

COMITÉ DE PARTENARIAT ENTRE LES INUITS ET LA COURONNE

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Canada

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# Background

## The Inuit Nunangat Housing Strategy

The Inuit Nunangat Housing Strategy (INHS) was co-developed by Inuit partners and the Government of Canada (GoC) through the Inuit-Crown Partnership Committee and released in April 2019. The strategy sets out a common vision and direction to improve housing outcomes in Inuit Nunangat in line with rest of Canada.

The INHS sets out six (6) Strategy Actions to achieve the strategy's expected outcomes as follows:

1. Assess the effectiveness of recent investments in housing in Inuit Nunangat
2. Develop a long-term plan for direct federal housing investments in Inuit Nunangat
3. Enhance research, innovation, and statistics
4. Reduce overcrowding and reliance on social housing while increasing affordable housing options and improving housing quality
5. Enhance capacity
6. Enhance intergovernmental collaboration

Appendix A provides the detailed INHS Actions.

## INHS Inuit Priorities

Inuit are best placed to make decisions that affect Inuit, via Inuit-Crown approaches and through initiatives that respect government housing obligations that may exist in certain regions.<sup>1</sup> This principle is fundamental to achieving the shared goal of the INHS, which is to improve housing outcomes in Inuit Nunangat in line with the rest of Canada. Following this principle, the Inuit Housing Caucus, comprised of the four Inuit land claim organizations, Inuit Tapiriit Kanatami, and Pauktuutit Inuit Women of Canada, gathered virtually several times in May 2021 to further advance their thinking and to identify priorities for implementing the INHS based on what is important for Inuit. These discussions culminated in a common understanding of the INHS actions in order of priority for Inuit (see Figure 1).

**Figure 1 Inuit Priorities for the Strategy Actions**

Inuit Priorities		
1	Strategy Action 4:	Reduce overcrowding and reliance on social housing while increasing affordable housing options and improving housing quality
2	Strategy Action 5:	Enhance capacity
3	Strategy Action 2:	Develop a long-term plan for direct federal housing investments in Inuit Nunangat
4	Strategy Action 3:	Enhance research, innovation, and statistics
5	Strategy Action 1:	Assess the effectiveness of recent investments in housing in Inuit Nunangat
6	Strategy Action 6:	Enhance intergovernmental collaboration

1 Appendix B provides information about Inuit housing authorities and delivery mechanisms in Inuit Nunangat.

## What is Needed to Reduce the Housing Gap

Inuit-specific federal housing commitments totaling \$1.3 billion starting in Budget 2016 have established an important precedent for Inuit self-determination. For the first time, Inuit land claims organizations began receiving funds that would be used in each region to address Inuit housing needs. In addition to Budget 2016 commitments, Budget 2018 committed \$400 million over 10 years in distinctions-based Inuit housing funds. The Government of Canada's Budget 2022 Inuit-specific housing investment of \$845M over seven years for housing in Inuit communities complements and enhances our work together.

Inuit are delivering on the Government of Canada's housing commitments. Over the last four years, for example, the Inuvialuit Regional Corporation, Makivik Corporation, and the Nunatsiavut Government have together allocated \$192 million of the \$400 million Budget 2018 Inuit housing investment. These funds have been used to support a variety of Inuit-led programs in each region.

By December 2021, the Inuvialuit Regional Corporation had used Budget 2018 Inuit-specific housing funds totaling \$30 million to construct 29 units. This includes a 27,000 square foot, 17 unit apartment building to provide affordable rentals to Inuvialuit in Inuvik. This project is expected to be complete by the end of 2022 at a cost of \$12.5 million. In addition, Budget 2018 funding has been used to repair 115 Inuvialuit elders private homes, complete concept drawings, and assess and demolish 18 buildings in the region. Details regarding the IRC's role in housing delivery can be found in Appendix B.

By March 31, 2023, Makivik Corporation will have used Budget 2018 Inuit-specific housing funds totaling \$132 million to construct 300 Inuit housing units in Nunavik. The focus of Makivik Corporation's non-profit Construction Division is to oversee the construction of Inuit housing units in the region's 14 communities. Makivik Corporation is directly responsible for the construction of Inuit housing units in Nunavik in accordance with the Nunavik Housing Agreement. For further details on the role of Makivik Corporation in housing delivery in Nunavik, please see Appendix B.

By December 2021, the Nunatsiavut Government has used Budget 2018 funding totaling \$30 million to construct 20 units and repair 129 more. It has also allocated funds to land development and acquisition, shelter assessment and renovation, research, and planning for the establishment of the Nunatsiavut Housing Commission in late 2022. For more information about the Nunatsiavut Government's role in housing delivery, please see Appendix B.

This work is more critical now than ever. Distinctions-based federal commitments of \$1.3 billion since 2016 are less than half of what Inuit believe would be required to achieve regionally-determined housing objectives to reduce core housing need over the next 10 years. In addition, improving the quality and availability of housing to reduce overcrowding and the number of dwellings requiring major repairs is not enough. Inuit require new and improved programs aimed at expanding housing options in Inuit communities to increase opportunities for affordable rentals and homeownership and to improve access to emergency shelters and transitional housing.

Considering the whole housing continuum is key to ensuring the provision of sustainable housing for Inuit Nunangat across the housing continuum (Figure 2). Inuit require improved, flexible and, where possible, direct Inuit access to programs designed to reduce housing need and deliver related community infrastructure, which are to complement existing housing obligations where applicable.

