with. And of course they're informed by audits and many other really important pieces of work.

I know my time is up, but I really want to go back to this issue of not really considering changes to improving local housing organizational structure and governance model, because of course what I just said about revisiting and revising policies, procedures, and agreements, we know that we learn a lot as we go along and we're hearing that there are reporting issues and that comes down to good governance.

So I'm really concerned that there aren't major steps being taken towards addressing those governance issues, and I know we talked about them yesterday, and if I do get more time I'll come back and I'll have some questions on that as well. Thank you, Mr. Chair.

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**Δ°/<>C°** (Ͻϳληυς): Γ'C /LΔς.

Chairman: Thank you. And just to clarify the earlier response, the 2019 was the most recent agreement that was put in place. The previous one was 2006, so just to clarify for the record. With that I will also clarify for the record that I'm going to recognize the clock and we're going to take a 15 -minute break. Thank you.

>> Committee recessed at 10:19 and resumed at 10:38

**Chairman**: Thank you. I would like to welcome everyone back this morning. The next name I have on my list is Ms. Killiktee.

Ms. Killiktee (interpretation): Thank you, Mr. Chairman. My question or may I say, the reports that have been audited on management administration is an area. My question will be to Nunavut Housing Corporation how in operations or administrative-wise the entries and so forth that and under obligations, you don't have a listing or categories what may be reported.

My question to you is, for a number of years now this has never really run smoothly, to be 100 per cent efficient in your office. Have you looked at that after hearing reports and findings from the Auditor General? The office managers, or rather your officials, have you delegated anything to address the corrections required? It appears that perhaps there's shortage of staffing, or the morale may be such that they're not really implementing the needed changes. Perhaps a consideration to have a full-time position in this area. That is one of the areas. I would like to ask if that's in planning stages. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Devereaux.

**Mr. Devereaux**: Thank you, Mr. Chair, and I thank the member for the question. We are open-minded and we hear the feedback around the audit and the recommendations and areas

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γιας» (ϽʹͻͰΠͿς): ʹϭϧ·αͺϳ·ϧ, Δϧγ≪Ϸͺʹϲ·ϧ Ρʹϧ·ϲ·ͼʹϲʹϲʹ σ·ʹϲϷΠΓͻͿ CLϽL Γϧʹͺϼϲ ϷϧϞͼϧϥϤͼͺϷϲͼͺ ΔϥͰϧͺͼϧϧ϶ϽϹϷͼϤͼͺͻϭ ʹΑϧͼϹϷϭϤͼͺϹ ϼͼϲͼͼ Δͼͻϲͼͼ, ϼͼϲͼͼ Δͼͻϲͼͼ δημλερε ʹϧϷλικησίιο ϼͼͼͼ ΛϷϒͼϧͼ ΒΠͰλερε ʹϧϷϧλικησίιο ϼͼͼͼ ΛϷϒͼϧͼͼ Αͼμες Αφλικερο ϹΔιε αξαθησερασίτου Δεισταλές Αφαντικο Δεισταλές Αφαντικο Αργλερε Αμμεροντικο Αργλερικο Αργλερε Εναστο Εραν Εραν Εραν Ακρλερο Ανερος Αργρας Δεισταλές Αργρας Αργαρος Αργρας Δεισταλές Αργρας Δεισταλές Αργρας Αργαρος Αργρας Αργος Αργρας Αργος Αργρας Αργρας Αργος Αργρας Αργος Αργρας Αργος Αργρας Αργος Αργρας Αργρας

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we can improve. One of them we certainly take to heart is how we can improve within Nunavut Housing Corporation and how we support our partners at the community level, the LHOs. Certainly we from time to time have challenges, whether it's staff vacancies, in terms of trying to provide the highest level of support. We'll always work towards trying to increase the vacancies and support our staff in terms of training and encouraging them to visit communities more often and to provide support and training to LHO staff. I think we will continue to look at that and try to make improvements on our capacity and our ability to extend support to our LHOs.

In our three district offices we would have a division of programs and people, a manager and program staff that their role primarily is to work with the LHOs, the managers and the board and the tenant relations officer on a lot of those tenant-management-type functions to support them. And at our Arviat headquarters office we would have another division of support positions for program delivery who interact and try to provide support to the district offices as well as our LHOs.

But point well taken. We'll certainly try to work as we go forward to improve upon our capacity to be able to help the communities. Thank you, Mr. Chair.

Chairman: Ms. Killiktee.

Ms. Killiktee (interpretation): Thank you, Mr. Chairman, and thank you for your response. However, listening to you, you have identified that you will try to. And try to; try to, it seems to be just a comment. We'll make changes. We'll do the job necessary is an area I didn't hear. Could you elaborate a little further on that?

The system is not in order for those of us who live in the communities. Looking at operations

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**ϲΔኖ/ኃ°** (Ͻʹ៶ϟΛͿͼ): ʹͼͿϧ·ͼͺϳ·ϧͺͺͺϷʹ·Ϳϲϲͼͺʹͼ ϤΛʹͼϤΛΓϧϚͺͺϹʹ·ϒͿʹϧͺͺͺϪϧͺͺϧͺͺ of local housing, it's an area we see as an area to improve. After the study and survey of the operations of the housing corp, will you agree to make changes to provide support towards improving this area of concern for the benefit of our audience? Thank you, Mr. Chairman.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair, and I thank the member for the follow-up. Certainly Nunavut Housing Corporation is committed to seeking improvements and to working with our community LHO partners to better support them in their undertakings and their obligations through the management agreement so we do commit to that.

This particular audit gives us ten areas to focus on, and from that we've developed an action plan which we've published on our website identifying areas that we recognize improvements can be made, and identifying some of the steps that we'll undertake and timelines associated with that action plan. So definitely I respond that we are committed to doing that. Thank you, Mr. Chair.

Chairman: Ms. Killiktee.

Ms. Killiktee (interpretation): Thank you, Mr. Chairman. I did have a question, but the main question I want to raise this morning on allotment and approval of housing for individuals. The process involved with board members, leaders who make the decisions. When you talk about and when I hear this, a question arose in my mind which I feel is very important. The local housing associations in our communities, are they just subservient to your corporation?

As you said, for that reason in your endeavours in allocating the local housing staff and the board seems to be the alleviators of the problem. So my question is: Are you the main

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**Π<?** (ϽʹͱλΠυ΄): ʹϭͿϧ·ʹαͺΓ·, ΔϧʹϘϘϹʹ·ͽ. Ϲʹ·α Λϧʹϭ΅ʹʹΓʹͰͺϹ. Δʹ·Ͻρϧͺʹϧ·ϽͱͰͺʹ Δʹ·Ͻϲʹʹʹʹϲͺʹʹϧͺ Δʹ·ϧϧαΔϧ·ͽΠϲʹϧϧ·ΓͺΚʹ Δʹ·ϧϧαΔϧ·ͽ·ΠϲʹΓ Δ΄ ͻϧͺʹϧϧ·ΠϹϷϽΠͼ ϹΔͰʹͼ Δʹ·ϧϧαΔϧ·ͽΠϲʹʹϭ·ʹϧͺϒϧͿͰϹ Δʹ·Ͻʹϧϧ·ΓΠͿΠͼ. Ϲʹ·ϧϥ Ϲʹʹͺͼͺ ΛϲʹͺͺϤϧͺʹϲ ΚʹʹαϷΠ·ΓΠͼʹϼ;ͼͺʹΓͺͰʹͼ, ΔʹͺͻϧϧʹΔʹ· Ϸͺϼ·ϧϒͿϤʹͼϧϹϷʹϚϹ.

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point of giving directives, where previously the practice where you had a motion for allocating a house for that individual or which individuals will be getting housing? What's the process? Or does the process make sense today? Because you don't really know where you are. For that reason are you the main individuals now giving directives? Although a local housing may say they have an individual in mind, but you say otherwise, where are the communities, then? Who should be responsible to make the decisions? Where are they? They seem to be just a means for your decisions.

The boards in our communities seem to have less responsibility, where you have taken on most of that responsibility. So are you the main decision makers, to say yes or no to allotments? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair, and thank you to the member for the question. Our role and relationship with the LHOs, I think we would describe as they are our partners at the community level that through our management agreement have the responsibility and accountability and authority to take care of those day-to-day decisions, including allocations and accepting applications to put on our wait list, and to dealing with the day-to-day tenant management issues as well as the day-to-day routine maintenance and preventative maintenance. And they are distinct, separate legal entities, and the relationship is defined through that management agreement.

The decisions on allocations are made at that local level, typically through board motions, based upon presentations from the manager and tenant relations officers relative to a guideline or a framework from the Nunavut Housing Corporation that speaks to allocations and point ratings.

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And then our role I think in that is to provide advice and guidance, and if there's examples of, I suppose, extreme deviation from those guidelines is to work with the LHOs to understand why, and in some cases to give advice to say that is not proper, to make that allocation to somebody who is number 30 on the wait list, based upon that reasoning.

But the decision is made at that local level, by that independent entity, and our role is to help support them in those decisions, and also to monitor that both at the community level and at the Nunavut Housing Corporation level that we are doing our best to provide public housing that is much needed across the territory. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Killiktee.

Ms. Killiktee (interpretation): Thank you, Mr. Chairman. Here in the House I wish to ask the question. The subcommittees or board of local housing, and we have a subcommittee in our community, along with the board. From what I hear and what I have observed, any progress that might be made or happening at the local level with regard to chair or board members have stated often that they are losing authority in allotting housing, in correspondence, and so forth.

The stumbling blocks seem to be the housing corporation, although they take it seriously.

My question to you: Is there a plan within the housing corporation that make the local housing authorities redundant, particularly the board, and in our community, Uqqummiut, that perhaps the board will be phased out. Is it perhaps for that reason, there is some expectations that they will be phased out. They must still be a problem in the existence if the shift is towards that within housing corporation.

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I would like to hear and I would like to, along with our constituents, in particular the board in our communities, I would like to have a better understanding along with them. My question is based on: Will there be local boards phased out? Has that been in discussions and part of the planning stages? Thank you Mr. Chairman.

Chairman: Thank you. Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair, and I thank the member for the follow-up and the opportunity to further discuss. You mentioned earlier that over the course of the last few years there was a review of various areas undertaken to look at the current governance model between Nunavut Housing Corporation and our local community housing partners, LHOs, and fleshing out those options. I wouldn't say there's a shift at hand to make the change. I think we came to the point, as I mentioned earlier, that any significant change to those governance models is a big undertaking and not something that – I think something that the Assembly would have to be very involved in further consultations with communities.

So I wouldn't say that that is happening, that any decision have been made, and I can't predict where things may go in the coming years, other than that we just did look at options. So that consideration could be do we stay status quo, do we look at a regional housing governance model. So those kind of things.

But we're not at a point to say this is where we're going. I think we need to do a lot more consultation, and also get guidance and feedback from the 7th Assembly. Thank you, Mr. Chair.

**Chairman**: Thank you. I would like to get a clarification. We have been talking about this review that has been ongoing for the last couple fiscal years, and there seems to be some

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hesitancy in giving timelines on when it's going to be completed and when it's going to be final. And so I have a couple of questions that I would like to ask Mr. Devereaux.

Who is doing the review? Is it NCH staff or is it outside consultant that is doing it? And when that report comes forward, I'm assuming there will be a set of different options within it. I guess I would like to start off, can we get a little firmer timeline on when that review is going to be completed? It has been ongoing for a couple of years now and I'm assuming there are a number of different options that are going to come forward. Mr. Devereaux has mentioned some governance potentially being looked at. I do recall, I can't remember the context, where the minister has stated at one point where he was looking at eliminating the LHOs.

So to Ms. Killiktee's question, is that still an option that's being considered? I know you mentioned it will take legislative changes and significant attention in this House. But if Mr. Devereaux could give us a clearer timeline on when that report is going to be done, who is doing it, and what are some of the other options that are on the table. Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. The review and the examination of the current governance structure and potential alternate options for governance, as you mentioned, has been underway the past number of years. It included an external consultant, BBRA, as the lead on that project, and there was a phase 1 and phase 2. Phase 1 was more sort of the environmental scan and some early identification of options. Phase 2 was looking at predominantly three options, and then fleshing those out more.

That has been completed. That was completed in the last year. It created a conversation or decision that if there was any desire to look at an alternate option besides the status quo, you 「もらっとうらでもく 45JF 4L」 2024-もつら にしてくうこともしな 2023-F 3,300-こともしなら、 45づしして イターももでして 3,021-もよっしい ムらさっている。 ならっている。 ならっている。 ならっている。 ならっている。 ならいでしている。 ならいでしている。 ならいでしている。 ないのしている。 ないのしている。 ないのしている。 ないのしている。 ないのしている。 ないのしている。 ないる。 ない。 ないる。 ない。 ないる。 ないる。 ないる。 ないる。 ないる。 ないる。 ないる。 ないる。 ないる。 ないる

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**△⁰┦⋖⊳С⁰** (ϽϳϟϽͿϲ): Γ' ϲϭϲ·.

**᠈ዻሩ›** (ጋኒት∩Jና): 'dϧ·Ⴍϳ·ϧ, ΔϧϟϘϦϹʹ·ͽ.

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**Δ•/<>C'•** (Ͻϳ<sup>2</sup>Αη)ς): Γ<sup>2</sup>C CΔ<sup>2</sup>γ<sup>2</sup>σ<sup>2</sup>.

**Δάγλο** (Ͻʹϧληυς): 'dϧ·αϳ·, Δυγοςς. Δ΄, ΔΛης βςς βουμαίο Αντηρουμαίο Α΄ Δ΄ με τη διαμμαίο Α΄ με know, that would be, as you described, a lot of involvement. Potentially could be legislative changes because the *Nunavut Housing Corporation Act* would undoubtedly need amendments, and drafting and legislative changes take a significant amount of time. The realization is that that would go into the 7th Assembly.

I think the strategic decision was that any kind of potential big change should be brought forward before actually saying we're going to go try to implement, do the 7th Assembly. So that's where we're at right now with that.

You had asked about what options were being considered, and really the three options in that final report being considered was the status quo, stay with 25 independent legal entities, and look to ways to make improvements, and some of the recommendations in this report can help guide that if we stayed with the same governance models. That was one option.

The second option is if you still had independent entities, instead of having 25, maybe look at three or four, so regional-based housing organizations with boards and elected members from all the communities, like having that one entity as opposed to seven entities in the Kivalliq region, for example.

The third was very much a similar model but such that the employees of the LHOs would be employees of Nunavut Housing Corporation. So those are the three models, the three options that were further analyzed. But I know the corporation, we're not at the point to say we're behind and we're recommending this. I think it is very complex and it would take a lot more consultation, consideration and advice and guidance from the upcoming Assembly. Thank you, Mr. Chair.

Chairman: Thank you. Mr. Simailak.

ΔΔΟΡΘΌ ΡΟΝΡΗΟ ΛΝΡΥΡΊΡΑ ΑΚΡΟΡΊΡΑ ΑΚΡΟΓΟ, ΔΑΓΙΛΑΘΕΣΑ Α΄, ΔΑΙΣΔΑ ΑΚΟΝΟ ΑΚΕΝΟ ΑΙΤΑΘΕΝΟ ΑΙΤΑΘΕΝΟ ΑΙΤΑΘΕΝΟ ΑΙΤΑΘΕΝΟ ΑΚΕΝΟ ΑΚΕ

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**ΗΦΔ¹** (ϽʹͺͰϹΔΙς): ΡΡΥςΔΙΟΥΡΙΘΔ°ΦςΙ. ᡏᠫᢕᢐᡝᠣᡲᠣ ᡥᡆᡶᢥᡶ᠘ᢗ᠘ᡩ᠘ᢗᢆᡪ᠘ᡩ᠑᠘ᡩ᠂ᠳ᠘᠒᠒ ۵۹۵-۱۱٬۵۲۵ ۵۰۵-۱۲۸ م۰۲۵ ۵۰۲۵  $\Delta^{c}$   $\Delta^{c$  $\Lambda_{\rho} \Lambda_{\rho} \Lambda_{\rho$ 40'b'Ca4'b'%1C  $\dot{C}$ 'd $\sigma$ %1 0P'% $\sigma$ P1'\ $\sigma$ C. ᡩ᠘ᠳ᠙ᠳ᠘᠘᠘ᠺᢏ᠘᠘᠙᠘᠘᠙᠘᠙  $\Delta^{c}$   $\Delta^{c}$   $\Delta^{c}$   $\Delta^{c}$   $\Delta^{c}$   $\Delta^{c}$  $\Delta \subset ^{\circ} \Gamma^{\circ} \Delta^{\circ} \to \dot{C}^{\circ \circ} b \subset \dot{\mathcal{L}}^{\circ} \sigma^{\circ}$ ᠘᠆᠘ᢗᡃᢇᡥᡳ᠑ᡏᠣᢦ᠘ᡣ᠘ᡷᡩ᠙ **Ρ**C<sup>16</sup>P<σ'6CΡJ°σ'σ'6bC Ċ°α Λ<sup>1</sup>LΛΡ</ ᡃᢐ᠋᠘᠘᠘᠘ᠾ᠘ᡀ᠘᠘ᡢᠳ᠘ᡧ᠘ᡧ᠘ᡧ᠘ᡧ ᡝᠪᠪᢣ᠘ᡷᡳᠬᠪ᠋ᠣᡆᠺᠫᢣᠬᡀᢆ᠘᠘᠘ᡧ᠘᠘ ᠘᠄ᢅᢖᡳ᠘ᢣᡎ᠘ᢑ᠙᠘ᢕᢕ᠙ᡒᡎ᠘ᢣ᠙᠘ᢣ᠘᠘ ᠵᢅᡆᠳᡙ᠘ᢆ᠘ᠮ  $\Delta^{c}$   $\Delta^{c}$ <u>ኣኈ</u>ዮ፟፟ኑናበፈነጋበ ርኈ፞፞፝፝፝ዾዾኯ ዾ፞፞፞ዾኯ፟፟፟፟፟፟፟፟፟፟፟፟፟ዾኯ፟ኯ  $\Delta b + \zeta^5 + \zeta^5$ 

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Mr. Simailak: Thank you, Mr. Chairman. Good morning, all. Just a quick couple questions or clarifications regarding the discussion being tabled right now regarding local housing boards and perhaps a regional housing organization. Would the corporation be looking at doing community-wide consultations right across Nunavut to see if that's something that would be a good idea or not? First question. Thank you, Mr. Chair.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. I think the magnitude of any type of major system change, or in this case a big governance change absolutely would require further consultation across all communities. And sort of phase 1 and more so in phase 2 of the reviews completed over the past year or two, there was outreach to communities and speaking with boards. So those are the initial. That is started. But I do agree that additional consultations would need to happen if the considerations was to pursue an alternate opposite besides the status quo. Thank you, Mr. Chair.

Chairman: Mr. Simailak.

**Mr. Simailak**: Thank you, Mr. Chair. Thank you. Is one option still looking at keeping local housing boards with other duties or responsibilities, or would that be getting rid of them completely and just having regional boards? Thank you, Mr. Chair.

Chairman: Mr. Devereaux.

**Mr. Devereaux**: Thank you, Mr. Chair. Yes, one of the options is keep the existing 25 independent entities that we call LHOs. Thank you, Mr. Chair.

Chairman: Mr. Simailak.

**Δ<sup>6</sup>/«▷ር<sup>6</sup>** (Ͻ<sup>1</sup>/<sub>2</sub>ትበJ<sup>6</sup>): Δ<sup>6</sup>-Δ-ת<sub>2</sub><sup>2</sup>/<sub>2</sub><sup>4</sup>σ<sup>6</sup>σ, Γ<sup>6</sup>C በ4«<sup>2</sup>/<sub>2</sub>.

**በ4୧** (ጋጎዖበJና): የ<mark></mark>የታ<sub></sub> ሲቮኑ, Δኑ</mark>/ペ▷ርጐ. ۵۲۰ ماک ۵۸میل (Δ۱۵ ماک ۵۸ مال ۵۲۰ کار ا LD $\Delta$  $^{\circ}$ UC $^{\circ}$ DC  $Q = Q^{4} D + Q^{5} D^{2} D^$  $\dot{\Lambda}^{60}CDQ^{4}L^{6}\dot{U}CDC^{60}Pd\sigma$ .  $\Delta^{60}\Delta^{50}D$  $4^{1}$ ۵۲، ح۵۰٬۵۵۰ کا ۵۲، ۵۲۰ کا ۵۲۰٬۵۹۸ کا ۵۲، ۵۲۰ کا ۵۲ >C%P4UJ4 PQ TG1FG1FG1 POLIMENT  $PC^{6}P^{6}DCPUCPU^{6}C^{6}d\Delta^{6}$ عمر حزث المنام المنافع المناف  $^{\circ}$  $\dot{\Lambda}^{6}$ CDY'b'GG $\Delta^{6}$ C NLGC $\dot{\Delta}^{6}$ GC  $\Lambda^{7}$ HN'b'GG $^{6}$ BC.  $^{\circ}$ 2 $\forall \lambda^{+} \lambda^{-} = \lambda^{-} \lambda^{+} \lambda^{-} \lambda^{-}$  $\Delta C = \Delta C + \Delta C$  $^{\circ}$   $^{\circ}$   $^{\circ}$   $^{\circ}$   $^{\circ}$   $^{\circ}$   $^{\circ}$   $^{\circ}$   $^{\circ}$   $^{\circ}$  $\Delta \subset {}^{\circ} \cup {}^{\circ}$ DYDF4Pでデアルトローストロール 0.4Fでで DADF4Pで D ۵٬۶۲۰۶ مرد۲۳ محرد مرد۲۵ کام۱۵۰۲ م Þᢗᠬ᠋Pᢣ\sigma. ᠳᢣ°ᡆᡤᢆᡃ.

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I get and I understand the idea of having original housing board, but I think we need to tread lightly here and consider it carefully. Just a quick last statement on this subject for now, Mr. Chairman. Thank you.

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

Mr. Lightstone: Thank you, Chair. I justify a couple follow-up questions that I would like to ask. Mr. Devereaux had stated that NHC allocates public housing somewhere in the range of hundreds per year, and the chair had asked for additional contacts, I guess. So I was wondering if he would be able to expand or provide a little bit more precise range of exactly how many public housing units are actually allocated on average per year. Thank you, Chair.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chairman. To clarify, NHC does not allocate; the LHOs do allocations. The portfolio of public housing units across the territory is reaching 6,000 units, so each year obviously the number of new allocations varies. I don't have the exact number here in front of me today. I know we can endeavour to pull that number together and share it with the regular members as soon as next week, or maybe somebody in the office right now is pulling that number together of exactly how many allocations occurred over a

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**Π4«?** (ϽʹϧϒΛυʹ): ʹϭͿϧ·αͺΓ·ϧ, ΔυϒϘϷϹʹ·ͽ. Ϲʹ·α ΡϷΓϤʹͻͿ ΔʹʹϽϲʹʹΛϒʹͰϤʹͰϼϲ ϤʹʹͰʹͰʹͽϳϲϧϷϲʹ· ϤʹʹͰϹʹͼϧϷϷΛʹ·ϲʹʹϲϷʹ ΑσʹʹͰϭʹͰϹʹ ϹϹϧϤϼʹʹͰ ϽϒϷϹϧϲͿͼͼ ΑϒͰϷϒʹϽͼ ΔϲϹϳʹʹͰϹϲ ΔΛʹͰϹͰͰͼϷ ϷʹϧϷϒͿϤʹϧͼʹϿͼ. Ϸͼ Ϲʹ·ͼ ϤΛʹϧϤΛΓͰς ΔϲͿϲͰͰς Ϲʹ·ͼ ϤʹʹͰϹʹͼϧʹͰͿϲ ΔʹʹϽϲʹϟϲͿͼͿͼͼ ϷʹͰͿͼϧϽϗʹʹϽͼ, ϤͰϹ) ϤʹʹͰϹͼϧͼ Ϲʹͼ ΔϲϪͼͼʹϲͰϲͿ. ϤϽʹϧϲϲͼϧϲͰϧͼ ϽϒϷϹͰϧͼϲʹʹ ϽʹʹͰͿϗͰϲʹʹ ʹϧʹͰͼϲϲʹϛʹϧϹΓϷ Ϸʹϧϲʹϲʹϲ ϹΔͰϭ ΩΓʹͼϤΛΓʹϧϷϲʹͼ ϷʹͰϧ·ϧʹͿ. ʹϭͿϧ·ͼͺϲʹͱ

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certain period of time, let's say in the last fiscal year. So certainly we can commit to providing that more detailed information, if the committee wishes. Thank you, Mr. Chair.