**Figure 2 The Housing Continuum**



To accomplish this, there must be effective research and innovation, statistics gathering, and inter-governmental collaboration based on the recognition of the direct role of Inuit organizations as primary partners in addressing housing needs in Inuit Nunangat. We cannot lose sight of the transformative, whole-of-government policy agenda envisioned by the Strategy.

### Developing the Implementation Plan

While the INHS sets out a common vision and direction to improve housing on a long-term and enduring basis in Inuit Nunangat, the INHS also specifies that a detailed implementation plan is required to actualize the vision and deliver results for Inuit.

To co-develop the implementation plan, Inuit and federal partners participated in a series of virtual meetings in 2021 and 2022 to discuss how to advance the specific Strategy Actions, including principles for working together and the activities needed to support the implementation of Strategy Actions.

Inuit and federal partners recognize the need for provincial and territorial engagement to effectively implement elements of the Inuit Nunangat Housing Strategy. Inuit land claim organizations will engage with provinces and territories on an as-needed basis where they determine that strategy actions would benefit from provincial or territorial involvement<sup>2</sup>.

<sup>2</sup> In addition to ongoing negotiations or implementation items triggered by housing obligations, such as in the case of Nunavik.

# Strategy Implementation

## Principles for Strategy Implementation






Inuit and federal partners have developed clear principles for working together to implement the INHS. These principles are based on the *Inuit Nunangat Declaration on Inuit Crown Partnership*. Through discussion, Inuit and federal partners have operationalized these principles as follows as the basis for working together to implement the INHS:

1. **Co-developed and co-delivered:** co-developed and co-delivered by Inuit and Federal Partners, finding solutions that are agreed to using open and transparent communication between all relevant parties.
2. **Comprehensive and holistic:** implementation will be rooted to the big picture goals set out in the INHS.
3. **Innovative:** innovative partnerships and ideas will help advance the transformative agenda through new ways of working together.
4. **Achievable:** parties are committed to developing and implementing the actions to advance the INHS.
5. **Flexible:** implementation will be advanced when opportunities present themselves, even if those activities do not align perfectly with the implementation plan.

## Key Themes

Additionally, Inuit and federal partners have developed the following themes that clarify our ambitions for implementing the INHS as presented in Table 1.

Table 1 INHS Themes

Key Themes	What does this mean?
 <b>Transformative change</b>	The implementation of the INHS must draw on new approaches as the same policies, programs, and ways of thinking will not suffice if we are to reach our goals.
 <b>Holistic agenda for housing</b>	Closing the housing gap is interconnected with a broad range of socio-economic issues. The implementation of the INHS is not just about social housing as our aspirations are broader than that, to include housing solutions across the continuum of delivery models.
 <b>Distinctions-based funding</b>	Distinctions-based funding is the backbone of the INHS as it allows Inuit to determine how best to use the funds that meet their own needs in their own way. All other actions tie into ensuring distinctions-based funding happens.
 <b>FPT coordination</b>	Implementation of the INHS relies on federal, provincial, and territorial partnerships. Implementation requires an effective coordinated approach where Inuit can still lead.
 <b>Regional differences but a united approach</b>	Inuit needs are diverse across the regions/communities, but Inuit are united.

## Roles and Responsibilities

Successful implementation of the plan requires clarity around roles and responsibility. Table 2 summarizes the identified roles and responsibilities of each party involved in the Implementation Plan.

**Table 2 Roles & Responsibilities**

Roles	Responsibilities	Members	Frequency
<b>Inuit Housing Caucus</b>	The group composed of Inuit housing representatives from ITK, the Inuit land claim organizations, and Pauktuutit that develops common positions in relation to the ICPC Housing Working Group and the INHS Working Group.	ITK, IRC, NTI, Makivik, NG, Pauktuutit. Nunavut Regional Inuit Associations participate as observers.	
<b>ICPC Housing Working Group</b>	Accountable for co-developing and implementing the housing work plan.	Federal = CMHC (Chairs), CIRNAC (Chair), INFC, ISC, NRCan, Inuit = Inuit Housing Caucus	Meet according to the ICPC schedule
<b>INHS Working Group (INHS-WG)</b>	Co-chaired by ITK and CIRNA, and CMHC. This group is responsible for developing the implementation plan, coordinating the work and ongoing monitoring and evaluation.	Inuit = Inuit Housing Caucus Federal = CIRNA, ISC, CMHC, INFC, NRCan	Monthly to quarterly, depending on need
<b>Work streams (Smaller sub-groups)</b>	Focused task groups to develop/deliver on work associated with the INHS	This might be the whole INHS-WG or might be a sub-set of relevant members, including other partners when required	Develop their own meeting schedule/frequency depending on the work to be done
<b>Monitoring, evaluation learning team</b>	Responsible for developing the performance measurement / MEL framework. Focus on continuous learning model of sharing, learning, and adapting	ITK and CIRNA to lead this work	TBD



# Implementation Plan

## Summary of the Implementation Plan

Closing the housing gap in Inuit Nunangat is the top priority for Inuit, as depicted in Figures 1 and 3. The remaining Strategy Actions (1,2,3,5 and 6) are crucial to support and enable Strategy Action 4. Figure 3 illustrates this relationship between the Strategy Actions, with Strategy Actions 5 and 6 as enablers and Strategy Actions 1-3 as inputs.

Figure 3 INHS Strategy Actions Visual



## Detailed Implementation Plan

The following table (Table 3) outlines the third full draft of the INHS Implementation Plan. The Implementation Plan proposed in this document highlights the desired outcomes along with the key steps and timeframes required to achieve the desired outputs for the Strategy Actions set forth in the INHS. It integrates feedback on the previous drafts and includes initial indications of Lead and Support organizations, for review and confirmation by the INHS Housing Working Group. The implementation activities are further represented in a timeframe graphic (page 18) as well as a logic chain graphic (Appendix C).



**Table 3: INHS Implementation Plan**

Strategy Action	Outcomes	Timeframe (1-5 yrs)	Steps	Key Outputs	Lead / Support	Status
<b>Inuit Priority 1:</b> <b>SA 4. Reduce overcrowding and reliance on social housing while increasing affordable housing options and improving housing quality</b>						
<b>Action 4a):</b> Work in partnership to understand gaps and share best practices in housing programs and initiatives that support alternative housing options, the reduction of barriers to increasing alternative housing options and improving affordability, including energy efficiency	Inuit participation in program design and ongoing Improve housing options availability and access to Inuit	Year 1	<b>Co-develop new programs and/or changes to existing housing programs across the housing continuum in order to advance Inuit specific outcomes, including self determination</b> <ul style="list-style-type: none"> <li>Co-develop a plan for housing program reform (establishment of new programs, sunseting of programs, added flexibilities and modifications to ongoing programs), informed by Strategy Action 1 when available, as well as additional research on related initiatives (investment inventory; impact study). Examples of programs that could be included in the plan are: <ul style="list-style-type: none"> <li>CIRNA Housing Grant</li> <li>National Housing Strategy Initiatives (CMHC) such as, Rapid Housing Initiative, and Housing Accelerator Fund</li> <li>Reaching Home (Infrastructure Canada)</li> <li>Canada Greener Homes Grant (NRCAN)</li> <li>Establish program design / implementation sub-group(s) with GoC and Inuit expertise to create a process for ongoing communication and continuous improvement and to support co-development of new programs and/or program approaches (as required), drawing on existing communities of practices and supporting resources, where desired.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Program design sub-group(s)</li> <li>Co-developed Plan for housing program reform</li> <li>Co-development of new programs and program changes</li> </ul>	<ul style="list-style-type: none"> <li><b>Lead:</b> ITK, CIRNA, CMHC, NRCAN, INFC, ISC</li> <li><b>Support:</b> Inuit regions</li> </ul>	Initiated by ITK with CIRNAC (housing grant), CMHC, INFC (Reaching Home), and NRCAN (Canada Greener Homes Grant)
<b>Action 4b):</b> Explore and support the piloting of new or existing innovative solutions to increasing affordable alternative housing options and improving energy efficiency, and ensure programs aimed at innovative housing solutions are directly accessible by Inuit, including: <ul style="list-style-type: none"> <li>Identify and invest in innovative options to promote market alternatives to social housing</li> <li>Identify and invest in innovative and culturally appropriate housing designs to improve energy efficiency and climate change adaptability</li> </ul>	Improved housing designs and production Access to effective home ownership solutions	Year 3	<b>Explore opportunities to co-develop pilot projects as opportunities arise</b> <ul style="list-style-type: none"> <li>Develop a process to identify programs that support piloting of new or existing innovative solutions to increasing affordable alternative housing options appropriate for Inuit Nunangat</li> <li>Execute pilot projects</li> <li>Monitor and share learnings from pilot projects, including lessons learned</li> </ul> <b>Improve housing design, production, and maintenance techniques</b> <ul style="list-style-type: none"> <li>Explore the need for new / expanded Inuit Nunangat building standards and guidelines</li> <li>Develop new or update existing Inuit Nunangat building standards / guidelines based on assessment</li> <li>Integrate into building standards energy efficiency and renewable energy options as part of CC adaptability and mitigation</li> <li>Develop virtual demonstration events on housing designs with Inuit focus</li> </ul>	<ul style="list-style-type: none"> <li>Successful pilot projects and/or lessons learned</li> <li>Improvements to regionally-specific building standards / guidelines</li> <li>Demonstration events</li> </ul>	<ul style="list-style-type: none"> <li><b>Lead:</b> ITK</li> <li><b>Support:</b> Inuit regions; federal departments/agencies</li> <li><b>Lead:</b> Inuit regions; NRCAN</li> <li><b>Support:</b> CMHC</li> </ul>	TBD  TBD
<b>Action 4c):</b> Continue to invest in new housing construction and undertake repairs and renovation, where required.	Ongoing investment in required housing areas	Year 2; every two years thereafter	<b>Revise preliminary cost estimate for Inuit Nunangat housing to substantiate future investments through the Housing Grant and programs of national application</b> <ul style="list-style-type: none"> <li>Revise preliminary cost estimate for Inuit Nunangat housing on a bi-annual basis to maintain accurate assessments of investment need (Linked to Strategy Actions 1, 2 and 3c steps)</li> </ul>	<ul style="list-style-type: none"> <li>Updated cost estimate</li> </ul>	<ul style="list-style-type: none"> <li><b>Lead:</b> ITK</li> <li><b>Support:</b> Inuit caucus</li> </ul>	Underway. First cost estimate was completed in 2021.