Chairman: Mr. Lightstone.

Mr. Lightstone: Thank you, Mr. Devereaux. I would like to move on to the next topic. Yesterday I brought up the issue of LHOs utilizing public housing as staff housing, and you provided additional information. One of the comments that was made is typically managers are provided with staff housing unless they are currently in public housing.

I wanted to seek clarification on this specific matter. So if an LHO employee is promoted to manager or somebody in the community is offered the manager position and is in public housing, do they still receive that \$650 a month staff housing rent deduction? Or do they have to continue paying their current public housing rate? Thank you, Chair.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. It's my understanding that they are provided that opportunity if that was what was being offered to any other applicant through that recruitment process. Thank you, Mr. Chair.

Chairman: Mr. Lightstone.

Mr. Lightstone: Thank you, Chair. Thank you, Mr. Devereaux. My last question on this specific topic of public housing utilized as staff housing, do LHOs typically have issues with retaining employees? And has it ever been considered to opening up more public housing for staff housing to reduce that attrition? Thank you, Chair.

Chairman: Mr. Devereaux.

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Mr. Devereaux: Thank you, Mr. Chair. I think it's really difficult for such an acute crisis around housing supply deficit. I'm certain that many LHOs would be interested in terms of recruitment efforts to be able to provide housing as a benefit of employment, as many of the bigger employers in the territory also work to do. It's certainly something that could be on the radar, as we see increased housing supply, that you may have an opportunity in the future years, if you can kind of make a big dent in the waiting list where then there would be an opportunity to provide more staff housing options as you're trying to recruit and retain.

I think LHOs, for the most part, it is probably somewhat similar to other big employers, whether it's hamlet governments or territorial governments, departments, that certainly there's challenges in terms of retention. The LHOs do fairly well. We have a lot of long-term LHO employees who do amazing work, but we do still have a fair number of vacancies and certainly I think if part of the recruitment retention strategies included offering subsidized staff housing as part of that compensation package, that that would help improve vacancy rates. Something I think certainly we will keep our eye on and see if there's any opportunity. Thank you, Mr. Chair.

Chairman: Mr. Lightstone.

**Mr. Lightstone**: Thank you for that response. One issue that we have here in Iqaluit is the time it takes for the housing association to conduct repairs, and one of the reasons is of course the recruitment and retention issues that our IHA faces.

But I appreciate your response and when it comes to equitability, wouldn't it be more fair to all the LHO employees that are in public housing if they were only to pay \$650 a month instead of up to 30 per cent of their total income? Thank you, Chair.

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Chairman: Mr. Devereaux.

**Mr. Devereaux**: Thank you, Mr. Chair. I would say yes, I think that would be more equitable. Thank you, Mr. Chair.

Chairman: Mr. Lightstone.

Mr. Lightstone: Thank you, Chair. I appreciate the response. Now, when it does come to equitability and public housing, one issue that has been raised is the high income tenants. As I said yesterday, I've been watching the rates of high income tenants steadily increase over the years, which is a good thing, seeing individuals move from income support into the work force. So I do applaud those public housing tenants do become high income tenants.

However, it's become quite a significant matter. In looking at the annual reports NHC's annual report from 2021-2022, there was 284 high income tenants, those making in excess of 100,000 but, that grew to 720 in the next year, 2022-2023.

I just want to highlight that that is a significant increase, and when it comes to equitability, these high income earners are paying up to 21 per cent of their household income on rent. So they're receiving a substantial subsidy to the public housing.

So I understand that NHC cannot evict individuals for making too much money, but my next question is does NHC have the ability to amend that that they are receiving? For example, if they are a high income tenant for excess of five years, can NHC start to gradually diminish that subsidy that they are receiving? Thank you, Chair.

Chairman: Mr. Devereaux.

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Mr. Devereaux: Thank you, Mr. Chair. Certainly it is something that could be looked at. Your suggestion is a fair observation or comment. I do agree, I think it is a good thing that we have examples of people that entered into public housing at the time were lower income, and below that income threshold requirement, and after they became a tenant were able to gain employment with higher income. So that's a great news story.

I think our biggest challenge is that across the territory and across housing continuum is that we don't have enough supply to provide alternate options. So somebody in public housing, if they were interested in home ownership there are limited options. And that's really the vision behind wanting to change that, in terms of Nunavut 3000, was expand housing supply across the continuum, and significantly try to create volume of houses that would help with some of those situation such as you're describing.

One of the members brought up yesterday in terms of affordability, a family making \$150,000 a year, when you pay all your taxes and you pay all your bills and the cost of food, you really don't have a whole lot left. So on the one hand maybe we should be looking at that benchmark affordability threshold of 30 per cent; and at the other hand, I suppose in terms of public housing, we do have maximum rents, so rent caps, and the notion of looking at should they be increased.

If they were increased I think that kind of highlights where you were going with your comment about people getting into public housing and then having higher incomes and at the end of the day they're paying 21 per cent because of that rent cap.

So I think's a variety of ways to maybe try to help alleviate the issue, which is really, we have hundreds of public housing tenants now **LΔ°** (ϽʹͻϟΛͿϤ): ʹϭͿϧ·αͺϳ·ϧ, ΔϧʹϘϸͺϹʹͼ. ϤͰͺͻ ʹϭͿϧ·αͺϳͼͺ Ϲʹͼͺ ϤΛͼϥϹϹͿͼͼ, ϳͼͺ ϹϹͼϥϧ·ϳͼϧϽͼͼ Δͼͼ, Ͻϲʹϧϲϥͼͼ, ΑϒϹʹʹϲϲϽϤ, ΡϒϤΦ Διμαβάνος ϹΔͼͿϤ ͼμααβάντικος. Δεʹͼϲ ϼαͺϳͼͼ, ΠΩϚ;ΩϤʹͼϲͼ, ϽͿͼ, ἀͺϒΔϲΩϤʹͼϧϲͼ, ϽͿϲ ΔϒͿͼͼͼ, ϽͿϲ Διμαβάνος Δεαβγάνικος Δλιμαβάνος Ανμαβάνος Δλεβρους Αγεβρους Αγεβρους Αγεβρους Αγεβρους Ανταβους 
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who are making income in the range of \$150,000 or higher, and they don't have a whole lot of housing options. And if we can create more housing supply options it would give them an opportunity to transfer out of public housing and into another form of housing and hopefully something that is an investment for them in terms of home ownership and free up that unit for other low income people are on the public housing wait list. Thank you, Mr. Chair.

Chairman: Mr. Lightstone.

Mr. Lightstone: Thank you, Mr. Devereaux. I appreciate the response. If and when the Nunavut 3000 targets and objectives come to fruition in five years' time, then hopefully there will be some additional opportunities for public housing tenants and high income brackets to move or transition into home ownership.

Last question with regards to those high income tenants. In the annual report it's broken down into income brackets in \$20,000 increments from 40, 60, 80 up to 100,000. If the income distribution of public housing tenants would continue increasing by \$20,000 brackets what would be the highest bracket that would have to be reported? For example, would it be 340 to 360? Up to 400,000? I'm curious what is the highest income public housing bracket. Thank you, Chair.

Chairman: Mr. Devereaux.

**Mr. Devereaux**: Thank you, Mr. Chair. I don't have that that in front much me but certainly we could look through our data and provide a response to the member in terms what have the highest bracket is relative to what we currently report. Thank you, Mr. Chair.

Chairman: Mr. Lightstone.

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Mr. Lightstone: Thank you, Mr. Devereaux. I would like to move on to the next item, the public housing wait list. In paragraph 30 of the audit report on page 9 it indicates that the wait list increased by 225 in that given year. So my question to NHC: Is that growth rate of the territory-wide wait list of 225, is that about average in any given year or is that above or below? Thank you, Chair.

Chairman: Mr. Devereaux.

Mr. Devereaux: If you give us an opportunity in the next little bit, we'll probably pull up some data on the wait list year over year over the last couple years. I don't have it quickly in front of me.

I know it's not a static number. It really does fluctuate within year and year over year. The message is clear that between 3,000 and 3,500, if it's kind of hovering between those ranges, that it really is significant, the demand that's not being met, considering the size of the portfolio is 6,000 units. So your waiting list represents 50 per cent of what you currently have in your supply.

So it really strikes home that it's so critical to undertake increased supply of public housing units, which is what we're very focused on trying to do.

Over the last number of years, the wait list fluctuations, it looks like it's a few hundred in between the years. In 2024 it was hovering around 33, or I guess 2023 it was hovering around 3,300. In 2022, the prior year, it was approximately 3,021, so about 280 difference in year over year. The year prior to that it looks like the wait list was 3,100 so a smaller variation but maybe within a few hundred every year. Thank you, Mr. Chair.

Chairman: Mr. Lightstone.

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Mr. Lightstone: Thank you, Chair. My next question will be for the OAG. When you're reviewing the wait list for that specific time period, had you noticed any reductions in LHOs' wait list? Thank you, Chair.

Chairman: Ms. Schwartz.

Ms. Schwartz: Thank you, Mr. Chair. As we report in paragraph 30, we did look at the wait list over that set period of time and we saw that it was increased for the period that we looked at. We did find that the average type of applicants that had been on the wait list during that period actually increased as well, three four months. We definitely saw that there was an increase of time spent on the wait list for the period under audit. Thank you, Mr. Chair.

**Chairman**: Thank you. Mr. Lightstone.

Mr. Lightstone: Thank you, Chair. The reason that I was asking about whether or not any of the LHOs' wait list had actually seen a reduction was because in the year 2021-2022 Iqaluit had a housing wait list of 563, and then the following year it had been reduced down to 313. So almost half of the individuals on that wait list were removed in that given year. Whether for a number of reasons, provided public housing, staff housing, or home ownership, or most likely, did not update their public housing application.

I appreciate your recommendation in this area to enhance the information collected on the public housing wait list to include individuals with disabilities and elders and age-in requirements. But I was wondering if you think if it would be pertinent if NHC were to collect additional information on the wait lists such as rationale for being removed from the wait list. Like I mentioned, there's a number of four different rationale, given housing, got into staff housing, transitioned to home ownership, or just removed for not updating their application.

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Chairman: Mr. Hayes, go ahead.

Mr. Hayes: I was too keen to answer that question. Thank you, Mr. Chair. The value of collecting demographic information cannot be understated. We made the point about elders and persons at that require accommodation with housing, and the purpose behind that was because the Nunavut Housing Corporation should be using that information to be able to identify trends, to be able to identify where those housing units that should be used by those individuals are allocated.

Your question about the reasons why people may be getting housing or may be not getting housing, the reasons why waiting lists are increasing or decreasing, is important from a trend analysis as well. I think that information would be valuable for the Nunavut Housing Corporation, both in terms of planning, allocation, and also ultimately transparent reporting. Thank you.

Chairman: Mr. Lightstone.

Mr. Lightstone: Thank you, Chair. My next question will be for Nunavut Housing Corporation. The audit report provides recommendations to enhancing the information collected on wait lists, as outlined, as well as included in NHC's action plan. However, that specific recommendation did not include monitoring rationale for removals of the wait list or from the wait list. So it's a two-part question. Does Nunavut Housing Corporation actually monitor the rationale for removing individuals from the wait list; and if not, would the Nunavut Housing Corporation begin that exercise? Thank you, Chair.

Chairman: Thank you. NHC, Mr. Devereaux.

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Mr. Devereaux: Thank you, Mr. Chair. I thank the member for the question. Certainly I think we're open to looking at some of the explanations in terms of being removed from the wait list. I think Iqaluit is a different scenario. There's such a transient population. It's a bigger community, higher amount of number of people on the wait list and people who are on the wait list and then maybe move back to their home community, and eventually come off the wait list. I think in the smaller communities there is probably much more intimate knowledge about the reasons why somebody got off or fell off the wait list.

Communities I think generally probably have a fairly good idea. I don't know, it's not my understanding that they have a mandatory requirement when somebody is removed from the wait list to check one of the four or five boxes on what might be the cause. But I think as you mentioned, there's probably good information to get a sense on what some of those trends are, and we can start maybe by just having further discussions with our LHOs to get a sense on what they have been seeing from their own sort of lived experience, as the tenant relations officer who manages the wait list, and just knowing in a smaller community. If ten people fell off the wait list they would probably know the reasons behind all ten, to see if there's some general trends or themes across it.

Like I said, I think when it comes to the bigger centres, especially the capital city here, too, it's fairly unique, so some of the trends might be different than in the small communities to why the certain number of people each year are coming off the wait list. Thank you, Mr. Chair.

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

**Mr. Savikataaq**: Thank you, Mr. Chairman. Mr. Chairman, we're having televised hearings here on the Auditor General's report on the

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Nunavut Housing Corporation's public housing units and we are having an exchange of information here. Something interesting that caught my ear here earlier, when Member Quassa asked Nunavut Housing Corporation president Mr. Devereaux, would he reconfirm that it was his personal view on a subject.

I would like to ask Mr. Hayes: How often does an official that's in televised hearing representing an agency or corporation put their personal views in, and not the corporation's view? Thank you, Mr. Chairman.

Chairman: Mr. Hayes.

Mr. Hayes: Thank you, Mr. Chair. In response to that question, I would say that the president of the corporation occupies a very senior position, where he has the access and familiarity with the information and operations of the business. It's difficult to separate a personal opinion from an opinion for the corporation.

I guess my perspective on that question is that the president is speaking on behalf of the corporation when appearing at an official hearing, and I think, in fairness to the president, he is drawing on the experiences and information that he has from all the discussions in order to express that opinion.

I think it's fair for the committee to expect that when officials appear they will be responsive and give the committee the information on behalf of the organization. Thank you, Mr. Chair.

**Chairman**: Thank you. Mr. Savikataaq.

**Mr. Savikataaq**: Thank you, Mr. Chairman. I'll turn it over to Mr. Devereaux. Do you agree with Mr. Hayes that that was not a personal view when you were speaking on behalf of the

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Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. I thank the member for the follow-up. In all honesty, I'd probably want to go back and review the Hansard or exactly the context of that expression. I think I've been here today expressing views on behalf of the Nunavut Housing Corporation, and I'd probably want some time just to you know re-examine and see that the context was of that. We've discussed a lot over the last day and a half, to better understand the context.

I don't want to respond here today in disagreement or in agreement with the comments that Mr. Hayes is making. I think his comments are fair, what he just said, and it resonates with me, and I think I'll leave it at. I would like an opportunity to re-examine that context to help me to respond.

I feel that what I stated in terms of that being the question was asked, was that your personal opinion, and I think I answered that honestly and fairly. And I probably would want to look at it to see, if there's going to be further examination of that, exactly what the wording was. Thank you, Mr. Chair.

Chairman: Mr. Savikataaq.

Mr. Savikataaq: Thank you, Mr. Chairman. It was about an hour ago. Mr. Devereaux started off by saying it was his personal view, and when Member Quassa asked him as a follow-up, was that your personal view or a Nunavut Housing Corporation view, Mr. Devereaux responded saying that was his personal view, so just for clarity.

But Mr. Hayes said, in here it would be deemed to be the view of someone speaking on behalf

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of the Nunavut Housing Corporation. Whether it's a personal view or not, that person is speaking on behalf of the Nunavut Housing Corporation, so that view would be the corporation's view. Does Mr. Devereaux agree with that? Thank you.

Chairman: Mr. Devereaux.

**Mr. Devereaux**: Thank you, Mr. Chair. And I don't know if I agree or disagree. Maybe it's both. Again, I would want to look at the exact words in terms of the context of what was stated as what I had said.

I'll be honest with you right now: I can't repeat verbatim. I know somebody asked is it your personal view, and I answered to that honestly. I take your point that what is said here today and what I say here today is words representing the Nunavut Housing Corporation, so I think that's fair also to say that if that view is expressed that I'm a senior executive within the organization, so I'm saying that in that context as well. Thank you, Mr. Chair.

**Chairman**: Thank you. I'll go on to the next section. Paragraphs 26 through 31, Core Oversight of Public Housing Wait Lists. Any questions? Mr. Quqqiaq.

Mr. Quqqiaq: Thank you, Mr. Chairman. My first questions will be for the Office of the Auditor General. Your report indicates in paragraph 26 that the Nunavut Housing Corporation was "responsible for reviewing and verifying the public housing wait list of the 25 communities. However, in examining the most recent fiscal year within our audit report, we found that the Nunavut Housing Corporation could not provide evidence to show that it reviewed this wait lists on a monthly or quarterly basis."

What specific evidence were you expecting to review? Thank you, Mr. Chairman.

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Mr. Hayes: Thank you, Mr. Chair. We expected to see written records of such reviews. We asked the Nunavut Housing Corporation to provide us with documented evidence of the monthly or quarterly reviews for the last fiscal year, 2023-2024. That kind of evidence could include e-mails to and from the local housing organizations requesting documents to complete the wait list review; it could be emails flagging issues or errors found in the wait lists; it could be documentation of any reviews or evaluations of the wait lists by the Nunavut Housing Corporation. Maybe documents of site visits that were done for the purpose of validating the wait lists or the applications. It could be even a dated document. And I'm emphasizing dated because a document that doesn't have a date, we don't know when it's being prepared. So a dated document that would show evidence that the district was comparing wait lists or would or validating point ratings or reviewing board minutes.

Of course the NHC, when we were doing our audit, provided some evidence of the review of the wait lists. They could not provide evidence to show that it reviewed the wait lists on a consistent quarterly or monthly basis in that fiscal year that we were looking at.

Not reviewing these wait lists on a regular basis increases a risk that the information on those wait lists is inaccurate or could lead to inequitable allocation of public housing units. This is important work to validate and people on the wait list expect that things are working properly and fairly. Thank you, Mr. Chair.

Chairman: Mr. Quqqiaq.

**Mr. Quqqiaq**: Thank you, Mr. Chairman. I'll continue to the Office of the Auditor. Your report indicates in paragraph 26 that:

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"There were 25 public housing wait lists, one for each community, which was spreadsheets maintained by the local housing organizations. We also found that the wait lists were not standardized across the territory, and that the information collected on applicants were inconsistent."

The question is, to what extent is it realistic to expect all 25 local housing organizations to use the same wait list format. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Hayes.

Mr. Hayes: Thank you, Mr. Chair. In our view, this is an entirely reasonable expectation. In fact, we think it's fundamental. In order for the Nunavut Housing Corporation to have a clear picture of what the wait list realities are for the entire territory, it needs this comparable information from each community.

This doesn't have to be very complicated. Essentially what we are recommending is a consistent approach that would be adopted by the Nunavut Housing Corporation and the local housing organizations that would capture information in a very similar way. That would allow people to know about the types of situations that are happening with wait lists, the people that are on it, the needs that need to be met. And that would tie in with allocation decisions.

Without a standardized approach, it becomes really difficult for the housing corporation to identify trends and monitor whether the access being provided has been equitable.

I would note that housing corporation has agreed with our recommendation on this. And ultimately developing a standardized approach will increase the rigour of their processes. Thank you, Mr. Chair.

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Δ<sup>4</sup>γ«ρ<sup>2</sup>C<sup>3</sup>.

**Δ<sup>6</sup>/«ΡC<sup>6</sup>** (Ͻ<sup>ί</sup>, 2Ω): Γ<sup>1</sup>C ΩΡΘ<sup>2</sup>.

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2023-2024-Γ Δ°/ΓΡΠ΄ 150-σ° Δ<sup>1</sup>ΔΔ° σΡΑΡΟΡσΔ°Ο Δ°/
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ΕΡΑΛ', Δ΄ Chairman: Thank you. Mr. Quqqiaq.

Mr. Quqqiaq: Thank you Mr. Chairman. I'm going to move on to the Nunavut Housing Corporation. The Auditor General's report indicates that the total number of applicants for public housing "increased from 3,123 in March of 2023 to 3,348 in March of 2024."

This represents an increase of 7.2 per cent. The question is, Mr. Chairman, as of today what is the total number of applicants currently on wait lists. Thank you, Mr. Chairman.

Chairman: Mr. Main.

Mr. Main: Thank you, Mr. Chair, and I thank the member for the question. To demonstrate, we do collect wait list data. I do have the current figure for you. June 2025, basically end of our first quarter for the fiscal, the new tally is 3,645 applications for public housing. Thank you, Mr. Chair.

Chairman: Thank you. Mr. Quqqiaq.

Mr. Quqqiaq: Thank you, Mr. Chairman. The number is increasing dramatically, and I find is disturbing. I'm going to follow up with this question in regards to elders. Would the Nunavut Housing Corporation, would they know how many elders are on their wait list, and it would be great for a breakdown for each region, Qikiqtaaluk and Kitikmeot, how many elders on the wait list. Thank you Mr. Chairman.

Chairman: Mr. Main.

**Mr. Main**: Thank you, Mr. Chair and thank you for that follow-up. We don't have data right now on number of elderly on the waiting list. We do have good data on number of elderly living in public housing, and I think this

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Some communities are tracking quite well in terms of the 25 respective waiting lists whether it's an elderly applicant or someone needing a unit with accessibility modifications, like an elder-suitable unit, but then there's other communities that are not distinguishing that element. So that's why we agreed with this area of the report and we plan, that is certainly one aspect we want to standardize so we can clearly identify elderly applicants or applicants that require units with accessibility modifications. Thank you, Mr. Chair.

Chairman: Mr. Quqqiaq.

Mr. Quqqiaq: Thank you, Mr. Chairman. I'll continue with the Nunavut Housing Corporation. The Auditor General's report indicates that its "analysis of the wait list as of March 31, 2024 found that the applicants had been on the wait list for an average of 4.5 years."

The question is, Mr. Chairman, as of today, what is the average length of time that applicants wait until they are allocated a public housing unit. Thank you, Mr. Chairman.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. We would probably respond to saying it's fairly similar in terms of that average range of four-and-a-half years or so. The wait list changes obviously, every year, for a whole variety of reasons, and then the lack of supply is only going to put bigger pressure on the amount of the average wait time. But hopefully as we start to complete new units and be able to address some of the people on the wait list, that we can see a reduction in that particular performance indicator.

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<sup>1</sup>d<sup>4</sup><sup>a</sup>L<sup>†</sup><sup>b</sup> Γ<sup>1</sup>C ησ<sup>2</sup>P. C<sup>b</sup>dq, ΛάΡς Ανσ<sup>c</sup><sup>c</sup>.