Strategy Action	Outcomes	Timeframe (1-5 yrs)	Steps	Key Outputs	Lead / Support	Status
<b>Inuit Priority 2: SA 5. Enhance capacity</b>						
<b>Action 5a):</b> Develop, undertake and fund a labour force and skills needs assessment drawing on existing data through labour-related initiatives.	Understand the labour force in regions  Understand capacity gaps in the trades, construction, housing administration and non-profit sectors	Year 1 and 2	<b>Conduct a labour force needs and skills assessment</b> <ul style="list-style-type: none"> <li>Determine parameters of the labour force needs and skills assessment – types of labour and skills</li> <li>Determine existing information available (including at regional level); coordinate with ESDC to understand their programs on labour force and obtain relevant data</li> <li>Tender the labour force needs and skills assessment</li> </ul> <b>Conduct a business/contractor needs assessment</b> <ul style="list-style-type: none"> <li>Determine parameters for business / contractor capacity development needs assessment – e.g., financial management, procurement participation</li> <li>Identify existing information</li> <li>Tender the assessment, in conjunction with labour force needs and skills assessment, if applicable</li> </ul> <b>Conduct community capacity development needs assessment</b> <ul style="list-style-type: none"> <li>Determine the knowledge and skills needed for community capacity development in terms of developing and operating housing solutions, e.g., short and long-term community housing planning, local governance and volunteer capacity development - for purpose-built housing solutions (shelters, group homes, elder living, crisis housing etc.)</li> <li>Identify existing information</li> <li>Tender community capacity development needs assessment</li> </ul>	<ul style="list-style-type: none"> <li>Labour force and business/contractor needs assessment</li> <li>Community capacity development needs assessment</li> </ul>	<ul style="list-style-type: none"> <li><b>Lead:</b> Inuit regions</li> <li><b>Support:</b> ITK; federal departments</li> </ul>	TBD
<b>Action 5b):</b> Identify gaps and improve the awareness, understanding and effectiveness of capacity and skills development initiatives at the federal and provincial/territorial levels through targeted recommendations.	Address literacy gaps  Improve capacity and skills development	Year 1 and 2	<b>Develop a gap analysis of labour force (professions and trades), business/contractor and community capacity and skills development initiatives</b> <ul style="list-style-type: none"> <li>Conduct or tender a gap analysis of existing capacity and skills development F/P/T initiatives</li> <li>Based on outcomes of the gap analysis, provide recommendations to F/P/T partners on the needed capacity and skill supports (e.g., to complete apprenticeship programs and trades training, like exams and certifications)</li> </ul>	<ul style="list-style-type: none"> <li>Gap analysis of capacity and skills</li> </ul>	<ul style="list-style-type: none"> <li><b>Lead:</b> ITK</li> <li><b>Support:</b> Inuit regions; federal departments</li> </ul>	TBD
		Year 3 and ongoing	<b>Support the development and implementation of training programs and a coordinated system for training continuation for trades and professions associated with housing planning, design, and delivery that fills the identified gaps in capacity and skills development initiatives.</b> <ul style="list-style-type: none"> <li>Building on the steps above, explore opportunities for training program expansion and a coordinate system for training, at the national and regional levels (e.g., which could deliver construction readiness training program to ensure local workforce can participate in any project going into that community)</li> </ul>	<ul style="list-style-type: none"> <li>Training program options</li> </ul>	<ul style="list-style-type: none"> <li><b>Lead:</b> ITK; Inuit regions; federal departments (e.g. ESDC (ISETs))</li> <li><b>Support:</b> CIKNA; CMHC</li> </ul>	TBD

Strategy Action	Outcomes	Timeframe	Steps (1-5 yrs)	Key Outputs	Lead / Support	Status
<b>Inuit Priority 3:</b> <b>SA 2. Develop a long-term plan for direct federal housing investments in Inuit Nunangat</b>						
<b>Action 2a):</b> Guided by Action 1, establish a federal Inuit Nunangat Housing Grant mechanism; a long term, sustainable Inuit housing investment based on: • Direct Inuit access to, and eligibility for, federal housing funding • Longevity, predictability and flexibility Inuit self-determination	Long-term sustainable housing funding	Year 1-2	<b>Explore options and approaches to establishing a new federal funding authority for housing</b> • Conduct an options analysis – identifying benefits and challenges of each option – in order to identify and characterize a preferred approach for a federal funding authority. This analysis would include consideration / feasibility of: • A one-window approach to access funds from GoC • Options for establishing a regional Inuit housing investment fund (if desired) <b>Co-develop a plan to establish preferred funding authority</b> • Develop a plan to establish preferred funding authority for long-term sustainable Inuit housing investments	• Options analysis and recommendation • Funding authority establishment plan	• <b>Lead:</b> CIRNA; ITK • <b>Support:</b> Inuit regions	Options development underway
		Year 3-4	<b>Implement the plan to establish a new funding authority</b> • Implement the plan and report on progress	• New funding authority established.	• <b>Lead:</b> CIRNA; ITK • <b>Support:</b> Inuit regions	TBD
<b>Action 2b)</b> Identify federal programs that support housing-related community infrastructure to develop recommendations for improved access by Inuit, where appropriate, and improved collaboration among responsible authorities.	Improved access by Inuit to related programs	Year 1	<b>Address through inclusion under Strategy Action 1</b>	• Incorporated into FPT housing investment inventory and impact study		TBD
<b>Inuit Priority 4:</b> <b>SA 3. Enhance research, innovation, and statistics</b>						
<b>Action 3a):</b> Undertake a regional needs assessment in year one of the implementation of the Strategy, or as soon as practical, to develop a baseline and to better target investments to diverse regional need	Enhanced capacity to undertake regional needs assessments that are accurate and representative of Inuit reality Regional housing needs understood	Year 1	<b>Determine required support and capacity to undertake needs assessments for each region</b> • <b>Support:</b> Determine funding and capacity requirements to complete comprehensive and ongoing needs assessments to be completed by each Inuit region • Determine what additional housing data and information are required to complete needs assessment with the view towards pan-regional comparability; determine potential barriers to accessing information • Incorporate Inuit-specific GBA+ and LGBTQ+ lens into the data collection and analysis process • Collaborate with provinces and territories to reduce barriers to information gathering	• Funding assessment • Summary of data / information needs	• <b>Lead:</b> Inuit regions • <b>Support:</b> ITK; CIRNA; CMHC	Underway and in pre-planning
		Ongoing	<b>Conduct needs assessments in each region, on an ongoing basis (frequency based on Regional preference)</b> • Conduct regional needs assessments to inform where targeted investments are needed (linked to Strategy Action 1) • Build on ongoing implementation of actions under Strategy Action 1 to target investments	• Regional needs assessment	• <b>Lead:</b> Inuit regions • <b>Support:</b> ITK; CIRNA; CMHC	TBD