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We do I think share the same opinion, that it's way too long, and it's concerning, and how do we try to reduce it. And part of the solution is by building more homes than we traditionally have over the last decade or so, and we're committed to doing that. Thank you, Mr. Chair.

Chairman: Mr. Quqqiaq.

Mr. Quqqiaq: Thank you, Mr. Chairman. I'll continue Nunavut Housing Corporation. The Nunavut Housing Corporation's response to the Auditor General's report indicates that the corporation is "implementing a standardized approach to collecting and annualizing public housing wait list data across all communities over the next 18 to 24 months using the new property management software."

The question is, Mr. Chairman, as of today what is the status of this work. Thank you, Mr. Chairman.

**Chairman:** Thank you. If I recall correctly from an earlier response, it is going to be rolled out the next six to 12 months. Mr. Devereaux, is that correct?

Mr. Devereaux: Thank you, Mr. Chair. In terms of that property management system that hopefully will be able to allow better tracking of information and consolidating that information across all 25 communities, I mentioned we just got through the procurement of that and now just working through the design, development, and rollout of the software. There's multiple modules, and we might roll it out in certainly communities first and continue down that path.

I think I had mentioned that we're well into the start of that design and development phase and certainly over the next six and 12 months we'll start to look at rolling out some of the initial modules in some of the communities and find ourselves in the coming years where we have a

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**Π49**<sup>2</sup> (ϽʹͺͰΛΟ΄): 'dϧ·αϳ·, Δν/«ρϲʹ·. CΔL·α Δͻϲʹ·δρα϶϶ϧ·δ·σϲρ·϶϶ος Δυα 'δρος Ερηγανικου Αρικου 
fully operational system that the community LHO staff are used to using, because it takes them a while as well to get used to new systems that you put in front of them.

That's an update of where we are with the IT software relating to the property management system. Thank you, Mr. Chair.

Chairman: Mr. Quqqiaq.

Mr. Quqqiaq: Thank you, Mr. Chairman. Would Mr. Devereaux know what kind of software we're talking about? Like which company? Or is it American-based software or Canadian? Thank you, Mr. Chairman.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. It's my understanding that the software provider, and its data centres are Canadian-based. The company is called Yardi. It's a fairly software provider in this space. I know a number of provincial and territorial jurisdictions their equivalent public housing entities or their housing corporations. There's a number of them across the country that are using Yardi that have migrated to that IT platform. It's a cloud-based platform.

In terms of accessibility into the software, you can configure it so that NHC has ability to access and to see information as well as the individual LHOs. Thank you, Mr. Chair.

Chairman: Mr. Quqqiaq.

**Mr. Quqqiaq**: Thank you, Mr. Chairman, for the response I just received, and this will be my last question to Mr. Devereaux. With this new software, would you see an improvement in the corporation in the day-to-day operations? That's my last one, Mr. Chairman. Thank you.

Chairman: Mr. Devereaux.

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**Chairman:** Thank you. I have no more names. We'll move on to accessibility needs not assessed, paragraph 32 to 36. Mr. Simailak.

Mr. Simailak: Thank you, Mr. Chairman. To the Office of the Auditor General, your report indicates in paragraph 33 that the Nunavut Housing Corporation "did not have a tracking in place to record which of its public housing units were accessible across the territory."

What type of tracking system did you expect the Nunavut Housing Corporation to use? Thank you, Mr. Chair.

Chairman: Thank you. Mr. Hayes.

Mr. Hayes: Thank you, Mr. Chair. In paragraph 36 we did recommend that the Nunavut Housing Corporation determine which public housing units meet the accessibility needs of elders and persons with disabilities, and should integrate this information into its inventory system. The reason why is that we want the corporation to be able to know whether those units that meet the needs of elders and persons with disabilities are being allocated to them.

The Nunavut Housing Corporation agreed, and I would just say, we are not suggesting a really complicated system. In fact, I think that the response to our recommendation signals that the housing corporation could use its inventory system to be able to handle this, and that seems reasonable in the circumstances to us. Thank you, Mr. Chair.

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Chairman: Thank you. Mr. Simailak.

Mr. Simailak: Thank you, Mr. Chairman. To the Nunavut Housing Corporation, your response to the auditor general report indicates that the corporation "will assign a project team to conduct analysis of elders and persons living with disabilities for new applicants and existing tenants."

As of today, what is the status of this work? Thank you, Mr. Chairman.

Chairman: Mr. Devereaux.

**Mr. Devereaux**: Thank you, Mr. Chair, and I thank the member for the question and the opportunity to further discuss this. The current status is we have pulled together a project team and we've commenced work own it. We do have existing knowledge. I think part of the finding in our response is that we can improve upon that. We do have a variety of older types of software tools that capture inventory information. We're just in the process of, we're probably a year ahead of Yardi, but approximately 16, 18 months ago we began the design, development, and implementation of a new maintenance management software to replace MMOS that had been around for 30odd years. So that's moving forward. That's a more robust system that allows for better capture of information.

Then you have to get the information, too. Our LHOs have strong local knowledge, in terms of which units have accessibility items in their units, and also they have good knowledge about their existing tenants or tenants on their wait list that may have accessibility needs, and therefore, moving forward, as we get a better sense on what that demand is for people on the wait list, that can help drive the amount of new construction that we do as barrier-free and accessible, but also drive any decisions around modifications we make to existing units.

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We will continue to work on that. I think the new software program is called Asset Planner. CGS and a lot of the hamlets migrated towards that platform and we are rolling that out across our LHOs and we are a little further ahead. Again, I think there are a number of modules in that software platform and we have already started to roll out in some communities some of those initial modules that staff are currently starting to use, and will start feeding information into that relative to inventory. When we feed inventory information in we'll be able to clearly see which units are already accessible.

Then as we go forward and work with LHOs and get a sense on the demand in terms of the waiting list, we can try to increase the amount of accessible units we have across the portfolio. Thank you, Mr. Chair.

Chairman: Mr. Simailak.

Mr. Simailak: Thank you, Mr. Chairman. Thank you, Mr. Devereaux. To Nunavut Housing Corporation again. As of today, approximately how many persons living with disabilities are public housing tenants? Thank you, Mr. Chair.

Chairman: Mr. Devereaux.

**Mr. Devereaux**: Thank you, Mr. Chair. I don't know if I have that exact number right in front

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of me, but I am assuming that we do have the information and could probably get it fairly quickly, and share it with the member.

I'll give you some information because we have started on this over the summer gathering some preliminary assessments around our inventory. For example, in the Kitikmeot region, we have 51 units with ramps and accessibility features across our portfolio. In the Kivalliq region we have 84. In the Qikiqtaaluk region we have 49. So approximately overall maybe about 200 units, and that's based on our initial assessment.

We'll continue to refine that and then look at on the demand side is there a growing need for additional accessible units. A lot of the new construction we're undertaking now it is fairly routine that we include accessible units throughout those builds. We have a variety of new construction underway that does include new accessible units and barrier-free units, and we'll continue to do that. I recognize that's important as we create new public housing supply, to the tune of hundreds and hundreds of units, that we have to ensure that some of those units are accessible and barrier-free, just in anticipation that the demand will be there.

It's difficult to measure demand, because people's lives change, and often their medical needs can happen at any point in time. So it's certainly not a static measurement. But we certainly endeavour, and I know our LHOs do as well, when we have existing tenants where there's life-changing circumstances and now there's a need for more accessibility, that we try to work to find funding to make renovations to make that unit more suitable. Thank you, Mr. Chair.

Chairman: Mr. Simailak.

**Mr. Simailak**: Thank you, Mr. Chairman. Thank you, Mr. Devereaux. A quick follow-up

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to your last response there regarding renovations. The corporation and the LHOs do everything as much as possible to keep the tenant in the same unit they are in, that they are comfortable in, whether that be maybe having to lower some cupboards. Like it's their home. They have been there for maybe 30 years, and they want to be there as long as possible. Is that the direction that the corporation is heading to make sure that the tenants stay in those homes as much as possible, through avenues such as renovations to keep them comfortable and accessible for them? Thank you, Mr. Chair.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair, and I thank the member for the follow-up. Certainly that's one of many options that we seek out and undertake. In some cases maybe there happens to be a vacant accessible unit that's already in the community, and that particular tenant is more than wanting to move to that. So I would say that the LHO and Nunavut Housing Corporation, in each case, we look at the circumstances and we probably undertake a variety of different approaches to try to address that accessibility need as it arises. Thank you, Mr. Chair.

Chairman: Mr. Simailak.

**Mr. Simailak**: Thank you, Mr. Chair. Thank you, Mr. Devereaux. My last question for now. Nunavut Housing Corporation, as of today, approximately how many public housing units are classified as being accessible or barrier-free units? Thank you, Mr. Chair.

Chairman: Mr. Devereaux.

**Mr. Devereaux**: Thank you, Mr. Chair, and I thank the member for the follow-up. So I think that's the stats that I had answered in the prior question in terms of the number by each region. I think overall the territory was approximately

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Chairman: Thank you. At this time I'm going to recognize the clock and we'll break for lunch.

I just want to inform committee members that the next sections I am going to skip. Hopefully we'll have time at the end to get to them, but when we return we'll be on the finding and recommendation on the corporation faces challenges to meet its public housing targets under the Nunavut 3000 Strategy by 2030, paragraphs 56 through 65. At 1:30 we'll be starting on that recommendation. Everyone have a good lunch. Thank you.

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

Chairman: Good afternoon, everybody. I would like to call the committee meeting back to order. As I had mentioned before we broke for lunch, we're going to skip a couple of recommendations and hopefully we will have some time at the end, but I wanted to make sure we covered the Nunavut 3000 Strategy and the corporate challenges that it is facing. We will be dealing with paragraphs 66 through 65. First name I have on my list, Mr. Lightstone.

Mr. Lightstone: Thank you, Chair. Good afternoon. As I mentioned during my opening comments yesterday, it's very frustrating to see Nunavut Housing Corporation's average cost of public housing construction increase from 480,000 at the beginning of the last Assembly to closer to do so \$1 million by the end of the Assembly. I understand Nunavut Housing Corporation's intent in the public's best interest in using a negotiated agreement and partnering with NCC to not just stop the steady increase in

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the average cost per public housing unit, but reverse it.

It is of course in the public's best interest to build more public housing units and at a more economic rate. Negotiated agreements can be a powerful tool, but must only be used in extenuating circumstances in order to protect the public's purse.

The Government of Nunavut has public procurement laws and policies and regulations which mandate that the Government of Nunavut contracts are based on transparency, fair competition, and obtaining the best value for resources. When the Government of Nunavut exercises its authority to enter into a negotiated agreement, negating fair competition is absolutely necessary to balance with enhanced reporting and transparency.

I appreciate that the Nunavut Housing Corporation and NCC have been very public in sharing the master agreement, as well as the annual service agreements. They are quite lengthy, so I would like to delve into the information contained in those documents.

My first question will be for Nunavut Housing Corporation or NCC, whoever wishes to respond. I would like to start off with the first annual service agreement, which I believe was 2023-2024, which included 150 public housing units in eight communities, an estimated value of approximately \$115 million.

As I mentioned yesterday, these negotiated agreements and the annual service agreements do contain very specific information to be completed where and when and exchanged for what value.

I was wondering if you would be able to describe to the committee and the members of the public some basic information with regards to milestones and targets that were stipulated in **Δ<sup>6</sup>/«<a>C<sup>16</sup> (Ͻ<sup>1</sup>/<sub>2</sub>): Γ<sup>1</sup>/<sub>2</sub> / ἀ<sup>2</sup>.** 

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the 2023-2024 service agreement, namely sealift target date of arrival, completion of ground works, construction start date and construction completion, and handing over of the assets. Thank you, Chair.

Chairman: Mr. Devereaux.

**Mr. Devereaux**: Thank you, Mr. Chair, and I thank the member for sharing comments around the procurement approaches. I am sure we will have an opportunity to discuss them in greater detail in the coming moments.

Specific to your question, the annual purchase agreement is in essence another word for a typical construction contract, very much the same type of contract that the Government of Nunavut would routinely sign with construction companies. The type of procurement activity in this case, as you allude to, was a negotiated contract, and it did fall within the guidelines of the GN contracting regulations, in terms of undertaking that approach.

Specific to those years that you referenced, those contracts for 150 units across eight communities, a lot of the key terms and conditions in those construction contracts, as with any, really, is the total cost, the total price to build the 150 units. You referenced that it was in excess of \$100 million.

Then it speaks to other key terms and conditions around substantial completion dates, so in this particular case, the goal was to enter into those contracts to allow NCC Development to be able to source and marshal and get materials delivered on that sealift in 2023, across the eight communities at various times in the summer and fall, and to commence civil and site work as soon as possible, noting that in some cases there could be challenges with availability of granular or land ready for development. But for the most part it was

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looking reasonably favourable in those early stages.

We often sign these construction contracts six months prior to sealift, six to nine months prior to any major work starting, and then the contract would go on to describe general conditions, general requirements, and it would outline all the design specifications and all the typical kind of things you would see in a construction contract. Certainly there was dates in the contract associated to schedule and substantial completion and commencement of work within the contract. Thank you, Mr. Chair.

Chairman: Mr. Lightstone.

Mr. Lightstone: Thank you, Mr. Devereaux, for providing similar information with regards to the contents of the terms and conditions set out in the annual purchase agreement. Would you be able to elaborate a little further on timelines and the target dates that were stipulated in that specific 2023-2024 agreement? Thank you, Chair.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. I know we signed the contract earlier in that year. We had gone after an aggressive substantial completion date approximately 12 months after a typical start period, so we would have been aiming for the fall of the following year in that stipulation. And as is the case in other contracts, too, there are times when delays occur or substantial completion dates have to get examined and possibly extended. In this case for sure we did an extension on the substantial completion, as there was a need for that in the sense that the progress wasn't happening as fast over that originally planned 12-month period. Thank you, Mr. Chair.

Chairman: Mr. Lightstone.

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Mr. Lightstone: Thank you, Chair. I would just like to rephrase my previous question to Mr. Devereaux. In the 2023-2024 agreement can you stipulate each of the different timelines and target dates that were set out? You mentioned sealift. When was it supposed to arrive as per the agreement? And so on and so forth all the way down the line of each milestone until substantial completion. Thank you, Chair.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. In most of our major capital construction contracts the key provision in the contract is that substantial completion date. We typically wouldn't lay out contractual obligations more detailed that say you have to hit this particular milestone by this particular date; contractually the obligation until such time as the two parties decide they want to amend that provision. The obligation that's typically listed is that substantial completion date.

Then when we receive proposals from construction companies through our procurement activities, in their proposals they will often present a preliminary schedule. It's really, it's a guideline. The contractual obligation, though, is that substantial completion date that's listed and/or amended through a change order at a future point in time. Thank you, Mr. Chair.

Chairman: Mr. Lightstone.

Mr. Lightstone: Thank you, Chair. When I was reviewing the purchase agreement, if I recall correctly the 2023-2024 purchase agreement for 150 units, the substantial completion date and target date to hand over the assets was in October 31, 2024, approximately 18 months after the beginning of the actual 2023-2024 year. I would like to ask if

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Mr. Devereaux can confirm that. Thank you, Chair.

Chairman: Mr. Devereaux.

**Mr. Devereaux**: Thank you, Mr. Chair. Yes. Thank you, Mr. Chair.

Chairman: Mr. Lightstone.

Mr. Lightstone: Thank you, Chair. And in the OAG's report under the section on page 18, at the very top of 18, of those 150 units that were supposed to be delivered only 18 were actually ready for occupancy by that date. Can Mr. Devereaux confirm that? Thank you, Chair.

Chairman: Mr. Devereaux.

**Mr. Devereaux**: Thank you, Mr. Chair. Yes, I can confirm that. Thank you, Mr. Chair.

Chairman: Mr. Lightstone.

Mr. Lightstone: Thank you, Chair. So I understand that there's always going to be lots of issues that do come up, unforeseen circumstances that lead to project delays as evidenced in our annual capital carryovers every year. I was wondering if we can get more information and rationale as to only why only 18 of those 150 units were actually, substantial completion of only 18 units was completed by that stipulated date. Thank you, Chair.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair, and thank you member for the follow-up question. Unique to each of those communities, and I'm sure there are some commonalities in terms of varying aspects of construction and resourcing that led to delays or the request to extend the substantial completion date. They stem from anything from availability of skilled labour to availability of temporary accommodation to

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availability of granular product, and land ready for development. Land, in terms of foundation, the timing and the resourcing around the installation. Obviously foundations have to occur before you can start framing of a building.

So various types. We could speak to each individual community, if the member wishes, to maybe give some more details around some of the areas that resulted in the request to extend the substantial completion date by community. I'll leave it at that. Thank you, Mr. Chair.

Chairman: Mr. Lightstone.

**Mr. Lightstone**: Thank you. Thank you, Mr. Devereaux. I'm getting short on time here, so I'd like to move on to my next topic.

As I mentioned yesterday, it's common practice for public tenders to incorporate bonds and penalties to safeguard the government's and the public purse. I was wondering if Mr. Devereaux would be able to provide additional information about what sort of typical sections or content is included under bonds in GN contracts and typical penalties. Thank you, Chair.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. Typical performance security during the construction phase in major capital construction contracts would include things such as performance bonds, that the construction company would go to the private market and secure from a surety. It would include for smaller major capital projects there are alternate forms of security that the government could seek, whether it was irrevocable letters of credit or bank drafts, but most larger major capital projects, if performance security is being required, would typically be a performance bond. Thank you, Mr. Chair.

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Chairman: Mr. Lightstone.

Mr. Lightstone: Thank you, Mr. Devereaux. I've got two topics I would like to touch upon, the determination of utilizing alternative construction, such as modular versus stick build, as well as training and employment between several organizations. But before I move on, I just want ask one last question with regards to utilization of performance securities for major capital projects. I would like to thank you for elaborating on that and providing some context for general GN procurement contracts.

Can you now provide a little more detail about the specifics on the performance securities that were incorporated into the 2023-2024 and 2022-2023 – sorry I'm getting confused on my years now. I would like to seek additional information of what's included in the current contracts. Thank you, Chair.

Chairman: Mr. Devereaux.

**Mr. Devereaux**: Thank you, Mr. Chair. I think the information we shared with the members, we did look, in I think as a broader strategy trying to examine ways to drive costs down and to extend value so we could build more public housing units. We looked at a variety of nontraditional approaches, and one of them was looking at the cost that we pay for surety bonds, and especially when you start dealing with these kind of big contracts, the cost of those surety bonds is in the millions and millions of dollars. So it was a bit of a risk-based approach, I think, in terms of on the one hand you could save those millions of dollars and build extra houses, and on the other hand you're taking on the risk of what if there's non-performance, what if there's failure of that particular contractor to deliver their obligations, and if there was a default on that contract, what would be the cost to us to have somebody complete that.

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One risk-based approach is just to go to the market and to buy that insurance certificate, and we looked at that and that's fairly traditional, as members know, in terms of our capital contracts. And we saw an opportunity to save money there and maybe look at it more from a risk management perspective.

So without question, there's no guarantee, and the risk is there that perhaps if the surety bonds that cost millions and millions of dollars, if you took that risk in house and there was default and failure and there was an incremental cost, that it could be offset.

So as we looked at it, and we thought to ourselves it's a risk consideration, and it's an opportunity to accelerate housing supply by taking that particular cost driver and not going to the private sector to buy that insurance certificate, but to manage that within. So yes, we did reduce that requirement in a number of our contracts over the last number of years in terms of the provision of performance bonds. Thank you, Mr. Chair.

Chairman: Mr. Lightstone.

Mr. Lightstone: Thank you, Mr. Devereaux. I would like to move on to my next line of questioning with regards to the method of construction. I was very supportive of Nunavut 3000 for the fact that there was a commitment to utilize alternative construction methods to curb the rising cost of construction and reduce the amount of waste associated with stick build, as well as using newer technology and construction technology such as insulated panels to reduce the risk of mold exposure or risk of mold in public housing units.

With the 2023-2024 service agreement of 150 units, and the 2024-2025 target I think of 114 units, and then the 2025-2026 target agreement of 114, I was very excited to see all those

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figures, but as the Auditor General had indicated, only 18 of those units have actually been completed and passed on.

It's my understanding that the majority of the first two-year agreements was a majority of stick builds, as opposed to modular. I'm hoping you can clarify that, the actual amount of modular for the first two years and how it's determined to build with that method. But I do see that the information that was provided by the housing corporation that the majority of the 2025-2026 builds will be utilizing modular technology to help expedite the process.

I would like to ask if Mr. Devereaux would be able to elaborate on the determination of stick build versus alternative. Thank you, Chair.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair, and I thank the member. I appreciate the questions and the comments, and I think it's a great discussion for decades in Nunavut. I spent time working in the Northwest Territories and it's similar there. There seemed to be hesitancy, or not as much interest in sourcing modular home construction versus traditional stick build. When you think about Nunavut over the past 60-odd years, there is approximately 10,000 to 11,000 residential units that have been built, and a number of units that are modular, with the exception of the last couple of years is very, very small, extremely small; maybe less than one per cent small.

The housing ecosystem over the decades, modular construction didn't take up a lot of space. I think that started to change across really the whole country, but very much in Nunavut since the start of this 6th Assembly when housing became a priority and where very ambitious targets and goals were brought forward to increase the supply of housing. At that time I think part of the strategy was to be

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**Π49?** (ϽʹϧϒΛυʹ): 'dϧ·αͺΓ˙ͼ, Δ΄γ<βν΄ς. ʹͼϤϭ ϤΡΓϧʹ·Γ΄ ΝCC-d°σ ϷʹͼϷϒϲϧϷʹͼϷϧϒϲ, ʹͼͼϭͼʹυ ʹͼϤϤ ʹͼͰͼϒͼϲϭϤʹͼϽ· ΝCC-d· Δʹ϶ϲϻʹϧʹΓ· Δʹ϶Ϲ· ϤΛϧΔʹͼͺʹͼ·ʹͼ϶Ϲ, 8-σ· ΔʹϲʹʹϧͼϧʹϹ϶ͿϹ ʹͼϤϤ ϹʹͼͺϤʹϧϲͼϧϲʹ϶Ϲ ͼ϶϶ʹͼͺ ϹʹͼϤ ϹʹͼͺϤʹϧͼͼϗͼͺ Δσʹͼϧͼϧϲϧͼϧϲ ϹΔͰͼͺ, Δσʹͼϧͼϧϲϧͼϧϲ ϹΔͼϤ ϧϲϧ ΝCCD-d°σς. ϤʹͰ ϹΔͼϤͼʹϧ Ͱατος ΛσϤʹͼ϶ ΝCCD-d°σς. ϤʹͰ ϹΔͼͿͼͼ, Λατος ΛσϤʹͼϧ Δοβίς Κατιτίς Λητασίς Κάτα (ἐνασίς Δρʹͼς Κατιτίς Λητασίς, ʹͼϧϥ ἐͼ Λαίς Γλεσμίς (17-με ματος Δρίς Κατιτίς Γ΄ Αρος ματος Δρίς Κατιτίς Γ΄ Αρος ματος Δρίς Κατιτίς Γ΄ Αρος Δρίς Κατιτίς Γ΄ Αρος Δρίς Κατιτίς Αρος Δρίς Κατιτίς Γ΄ Αρος Δρίς Κατιτίς Αρος Δρίς Κατιτίς Αρος Δρίς Κατιτίς Δρίς Κατιτίς Δρίς Κατιτίς Δρίς Κατιτίς Δρίς Κατιτίς Δρίς Κατιτίς Δρίς Κατιτίς Δρίς Κατιτίς Δρίς Κατιτίς Δρίς Κατιτίς Δρίς Κατιτίς Δρίς Κατιτίς Δρίς Κατιτίς Δος Κατιτίς Δος Κατιτίς Δος Κατιτίς Δος Κατιτίς Διαστιτίς more open and to explore a higher percentage of modular units in the units that we directly delivered as a corporation every year.

You mentioned in 2023 that year sealift. We entered into construction contracts for 150 stick build units and 2023 modular units with Sakku Innovative Building Solutions, SIBS. That particular first year relative to our build program of 172 units, 22 of them being modular was a significant percentage compared to previous decades.

Then for the following year we entered into construction contracts for 166 stick built units across 17 communities, the remainder of the communities in Nunavut, and also 24 stick build units here in Iqaluit and also 34 modular units that year. So those units that we entered into construction in that year, 2024, again, a high percentage compared to traditional years was modular.

This year, 2025, we have entered into construction contracts, as you mentioned, for about 114 units, and out of those, 54 are modular. So what I see is a trend towards an increased number of modular units. I can't say with any certainty whether it will be 10 per cent of the builds we do each year, or 25 per cent or 50 per cent.

If you took the last three years and averaged all the units that we've entered into construction contracts on over the three years, now we're up in the neighbourhood of 100 or so modular units. And that is a significant percentage compared, to what we used to do in the past.

My gut feeling would be you would see a similar trend in future years between that balance of the number of modular units compared to stick build. And there's a whole variety of complex factors that come into play in each year, figuring out maybe what's the balance.

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**ΠϤϘ;** (ϽʹͱϒΛυς): ʹϭͿϧ·ʹαͺΓʹ·, ΔʹϒʹϘϷϹʹ··. ʹϭͿϧ·ʹαͺΓʹ· Ϲʹ·α Λ&ικτιθικητί Ε.υ. ϭΐιθ. Ρ΄ 1θιθιβΡυ ΙΑΡ<sup>®</sup> υ ΔαλΡής ϹʹͰͿϭͼ <sup>®</sup> υ Λ΄ 16λ ΡΩΓΟΝ Κ΄ \$755.00 ΔΡ<sup>®</sup> υ ΔΩΡ΄ Γ΄ Α΄ 16 Α΄ 10, Ϲʹʹ Θ΄ Ϲ΄ 10 ΔαλΡΩ Λ΄ 16λ ΡΩΓ΄ Α΄ 16λ ΡΩΓΙΚ Γ΄ ΡΑΘΟ ΡΘΟΓ ΒΕ 10 Ε΄ 16 Α΄ 16 Ε΄ 16 Α΄ 1 Your starting point is what's your investment, how much money do you have to invest into new construction; and then we set targets because we want to build in all communities and we want to distribute the public housing units across the entire territory so in any given year it's what's the availability of land. When you do look at that land ready for development, it is understanding, because modular construction is more targeted to single family dwellings, duplexes, which all hundred units that we brought in in the last three years are single family or duplexes. So it is understanding the availability of land in terms of how many lots are available for lower density versus the higher density, mid-density multiplexes.

We also recognize that the cost of construction, there's economies of doing a 12-plex versus 12 single family dwellings, and it's not an either or. I think we recognize we have to balance that. But to try to draw a volume of construction, we also have to be looking at doing mid-density developments, whether it's 8-plexes, 12-plexes, 20-plexes, or in this case we have construction of a 46-unit development in Iqaluit right now. So a whole variety of those factors.

But I would agree that we are starting to see more modular housing units and I would suspect we would continue to see a balance between stick build and modular construction. Thank you, Mr. Chair.

**Chairman**: Mr. Lightstone.

Mr. Lightstone: Thank you for that response, Mr. Devereaux. Modular technology has been proven across the Arctic for years, and I started raising this issue when Qikiqtaaluk Corporation started building Aqsarniit Hotel utilizing a combination of stick build or traditional build for the first floor, and then modular for the

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other four floors. There are clear advantages to it, and it is proven technology. So I have personally been asking NHC and the Government of Nunavut to utilize this new technology. I guess new is not an appropriate word, but proven technology for years. I think an organization in Cambridge Bay has been building modular homes in that community for the better part of a decade. I can't recall the exact date.

I recognize the potential that Nunavut 3000 has to bring a flood of new homes, much needed homes into the territory, so I would just like to emphasize and ask again for those first two years, why did NHC not utilize that unique opportunity to start Nunavut 3000 with a flood of modular homes, whether they are single family homes, duplexes or multiplexes? That was an ideal opportunity to reach that 1,000-home mandate, if that time was utilized appropriately.

I would like to ask that one last question again: Why did NHC not utilize modular or alternative construction methods for those very important first two years of the Nunavut 3000 agreement? Thank you, Chair.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. As I mentioned earlier, we used modular construction as one of the types of buildings we were doing in the years you referenced. In that first year we had 150 stick build and 22 modulars; in the second year we had 166 stick build and 34 modulars, and then this year. The first two years I think it's a bit of a case for us trying to explore and understand.

We didn't have a lot of familiarity with the sector in terms of what happens from the time it leaves a manufacturing plant. I think we had good insight and understanding into the types of quality control that happens within the

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manufacturing plant, and it leaves that plant and gets on a flatbed and travels a highway and it goes to a port in Quebec, and then it travels up here and it has to get unloaded from a high water mark and get brought through town, and a whole bunch of complexities that we didn't have a whole lot of familiarity with. And we didn't have familiarity with contractors doing a lot of that in the communities.

Again, it comes back to a little of that risk analysis in that first year. If we had the investment to do 172 units, how many do you do modular, how many do you do stick built. We said we certainly have to start examining that more and let's start out with 22 units and see how that goes, and if it goes well.

Another thing I'll just point out is the reference to Agsarniit Hotel here and a flood of modular units. There are limitations for us across our 25 communities. In Igaluit, in Arviat, in Rankin Inlet there's a bit more opportunity, because do you have lifting capabilities with cranes. But we don't have a crane in Resolute Bay or in Qikiqtarjuaq or in Grise Fiord, and the cost to bring a crane into one of those communities and have it sit over winter is astronomical. We are then limited in smaller communities to undertake modular units, but they are typically going to be single storey and single family or duplex-type units, because of some of the limitations around lifting and placing of modular units. Thank you, Mr. Chair.

Chairman: Thank you. Before I go to the next name on my list, Mr. Lightstone brought up a good question and Mr. Devereaux in his response said that their building capacity and knowledge of working more with modular homes. As NCC Development is tasked with building these homes, I would like to get their perspective on their experience on stick build versus modular, what type of ratios, and how many years has NCC Limited been dealing

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Mr. Synard: Thank you, Mr. Chair. Thank you for the opportunity to be here with everyone for the last few days. It really comes down, Mr. Chair, to a number of factors. A lot can remain to be site specific. On our stick builds, for instance, in Arctic Bay, a lot of the topography there certainly causes some challenges, whether it is with stick build or with modular. You get into other communities where the terrain is more flat, it's easier to move modulars around.

The modular industry has evolved significantly, in my opinion, over the last ten to 15 years. I have been involved a lot of stick build in my time, and I think 15-plus years ago modular wasn't on the radar, but now it makes a lot of sense in different circumstances.

To Mr. Devereaux's point, we do have limitations that surround that, as well, in respect to infrastructure within the communities to be able to handle these modular units. And I'll give you an example of something that happened just this morning, where we have modular units currently in Kimmirut, but no equipment large enough in the community to move them. However, the sealift shipping company that is heading in there in a number of weeks have agreed to help us get it from the beach to the site. Every single community has its own intricacies in the ability of what we can and can't move.

For our organization that I represent, NCC Development, we were involved in our first modular project about seven, eight years ago. Now, over the course of Nunavut 3000, we're starting to get involved more and more in it. As you know, there are also plans for modular fabrication facilities within the territory as well, which again is going to help enhance the number of modulars that we'll see in Nunavut throughout the future. Thank you, Mr. Chair.

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**Chairman**: Thank you for that. I'm sure my colleagues will have further questions. Mr. Quqqiaq.

Mr. Quqqiaq: Thank you, Mr. Chairman. My questions will be for the Office of the Auditor General. The question is, Mr. Chairman, did your office interview any senior employees and/or members of the board of directors of NCC Development as part of its audit work. Thank you Mr. Chairman.

Chairman: Thank you. Mr. Hayes.

**Mr. Hayes**: Yes, we did meet with both senior employees and members of the board of directors of NCC Development as part of our audit work. Thank you, Mr. Chair.

Chairman: Mr. Quqqiaq.

**Mr. Quqqiaq**: Thank you, Mr. Chairman. I'll continue with the Office of the Auditor General. Your report indicates in paragraph 58 that:

"The 3,000 housing units to be delivered under the Nunavut 3000 Strategy included 1,400 public housing units to be delivered by the Nunavut Housing Corporation. The corporation estimated that it would cost approximately \$1.2 billion to deliver these public housing units."

The question is, Mr. Chairman, to what extent did your audit examine the accuracy of this estimate? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Hayes.

Mr. Hayes: Thank you, Mr. Chair. We did not audit the address of the estimate, and the reason why is because we do know that the Nunavut Housing Corporation does expect that this estimate will be subject to change, in particular, based on the annual negotiations and the

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contracts they put in place with builders. It would be for the Nunavut Housing Corporation to update its cost estimates and be transparent about that.

In our report, though, we did recognize in paragraph 64 that the Nunavut Housing Corporation officials have explained to us that based on their projections the current funding levels will have to be increased by the 2026-2027 fiscal year in order to meet construction targets.

I think overall it wouldn't be surprising to expect that with inflation and other pressures costs have increased. I think it's a good question for the Nunavut Housing Corporation, to ask them what the shortfall might be from \$1.2 billion estimate to what is projected right now as being required to complete all the work. Thank you, Mr. Chair.

Chairman: Mr. Quqqiaq.

Mr. Quqqiaq: Thank you, Mr. Chairman. If you would allow me, I'm going to ask a question to the NCC Development representatives. The one question I'm going to ask: In 2022, when you signed the Nunavut 3000 sole-source master agreement with the Nunavut Housing Corporation, did you have the resources, personnel, equipment, and corporate structure to deliver on the Nunavut 3000? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Synard.

Mr. Synard: Thank you, Mr. Chair, and thank you to the member for the question. At the time of signing the agreement we did have a full team in place to be able to address this big build-out of housing. However, Mr. Chair, over the course, and I do want to note that, I believe it was October 18, 2022 when we signed the agreement, prior to that and continuing on after that date we continuously worked on building

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up our team to be able to deliver on the contracts we had agreed to with Nunavut Housing Corporation.

As you can appreciate, Mr. Chair, the Government of Nunavut certainly feels its in regular departments as well, staffing can be a significant challenge at times, but over the course, since the signing of the agreement to where we are today, we have built up a much more robust work force and staffing to be able to deliver on the contracts we have.

I want to note one of the key areas with that staffing comes down to training and development. One of the outcomes that we want to see delivered with Nunavut 3000 comes down to the training and development of skilled professionals throughout the communities.

We have rolled out training programs in many different communities to date, but on the same note, as any profession out there, whether it's a university degree or red seal carpenter, or a plumber or an electrician, it takes time. You're talking about a four- or five-year timeline before you start seeing the results, the real results of all this training and development. Ultimately one of our goals in our discussions with Nunavut Housing Corporation wasn't just about building the houses that are needed; it was building people as well, because with the 3,000 houses we're still going to have housing issues throughout the territory.

To some of the comments that the Office of the Auditor General made earlier in these proceedings when you were talking about allocation of units and everything, there's going to be the maintenance of those units and that sort of thing. So putting the focus on building that workforce had been a key priority, not only for NCC Development, but also for Nunavut Housing Corp., and it is shapes a lot of our conversations. Thank you, Mr. Chair.

 $\Delta^{b}/\mathcal{C}^{cb}$  (DİANJC):  $\Gamma^{c}$ C  $\Delta^{b}$ DCC.

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**/ሴ** (ጋ\}∩J<sup>c</sup>): 'dታ<sup>e</sup>ሲቮ<sup>e</sup>, Δ'/《ÞĊ<sup>ie</sup>. Δ΄, CΔ<sup>e</sup>d〈 \$755-Ċc<sup>c</sup> C<sup>e</sup>《σ Δጋ〈d<sup>c</sup>·ጋΔ<sup>c</sup> 〈P<sup>e</sup>P<sup>c</sup>. 'dታ<sup>e</sup>ሲቮ<sup>e</sup>, Δ<sup>e</sup>/《ÞĊ<sup>ie</sup>.

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Chairman: Mr. Quqqiaq.

Mr. Quqqiaq: Thank you, Mr. Chairman. I'm going to continue with the NCC Development representative. The second question is: What steps did you take to ensure you could meet the requirements of the 2023-2024 purchase agreement? When did you have the project team in place in order to fulfil your contract or obligations? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Synard.

Mr. Synard: Thank you, Mr. Chair. We had staff in place shortly after the signing of the agreement, and continued to add to those staffing levels, and even today we continue to do some of that. Our first projects were actually, although the master partnership agreement was signed October 18, 2022, if memory serves me correctly, it was February 2023 we signed the actual first contract and our first sites were ready to begin construction in October 2023. With that there was everything from delivery of materials on sealift, setup of modular units, preparation of pads and whatnot for the sites. So yes, we were certainly ready to start.

But then I'll think one of the things that Nunavut 3000 has helped identify probably something that's not really unknown to any of the individuals in here today; I think we all know, but I think it opened up to more people about the infrastructure challenges that we have throughout the territory.

We went into one community where we had a piling contractor ready to start installing piles for a foundation, but there was a power line running through the middle of the site, so the site could not be developed. Then then we would have to wait on Qulliq Energy Corporation to be able to mobilize and go in and help us get that site ready. As many of you

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**Δ<sup>6</sup>/<>>(**Σίλληυς): Γίς Υδρς<sup>66</sup>.

**ኣልቴር๋፡•** (ጋቫትበJ፡): 'dታ°௳፫๋•, Δነፖ≪ኦር๋፥.

▷ሀሷ፡ካሪቴ Δċ 18−ጋΔ°௳ՙσቴ ለታቪዖ°௳ჼየ/Lሁነፖ

ለጐሀሪቴ ጳՙቫЈԺ ጳԺЈቴጋԺ. ጳዛኒ Δϲጐሀ
ጳለቴៃሰስነካቴ Δ՟ጋርሲትናላቴሪቴው Lጋ∆ቴፖሀበՐርኦቴርዮቦቴ L<ለሀጐሀታ 4−ጐሀታ

CΔኒጐሀቴኒቯቴ 6−ቦታጐሀ Lርሀርኦናልቴ

ለቦ∢ርኦቴፖሀበ՟ጋህ ጳዛኒ Δረርċቴንበቴ በፖለሲ
2024−Γ.

 $\Delta^{c}$   $\rightarrow$   $C^{b}$   $\rightarrow$   $C^{b$ 

know, granular is an issue in many different communities throughout the territory.

So we have been pivoting and working within any of the challenges that we found, but more importantly, it has also helped set up not only us at NCC, but I find Nunavut Housing Corp. as well, where there was a tour that happened over the course of three summers where boots on the ground were happening in all of the communities throughout the territory in identifying lots that are available and ready for development; areas that could be developed, and then the amount of infrastructure that was going to be required to be able to move forward with that.

We've had a lot of challenges with it, but I also think collaborating with NHC that we've been very successful in pivoting and being able to work towards delivering on these much needed units. Thank you, Mr. Chair.

Chairman: Mr. Quqqiaq.

Mr. Quqqiaq: Thank you, Mr. Chairman. I have one more question for NCC Development representative. Were you ever told by anyone that the 2023-2024 that \$630 a square foot was unattainable? Thank you, Mr. Chairman.

Chairman: Mr. Synard.

Mr. Synard: Thank you, Mr. Chair. It's a comment that has been out there a lot around the pricing. We have certainly seen challenges around that pricing. However, when we look at prior to the launch of Nunavut 3000, NHC was seeing tender prices anywhere from 900 to 1,200 dollars a square foot. We have worked really hard with NHC to find ways to deliver units at a much cheaper rate than what market was telling through traditional delivery methods at the time, finding ways to reduce that. And we had been successful in doing it.

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4ልናጋჼ፥/LጳΔ° ዮ/° ፈናሩἰ፫ჼ፡

Λϧሲჼჼ/Cኮ/Lċʹ፣σϤʹ¬Π, 347 ხΠናርΔ° ዉሲ°¬ቦ°

C°ペሞሁ 885-₻ᠯጳታσ° Λϧሲჼ፥/Cኮ/Lጳʹჼϧ፫ჼ፥

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C°% ὑ ቨ/²ペ 2024-Jና. ፕժϧ° և ቪ/ «ΥペϷ) Ćჼ፥.

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ኣፌቴሮጐቦርጐቦናን ፈዛርሮቴው ኣፈታቦታናጐርቅዕላ

ፈጋናጐጋፈናነኣሊታኦውፈናጐሀር. ርጐዕፈ 347

ለታሲጭርቅረደበጐጋቦና ውሷዎ፥Γ Δጐጋርሲትናረላቴሪዮውና

ፈዋርጭርቅረናቴር አሊያንናጐ.

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To another one of the members' comments that was made earlier this afternoon, we also brought in new technologies to help us achieve that, with the type of panel we're using. It has a resistance to mold. It's better insulated.

One of the things with NCC and its shareholders, these groups are also property owners as well, and we put methodology into our construction where we not only worry about the cost of construction today, we also put a lot of emphasis on the operating costs.

Unfortunately we still have a heavy reliance on fossil fuels, as an example, and finding ways to cut down on the amount of fuel that's being used in a home. There is that cost of construction that's out there right now, but we also try to put a large emphasis on the products that we use so that we create lower maintenance, or less maintenance units that are out there.

So it has been quite a challenge. We've had many people challenge us on what that price is. However, I think we found a way – rather, we have found a way to reduce that overall construction price but not diminish quality along the way.

I've been in Nunavut for 30 years, well NWT it started with, of course. However, I've seen the impacts of improper construction and things that had not been built to proper codes and standards for the north. With NCC we certainly take a different approach to that. Thank you, Mr. Chair.

Chairman: Mr. Quqqiaq.

**Mr. Quqqiaq**: Thank you, Mr. Chairman. I'm going to move on to the Office of the Auditor General.

Your report indicates in paragraph 60 that your office "found that the established targets for the

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**ኣልቴርંጭ** (ጋ፟፟ነትበሆ): 'dታ<sub></sub>°</mark> ሲቮ, Δዮረጳኦር፟<sup>©</sup>. C°ጳԺ՝ኣΔ° ሷና ኌ<sup>®</sup>ሁ, ኦሜኦረቫቴ<sup>®</sup> ረዩL LC 124-σ<sup>©</sup> ነ<sup>©</sup> Δቴረ<sup>®</sup> ረ<sup>©</sup> የኦፈሮ አመኖል ማ, ረዩL አመኖል ማ ሲኣΔር-ፕ<sup>©</sup> የኦረቴን የመታስያ 'dታ ሲቮ, ለዮረጳኦር<sup>©</sup>

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public housing outlined in Nunavut 3000 Strategy were based on a number of new housing units started each year, and not the number of units completed. This means that the target did not reflect how many units would be ready for occupancy in a given year."

The question is, Mr. Chairman: In your office's view, which measure is more appropriate and accurate? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Hayes.

Mr. Hayes: Thank you, Mr. Chair. To us it is more a question of transparency than accuracy. We would say that you need both measures. The reason why I say that is it's important for everybody to understand how many units are being constructed, when did it start, what's the progress of the construction, but you also need to know how many are ready for occupancy. Not providing that information leaves open the question of when will people be able to be in those units.

Without that information, I think people have a lot of questions about the progress that's being made and this is why we made the recommendation in paragraph 65 that the Nunavut Housing Corporation should clearly and publicly report its progress towards public housing construction targets under the strategy on a regular basis. That progress should include how it is measuring its progress; the number of units started by year, and the extent of progress toward completion; the number of units completed per year; and the rationale for any future adjustments to the number of public housing units to be constructed in each community.

Now, that last point that I'm making is important, because part of that rationale could be difficulties or challenges that the corporation is facing in building those units, whether that's

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**በ⊲ቃጵ** (ጋ坃ᲑᲘJº): ˤd৮°ഫ广⁰, Δ⁰ፖペ▷Ċˤ७. ◁ᡃᢣሶᢝᠬᠺᡃጋơ ∧ᢗˤᠪᡪᠲ because of unexpected events, whether it's because of financial considerations.

I think the point is that transparency around this is important, in order to be able to tell Nunavummiut and the Legislative Assembly what's happening and why.

I think what we're dealing with right now is expectations, the announcements and expectations for 3,000 units, 1,400 of which are public housing units, that is what people are wanting to know from the Nunavut Housing Corporation and how much is it costing. Thank you, Mr. Chair.

Chairman: Thank you. Mr. Quqqiaq.

Mr. Quqqiaq: Thank you, Mr. Chairman. I appreciate Mr. Hayes' response. We come here as MLAs to get answers from the Government of Nunavut, especially in regards to Nunavut housing and public housing is much needed in every community. This is a growing issue and I see growing rapidly to the wait list to the responses we received this morning.

But I'll continue on, Mr. Chairman, to the Office of the Auditor General.

Your report indicates in paragraph 62 that your office "found that the Nunavut Housing Corporation identified factors to determine the number of public housing units to be built in each community under the strategy such as wait lists, population, and density. However, the corporation was unable to demonstrate how these factors weighed into the determination of the number of public housing units to be built in each community."

The question is, Mr. Chairman, what information were you expecting the Nunavut Housing Corporation to provide? Thank you, Mr. Chairman.

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Chairman: Thank you. Mr. Hayes.

Mr. Hayes: Thank you, Mr. Chair. The Nunavut Housing Corporation did provide us with a list of the number of public housing units to be built in each community. That list contained the factors at that we identified in paragraph 62. But what we didn't see was how the Nunavut Housing Corporation weighed these factors, which elements were considered more important in making a decision about which community the units would be built in.

We expected to see this kind of analysis, and the reason why is because, quite frankly, I think communities would be wondering why are we getting this number, or why is the number changing. Those are all valid questions that the Nunavut Housing Corporation should be able to answer with analysis supporting their decisions. Thank you, Mr. Chair.

Chairman: Thank you. Mr. Quqqiaq.

Mr. Quqqiaq: Thank you, Mr. Chairman. I'm going to move on to the Nunavut Housing Corporation. The Nunavut 3000 strategy was released in October 2022. Information contained on page 22 of the strategy indicated that Nunavut Housing Corporation had established a preliminary target of 1,400 new public housing units across the territory.

The corporation's 2022-2023 Progress Report on the Nunavut 3000 Strategy indicated that the total had changed to 1433 units. Exhibit 5 of the Auditor General's 2025 report indicates that the total has changed to 1,411 units.

The question is, Mr. Chairman, as of today, what is the current total. Thank you, Mr. Chairman.