Strategy Action	Outcomes	Timeframe	Steps	Key Outputs	Lead / Support	Status
<b>Action 3b):</b> Document, evaluate, and disseminate pertinent information about successes and innovations in housing and support knowledge exchange and collaboration between housing administrators and experts	Knowledge exchange	Year 3 and ongoing	<b>Organize and/or participate in knowledge exchange opportunities (such as workshops or existing fora) that support collaboration amongst housing administrators and experts</b> <ul style="list-style-type: none"> <li>Identify existing fora / opportunities for participation</li> <li>Participate in select fora that create exchange between housing administrators and experts</li> <li>Determine if additional events should be hosted (or information disseminated) to support knowledge exchange between these groups</li> <li>Use participation in existing fora to identify research gaps and opportunities to collaborate to fill those gaps</li> </ul>	<ul style="list-style-type: none"> <li>Participation in fora on Arctic housing</li> </ul>	<ul style="list-style-type: none"> <li><b>Lead:</b> CMHC; ITK (advisory)</li> <li><b>Support:</b> ITK; Inuit regions; other federal departments and agencies (CIRNAC, NRCan, others)</li> </ul>	TBD
<b>Action 3c):</b> Develop, fund and implement an Inuit Nunangat Housing Research Plan. The purpose of the plan will be to assist in the implementation of actions 3 a) and 3 b) as well as to measure progress of housing investments in Inuit Nunangat and addressing research gaps.	Enhance research, innovation, and statistics  Measure progress of housing investments	Year 2	<b>Establish a mechanism to fund research and data collection, based on regional determination of required support and capacity (linked to 2a and 3a)</b> <ul style="list-style-type: none"> <li>Identify the mechanism by which data collection and research will be funded, based on regional requirements</li> <li>Establish the funding mechanism for data collection and research</li> <li>Monitor the funding mechanism, aligned with the research priorities and plan</li> </ul>	<ul style="list-style-type: none"> <li>Funding mechanism for research and data collection</li> </ul>	<ul style="list-style-type: none"> <li><b>Lead:</b> ITK; CMHC</li> <li><b>Support:</b> CIRNA; Inuit regions; INFC</li> </ul>	TBD
		Year 3	<b>Confirm approach to implementing research priorities and plan</b> <ul style="list-style-type: none"> <li>Confirm approach for: <ul style="list-style-type: none"> <li>Annual priority setting (e.g., P3 partnerships, government support for market-based housing solutions, homelessness research)</li> <li>Research administration</li> <li>Eligibility</li> <li>Reporting</li> </ul> </li> <li>Ensure approach is aligned with principles of the National Inuit Strategy on Research</li> </ul>	<ul style="list-style-type: none"> <li>Approach to establishing and funding research priorities</li> </ul>	<ul style="list-style-type: none"> <li><b>Lead:</b> ITK; CMHC</li> <li><b>Support:</b> Inuit regions; CIRNA; INFC</li> </ul>	TBD
		Year 1-2 and recurring, frequency as agreed upon	<b>Co-develop a Housing in Inuit Nunangat report</b> <ul style="list-style-type: none"> <li>Co-develop a regular standalone Inuit Nunangat report to complement CMHC's Northern Housing Report: include Inuit-specific GBA+ lens</li> </ul> <b>Identify Inuit Nunangat research priorities</b> <ul style="list-style-type: none"> <li>Conduct a literature review on housing in Inuit Nunangat (e.g., on home ownership, affordable rentals, security of tenure, etc.)</li> <li>Drawing on preliminary assessments (FPT housing investment inventory; 2018 Budget Impact Study, Regional Needs Assessment) and ongoing impact measurement work, co-develop research priorities annually (at a standing meeting of the Housing Caucus and Federal partners) to put forward for funding to address research gaps</li> </ul> <b>Administer annual research plan</b> TBD based on approach determined in Year 1	<ul style="list-style-type: none"> <li>Regular Housing in Inuit Nunangat Report (frequency to be agreed upon)</li> <li>Literature review</li> <li>Research priorities</li> </ul>	<ul style="list-style-type: none"> <li><b>Lead:</b> ITK; CMHC</li> <li><b>Support:</b> Inuit regions; CIRNA; INFC</li> </ul>	Underway with ITK and CMHC