**Chairman**: Thank you. Mr. Devereaux.

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Mr. Devereaux: Thank you, Mr. Chair. When we first developed an initial target and a framework that helped us come up with the target numbers of new public housing units we were aiming for by community by year over the nine years of the strategy, we did look at multiple factors, as was mentioned by the Office of the Auditor General, and the primary factor was the wait list. We also looked at population trends; we also looked at how many new public housing units the community got in the last five and ten years, and in terms of targets around affordable housing units or market housing units; what were some of the other indicators in the community around income levels, and things like that.

We came up with an initial target that we knew would change over time, but part of it was just to really set an ambitious goal to significantly increase the number of public housing units in all 25 communities and I think with those targets we also recognized that there has to be some distribution across regions and across communities within regions, because oftentimes small communities don't see the same level of investment. So a whole variety of things.

We set out an initial target of 1,400 units, recognizing that will change over the years, for a whole variety of reasons. If we get additional investment over and above what the target investment goals were, if there's some communities having challenges with land ready for development et cetera, et cetera. So I think we from the very onset knew these were targets we were aiming for.

It was also important, I think, to set those out to help with this broader strategy of transformation, because we knew that municipalities would need time to be able to adapt and get land ready for development. **Π⊲ΦϷ** (ϽΫΑΠͿΫ): ʹϭͿϧ·αΓͼ, ΔͼϒΦΡϹͼͼ.
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Part of it was also sort of lay out some targets for municipalities to say, wait a second, you're looking at building ten units in Taloyoak in two years, and I only have five lots ready; and now I have couple of years to aim towards that. That's going to ebb and flow, and there are going to be times when we were aiming to do ten and maybe we can only do five, and we'll push ahead and try to hit the remainder units in future years.

As we took that initial snapshot of what 1,400 units could look like over the nine years of the strategy, subsequent years we would do an update, and when we did the update oftentimes it would reflect, what have we already contracted. Initially in 2023 we were aiming for X number of units; how many units did we do, and then you start looking at the typologies of units and how many we might do multiplexes, and the land might be indicative to say you might be able to do an eight-plex on this particular lot, or you might only be able to do a five-plex. So there are going to come times those numbers get adjusted up and down.

For the most part we're still aiming for 1,400 units, plus or minus. That's our ambition. That's what we're striving for, and it drives so much of what we do each and every day, is how to try to figure out that very complex equation, but understanding that the outcome is so important to try to increase the rate of supply of new public housing units and other types of units across the housing continuum. Thank you, Mr. Chair.

Chairman: Thank you. Mr. Quqqiaq.

Mr. Quqqiaq: Thank you, Mr. Chairman. I'm going to continue with the Nunavut Housing Corporation. On June 16, 2025 the Nunavut Housing Corporation issued a news release concerning the Nunavut housing forum. The announcement indicated that:

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"An estimated 200 additional units are expected to begin construction by the end of 2025."

Information provided by the Nunavut Housing Corporation indicates that five Royal Canadian Mounted Police modular units will be allocated to the communities of Clyde River, Igloolik, and Taloyoak. The question is how were these allocations determined. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. Thank you for the follow-up question. In terms of those specific RCMP units, the five that you referenced, those units were the responsibility of the RCMP. They reached out to Nunavut Housing Corporation, understanding we had a large build program underway, and also seeing some of the successes that we were able to achieve, and the costing of new units. They proposed to us if we were able to deliver units on their behalf.

We didn't have any role in determining how many units or which communities; that would have been undertaken through the RCMP. And they did that. The first year we did units for them, I believe it was Rankin Inlet and Kinngait, and then this upcoming year it's the five units that you mentioned. Thank you, Mr. Chair.

Chairman: Mr. Quqqiaq.

Mr. Quqqiaq: Thank you, Mr. Chairman. I have been asked by many of my constituents, I was told to ask the NCC Development. Now that they are in my communities that I represent, Taloyoak and Kugaaruk, have any locals been hired up to today? That's my final question, Mr. Chairman. Thank you.

Chairman: Mr. Synard. Sorry, Mr. Pudluk.

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Mr. Pudluk: Thank you, Chair. I think the projects are just about starting. I know Taloyoak was one of the ones that we were delayed one year, because of the powerline issue that was going through the lots. I think we're getting started now.

I'm not sure how many people have been hired up to now, because it's starting right now, like the site is being prepped. I think within the next few weeks we'll have a better understanding of how many people are hired. I don't have those numbers at the moment.

And Kugaaruk, I think we're also waiting on I think modular accommodations for that community before we can start. Thank you, Chair.

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

Mr. Savikataaq: Thank you, Mr. Chair. I'll start off with NCC Development Corporation. I agree with Mr. Synard that the apprentices and trades people need to be produced during this project, because Nunavut needs them. So I'll ask specifically for Arviat. How many registered apprentices are in Arviat that work for NCC Development Corporation? Thank you.

Chairman: Mr. Pudluk.

**Mr. Pudluk**: Thank you, Chair. For Arviat specifically, I don't have the numbers for specific communities, but I do know that we have three registered apprentices in all our communities that we're working in. Thank you, Chair.

Chairman: Mr. Savikataaq.

**Mr. Savikataaq**: Thank you, Mr. Chairman. Mr. Chairman, back when infrastructure for Nunavut was building built by NCC

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Development Corporation, they did have a bunch of apprentices, but the bulk of them were here in Iqaluit. So I'll ask now: Are all those three in Iqaluit, or are there some in the small communities? Thank you.

Chairman: Mr. Pudluk.

**Mr. Pudluk**: Thank you, Chair. I just got confirmation we have one in Arviat, one registered apprentice, and the rest are in other communities. Thank you, Chair.

Chairman: Mr. Savikataaq.

Mr. Savikataaq: Thank you, Mr. Chairman. It's good to hear that there's one. I hoped the number would eventually go up higher, as Arviat is sometimes the second biggest community, sometimes the third. Rankin Inlet and Arviat go back and forth population-wise, but it's either the second or third biggest community. And construction for the two units there, the eight-plex and the 12-plex have been going on a while. So I hope that NCC will be successful in recruiting more apprentices and that they will complete their apprentice and become journeymen.

Staying with NCC, my colleague Mr. Quqqiaq talked about \$630 a square foot construction cost. I'll ask NCC Development Corporation. The latest contracts that they have signed with Nunavut Housing Corporation, what is the square footage construction cost? Thank you.

Chairman: Mr. Synard.

Mr. Synard: Thank you, Mr. Chair. If you give me a moment on that. My apologies, I didn't have it directly in front of me. The square foot price now on these on this latest contract is at \$755 per square foot. Thank you, Mr. Chair.

Chairman: Mr. Savikataaq.

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Mr. Savikataaq: Thank you, Mr. Chairman. I'll switch and go to the Nunavut Housing Corporation. With \$755 a square foot construction cost, what does the Nunavut Housing Corporation pay for? Is it turnkey? Are there any other contracts? Are there any other expenses that the Nunavut Housing Corporation has to pay to get to the \$755 a square foot construction cost? Thank you.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. Additional project costs over and above this contract value with NCC that was mentioned is we would be responsible for providing temporary accommodation for some of the NCC workforce, in essence eight beds, so we do have that obligation to provide temporary accommodation. Inside the contract, the site work is the responsibility of NCCD, as is the materials supply and the labour involved with building that. On our side, our responsibility and cost directly to the Nunavut Housing Corporation would be temporary accommodation.

I also highlight, too, in this particular contract there is a bit of a premium cost because we've seen an opportunity going into those 17 communities where, in essence, baked into the construction value, typical of construction companies is that they carry a reasonable expense in the bid price for equipment, and we have local housing organizations that have needs for equipment, whether it be telehandlers, or man lifts, or work trucks. The typical approach in the past is that would have been a cost that we would have borne a significant portion of, but at the end of it we would have had no ownership on these vehicles.

In this particular case we said rather than pay that baked-in price, whether it's a lease price or some portion of their capital that they had to incur, why don't we provide that. So we  $C\Delta L^a \Delta^b \rightarrow C\Delta L^a \Delta^a \rightarrow C\Delta L^a \Delta^b \rightarrow C\Delta^b \Delta^b \rightarrow C\Delta^b \Delta^b \rightarrow C\Delta^b \Delta^b \rightarrow C\Delta^b \Delta^b \rightarrow C\Delta^b \Delta^b \rightarrow$ 

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**'dd\**: 'db°a广', Δυ/ペρĊ<sup>(1)</sup>. (Ͻʹ, ϒΛΟ) CΔυdd «ԴՐԴՐ Ϸʹϧϧͱ/LϞ<sup>(1</sup> / ϲ<sup>(1)</sup> / «ኤես Δ<sup>(1)</sup> Ի Խ «Խ «Խ « Δα Γ ν<sup>1</sup> / « ) <sup>(1)</sup> Δ<sup>(1)</sup> Δ<sup>(1)</sup> Δ<sup>(1)</sup> Δ<sup>(1)</sup> <sup>(1)</sup> Δ<sup>(1)</sup> « <sup>(1)</sup> Δ<sup>(1)</sup> « <sup>(1)</sup> Δ<sup>(1)</sup> « <sup>(1)</sup> Δ<sup>(1)</sup> « <sup>(1)</sup> Δ<sup>(1)</sup> « <sup>(1)</sup> ( <sup>(1)</sup> / « ) <sup>(1)</sup> ( <sup>(1)</sup> / « ) <sup>(1)</sup> ( <sup>(1)</sup> / « ) <sup>(1)</sup> ( <sup>(1)</sup> / « ) <sup>(1)</sup> ( <sup>(1)</sup> / « ) <sup>(1)</sup> ( <sup>(1)</sup> / « ) <sup>(1)</sup> ( <sup>(1)</sup> / « ) <sup>(1)</sup> ( <sup>(1)</sup> / « ) <sup>(1)</sup> ( <sup>(1)</sup> / « ) <sup>(1)</sup> ( <sup>(1)</sup> / « ) <sup>(1)</sup> ( <sup>(1)</sup> / « ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> / » ) <sup>(1)</sup> ( <sup>(1)</sup> » ) <sup>(1)</sup> ( <sup>(1)</sup> » ) <sup>(1)</sup> ( <sup>(1)</sup> » ) <sup>(1)</sup> ( <sup>(1)</sup> » ) <sup>(1)</sup> ( <sup>(1)</sup> » ) <sup>(1)</sup> ( <sup>(1)</sup> » ) <sup>(1)</sup> ( <sup>(1)</sup> » ) <sup>(1)</sup> ( <sup>(1)</sup> » ) <sup>(1)</sup> ( <sup>(1)</sup> » ) <sup>(1)</sup> ( <sup>(1)</sup> » ) <sup>(1)</sup> ( <sup>(1)</sup> » ) <sup>(1)</sup> ( <sup>(1)</sup> » ) <sup>(1)</sup> ( <sup>(1)</sup> » ) <sup>(1)</sup> ( <sup>(1)</sup> » ) <sup>(1)</sup> ( <sup>(1)</sup> » ) <sup>(1)</sup> ( <sup>(1)</sup> » ) <sup>(1)</sup> ( <sup>(1)</sup> » ) <sup>(1)</sup> ( <sup>(1)</sup> » ) <sup>(1)</sup> ( <sup>(1)</sup> » ) <sup>(1)</sup> ( <sup>(1)</sup> » ) <sup>(1)</sup> ( <sup>(1)</sup> » ) <sup>(1)</sup> ( <sup>(1)</sup> » ) <sup>(</sup>

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**'ዕ⊲ኁ**: 'ዕታ°ሲ፫°, Δ°ተペ▷ርጐ. (ጋጎትበJ°)

CLºዕ⊲₻በ° Δ፫° ፚዻንበº፟፟፟፟፟፟ አር▷ተላጐኯበ

Δ⁰ዕላ ለታሲንበ° Δ¹ ᠴ፫ ሊትናፈና 'የΓናንሲ°ሩ' ፫⁰ዕላ

Δ፫° ፚ፞፞፞ ወናጐ ፈየጋበ° ፈናጎታ፫ ፟ጐ?

'ዕታ°ሲ፫ዮ, Δ°ተペ▷ርጐ.

undertook an exercise to say let's leverage that value, and at the end of the construction project those telehandlers and man lifts and work trucks, the ownership will stay with Nunavut Housing Corporation, and by extension it will go to the local housing organizations.

So that's a premium cost, I would say, baked into that particular contract that is different from the others. This will probably be somewhat of a one-off, because we recognize that as part of these builds this equipment would have to go into the community, and this is an opportunity to acquire it on our behalf because we were paying a significant portion of it regardless, even if we weren't going to own it at the end. Thank you, Mr. Chair.

Chairman: Mr. Savikataaq.

Mr. Savikataaq: Thank you, Mr. Chair. Just to be clear for the viewing audience here, Nunavut Housing Corporation pays for all accommodations. They pay for the pickup trucks, the telehandlers, man lifts, and whatever equipment that is needed to construct these houses, and that is not part of the per-square-foot construction cost? Thank you.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair, and I thank the member for the chance to clarify. No, as mentioned, the cost of equipment is included in that value that was referenced earlier of \$755 a square foot. That's with the vehicle cost in there. But we are responsible to provide in this case eight beds, or two modular units, and that's not reflected in the \$755 cost of the construction value to NCC. Thank you, Mr. Chair.

Chairman: Mr. Savikataaq.

**Mr. Savikataaq**: Thank you, Mr. Chairman. I don't want to be stuck here, but I'm having a

**ΠΦΣ**<sup>†</sup> (ϽʹϯϒΠͿʹ): ʹϭͿϧʹʹͼͺʹͱ, ΔϧʹʹϾͺͼͼ, Δϧʹʹͼͼͼς, ΔͼʹͰͼͺ CϤϞϹͼͺ ϴϲͼͼͼͼͼ ϤϧϧͼͺϹͿͼͼ ϴϲͼͼͼͼ ΔͼͼͼϥϽͼϧͼͼͼͼͼ ΔͼͼͼϥϽͼϧϧͼ ϲͼͼͼϧϲ ϴϲϧͼ CϤͼͼͼϥͿϤͼϧϧͼ Ϲͼͼͼϧͼ ϴϲϧͼ Ϸϲϧϥ Ͻϧͼ϶ ϤϽϧͼ϶ ϤϽϧͼ϶ ΑͿͼϧ Γͼͼ Ϸ϶ϽͿͼ Γεͼμͼμος ΛΓαͼμος ΛΓαͼμος Κανος Κανος Κανος Ανανος Κανος 

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**ነժ⊲\**: ነ<mark></mark>ժነት ሲቮኑ, Δኑረ የኦርጐ. Δ·፫ኑ CLьd Δጐቦናና በፈጐጋና Δውጐታና Δ፫ና በልኦዊ ርሚፈልና Δጐቦናና በፈነժ ኒር የተረነበፈነժ የኮጋፈጐ.

**Δ<sup>6</sup>/«ΡC<sup>6</sup>** (Ͻ<sup>ί</sup>λΡηJ<sup>6</sup>): Γ<sup>1</sup>C γ<sup>2</sup>C.

**/ሴ** (ጋ<sup>ኒ</sup>አበJ<sup>c</sup>): 'dሃ°ሲቮ<sup>c</sup>, Δ<sup>e</sup>/«ኦር<sup>c</sup><sup>e</sup>. 'dሃ°ሲ፫<sup>c</sup><sup>e</sup>ህ ር<sup>c</sup>ሲ L୯୯୯<sup>P</sup><sup>e</sup>n. ር<sup>c</sup>ሲ /%'୯<sup>e</sup>ሩ'በ⊲<sup>e</sup> ለቦ⊲<sup>e</sup>በ/Lሃ%<sup>c</sup> Δ<sup>e</sup>σ⊲/°ሲ<sup>c</sup> Δ<sup>e</sup>bሲΔሃ୯<sup>e</sup><sup>e</sup><sup>e</sup>υσ Δ<sup>e</sup>σ⊲<sup>e</sup>n<<ሶ¹ചJ. CΔ<sup>e</sup>d⊲ Þ<sub></sub>ው<sup>e</sup><sup>e</sup> CΔL<sup>e</sup>ሲ ኣሲ⊁<sup>c</sup>ርሊ<sup>e</sup>ህ?L<sup>e</sup><C hard time understanding. NCC Development Corporation stated that their cost is \$755 a square foot. Mr. Devereaux just stated that housing corporation purchased the equipment to be used and it is calculated into the cost of this \$755. So if I can get an explanation if the Nunavut Housing Corporation is buying all this equipment, how are they calculating it into this construction cost?

If it's being calculated into the construction costs, in my simple math the housing corporation would be actually paying less than 755 a square foot, if they are calculating the purchase that they have made, which is in the millions, because there's 25 communities.

So can we just get clear information how Nunavut Housing Corporation purchasing the equipment to be used in construction is calculated into the construction cost that NCC gets. Thank you.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. To clarify, the cost of the equipment is part of NCC's contract. Nunavut Housing Corporation, we didn't go and purchase a telehandler and pay the supplier directly; NCC did as part of their construction contract. At the end of their construction contract we'll own the asset and the equipment, and we'll pass it on to the LHO. So when we say that it's part of the \$755 a square foot, or the \$144 million contract, that's because NCC paid the supplier of that equipment from that contract value. Thank you, Mr. Chair.

Chairman: Mr. Savikataaq.

Mr. Savikataaq: Thank you, Mr. Chairman. How was the value calculated, then, because at the end of the contract if it's not extended past 2030, this equipment might be worn out by then. How is the premium value calculated into

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construction costs for the equipment? Thank you.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. The cost is simply the actual cost. So we see the bill, NCC paying the supplier directly, and it's the actual cost of the purchase of the telehandler and instead of us paying like would be typical in most construction contracts, the contractor would put a portion of that to the value of the contract.

In this case we're going to own the equipment outright at the end of this particular build, and the LHO will have the equipment to use as and when needed. And we might be able to use in future builds to help reduce that typical cost that we would have had to pay through a normal construction contract.

In normal construction contracts, bidders put a value associated with equipment. It may not be 100 per cent of the actual purchase price, but it totally depends. I mean they might write off a big chunk of a truck, because in their mind, at the end of the one-and-a-half years of building, the truck probably does not have much residual value. With a telehandler, maybe they would bake into their price half of the purchase price. I don't know for sure.

I guess the point is, within the traditional approach, we were paying for the costs associated with vehicles and equipment, and when the project was done we would have nothing to show for it. We would have just put money out the door.

In this case, we said we would buy the whole equipment and at the end we will own it and we will be able to share that with the LHOs and increase that for inventory for our community partners. Thank you, Mr. Chair.

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Chairman: Thank you for that. I'm actually a little bit more confused now than I was before Mr. Savikataaq asked the question. When you look at capital assets of a corporation such as Nunavut Housing Corporation, if you bought a telehandler today for \$300,000, and every year you work on a depreciated value like you used the example that at a year and a half, that truck may be of zero value on the books. How is the accounting going to occur whether this equipment gets turned back over to Nunavut Housing Corporation? At what value? And again, it would offset the cost of the per square foot cost, because you're getting a value out of it, an asset out of it at the end day.

From an accounting standpoint I'm confused how this is going to work. Maybe Mr. Devereaux has got an accountant in his back pocket. Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. It's my understanding that we undertake the same accounting process where we recognize the asset and then follow a depreciation formula typical of what we would do if we just bought a fleet vehicle this summer. So that is my understanding. I think we follow the same process. Thank you, Mr. Chair.

Chairman: Thank you, and I do apologize, Mr. Devereaux. I'm still a little confused. So let's say five years down the road the telehandler gets handed over to the Iqaluit Housing Authority. At what value is that going to be transferred over? And who would be taking over the depreciated value? Would it be NCC Development Limited or would it be Nunavut Housing Corporation?

If you've got that \$300,000 telehandler now and in five years it's worth \$100,000, does Nunavut Housing Corporation take over a \$100,000 asset? Or do they take over a \$300,000 asset and immediately write off \$200,000? Or is NCC Development writing off

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the \$200,000 different on their books as a business expense? Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. There are a lot of scenarios in there. My understanding is that once we advance payment on that, in this case to NCCD, that's when we recognize it as a tangible capital asset on NHC's books, and it stays there. I don't envision us transferring it to anybody. I envision us, as we do with our public housing stock, and where the LHOs would be using the equipment. They might be still shown on our books as NHC asset, and we would just depreciate that over the life of that asset, as compared to exchanging that to another entity's financial statement.

I think all of these vehicles, whether it's telehandlers or man lifts or the trucks, whatever point in time we've made that payment to NCC, then I think they get recognized on our balance sheet and then we start to do the normal deprecation that you would do, as for any tangible capital asset like that. Thank you, Mr. Chair.

**Chairman**: Sorry, I'm still a little confused. Maybe I'll bring Mr. Hayes in on this one.

Again, so when I look at the procurement and contracting overview that is available on Nunavut Housing Corporation's website, and thank you for that, I look at the 2024 166 units, when the original contract value average cost per square foot was \$705, and like Mr. Synard mentioned, with the revised cost per square foot up to \$755 now.

Why wouldn't Nunavut Housing Corporation just buy the equipment, maintain ownership? Why work it into the per-square-foot cost within the contract? I'm at a loss of why you would make it that much more complicated. Mr. Devereaux, and then I would ask Mr. Hayes after to chime in. Mr. Devereaux.

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**ΠΦΡ<sup>2</sup>** (ϽʹϞϒΠͿ<sup>2</sup>): 'ϭͰϧ· Δ΄ϒͺϘϹʹ<sup>6</sup>.
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Mr. Devereaux: Thank you, Mr. Chair. The contracting overview document that we put on our public website, we identify all of the active construction projects that we are directly delivering. As you mentioned, in that document you can see a reference to the 166 units and the contractor being NCC Development. We state what the original contract value was, \$134 million for those 166 units, and then we show, okay, at \$134 million, the square footage of 166 units works out to be \$705.

Then there were change orders approved, and that's where it got to revised contract of \$144 million. \$144 million given the square footage is 755.

Just to provide additional context to it, within that, the cost associated with purchasing telehandlers, I believe we did it in 11 of the 17 communities. I think man lifts in all communities, correct? And we've got a variety of trucks, on average two work trucks per community. We purchase them outright through the contract with NCCD. So NCCD had bought this equipment and paid that supplier, and then we through this contract had paid.

So if we were to normalize this and we removed the cost of the equipment that was purchased, then obviously that revised construction cost per square foot would go down. But this particular information that was shared was just at that raw level of saying here is the original contract value, a legal document; here are the change orders executed; and based upon that, this is what the actual cost per square foot is for that construction contract. Thank you, Mr. Chair.

**Chairman:** Thank you, Mr. Hayes. I think you know where I'm coming from. Maybe if you could educate me a little bit. Mr. Hayes.

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L°a b°⊃ς'b°C°C°C°ς, >°\ ρ⊂°d′→ 24-σ° Δ°→⊂>°d/L°→∩J. Λγά.°C>ςĊc>°>Ω Mr. Hayes: Thank you, Mr. Chair. So I think the president's last comments might be the most instructive here. I think what I'm hearing, and I just want to preface this with we didn't look at the financials in this way, for the purposes of this performance audit.

I think the nub of the issue seems to be not so much about the presentation in financial statements of the assets, but more about factoring in overhead into the cost of per square foot of construction. I think where the member's question might be taking everyone is, if you're not factoring in overhead that becomes assets at the end of the work, what is the actual square foot cost?

If you were going to look at it as take that asset out, how much is it costing right now, and then obviously it's going to be interesting for the members to know what it's costing each year moving forward. That asset becomes the Nunavut Housing Corporation at the end and it will have a value. I don't know what that value be right now, but how do you factor that value back in? You're not going to go in and change the way that you reported the cost per square foot. Thank you, Mr. Chair. I hope that helped.

Chairman: Thank you. That's kind of my point, is the numbers, they won't be accurate in a couple years. But I do digress, and I apologize to Mr. Savikataaq for taking his time. Please proceed, Mr. Savikataaq.

Mr. Savikataaq: Thank you, Mr. Chairman. Staying on cost here, it was in the news that there was a \$30 million change order for the construction cost. I'm curious how there can be a changed order when there's a fixed price in the contract. If we can just get an explanation from the Nunavut Housing Corporation. Thank you.

Chairman: Mr. Devereaux.

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Mr. Devereaux: Thank you, Mr. Chair. I would need more context to the specify reference to 30 million. The document that we put online, the contract overview document, we listed a variety of contracts that we've undertaken in the last two three years, a number of them with NCC Development as well as with other construction companies, and we list the original contract value. For the ones that are one and two years old we also listed the change order value completed to date.

If the reference is specifically to the contract from 2023 for 150 units, as per the document that we've shared publicly, the original contract value was \$105 million, and change orders to date when this document was produced – it's a few months old – the change orders to date was 20 million, about 19 per cent. The revised contract total was 125 million, which at a straight per-square-foot measure is about \$748 a square foot.

To the other part of that question about what types of things result in change orders, it can be a variety of things. Quite a number. In the document we shared we list a number of scope items that were part of change order, and some had to do with cash allowances that were being carried for scope, such as whether it's granular or other things like that.

When we see the real, the actual cost, for example Arctic Bay, we had carried an assumption of here's what the cost might be for the pad for that multiplex. When that civil site work was completed, it was significantly higher. Those are the types of examples of change order values that we would see and that were part of this particular contract. Thank you, Mr. Chair.

Chairman: Mr. Savikataaq.

**Mr. Savikataaq**: Thank you, Mr. Chairman. My point was it's a fixed price contract.

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Normally there's a job going out; okay, this is how much I'm going to bid to get the job and you negotiate it and here's our price to complete this job. Why would there be additional charges, the change fee on top of that, if it's a fixed price? Thank you.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. So indeed, with fixed price contracts, there's more price certainty and through that contract there are obligations to say I commit to this scope at this price. There are many examples. It's not unusual that through the construction phase change orders occur, and there's a whole variety of types of change orders and reasons for change orders. We kind of laid out some of them in this particular contract when we disclosed here the change order value.

In addition to fixed price contracts it's also not unusual. There's examples of fixed price contracts where you carry cash allowances. You put in a budgeted amount because at the time of the contract award there's not 100 per cent certainty on the price of that particular scope item. And it could be for a variety of things. At the time you're signing the construction contract, if you don't have a solid understanding on the amount of granular material needed, then maybe you would budget a cash allowance value. And within the construction contract there would be language that talks about once the actuals were realized it didn't show up in the form of a change order.

So within the fixed price contracts, change orders do occur, and also within fixed price contracts there's examples where you carry some scope items as a cash allowance value, a budgeted cash allowance value. Thank you, Mr. Chair.

Chairman: Mr. Savikataaq.

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**٬Ł∆ᡄº** (Ͻᢆ៶ϟႶͿና): 'dϧ°Ⴍ΅Ͱ·, Δεʹ៸≪ϷʹϹʹ·Ͱ. Ϥ៸Ϥϼ ՃՐϤʹ·Ͻ΅Ͱ, ϷʹϞͿʹϹ·ʹͰ ϤΛʹͰͼͿΠͰ. ϹΔͰ ʹͰϒϽΔ°ϼʹϭ ʹ៶ϼϧʹ៶ϧϭ ΠΡϲϽʹͰϧʹϲϲʹ·ʹͰ ϤͰͰ Ϥʹͱ·ϷʹϲͰͿϭʹϧ ϹΔͼͿϤϹ ʹϷϲϽΠΠͿ ʹͰϧϲͶϔʹϧϲϹʹͱϧϲ Ϥʹͱ·ϷʹϲͰͿΔϲ Δʹ·Ͻʹ៶ʹΔʹϲ. ʹϥϧ·ʹϼͺʹͰ· Mr. Savikataaq: Thank you, Mr. Chairman. As an MLA you get bombarded with all kinds of information. Information may be true, may be rumours, false, but one of the questions I would like to ask NCC Development Corporation is, is NCC Development Limited doing all the work? Or is some of the work being subcontracted out to other contractors? Thank you.

Chairman: Mr. Synard.

Mr. Synard: Thank you, Mr. Chair, and thank you to the member for the question. Just one point of clarity I want to make at the beginning. With the Nunavut 3000 initiative, NCC Development was hired to do 2,000 to 3,000 units. There will be 1,000 units being constructed throughout this initiative through various other means and other organizations.

Secondly, one of the goals with Nunavut 3000 was to help enhance and work with other local companies throughout the territory, and to date, we have successfully negotiated with one group to be able to take over, to be able to deliver on some units in some communities, and we're also talking to another group as well.

That was always the intent from the beginning, Mr. Chair, where again one-third of the program was not going to have any involvement from NCC, and then the 2,000 that we are responsible for when demonstrated with local companies and other interested parties that can work within the square foot prices that have be established, and ensure the quality delivered, that we would work with them as well.

Ultimately the goal here, there is a price, but it can't come at the price of quality.

We also need to ensure that we deliver these units as quickly as possible, because I don't think anyone can dispute the need we have **Δ<sup>6</sup>/«>C<sup>6</sup>** (Ͻ<sup>ί</sup>ληυ<sup>6</sup>): Γ<sup>1</sup>C η 4«<sup>2</sup>.

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right now for that housing. Thank you, Mr. Chair.

Chairman: Mr. Savikataaq.

**Mr. Savikataaq**: Thank you, Mr. Chairman. For clarity, then, some of the work is being subcontracted to different companies? Yes or no? Thank you.

Chairman: Mr. Synard.

Mr. Synard: Thank you, Mr. Chair. Yes, other scopes of the work that is subcontracted as well, in particular would be any of the mechanical work, any of the electrical work, as well as any of the civil work. Those three areas NCC doesn't deliver on directly but will work with other contractors on those. Thank you, Mr. Chair.

Chairman: Mr. Savikataaq.

Mr. Savikataaq: Thank you, Mr. Chairman. And the subcontracts that are contracted out, that's within the \$755 per square foot construction cost? Or is that above that? Thank you.

Chairman: Mr. Synard.

**Mr. Synard**: Thank you, Mr. Chair. That is within the \$755 per square foot price. Thank you, Mr. Chair.

Chairman: Mr. Savikataaq.

Mr. Savikataaq: Thank you, Mr. Chairman. And going back to some concerns that my colleague had, Mr. Lightstone, about security bonds, it seems like this would complicate that a little more, in terms of if the subcontractor could not fulfill their duties, would NCC then fulfill their duties. Because there are no security bonds on these contracts, and there's more than one. We all know there's more than one

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If that contractual obligation is not met by the subcontractor, would NCC Development Corporation complete it? Thank you.

Chairman: Mr. Synard.

**Mr. Synard**: Thank you, Mr. Chair. Yes, NCC Development would be responsible in the event that a subcontractor could not deliver. Thank you, Mr. Chair.

Chairman: Mr. Savikataaq.

Mr. Savikataaq: Thank you, Mr. Chairman. Moving on from all this construction costs, at the time of the Auditor General's report there were 18 public housing units that were completed and turned over. I'll ask the Nunavut Housing Corporation. As of today how many public housing units are completed and turned over to the Nunavut Housing Corporation since the start of the contract with NCC Development Corporation? Thank you.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. In specific reference to that initial contract with NCCD for the supply of 150 public housing units, there is no additional. The amount of units that have been turned over to Nunavut Housing Corporation is 18. This coming fall we're anticipating a significant number of the remaining units to be turned over and ready for occupancy, so no change in terms of the number of units completed since that last update on that contract for 150 units. Thank you, Mr. Chair.

Chairman: Mr. Savikataaq.

**Mr. Savikataaq**: Thank you, Mr. Chairman. It's sad that only 18 units have been complete

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in three years. I guess that's just the way things go.

Some of the questions I have for NHC Nunavut Housing Corporation on the opening comments on page 4. It says:

"Since the beginning of this 6th Assembly and ending in December 2024 our territory have seen a significant increase in housing activity, including 855 new residential units of which 18 are completed."

Can we get a breakdown? Are these 855 units all public housing units? I don't they are, but just for clarification. Thank you.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chairman, and I thank the member for the follow-up question. Again, this is referencing a document that we publish online for Nunavummiut, and it does list all units that had active building permits since the start of this 6th Assembly. The member is correct; as of December 2024, the statistics from the Office of the Chief Building Official was 855 units of all types, not just public housing but private sector houses. All type of housing units was 855.

And to clarify, out of the 855 units, in that same report it does list by community, by year, the number of units completed. So it was 347 of the 855 units have been completed and received occupancy permits during that time frame of the start of the 6th Assembly until December 2024. Thank you, Mr. Chair.

Chairman: Mr. Savikataaq.

**Mr. Savikataaq**: Thank you, Mr. Chairman. 347 units were completed, but just for clarity, none of these are public housing units and none of these were contracts with Nunavut Housing Corporation? These are all just private

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**>ὀ٠٠)** (Ͻʹ៶ͰΛͿ): ʹͼͿϧ·ͼͺϳ·, ΔͼͰϭϷϳ·. C'L<sup>®</sup>γLξ<sup>®</sup>γΡ<sup>®</sup>Π Ϸσͼϳ<sup>®</sup>υ L<sup>5</sup>Λυ<sup>®</sup> ΠΠς<sup>®</sup>γLσ<sup>®</sup>υ 63-Γ Δα<sup>©</sup>Γ Δ<sup>°</sup>Δ-Γ Δ<sup>°</sup>Δ-Δ C<sup>®</sup>64 Ͻ<sup>™</sup> Π<sup>°</sup>Γα-Γ<sup>©</sup>Γα, ΔαΓ Δ<sup>°</sup>Δ-Δ Δσ<sup>™</sup> Γνοσ<sup>®</sup> Γνοσ<sup>©</sup> Γνοσ<sup>©</sup> Α<sup>°</sup> Γλος Δ Γλος Δσ<sup>™</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Δ Δε<sup>™</sup> Γλος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος Γ<sup>©</sup> Γνος

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Chairman: Mr. Devereaux.

**Mr. Devereaux**: Thank you, Mr. Chair. Out of the 347 units that were completed during this three-year time frame, certainly a number of them were public housing units.

In 2022, as per the table, there were 166 units completed in 2022, a large number of those being public housing units.

In 2023 it was 119 units completed across various communities. A number of those are public housing units. Some of them are certainly public sector, because Iqaluit had a number of occupancy permits that year.

Then in 2024, 62 units received an occupancy permit. Again I would think some of those units would include public housing as well.

We also, I know the Auditor General had brought up that it's important, I recognize we do and we are transparent on these numbers around units occupied, hence completed, and this is a broader measure of all units, not just public housing units, but all units across the territory.

We have provided the Auditor General and we can put online a subset of this, which is out of those 347 units, by community, by these three years of this particular document, how many were public housing in each community. Certainly quite a number of those 347 would be public housing units. Thank you, Mr. Chair.

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

Δϲ<sup>®</sup>ρ<sup>°</sup> Φαċ<sup>°</sup> <<sup>°</sup>αρης δ<sup>°</sup>6°C<sup>®</sup>)<sup>°</sup> γ<sup>°</sup>σσσ<sup>°</sup>6° Δ<sup>°</sup>6° $\Delta$  $^{\bullet}$  $^$ 

 $\Delta$ **º/ペレC'º** (ጋኒ/አበJና):  $\Gamma$ ኒር በላペ $\dot{\gamma}$ .

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 $\Delta^{b}/\mathcal{C}^{c}$  ( $2\dot{a}/\mathcal{C}$ ):  $\Gamma^{c}>\dot{c}$ .

Mr. Hayes: Yes, thank you, Mr. Chair. I do think it's important to acknowledge that in the most recent progress report the Nunavut Housing Corporation has improved the transparency over the number of housing units completed.

With respect to the member's question on public housing, based on our audit work the number we come up with is 239 units completed. The Nunavut Housing Corporation would add another 19 to that. But we didn't add that in our analysis because they weren't constructed by the Nunavut Housing Corporation, so if you took the Nunavut Housing Corporation's number, it would be 258 public housing units.

There's a bit of a, I wouldn't call it a disagreement, but a different view on the total number, but it's somewhere between 239 and 258. Thank you, Mr. Chair.

Chairman: Mr. Savikataaq.

**Mr. Savikataaq**: Thank you, Mr. Chairman. Staying on the same paragraph there, I am curious about how it talks about 134 supported housing beds. Can we get an explanation about why are we counting beds now. Thank you.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair, and thanks to the member for the opportunity to expand upon that. So what's kind of unique in terms of that large, ambitious target of 3,000 units over that nine-year period is relatively new for us, I think, when we tried to build out the supported housing sector. The supported housing sector is things such as shelters and transitional housing types of facilities. They are so critical and so desperately in all communities.

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 $\Delta$ ቀ**가<>**Ċ<sup>\*</sup> (ጋ $\dot{}$ \A $\dot{}$ O):  $\Gamma$ <sup>\*</sup> > $\dot{}$ O).

**Δ<sup>6</sup>/«ΡC<sup>6</sup>** (Ͻ<sup>1</sup>/<sub>2</sub>): Γ<sup>1</sup>/<sub>2</sub> Π

Typically those facilities are multiunit facilities. We've seen a number of developments in the last two and three years, which is exciting, because I hope that is going spawn on more of those similar types of developments in communities.

The Office of the Chief Building Official only counts that as one building. I'll give you an example here in Iqaluit with one of the supported housing facilities going up. There could be 34 single-room occupancies, including low-barrier units and/or transitional units, and that would show up in the 855. That would only show up as one; that would only be counted as one.

When we laid out sort of that broad framework in the strategy for 3,000 units, we clearly outlined the target of supported housing beds and/or units, and our target was roughly 300.

So we recognize that as we annually get reports from the Office of the Chief Building Official, and they count a supported housing facility as really one building, that we have to follow up and say, okay, in that particular building there was 34 transitional housing units. That's where we have done that normalization, and we feel we can demonstrate where those 134 beds and/or units are.

We're trying to achieve that target of 1,400 new public housing units and 300 supported housing units and/or beds, then that is reflected in this updated measurement where we do reference that across the territory, either completed or in construction. There's approximately 134 of those supported housing single room occupancy or units. Thank you, Mr. Chair.

Chairman: Mr. Savikataaq.

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**C<sup>1</sup><sup>2</sup><sup>2</sup> ()** (λ<sup>2</sup><sup>2</sup>): 'd<sup>2</sup><sup>2</sup><sup>2</sup> (). CΔL<sup>2</sup> Λ<sup>1</sup><sup>2</sup> (). CΔ<sup>2</sup> (). CΔL<sup>4</sup> (). CΔL<sup>4</sup> (). CΔ<sup>4</sup> (). C

**Δ<sup>6</sup>/«ΡC<sup>6</sup>** (Ͻ<sup>1</sup>/<sub>2</sub>Αηυ<sup>6</sup>): Γ<sup>1</sup>/<sub>2</sub> δ<sup>2</sup>/<sub>6</sub> Δ<sup>1</sup>/<sub>7</sub>η<sup>2</sup>-Δ<sup>1</sup>/<sub>6</sub>. Γ<sup>1</sup>/<sub>6</sub> δ<sup>2</sup>/<sub>6</sub>, Δ<sup>1</sup>/<sub>7</sub>.

**bċ** (ጋቫአስሀና): 'dታ°ฉቮቴ, Δቴ/ペ▷፫ቴ.
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CAL<sup>a</sup>a L<sup>a</sup>a APAC<sup>i</sup>stC CAL<sup>a</sup>a /\$J4<sup>i</sup>stCal<sup>a</sup>a<sup>b</sup>Do<sup>b</sup> d<sup>ib</sup>P<sup>i</sup>Ascad<sup>b</sup>DJ<sup>c</sup> CL<sup>b</sup>do<sup>b</sup>b PPS<sup>c</sup>Cal<sup>a</sup>C. idb<sup>a</sup>ai<sup>b</sup>, A<sup>b</sup>/8PC<sup>ib</sup>.

**Mr. Savikataaq**: Thank you for the explanation. I'm sure Nunavummiut want to know why beds were being counted.

Staying on the same page, when it talks about it's more than Nunavut 3000 building public housing units, which I agree; public housing cannot solve Nunavut's housing crisis, there have to be other options. It talks about affordable housing. Has any affordable housing been built or signed off by the Nunavut Housing Corporation yet? Thank you.

Chairman: Mr. Devereaux.

**Mr. Devereaux**: Thank you, Mr. Chair. There's a variety of types of affordable housing units, I think, that would get captured in the coming years relative to this strategy. I will give you a few examples.

I think as the members are aware, the corporation launched the Nunavut Affordable Housing Supply Incentive program. It is a program where we offer builders, developers, municipalities, Inuit organizations. Pretty much everybody is eligible. If they are going to develop new units at more affordable rental rates, or even more affordable prices for home ownership clients, we would provide 150,000 per unit, in terms of a contribution, a loan that we would write off over 10 years and wouldn't have to be paid back. So that's one.

We just launched a program over the course of the last year, plus or minus, and we have developments in the pipeline. I think we have a few initial loan agreements signed. Obviously they are still working through finalizing and building, so the hope is that will continue and those units will get built. And we hope to use that tool to incentivize, whether it's private sector, not-for-profit sector, to develop new units that we would deem affordable, because they are not public housing, and they are at

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**>ት'ጋ** (ጋኒትበJና): 'd৮°a广°, Δዮላየኦርʹ<sup>©</sup>. ጋኒትΓα<sup>®</sup>

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reduced rates compared to the crazy market prices we see. So there's that.

I think there are other examples where people might build units and maybe they are already providing them to their staff at a discounted rate. They will show up in the numbers from the chief building official as a unit that was permitted, a new unit for construction, and we might not have provided the 150,000.

The other one I think you'll see examples of is where we build, because in essence all of the GN staff housing we build would fall into that category of affordable housing units. So we currently have quite a number of staff housing units in construction. We turned over I think it was roughly 24 in Iqaluit recently. Out in the communities, I think out of the 166 units that are under contract with NCC Development, approximately 20 are GN staff housing. Those will show up in our statistics as being new units created, and they would fall under that category of, in this case affordable rental, because they are now being occupied by people at below market rental rate. Thank you, Mr. Chair.

Chairman: Mr. Savikataaq.

**Mr. Savikataaq**: Thank you, Mr. Chair. This will be just a comment, my last one.

On page 7 of the opening comments of Mr. Devereaux of the Nunavut Housing Corporation says:

"While we respect the work of the Auditor General, we believe that the audit captures only part of the story."

I agree with Mr. Devereaux, because I think another audit should be coming, in terms of the actual cost and the construction methods, and the number of units being delivered in the future to see just how good of a deal this was, because from the information being changed

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back and forth, there seems to be a meshing of public funds.

Public funds are accountable and the public funds and private contractor are meshing, and it seems like we're getting a good deal and I hope we're getting a good deal. I know a construction company is a business. They have to make money, otherwise they won't be there. I understand that. But there has to be clear guidelines, and it has to be transparent where the money is going, and how much is going, because this is public funds.

So that's just a comment. One last comment.

Mr. Devereaux and your vice president there, I think you went to the same store with the jacket, and I like the colour of your jackets. Thank you, Mr. Chairman.

>>Laughter

Chairman: We have new fashion police in the building. I'm going to take a moment to recognize the clock and we'll take a 15-minute break and come back. Thank you.

>>House recessed at 15:18 and resumed at 15:40

Chairman: Thank you. Welcome back, everyone. The next name I have on my list, Ms. Quassa.

**Ms. Quassa** (interpretation): Thank you, Mr. Chairman. I would like to address my questions to the Nunavut Housing Corporation.

(interpretation ends) As of today, how many Nunavut Inuit are undertaking apprenticeships as part of the Nunavut 3000 Strategy? (interpretation) Thank you, Mr. Chairman.

**Chairman**: Sorry, my apologies. Who was the question directed to, Ms. Quassa?

**>ት'ጋ** (ጋጎትበህና): 'dታ° ሲቮଂ, Δ° / ላየኦርጐ. ር° ሲ ላለጐdበቦዊና 'bኦት Lሁር bሲርኦ' ላጐ ሁላጐ ነት bኦታ ላርኦ/ኦጐቦግር ሲጋሲልጐ / ርኦጌር ላካ bሲርኦ' ሁዊ L° ዕተግግር ሲማስ አጐስር የታናዕር ኦጐ ጋታቦና ለርሲላግህጐበርኦ/ Lተና ሲርላቅ, Δ፫ጐ ሲይ በጐርኦናዕር ጋርና.

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Ms. Quassa: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair, and I thank the member for the question. I don't have the data in front of me. Our Department of Family Services apprenticeship division will be able to advise on the total number of registered Inuit apprentices, in terms of the construction trades across Nunavut at this point in time.

It is something that is very much an important outcome, in addition to trying to increase the number of housing units being built, is really to try to significantly see an increase in the number of skilled trades.

I think the other thing we have to start doing is recognizing that there's a lot of Inuit in Nunavut that, for a variety of reasons, haven't gone into that stream of the apprenticeship stream, and then working towards certification and trades. I know Arctic College has been doing incredible work and visionary work to try to say we have to break down barriers and we have look to alternate ways to assess and certify.

At the same time we measure how many Inuit we have registered in the apprenticeship program, somehow we have got to get a handle of Inuit that aren't registered but are working in the trade sector and have various levels of skills where they are certified or non-certified; and then how does the system transform so that we can start to certify more Inuit who are working in the construction trades sector, but for one reason or another aren't in the apprenticeship program. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Quassa.

**Ms. Quassa** (interpretation): Thank you, Mr. Chairman. (interpretation ends) So therefore would you have any idea how many students in the program are participating in Nunavut 3000-

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related initiatives? (interpretation) Thank you, Mr. Chairman.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair, and I thank the member for the follow-up question. I certainly don't have an exact number to share with you today. I can give you some feedback on some aspects. I think about the partnerships we undertook with Arctic College and Co-op, and more recently with Arctic Fresh, to actually take students, in Rankin Inlet's case, 30 or 40 students. And part of their training and even pre-apprenticeship training, because the hope is that they do move into the apprenticeship program, is to support them with the practical skills to build a house in their own community. And who knows; that house may be allocated for a family member. So it really drives retention and engagement, and they see really positive feedback from these students that are building those houses.

The typical apprentice, you look across the country and maybe they are on a construction site, and there's a whole bunch of journeymen carpenters, and they are the new apprenticeship, and they are probably getting more of the grunt work. They are probably hauling drywall in. And when you take those 20 or 30 kids and you put one carpenter there, and it's going to take a longer period of time, but you say hey, you're going to have hands on and you're going to, start to finish, be involved with all aspects of construction.