Strategy Action	Outcomes	Timeframe	Steps	Key Outputs	Lead / Support	Status
Inuit Priority 5: SA 1. Assess the effectiveness of recent investments in housing in Inuit Nunangat						
<b>Action 1:</b> Review recent and current federal Inuit housing investments to determine remaining resource needs for achieving the shared goal of closing the housing gap between Inuit Nunangat and the rest of Canada. This will include addressing any challenges in the access to and delivery of housing investments, including but not limited to: <ul style="list-style-type: none"> <li>• Direct access to federal housing funding throughout all of Inuit Nunangat</li> <li>• Timely delivery of Inuit housing funding</li> <li>• Inconsistencies in the delivery of Inuit housing funding</li> <li>• Operations and maintenance funding</li> </ul>	Remaining resource needs determined  Challenges addressed in the access to and delivery of housing investments	Year 1-2	<b>Inventory and assess recent and current housing investments</b> <ul style="list-style-type: none"> <li>• Inventory and assess recent and current housing investments</li> <li>• Inventory complementary recent and current federal programs and policies (along the housing continuum – including housing-related community infrastructure as referenced in Strategy Action 2b, as well as shelters and other elements of the housing continuum) to identify where investment is focused and any potential gap areas: <ul style="list-style-type: none"> <li>• Federal departments and CMHC provide up-to-date program details, including any Inuit-specific and Inuit Nunangat allocations, following budget 2022</li> <li>• Federal departments and CMHC provide historical data on program spending in Inuit Nunangat</li> </ul> </li> <li>• Inventory complementary recent and current provincial/territorial programs and policies to identify where investment is focused and any potential gap areas</li> <li>• Undertake an impact study to: <ul style="list-style-type: none"> <li>• Assess the impacts of federal investments; include an Inuit-specific GBA+ lens</li> <li>• Identify challenges experienced in the rollout of these investments (including for housing-related community infrastructure) to identify best practices and improvements needed to housing investment delivery and administration</li> <li>• Outline a preliminary impact measurement framework that could be used over the longer-term to assess the impact of federal investments</li> </ul> </li> <li>• Based on the investment inventory and impact study, finalize recommendations on: <ul style="list-style-type: none"> <li>• Investment gaps that need to be filled through additional investment</li> <li>• Best practices needed to address investment rollout challenges</li> <li>• Next steps on impact measurement approach</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• FPT housing investment inventory (including housing-related community infrastructure, linked to Strategy Action 2b), impact study (Budget 2018 investments)</li> <li>• Recommendations to close gaps and address challenges with best practices</li> </ul>	<b>Lead:</b> ITK; CIRNA; CMHC  <b>Support:</b> Inuit regions; INFC; NRCan; ISC; P/Ts to be determined	Underway
		Year 1-2	<b>Advance impact measurement and reporting approach</b> <ul style="list-style-type: none"> <li>• Building on the impact study, continue to advance the impact measurement approach to assess the ongoing impact of federal investments</li> </ul> <b>Co-develop action plan to address challenges in investment rollout</b> <p>In response to the impact study and associated recommendations, co-develop an action plan to address key challenges in investment implementation so that these challenges can be overcome in the delivery of investments and funding programs</p>	<ul style="list-style-type: none"> <li>• Enhanced impact measurement approach for federal investments</li> <li>• Action plan for addressing funding program challenges</li> </ul>	<b>Lead:</b> CMHC; CIRNA; ITK  <b>Support:</b> Inuit regions	TBD