Through the six builds that we are currently doing in Rankin Inlet, and hopefully soon finishing – one of the duplexes is going to be finished soon and the other two over the course of the next number of months. We are about to start, we have acquired another three, six units, three duplexes in Rankin. And then in Igloolik we're going to do the same three, six units with that approach.

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You're talking across those three projects and including the one unit that Arctic College built, the public housing unit for us about two years, three years ago, you're talking 100 to 115 Inuit that are being trained in pre-apprentice and hopefully are going to move forward into the apprenticeship program.

One of the major hurdles and challenges which is fairly commonly known is the trades entrance exam that results in a lot of individuals not moving forward through that pathway. We are working with Department of Family Services and Arctic College now to explore alternate pathways, and Arctic College through that recent announcement with Arctic Fresh is trying to pilot a program called "Nailed It", in which pre-apprentices, if they have worked that program, then possibly, maybe that would work as an equivalency to writing the written multiple-choice exam, which is a big challenge.

At our LHOs we have apprentices and skilled Inuit labour that we have there. There's a great pool of talent there that we hope can grow and to be recognized as professional skilled tradespeople in the coming years.

With your permission, Chair, I will ask NCC to supplement, but they are also undertaking with their own leadership running similar types of pre-apprenticeship training courses, and I believe upwards of 100 to 150 Inuit over the last year and a half or so.

So these are all building blocks and steps, but hoping forward towards a point where you look back and say we have more Inuit in the trades sector, and hopefully we can increase the certifications and the recognition of them as professional trades, as we continue to provide them with opportunities such as the ones I have mentioned.

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If, perhaps through you, Mr. Chair, I could ask NCC to supplement that, in regards to the training. Thank you, Mr. Chair.

Chairman: Thank you, and I before I go to Mr. Synard, I was going to ask a question, actually, on this earlier of Mr. Pudluk. I met with our partnership people back in March, and they made me aware of a pilot program that you guys have initiated, the Building Trades Helper, Occupational Certification Pilot, so I'm very interested to hear how that is progressing specifically, as any other apprenticeship opportunities that NCC Development is working with. Mr. Pudluk.

**Mr. Pudluk**: Thank you, Chair. So, I guess with the first-year projects, with the 23-24 projects, we've done training in most of those communities. So, just looking at the totals, we've registered 137 Inuit in multiple communities; 91 Inuit have completed the program, and as of March 31st, 2025, we had 50 employed at our work sites.

I really like this pre-trades initiative to get people kind of used to working on site, the terminology that's used on site, health and safety training. You get a lot of training that you need at a work site and this program is helping with that.

I know there's a lot of emphasis on trades, but I think what Eiryn was this initiative on pretrades is that first step that we need to take to get people into trades.

I guess that training program was a 10-week program that was paid, so I'm hoping it gives more people an idea of what we want for our communities, and the capacity building that we need to do so we can get more Inuit hired in these construction sites. Thank you, Chair.

**Chairman**: Sorry, I was hoping you would elaborate a bit more on the Building Trades

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I've got a good base knowledge of it from the apprenticeship folks, but I think it's a very important topic to elaborate a little bit on. I also don't want you to go on and on. We do only have an hour left, but I think it's a very encouraging project. Mr. Pudluk.

Mr. Pudluk: Thank you, Chair. And to elaborate a little bit more on the Building Trades Helper Program, the first five weeks we work on communication skills, job readiness, life skills, resumes, and also safe work practices. So there's a health and safety component in there.

Then on the second five weeks there's more onthe-job training. So usually the Inuit go through carpentry, electrical, mechanical, plumbing, pipe fitting and welding, and equipment maintenance. So these skills that they are gaining on site is all-encompassing of the work site, and we're hoping that that helps people I guess become interested in taking the trades exam. I think I'll keep it brief. Thank you, Chair.

Chairman: I appreciate that. Ms. Quassa.

Ms. Quassa (interpretation): Thank you, Mr. Chairman. (interpretation ends) Since you mentioned Nunavut housing, since you mention Arctic Fresh, on June 16, 2025 the Nunavut Housing Corporation issued a news release concerning the 2025 Nunavut Housing Forum. The news release indicated that the corporation "announced its partnership with Arctic Fresh Projects, a Nunavut-based social enterprise that aims to expand community-led housing delivery in the Qikiqtani region, with integrated support initiatives related to local employment."

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How did the Nunavut Housing Corporation select this company? (interpretation) Thank you, Mr. Chairman.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. So this company, Arctic Fresh Projects, relative to this sort of pilot initiative in Igloolik for students to build six houses, certainly over the years Arctic Fresh has been chatting with us and talking to

If the question is was there a more formal engagement process, we did put out a public request for expression of interest, and Arctic Fresh had expressed interest in being involved with various aspects of Nunavut 3000.

Then I think some of it was just relative to perhaps seeing the types of work happening in Rankin Inlet, with the partnership with Arctic College and Co-op out of Manitoba that they brought forward their interest expressing that interest to do something similar in Igloolik.

We're certainly open to, our hope is that we have one or two or three or four or five more types of entities across Nunavut come forward and express interest in saying we want to do something similar. We want to get involved with not only building units, but also really focusing on that training aspect. So maybe taking a little bit more time, but having the students in that program do a majority of the building. Thank you, Mr. Chair.

Chairman: Ms. Quassa.

**Ms. Quassa** (interpretation): Thank you, Mr. Chairman.

(interpretation ends) the partnership agreement on the affordable housing supply and training delivery between the Nunavut Housing Corporation, Nunavut Arctic College, and Arctic Fresh Projects indicates that a pilot project will include six units to be developed in Igloolik, with expansion to other communities to be determined at a later date. How are the number of units determined? (interpretation) Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair, and I thank the member for the question. I think the number of units determined, it was a pilot project and we wanted to do something similar to Rankin Inlet. That number of units seemed to work in the project that we're currently at the latter stages of in Rankin in terms of having enough units that are manageable in terms of a bit of a training type of a project, and for us, trying to do as many as we can. We probably narrowed it a bit after Rankin Inlet in terms of choosing six units to do in Igloolik. Thank you, Mr. Chair.

Chairman: Ms. Quassa.

**Ms. Quassa** (interpretation): Thank you, Mr. Chairman.

(interpretation ends) The agreement indicates that Nunavut Arctic College is responsible for "providing labour resources, including but not limited to student labour targeting students enrolled in the Nunavut Arctic College trade school."

Approximately how many students are expected to participate in this pilot project? (interpretation) Thank you, Mr. Chairman.

**Chairman**: Thank you. In addition to that, if the official is also aware, how many students are registered at the trade school offhand? Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chairman. I don't have that exact number in front of me. I think Arctic Fresh, they have more of the local knowledge in terms of being an active construction company in Igloolik. But I recall them indicating that they felt reasonably strong, they could see in the range of 20 to 30 Inuit from the community that may be interested in participating.

I think they go through a process to start examining and encouraging people. I think they already have people in their system that they will continue to train and to build. So I think it's roughly in that range of 20 to 30.

I wouldn't be able to say with any certainty how many are currently registered with Nunavut Arctic College, but through the partnership there is a strong interest to not only provide that practical training on site, but to help them with that pathway to get into the trade school and really through the trades exam, and through the apprenticeship program to eventually be recognized as professional skilled trades. Thank you, Mr. Chair.

Chairman: Ms. Quassa.

**Ms. Quassa** (interpretation): Thank you, Mr. Chairman. (interpretation ends)

(interpretation) With these programs in the communities, are they sort of a one-time project that will be happening? Once they are done is the corporation looking at the rest of the years to continue with these projects or programs in the community? (interpretation) Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Devereaux.

**Mr. Devereaux**: Thank you, Mr. Chair. Yes, we would love to see this pilot initiative continue and to expand to multiple other communities. It was fairly unique and

innovative when it occurred in Rankin Inlet, and probably it is visionary people in key roles that kind of made that first build happen. And from that and after the success of that I was like, well, let's do more; and Arctic College said, let's do six and we can get the students, and Co-op showed up and said we'll donate the materials.

So initially, an amazing pilot, and now we have other entities expressing interest after seeing that. So the most amazing thing that could happen would be five years from now they have similar projects undertaken in half of the communities in Nunavut, or more, and that's certainly what we're hoping for and aiming for.

The sense is that there is good appetite, and if we can continue to engage additional partners and hopefully even the partners that we have now, such as Arctic Fresh in future years might say, next year we want to do not just Igloolik, but in Qik and Clyde, and then have other types of entitles jump on board.

I certainly do hope this does expand in future years. I see great opportunities with it in trying to encourage and bring Inuit into that workforce, and to provide them with that preapprenticeship training and eventually get them into working into the apprenticeship program and be recognized as professional trades people. Thank you, Mr. Chair.

Chairman: Ms. Quassa.

**Ms.** Quassa (interpretation): Thank you, Mr. Chairman. It is something that is very positive, training more Inuit to get into trades programs.

(interpretation ends) Now I would like to direct my question to NCC. The Auditor General's report indicates in paragraph 63 that:

"Nunavut Housing Corporation officials informed us of several factors impacting

construction in the territory, including a lack of qualified personnel such as those in the trades."

What specific actions is NCC Development taking to provide apprenticeship and training opportunities to Nunavut Inuit? (interpretation) Thank you, Mr. Chairman.

Chairman: Mr. Synard.

**Mr. Synard**: Thank you, Mr. Chair, and thank you to the member. As my colleague had mentioned a number of moments ago, one of the first initiatives that we have started is this pre-trades training program. We feel that one area that we identify with a lot of individuals considering going into the trades, many times they would show up on a job site and were not fully prepared to be on that job site, and so this 10-week program that we have been rolling out, it's showing a lot of success, albeit we've had some individuals as well that went into this program and realize that the trades weren't for them, but then they went on to find other career paths. I still think there's success within that, as well.

I really think it's starts at the core, and I would like to see as Nunavut 3000 continues, that much of this work could start happening within the school system as well, because having individuals introduced to the trades at a young age will help gather that interest, as well.

And then there are other programs out there, like Skills Nunavut, as an example, introducing a lot of our youth into the trades. It is these types of programs that hopefully, and I think now one of the largest things that Nunavut 3000 has brought is that hope for continuous employment.

During my time in the north, I've seen the ebbs and flows of construction and it is often challenging for individuals wanting to enter into the trades, because our community might have a project now, but it could be five years before we see another project in our community.

With this type of buildout and the continuous work that's here, that's coming, the opportunities for items like maintenance work and that sort of thing going forward, I think the foundation has been set with big buildout like Nunavut 3000, plus all of the other work that is happening throughout that territory.

Having that pre-trades training is the first step of many that individuals will go through to ultimately arrive at a full-time career within the trades. Thank you, Mr. Chair.

Chairman: Ms. Quassa.

Ms. Quassa (interpretation): Thank you, Mr. Chairman. (interpretation ends) How many Nunavut Inuit are employed by NCC Development as skilled, semi-skilled, or unskilled labour on Nunavut 3000 public housing construction projects? (interpretation) Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Synard.

Mr. Synard: Thank you, Mr. Chair. I don't have the exact number in front of me. The one number that I can share today is 50 of the individuals that have gone through pre-trades training are currently employed.

I would say our number as of today is in excess of 100, because outside of the Nunavut 3000 program, we're doing many other types of projects throughout the territory, as well. And we also have Inuit hired within the communities working on Nunavut 3000 that didn't go through the pre-trades program as well. Thank you, Mr. Chair.

Chairman: Ms. Quassa.

Ms. Quassa (interpretation): Thank you, Mr. Chairman. (interpretation ends) On June 16, 2025 the Nunavut Housing Corporation issued a news release concerning the 2025 Nunavut housing forum. The news release indicated that the corporation "signed construction contracts with Birchcliff Development and Arctic Fresh Projects to advance community-led housing."

To what extent is NCC Development partnering with either or both of these companies as part of work being undertaken under the Nunavut 3000 Strategy? (interpretation) Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Synard.

Mr. Synard: Thank you, Mr. Chair, and thank you to the member for the question. In respect to the announcement that was made by Nunavut Housing Corp. in June, those two initiatives are not connected to NCC Development at all. These are initiatives that NHC are working on with these two organizations.

I do want to note, however, that we have been working with Arctic Fresh in securing them in delivering some of the units within the communities that we are currently under contract with, and we are in discussions with Birchcliff as well about advancing some of those construction projects also. Thank you, Mr. Chair.

Chairman: Thank you. Just before I go to the next name on my list, I have couple of follow-up questions. One, Mr. Synard, you just mentioned that in excess of 100 Inuit working on your work crews. How many people in total are employed by NCC? I am looking at it as a ratio. Is it like 20 per cent Inuit, 10 per cent Inuit? Mr. Synard.

**Mr. Synard**: Thank you, Mr. Chair. So just on the Nunavut 3000 initiative, one of the things

with the discussions with Nunavut Housing Corp. in the beginning and the eight beds or accommodations that they would supply, one of the goals there were, Mr. Chair, to purposely bring in less individuals from outside jurisdictions to encourage more of that local labour.

So on the Nunavut 3000 program we're bringing in eight qualified people to assist with training, development, and building, and then have the dependence on individuals within the communities to help deliver on these projects.

It's a question for HR, but I would say with NCC as a whole, we're probably in the vicinity of 220 to 230 employees. We have in excess of 100, and we probably have another 25-plus more that are Nunavut residents as well. Thank you, Mr. Chair.

**Chairman**: Just one more before I pass the torch on.

You also mentioned that the Nunavut Housing Corporation Nunavut 3000 are not your only projects. A two-part question: When we see some of the delays that have been incurred to date and the cost again the longer things take the more expensive it gets.

What type of impact are these other projects having on meeting the commitments and obligations of the current contracting of Nunavut Housing Corporation? And the eightbed units, the two modular units that are used for housing projects, are those also used for other projects other than Nunavut Housing Corporation? Mr. Synard.

**Mr. Synard**: Thank you, Mr. Chair. The units that are supplied by NHC are used solely for the purposes of the delivery of the Nunavut 3000 program and are not being used for any of the other NCC projects that we are delivering.

Are these other projects having an impact? In general, to a certain point they would, but it's not just NCC's projects. As many of you know and are aware, as an example we have distinct restrictions when it comes to foundations, for instance, for our type of buildings that we build. For the most part we see piles and we see a space frame that everyone would be familiar with, or pads and wedges.

When you think about that, one of the issues that we run into within communities would be, if it's a pile foundation, there's only one pile contractor. They are not only working for Nunavut 3000 or NCC Development, they are working for every other contractor within the territory. So they had their limitations with the volume that's there.

When we go to alternative foundation methods, many a times we're met with the challenge of granular.

The volume of work that is occurring in the territory right now, as much as it can complement each other, it can help slow it down a little bit as well. As these hamlets are growing, as an example, you're bringing in all of this equipment, there's only so much capacity to help maintain that equipment, repair that equipment.

I would say that there is an impact, but from NCC's point of view, one of the things that we have done is we have segregated a complete, separate team of employees for Nunavut 3000 to ensure that we can meet our expectations of the contracts that we hold, and then we also have a separate group that will take care of the non-Nunavut 3000 projects, because again, we have to respect those clients and the types of work that we're doing. Thank you, Mr. Chair.

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

Mr. Simailak: Thank you, Mr. Chair. Good afternoon again, all. To Nunavut Housing Corporation, to date, how much has Nunavut Housing Corporation paid out to NCCD to date since Nunavut 3000 began? Thank you, Mr. Chairman.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. I thank the member for the question. Due to the nature, I'll walk through the detailed numbers; again, this was in the procurement and contracting overview document that we published on our website.

In 2023 we entered into a contract with NCC Development for the supply and labour for 150 public housing units in eight communities, and the original contract value mentioned was 105 million, and with change orders to date we're at a revised contract total of 125 million, And I should note, as per the time of this report being generated, so this is a few months old.

Out of that contract value of 125 million at that time, a number of months ago, the total progress payments to date was 100 million.

Then we entered into a contract for 166 units the following year, and that's also in that report that we published online. That was for 166 units across 17 communities. The original contract value was \$134 million; \$9 million in change orders, so a revised contract total of \$144 million. Out of that revised contract value of \$144 million, \$87 million in progress payments have been paid to date. Thank you, Mr. Chair.

Chairman: Thank you. Mr. Simailak.

**Mr. Simailak**: Thank you, Mr. Chairman. I think it was mentioned earlier, but for clarification and to refresh my memory, the monies paid up front was to help pay for

materials, building materials and equipment like telehandlers, trucks; is that correct? Thank you, Mr. Chair.

Chairman: Thank you. Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair, and I thank the member for the follow-up. Yes, that's correct. Typical with most major capital construction contracts with the Government of Nunavut, progress payments are made so at the front end materials are sourced and eventually they are arriving into communities.

Materials can represent in the neighbourhood of 45 per cent, give or take, of the value of a contract. And then you also have the shipping costs, which is becoming more and more expensive. And then you have the cost of foundations and site work.

All of those things combined, prior to somebody seeing a new unit framed, starting to be framed out, all of those particular cost items combined can easily be in the neighbourhood of 60 per cent and 65 per cent of the contract value. Obviously it varies, but rough percentages.

So a lot of times even we get to the stage where the materials have arrived and maybe the site work has been undertaken, and maybe foundations and you'll see some bigger values of progress payments. Those are the types of things that I think are reflected those numbers that I shared in my previous response. Thank you, Mr. Chair.

Chairman: Mr. Simailak.

Mr. Simailak: Thank you, Mr. Chairman. Thank you for the responses. Staying with Nunavut Housing Corporation, I'm wondering, has the corporation reached out to other contractors in Nunavut offering these same benefits that NCCD is receiving from NHC, to

see if they can build at \$755 per square foot? If not, why not? Thank you, Mr. Chairman.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. We had originally the conversation earlier today, talking about trying to not only reduce the cost of construction, but maybe leverage the value that the government receives or in essence the communities receive. A few of the innovative approaches we spoke about earlier today, whether it is us coming to the table and saying, maybe we will provide accommodations, instead of us paying a big amount of money and never seeing any kind of returns.

I think the vehicle thing is more of a one-off because we are not going to need a telehandler every year in every community.

The question about do we have an opportunity to do that with other bidders, absolutely, and we currently are. A number of our contracts, our contract with Birchcliff to build 24 units that were completed this past spring, and the 46 units that are in construction right now. Similar arrangements in terms of providing some accommodations for their skilled workers in order for us to get better value and increase the number of units we are building.

We are certainly open to that across other potential areas. I don't know if we have the ability and the inventory to do it; at some point we would run out of that inventory, but it's not the kind of thing we envision. It's only something we would do with a certain builder. I think it's something we're trying to do to leverage value, not just with NCC but with other builders.

While I have the chance, I will mention that around procurement activity and procurement approaches, certainly for many, many years the government, whether it was through housing corporation and through Canadian government services, the normal, traditional public procurement activity was to go to public tender and to award to that low bidder. We're certainly taking some maybe alternate and innovative approaches, but we are still doing that as well. So we haven't said, okay, we are never public-tendering anymore.

In 2022 we did a additional tender, and that's when we see, and again, this is reflected in the document that we are referencing here on the contracting overview, but we saw low bids in some of those tender packages at 900 a foot and a thousand a foot and we cancelled because we thought it was unaffordable and the escalation of price was unattainable.

We did a public procurement and we ended up cancelling. The following year we did another public procurement, very similar, and the results were even higher; we had low bids in the area of \$1,200 a square foot, and in one case in one small package it was \$1,500 a square foot and we cancelled.

Then the subsequent year we went out another public procurement, and it was a request for proposals from public bidders who were interested in either stick build or supplying modulars, and from that we have master supply agreement, or a master supply list, almost something comparable to a standing offer, and each year we will have an opportunity. The 54 modular units that we procured that summer were through that public procurement vehicle.

So we went to entities on that master supply agreement and said please provide a proposal to build 54 modular units, and we ended up awarding to I think it was five different modular companies.

We'll continue to do a whole variety of procurement activities and approaches to try to get good value for money, and to also have an opportunity to get a sense of where are the best price is coming from. Thank you, Mr. Chair.

Chairman: Thank you. I you would just like to follow up with Mr. Devereaux. You're saying there are all these different companies that you're dealing with, and to me it occurred to me. When we look at Inuit employment numbers, there are standards within most contracting, oftentimes done by community, because we have taken a look at the market availability and labour availability.

When you're doing a contract with somebody such as NCC or Birchcliff and there's a block of units that are associated with that contract and sometimes maybe numerous communities, are there standard levels of Inuit employment expectations through these contracts? Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. Yes, very similar to other types of contracts that NCC would have led in the past or that other departments led as well. There are contractual obligations in terms of minimum Inuit employment levels. Thank you, Mr. Chair.

Chairman: Thank you. Sorry, do you have what those numbers are? Again, like I said, usually it varies by community, but if there's a standard block across the board I would be curious to know what that minimum threshold is. Mr. Devereaux.

**Mr. Devereaux**: Thank you, Mr. Chair. It varies by community, by contract, similar to other GN major capital contracts. A variety of things go into consideration on that target.

I believe, it's my understanding with the NCC contract, I believe we were in the range of 30 per cent Inuit employment. I think we were in a comparable range with Birchcliff for Iqaluit. I think it might have been slightly less than the 20 per cent range, but in those examples of the

three or four contracts that we're speaking about here, those were the target Inuit employment levels. Thank you, Mr. Chair.

Chairman: Thank you. Mr. Simailak.

**Mr. Simailak**: Thank you, Mr. Chair. And for a bit more clarification around these other contracts or requests for tenders or proposals that are coming out, is the corporation also offering, let me word it better here.

Is the corporation offering eight beds for the contractor to use, offering to buy two pickup trucks for the contractor to use, perhaps offering the contractor to use the man lifts or the telehandlers that are currently under NCC's use, is that being offered for these other requests for proposals that are coming out? Thank you, Mr. Chair.

Chairman: Mr. Devereaux.

**Mr. Devereaux**: Thank you, Mr. Chair. Certainly that is a possibility, that in some of those cases, those considerations, if we were to have that inventory, would be offered up through those future engagements if we do proceed with them. So I would say yes on that.

The vehicle one is a little bit more difficult to know whether or not we would consider offering it, but I think it is quite possible. If we had a bid submission and we see in the bid submission they were carrying a significant value for their equipment cost, and we looked at that price and said well, we have a telehandler and a work truck, and we said maybe we'll remove that and we'll safe that money because we could provide one, I think we would be open to that, if it draws value. So I am certainly not thinking that we wouldn't do it, but it would probably come down to looking at each situation and considering if there is a value proposition to undertake that.

And also do we have the inventory, depending on how many units we're building, how many contractors are involved, do we have the opportunity to provide some of the beds in terms of that contract.

If we don't we end up paying the cost that they are going to bid to us for a temporary accommodation, which is not unusual. It is in the neighbourhood of 350 to 400 dollars per day per worker, over the life of that project. So it becomes a very big number.

Where there's an opportunity for us to achieve some of the savings associated with that number by saying we can provide some of that, and that money we save we'll spend on building more houses, I think we would continue to do that, where that's possible. Thank you, Mr. Chair.

Chairman: Mr. Simailak.

Mr. Simailak: Thank you, Mr. Chairman. Moving along to my next question, we currently have stick build and these new modulars that are coming in. What was the square foot cost for these modulars coming in? Thank you, Mr. Chair.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. There are a couple different components. Again I am having to mention previous responses. This is new to us, so we're still gathering stronger understanding and knowledge around modular delivery, because oftentimes there are different contracts involved. Some of the suppliers out of southern Canada, the contracts that we entered into was really for them to provide with us that unit, FOB, the marine port in Quebec. And then we took on the responsibility of shipping from Bécancour to Baker Lake or wherever.

Then we had to start getting into contracts for the installation, and because modulars are newer, it's a newer type of labour and so we don't have five contractors who have been doing modulars for 20 years. We're still going through that. We have lots of great information on, it's kind of straightforward information on what the cost is with the modular manufacture, landed in the marine port in Quebec.

And without getting into specifics, we have we've seen that cost range anywhere from 325 to 375 dollars a square foot up to maybe \$400 a square foot, depending upon the units and the size of the unit. So that's a really good starting point, and then we have to pay shipping on top of that. It's not unusual depending on the size of the modulars and how many pods that are broken up, that that modular cost could be in the neighbourhood of 50 to 70 dollars a square foot.

It lands on the beach in the community at the high water mark, and we're probably in the neighbourhood anywhere around the \$450 a square foot. Then it becomes what's the cost of transportation to your site; what's the cost of foundation; what's the cost of that site in terms of granular. And we're typically not doing steel pile foundations, we're doing above-grade foundations, which means we're putting more granular in.

And then what's the cost to pull them together, to install the exterior sewage tank and the fuel tank, to put in the stairs, those kind of finishing items, and get the electrical permit pulled and completed.

So we're still gathering that information, and in some cases we're anticipating that these modulars will be coming in in the range of six to seven hundred a square foot. I think there are going to be other examples where it's maybe higher, especially if there was a premium cost associated with the site and with gravel.

This year, with the 54 units, we put out a number of public tenders for the installation, and we had some good prices in Baker Lake and in Rankin Inlet, and then we got some much higher prices in some other communities where there was a smaller number of units. So we're still feeling that stuff out too, and trying to understand it.

I think there is a great opportunity, typically coming out of the manufacturing plants. It's a strong number. Like I mentioned we see many vendors building these at 325 to 400 dollars a square foot, and landed at the port in Bécancour. Thank you, Mr. Chair.

Chairman: Mr. Simailak.

**Mr. Simailak**: Thank you, Mr. Chairman and I thank Mr. Devereaux for the response.

If I read the news correctly, the modulars for Baker Lake and Rankin Inlet were free shipping. Agnico Eagle jumped in there and helped us out, which I was very appreciative of. They are good corporate citizens. Thank you, Agnico Eagle.

Moving along to my next question regarding stuff that was mentioned earlier about freight, Mr. Devereaux. There's the ship costs, ocean vessels. I'm assuming regular schedule flights are involved with Nunavut 3000 to get some materials up and about, and people travelling as well, contractors and whatnot. Is air charters also being utilized for Nunavut 3000? First question, thank you, Mr. Chair.

**Chairman**: Mr. Devereaux or sorry. Mr. Devereaux, yeah.

**Mr. Devereaux**: Thank you, Mr. Chair, and I thank the member for that follow-up. When you think of some of the examples that we spoke of earlier in terms of providing temporary

accommodation, or in some cases looking at the vehicle, we're not involved in any way in providing seats on charters, so I think various contractors probably predominantly use scheduled flights to bring workers to their construction sites, and I can't speak to it, but there might be times they use charters as well. I'm going to guess it's a mix of both.

We don't really have any line of sight into that and we haven't looked at that as an area we might get involved with. I don't have too much to add to that. Thank you, Mr. Chair.

Chairman: Mr. Simailak.

**Mr. Simailak**: Thank you, Mr. Chairman. To NCC, have you guys used air charters? If so, how many times? Thank you, Mr. Chair.

Chairman: Mr. Synard.

Mr. Synard: Thank you, Mr. Chair. At the onset of Nunavut 3000 and when we were starting to mobilize in communities, we worked with a chartered airline to see if we could realize costs savings, again, just in the whole arena of trying to save dollars. The unfortunate part was we realized after trying this for about six months that, although the air charters brought a significant amount of convenience for moving individuals around, we deemed it was not feasible from our side to do it, to move the individuals around.

There are a lot of limitations around charters. As you can appreciate, some communities have smaller runways which restrict the type of aircraft that can land. When you're bringing in skilled trades from southern locations, again, we have reduced that number to eight and we would never turn over eight people at one time. So the amount of people that we had to move at any given time from one community, we quickly realized that it wasn't the most feasible way and we have reverted back to using regular

scheduled flights, and continue to do so today. We've been doing that for over a year now. Thank you, Mr. Chair.

Chairman: Mr. Simailak.

Mr. Simailak: Thank you, Mr. Chair. Thank you, Mr. Synard. Staying on NCC, those charter flights that have not been feasible, who ended up bearing the cost? Was that absorbed by NCC or was that charged back to Nunavut Housing Corporation? Thank you, Mr. Chair.

Chairman: Mr. Synard.

**Mr. Synard**: Thank you, Mr. Chair, and thank you to the member for the question. As part of our contractual obligations those costs were borne by NCC Development. Thank you, Mr. Chair.

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

Ms. Brewster: Thank you, Mr. Chair. The Auditor General's report indicates on paragraph 63 that the Nunavut Housing Corporation's officials informed us that securing land would become an issue in future years. I'm wondering what specific issues are impacting the corporation's ability to secure land. Thank you, Mr. Chair.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. They vary by community. In some communities the challenges and limitations are much less, and in others they are more acute. The types of examples of challenges would be existing land ready for development. So that land that the hamlet who has that responsibility of developing land in the communities that they have undertaken a community plan and surveyed lots out, and are starting to put in roads and drainage and, extend power lines and

doing that kind of servicing to open up additional lands in the community. Some are further ahead than others.

And then another challenge that you see across some communities is part and parcel to that type of land development and servicing is really the availability of that granular material to do that. And then subsequently we come in the back end once the land is ready for development, and in some cases require significant amount of gravel to put a pad down. So where there are granular availability challenges, that is another one. Both of those, they are challenges. There are so many challenges in construction, I think, that are familiar to people.

And then it becomes how are you going to mitigate, how are you going to plan to resolve some of those challenges. Part of the strategy was to outline targets that gives municipalities some time to look ahead and say, maybe I'm going to work towards trying to get 10 or 20 new lots opened up in Igloolik or another community, and spend 12 or 24 months to undertake that work and to finance that work.

It does vary by community and those are the more typical types of challenges that some communities face. Thank you, Mr. Chair.

Chairman: Ms. Brewster.

**Ms. Brewster**: Thank you. I'm just wondering how many land leases currently does NHC hold, or have access to. Thank you, Mr. Chair.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. I don't have an exact number. We have an awful lot, considering the size of our portfolio, with 6,000 public housing units and 1,800 GN staff housing units, less the ones that are leased. We

would have a significant number of land leases in housing corporation's name.

Certainly for the active construction projects we have, so we speak about the 166 units NCC is under contract for, or the 150 units the year prior, or the 46 units being built here in Iqaluit, we will have those land leases as well. But I don't have an exact number, but it's thousands and thousands. Thank you, Mr. Chair.

Chairman: Ms. Brewster.

**Ms. Brewster**: Thank you, Mr. Chair. Can I get an idea of how many of those are land leases, like empty lots that are ready for development? What I heard from that response is that you do have the land leases for the work that is currently being done, and whether or not that's a barrier. Thank you, Mr. Chair.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. I'm not sure I understood the question clearly. I thought I heard does housing corp have leases on land that's sitting empty, and the response to that would be yes. Over the last two years we have been working closely in partnership with NAM and with NTI and through the Lands For Homes initiatives, to really do that land-ready assessment and gap analysis.

Part of it was not only looking at what vacant lands the municipality has in their portfolio but even what vacant lands we have, historical lots that maybe have a unit on that could have been demolished on 10 years ago or 20 years ago. We did a good inventory of that. We have a good system capturing that right now.

I think certainly, including this year and in future years as we build out these aggressive targets, it will be a combination of us, and I think we will exhaust any of those lots that I am talking about that are more historical leases

sitting there empty, I'm pretty sure we will exhaust the majority of those in the coming years and we're doing some this year.

Great opportunity for us, because then we're not investing crazy amounts of money into gravel and lot development. So it's very much on our radar to use those lots as well as seeking leases on new lots. Thank you, Mr. Chair.

Chairman: Ms. Brewster.

**Ms. Brewster**: Thank you for that response. Just really quickly, is Nunavut Housing Corporation subleasing any of those lots to other entities, whether it's a group that's getting ready to develop an elders facility or elders housing, or any other kind of socially oriented housing development by community groups. Thank you, Mr. Chair.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. As I mentioned earlier, we have thousands and thousands of leases. Let me kind of answer in a couple ways. One is, I'm not aware of subleases we have in our old or historical leases, but if the question is more directed towards something that may be newer, something that's kind of right here and now, then certainly we're in discussion with a couple of not-for-profits here in Iqaluit on where we may be able to, if possible, so we're not there yet, create a lease, a sublease from housing corporation to that entity to help support them in the creation of housing units. It's something we're in active discussions on, but we haven't concluded any of those at this point in time. Thank you, Mr. Chair.

Chairman: Ms. Brewster.

**Ms. Brewster**: Thank you for that. I think those are really important endeavours to support in any way possible, and I'm in favour of that.

I would just like to go back to the issue of the granular supply and just ask how is NHC working with the Department of Community Services – I was going to say Community and Government Services – Community Services to address this issue of the granular supply. Thank you, Mr. Chair.

**Chairman**: Thank you. I'm still getting used to the names of the couple of new departments as well. Mr. Devereaux.

**Mr. Devereaux**: Thank you, Mr. Chair. If I could, through you, ask our vice president of infrastructure to provide a response to that question. Thank you, Mr. Chair.

Chairman: Thank you Mr. Devereaux. Sorry, I didn't see Mr. Clark's hand come up until I had already passed the mic to you. Mr. Clark, go ahead, please.

Mr. Clark: Thank you, Mr. Chair, and I thank the member for the question. We have a working group within Community Services so that we're collaboratively working together based on the Land For Homes report that identified the communities that have challenges with granular supply. So we're looking at what funding opportunities are there, what we can do to give better visibility so they can get ready.

We're still at the early stages of that and we hope to be able to resolve some of these issues as we move forward. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chair. We heard earlier some capital expenditures for operating equipment that are being taken on by NCC Development in order to ensure that housing is built in certain communities. Is there any thought or any endeavours to also make

those kind of purchases related to granular supply? Thank you, Mr. Chair.

Chairman: Mr. Devereaux.

**Mr. Devereaux**: Thank you, Mr. Chair. Nunavut Housing Corporation right at this point in time, we don't have on our radar to contemplate getting into the granular production space. Very much a municipality responsibility.

The Department of Transportation and Infrastructure, they do work closely with municipalities, and they have over the last number of years created a number of capital support programs to try to devise and support municipalities in some of their granular challenges. So I would say right now that it's not on our radar to possibly try to take on that responsibility. Thank you, Mr. Chair.

Chairman: Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chair. I'm happy to hear that. I would just like to go back to the land acquisition issues, just to get a bigger understanding of the steps that are being taken. We have heard a bit of an overview, but I would like to hear more about if NHC is working with the partners and which specific partners to address that issue. Thank you, Mr. Chair.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair, and I thank the member for the follow-up. A variety of the key stakeholders, one of the main ones would be the municipalities and NAM, the Nunavut Association of Municipalities and the support they give to our 25 communities. The Department of Transportation and Infrastructure or Community Services, I know they have lumped some of responsibilities into the new department. So a variety of

stakeholders I think contemplating some different strategies on how to address where there is granular shortages.

The types of things could be simply just fast tracking, getting out to find additional sources of quarries in the community, and maybe one is a few miles out of town and needs an access road to get to it. Other communities might need more granular crushing material because that aggregate supply needs to be crushed and is not readily available. So very community specific.

The types of involvement we have is being a part of that working group that's trying to solve some of those more acute granular issues in certain communities. Thank you, Mr. Chair.

Chairman: Ms. Brewster.

**Ms. Brewster**: Thank you, Mr. Chair. The Auditor General's report indicates at paragraph 64 that a major funding agreement with the federal government will end after the 2027-2028 fiscal year. I'm wondering what is the status of extending the existing agreement, or negotiating a new agreement. Thank you, Mr. Chair.

Chairman: Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair, and I thank the member for the question. It's a timely question because the status on that is very much front and centre across 13 provinces and territories. In the last three weeks I've probably been on three different meetings with federal-territorial-provincial counterparts.

There is an FPT meeting actually next week, with the federal minister, and one of the biggest agenda items on that FPT is the renewal of the National Housing Strategy, a 10-year strategy that ends in 2027-2028. Every province and territory is eager to understand from the federal

government if they are having considerations to extend and renew that particular strategy.

I'm hopeful that the federal government does consider an extension on the National Housing Strategy.

And for perspective for the audience, right now each year we probably have about a \$20 million contribution that National Housing Strategy that goes into our capital construction program for public housing units. So it will be really important that we can continue to maintain that level of investment or hopefully increased investment from the federal government, to help support our aggressive build targets.

Maybe I'll just add before I close, one other encouraging and very interesting potential funding program from the federal government is the announcement of Build Canada Homes. That's at the very early stages. I anticipate in the fall budget at the federal level that there will be more discussion and disclosure on the ramping-up of that program, and hopefully, we've had pretty favourable discussions with our federal partners specific to Nunavut 3000, and the goals and aspirations and the federal funding that we are seeking. I think folks are familiar. We have sent a couple of funding requests to the federal government to the turn of about \$250 million.

We're hopeful we'll see something come out of the Build Canada Homes, in addition to also trying to see an extension of the National Housing Strategy come 2028. Thank you, Mr. Chair.

Chairman: Ms. Brewster.

**Ms. Brewster**: Thank you, Mr. Chair. The reason I ask that question is because we know that Prime Minister Carney has announced a number of austerity measures, and he has asked

federal employees to look into their programs and see what they can claw back.

I'm concerned about how that will impact Nunavummiut, because there is potential that all sorts of programs can be cut. And so I would just like to hear, in as much as you are able to share, knowing that FPTs are cut, you wouldn't necessarily disclose what you're discussing at those tables, but I would like to hear about how, what approach is being taken to ensure that the needs that Nunavummiut have are not part of the austerity clawbacks.

We know that the federal government has clawed back the Jordan's Principle funding that has had a huge impact on Nunavummiut, and if the federal government is willing to take food off the table of Nunavummiut, then I don't feel secure that they won't being wiling to take the roof from over our heads.

If I can hear from you what the approach is, and how likely it is that you'll be successful in receiving that National Housing Strategy money, again, which was \$250 million, is that what your ask is. And what would the ask be under the Build Canada Homes fund, and what's the potential there. Thank you, Mr. Chair.

**Chairman**: Mr. Devereaux. Thank you, Mr. Chair. There's a lot of questions.

I think the federal-territorial-provincial, that group is really a lobby group and collectively they try to put pressure on the federal government to achieve some of their shared interests. As I mentioned, one of the top ones is the renewal of the National Housing Strategy. That strategy, as was mentioned, over a 10-year period was giving us \$25 million a year, over a 10-year period.

Out of that 25 million, 20 million every year we were putting towards our public housing

construction bills. I believe the other 5 million we were putting into some repairs of existing units, things like that.

That's front and centre, and hopefully the federal government will look at extending and/or renewing the National Housing Strategy funding. I can't give you any line of site into that happening.

In terms of our other ask, the \$250 million, that was more of a one-time capital ask, when we show the proposed build-out of 3,000 units and some of the existing funding because there has been tremendous funding coming from the Government of Nunavut. And the federal government knows that and sees that. From their perspective, they are like, okay, Nunavut, the government is putting their money on the table, and I hope that they step up as well.

I will say we've been getting favourable feedback over the course of the last three months, especially as the federal government is looking at this Build Canada Homes ramp-up. But I have no line of sight on the probability of whether or not we'll have an announcement, or what amount of money possibly could be announced, or if austerity measures, which I understand just came up in the last day or two at a federal cabinet meeting, I don't think there's a whole lot of information.

The initial conversations that I heard was that austerity was more about finding government efficiencies, and some of those austerity savings going towards infrastructure builds. In our case, somebody sitting in a local housing corporation, that's a good sign for that because this particular prime minister's slogan was "Build Baby Build", and certainly seems to be constantly talking about infrastructure investments, which is so desperately needed.

I don't have a lot of additional insight into the probability of those fundings, but we are in

constant discussions. And those discussions have been favourable in the last few months. And we'll probably have a better, I think, in short order, as the federal government does their budget this fall and then starts to make informed information sharing on Build Canada Homes. Thank you, Mr. Chair.

**Chairman**: Thank you. I have no more names and we are nearing the end of our day. I have one clarification I would like to get from Nunavut Housing Corporation.

On the RCMP units that are being built, is there a cost-share component to that? Who is ultimately responsible for paying for those projects? Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. No, there's not a cost-sharing to that. We're acting as a delivery agent, and we're receiving revenue to deliver that project, like a project management revenue to do that, that perhaps they would have paid somebody else. But we're not. We don't have money that we are contributing towards those capital projects. Thank you, Mr. Chair.

Chairman: Thank you for clarifying that. Before I go to closing comments, I would like to give either Mr. Hayes or Ms. Schwartz an opportunity. I know you haven't really been as engaged this afternoon as we've had Nunavut Housing Corporation and NCC Development have been the focus this afternoon, but I would like to ask if there was anything that jumped out at you with our discussions this afternoon that you think that the committee should be especially aware of. Mr. Hayes.

Mr. Hayes: Thank you, Mr. Chair. In relation to the Nunavut 3000 Strategy, the only thing I would say that we haven't covered is the importance in the reporting about separating the types of housing units so that it is clear and transparent. I think one of the members was

going down that line, and that was one of the root causes for one of our recommendations.

I think we heard loud and clear the interest in us doing more work on this in the future, and we're taking that back as we think about our future audit plan.

I'm just checking. You will move to closing remarks soon? Okay, after that. Thank you, Mr. Chair.

Chairman: Thank you Mr. Hayes. I'll give you the last word. I'll start with Mr. Synard. If you have any closing comments that you would like to provide to the committee. I know we talked and there was one thing you wanted to mention. Go ahead, please.

**Mr. Synard**: Thank you, Mr. Chair. On behalf of NCC Development and my colleague here, we really appreciate the opportunity to be here. I think there's a lot of challenges out there that we're trying to solve, and I certainly respect the work of the committee members in regards to the accountability piece.

NCC being 100 per cent Inuit owned, I was very proud to be a part of this, and yes, it has been challenging, but going back to when the master partnership agreement was signed, we were asked by a reporter about the challenge of trying to go out and build all these homes, and I said what's more daunting or challenging is the conditions that the people are living in throughout the territory. It's something that we've all seen firsthand, and we're happy to be playing a part in that.

In recognizing that, the importance of these hearings, of the Office of the Auditor General's report, I would like to say that we're an open door at NCC to any of the members of this committee between myself, Juanie, and our many other colleagues at NCC, we're happy to take your calls, your e-mails and to answer any

questions that you have; maybe not only today, but also into the future of Nunavut 3000 as we continue to deliver on the units that we are currently responsible for. So *nakurmiik*, and thank you again everyone.

**Chairman**: Thank you, Mr. Synard. Mr. Devereaux.

Mr. Devereaux: Thank you, Mr. Chair. In terms of closing comments, just want to extend our appreciation to the standing committee, and thankful for the discussion over the past two days, the feedback from all members. We'll take that and learn and grow and take some of the feedback and look at how we can adapt it to our action plan. So thanks to the standing committee.

Thanks to the Office of the Auditor General for their findings, their recommendations, and some of their guidance. We do take that to heart and hopefully over the coming months and/or years we can demonstrate progress relative to the action items listed in our plan.

Thanks to the colleagues here today that and yesterday that have appeared before the standing committee, as well as all the staff from the corporation and our 25 LHO partners. We have amazing staff that deal with difficult and challenging issues on a day-to-day basis, and share in that vision of trying to make improvements and trying to increase the supply of housing so they can make a dent in their waiting lists and help people in their communities who are in difficult situations with the lack of suitable and available and affordable housing.

So to the staff across the territory in our LHOs, a great appreciation and much thanks. Thank you, Mr. Chair.

Chairman: Thank you. Mr. Hayes.

**Mr. Hayes**: Thank you, Mr. Chair. Before I start a few closing comments, there was some unfinished business from yesterday.

There was a question about how many representatives from local housing organizations attended our briefing session towards the end of the audit, and the answer to that question is 17 out of the 25 were present at that briefing session.

In closing, I would like to just mention that our findings and recommendations relate to the Nunavut Housing Corporation's monitoring and oversight of the public housing portfolio, from new build to ongoing management of public housing.

As we have emphasized, the Nunavut Housing Corporation needs to have a clear picture of what is happening with public housing units. This includes progress with new builds, the allocation decisions made throughout the territory, the realities of the wait lists, and information on the maintenance of housing units. When we started this audit, there were 6,000 public housing units valued at \$790 million, and with the new public housing units that have been promised in the Nunavut 3000 Strategy, this will increase.

We're happy that the Nunavut Housing Corporation accepted all of our recommendations and has identified actions that they will take in response to those recommendations. I want to emphasize that those recommendations were designed to improve the rigour of the Nunavut Housing Corporation's processes, not to increase bureaucracy but rather to ensure that processes for allocations, maintenance of existing units, and new builds meet the needs and expectations of Nunavummiut.

I want to pause on that word, expectations. Government announcements create

expectations, like the ones about how many new houses are going to be built. Also, the public expects government to be fair and transparent. Rigorous process and documentation is a start. Those are the foundation blocks for accountability. But public trust and confident is built on transparency and timely information.

We strongly urge the Nunavut Housing Corporation to enhance their public reporting and transparency so that Nunavummiut have a clear picture and comprehensive picture of how many new public housing units are ready for occupancy every year, how much money is being spent, and how much money is needed in the future to complete its ambitious strategy and the allocations that are being made. These are all things that people care deeply about.

I want to take this opportunity to thank the committee for engaging with our audit work. We consider it an absolute privilege to be here to support the Legislative Assembly in its oversight of government, and we hope that our work helps to improve outcomes for everyone.

I would like to thank the interpreters for the incredible contribution that they make, and I would also like to thank the staff of the Legislative Assembly who make everything run so smoothly. It is always a pleasure to be here, and we look forward to being back in the very near future. Thank you.

Chairman: Thank you, Mr. Hayes. Hopefully this is not the last time I see you in this building. This is our final televised hearing of the 6th Assembly, so there will very well likely be some new faces for you the next time you're in this room, and like I said, hopefully I'm one of them.

At the same time, I would like to also remind members that tomorrow morning at 10 a.m. there's a management services board meeting, and at 1:30 in the afternoon there is a committee on legislation meeting at 1:30 in the Nanuk room.

I wanted to echo the thank you to the Office of the Auditor General and Auditor General Hogan. Hopefully we'll be able to see her in the near future as well, too. I know she does like coming up here.

I want to thank the witnesses very much for appearing before the committee the last couple of days. I do look forward to further correspondence. I'm sure there will be some questions that will be forthcoming from some of the members, possibly.

I would also like to take the time to thank the interpreters as well. Without them my job would be impossible, and also the staff that help us prepare for these things.

With that, I'll close the meeting out. Thank you.

>>Committee adjourned at 17:04