Strategy Action	Outcomes	Timeframe (1-5 yrs)	Steps	Key Outputs	Lead / Support	Status
		Year 3 and ongoing	<b>Ongoing implementation</b> <ul style="list-style-type: none"> <li>Implement impact measurement approach (based on agreed upon timing) and report on progress</li> <li>Implement action plan to address challenges in program implementation and report on progress</li> </ul>	<ul style="list-style-type: none"> <li>Progress reports on impact measurement and action plan implementation</li> </ul>	<ul style="list-style-type: none"> <li><b>Lead:</b> ITK; CMHC; CIRNA</li> <li><b>Support:</b> Inuit regions</li> </ul>	TBD
<b>Inuit Priority 6: SA 6 Enhance intergovernmental collaboration</b>						
<b>Action 6:</b> Building on existing partnerships and to the extent practical, engage provincial and territorial governments in the implementation of the Inuit Nunangat Housing Strategy to identify increased opportunities for collaboration and to discuss how best to work together to maximize partnerships and the impact of programming for Inuit communities.	Improved collaboration between provincial / territorial governments and Inuit housing partners	Year 1 and ongoing	<b>Coordinate with Provinces / Territories on Housing Strategy implementation</b> Build on existing partnerships between Inuit regions and provincial and territorial governments to enable broader coordination on implementation of the Strategy	<ul style="list-style-type: none"> <li>Coordinate through existing partnerships</li> </ul>	<ul style="list-style-type: none"> <li><b>Lead:</b> Inuit regions</li> </ul>	TBD
<b>INHS Monitoring, Evaluation and Learning</b>						
Parties agree to report on progress and results including common outcomes, key indicators, targets and other data, through the commitment on research and innovation that will be used as baseline statistics.	Adaptive management informed by data from an agreed set of key performance indicators and targets	Year 1	<b>Co-develop the monitoring, evaluation, and learning (MEL) framework to track progress and results</b> <ul style="list-style-type: none"> <li>Identify key indicators and targets to track the progress of implementation; linked to the research priorities and plan (Strategy Action 3) and impact measurement (Strategy Action 1)</li> </ul>	<ul style="list-style-type: none"> <li>MEL Framework</li> </ul>	<ul style="list-style-type: none"> <li><b>Lead:</b> ITK</li> <li><b>Support:</b> Inuit regions; CIRNAC; CMHC</li> </ul>	
		Year 1 and ongoing	<b>Track implementation plan status</b> <ul style="list-style-type: none"> <li>Monitor and track the status of implementation activities, using this table (status column) as the main tool, identifying whether an activity is completed, underway, or at risk and a short description of what has been accomplished or is at risk</li> </ul>	<ul style="list-style-type: none"> <li>Updated status column</li> </ul>	<ul style="list-style-type: none"> <li><b>Lead:</b> ITK</li> <li><b>Support:</b> Other responsible parties</li> </ul>	
		Year 2 and ongoing	<b>Collect information aligned with MEL Framework</b> <ul style="list-style-type: none"> <li>Collect key performance data, as outlined in the MEL Framework; linked to implementation of the research plan (Strategy Action 3) and measurement of investment impact (Strategy Action 1)</li> </ul> <b>Analyze results and develop recommended actions for improvement; adjust Implementation Plan as required</b> <ul style="list-style-type: none"> <li>Review and analyze results of the information collection stage (where data is available) to identify new actions and to adjust existing steps</li> <li>Adjust the Implementation Plan based on outcomes of the review / recommendations</li> </ul>	<ul style="list-style-type: none"> <li>MEL Report</li> <li>Updated Implementation Plan; other outputs to be determined based on the results of evaluation</li> </ul>	<ul style="list-style-type: none"> <li><b>Lead:</b> ITK</li> <li><b>Support:</b> Other responsible parties</li> </ul>	



# Timeline

The following table illustrates the proposed timelines for the implementation activities identified in this Implementation Plan.

Table 3 Proposed Implementation Timeline

Inuit Priority	Action	Steps	Lead	Support	YEAR 1 (FY2023-24)	YEAR 2 (FY2024-25)	TIMELINE YEAR 3 (FY2025-26)	YEAR 4 (FY2026-27)	YEAR 5 (FY2027-28)
1	Action 4a	Co-develop new programs and/or changes to existing housing programs across the housing continuum in order to advance Inuit specific outcomes, including self determination	ITK, CIRNA, CMHC, NRCan, INFC, ISC	Inuit regions					
	Action 4b	Explore opportunities to co-develop pilot projects as opportunities arise	ITK	Inuit regions; federal departments/ agencies					
		Improve housing design, production and maintenance techniques	Inuit regions; NRCan	CMHC					
2	Action 4c	Revise preliminary cost estimate for Inuit Nunangat housing to substantiate future investments through the Housing Grant and programs of national application	ITK	Inuit caucus					
	Action 5a	Conduct a labour force needs and skills assessment	Inuit regions	ITK; federal departments					
		Conduct a business/contractor needs assessment	Inuit regions	ITK; federal departments					
		Conduct community capacity development needs assessment	Inuit regions	ITK; federal departments					
	Action 5b	Develop a gap analysis of labour forces (professions and trades), business/contractor and community capacity and skills development	ITK	Inuit regions; federal departments					
3		Support the development and implementation of training programs and a coordinated system for training continuation for trades and professions associated with housing planning, design, and delivery that fills the identified gaps in capacity and skills development initiatives.	ITK; Inuit regions; federal departments	CIRNA; CMHC					
	Action 2a	Explore options and approaches to establishing a new federal funding authority for housing	CIRNA; ITK	Inuit regions					
		Co-develop a plan to establish preferred funding authority	CIRNA; ITK	Inuit regions					
		Implement the plan to establish a new funding authority	CIRNA; ITK	Inuit regions					
	Action 3a	Determine required support and capacity to undertake a needs assessment for each region	Inuit regions	ITK; CIRNA; CMHSC					
4		Conduct needs assessments in each region, on an ongoing basis (frequency based on Regional preference)	Inuit regions	ITK; CIRNA; CMHSC					
	Action 3b	Organize and /or participate in knowledge exchange opportunities (such as workshops or existing fora) that support collaboration amongst housing administrators and experts	CMHC; ITK (advisory)	ITK; Inuit regions; other federal departments and agencies (CIRNAC; NRCan, others)					
	Action 3c	Establish a mechanism to fund research and data collection, based on regional determination of required support and capacity (linked to 2a and 3a)	ITK; CMHC	Inuit regions; CIRNA; INFC					
		Confirm approach to implementing research priorities and plan	ITK; CMHC	Inuit regions; CIRNA; INFC					
		Co-develop a Housing in Inuit Nunangat report	ITK; CMHC	Inuit regions; CIRNA; INFC					
5		Identify Inuit Nunangat research priorities on a rolling basis	ITK; CMHC	Inuit regions; CIRNA; INFC					
		Administer annual research plan	ITK; CMHC	Inuit regions; CIRNA; INFC					
	Action 1 and 2b	Inventory and assess recent and current housing investments	ITK; CIRNA; CMHC	Inuit regions; INFC; NRCan; ISC; P/Ts to be determined					
		Advance impact measurement and reporting approach	CMHC; CIRNA; ITK	Inuit regions					
		Co-develop action plan to address challenges in investment rollout	CMHC; CIRNA; ITK	Inuit regions					
6		Ongoing implementation	ITK; CMHC; CIRNA	Inuit regions					
	Action 1 and 2b	Coordinate with Provinces / Territories on Housing Strategy Implementation	Inuit regions						

INHS Monitoring, Evaluation and

Co-develop the monitoring, evaluation, and learning (MEL) framework to track progress and results

ITK

Inuit regions; CIRNAC; CMHC



# Appendix A:

## Strategy Actions

Summary of Strategy Actions (from the INHS)	
<b>1. Assess the effectiveness of recent investments in housing in Inuit Nunangat</b>	<p><b>Action 1:</b> Review recent and current federal Inuit housing investments to determine remaining resource needs for achieving the shared goal of closing the housing gap between Inuit Nunangat and the rest of Canada. This will include addressing any challenges in the access to and delivery of housing investments, including but not limited to:</p> <ul style="list-style-type: none"> <li>• Direct access to federal housing funding throughout all of Inuit Nunangat</li> <li>• Timely delivery of Inuit housing funding</li> <li>• Inconsistencies in the delivery of Inuit housing funding</li> <li>• Operations and maintenance funding</li> </ul>
<b>2. Develop a long-term plan for direct federal housing investments in Inuit Nunangat</b>	<p><b>Action 2 a):</b> Guided by Action 1, establish a federal Inuit Nunangat Housing Grant mechanism; a long term, sustainable Inuit housing investment based on: Direct Inuit access to, and eligibility for, federal housing funding, Longevity, predictability and flexibility, and Inuit self-determination.</p> <p><b>Action 2 b):</b> Identify federal programs that support housing-related community infrastructure to develop recommendations for improved access by Inuit, where appropriate, and improved collaboration among responsible authorities.</p>
<b>3. Enhance research, innovation, and statistics</b>	<p><b>Action 3 a):</b> Undertake a regional needs assessment in year one of the implementation of the Strategy, or as soon as practical, to develop a baseline and to better target investments to diverse regional need.</p> <p><b>Action 3 b):</b> Document, evaluate, and disseminate pertinent information about successes and innovations in housing and support knowledge exchange and collaboration between housing administrators and experts.</p> <p><b>Action 3 c):</b> Develop, fund and implement an Inuit Nunangat Housing Research Plan. The purpose of the plan will be to assist in the implementation of actions 3 a) and 3 b) as well as to measure progress of housing investments in Inuit Nunangat and addressing research gaps.</p>
<b>4. Reduce overcrowding and reliance on social housing while increasing affordable housing options and improving housing quality</b>	<p><b>Action 4 a):</b> Work in partnership to understand gaps and share best practices in housing programs and initiatives that support alternative housing options, the reduction of barriers to increasing alternative housing options and improving affordability, including energy efficiency.</p> <p><b>Action 4 b):</b> Explore and support the piloting of new or existing innovative solutions to increasing affordable alternative housing options and improving energy efficiency, and ensure programs aimed at innovative housing solutions are directly accessible by Inuit, including:</p> <ul style="list-style-type: none"> <li>• Identify and invest in innovative options to promote market alternatives to social housing</li> <li>• Identify and invest in innovative and culturally appropriate housing designs to improve energy efficiency and climate change adaptability</li> </ul> <p><b>Action 4 c):</b> Continue to invest in new housing construction and undertake repairs and renovation, where required.</p>
<b>5. Enhance capacity</b>	<p><b>Action 5 a):</b> Develop, undertake and fund a labour force and skills needs assessment drawing on existing data through labour-related initiatives.</p> <p><b>Action 5 b):</b> Identify gaps and improve the awareness, understanding and effectiveness of capacity and skills development initiatives at the federal and provincial/territorial levels through targeted recommendations.</p>
<b>6. Enhance intergovernmental collaboration</b>	<p><b>Action 6:</b> Building on existing partnerships and to the extent practical, engage provincial and territorial governments in the implementation of the Inuit Nunangat Housing Strategy to identify increased opportunities for collaboration and to discuss how best to work together to maximize partnerships and the impact of programming for Inuit communities.</p>
<p><b>Inuit Nunangat Housing Strategy Implementation and Evaluation:</b> The INHS calls for the Inuit-Crown Partnership Committee to co-develop and oversee an implementation plan, informed by engagement with provincial and territorial governments as well as a more comprehensive gender-based-plus analysis, conducted in collaboration with Pauktuutit Inuit Women of Canada. The INHS also calls for parties to report on progress and results including common outcomes, key indicators, targets and other data, through the commitment on research and innovation that will be used as baseline statistics.</p>	

# Appendix B:

## Inuit Housing Authorities and Delivery Mechanisms in Inuit Nunangat

### **Inuvialuit Settlement Region:**

Inuvialuit Regional Corporation (IRC) is involved in the design and construction of social housing units in the region's six communities. IRC is the majority owner of Sanayut Design and Engineering and the sole owner of IDC Construction Ltd., which oversee the design and construction of social housing in the region. The Northwest Territories Housing Corporation is responsible for managing and administering public housing in the territory and offers programs to support homeownership. Funding for the Northwest Territories Housing Corporation comes from the Government of the Northwest Territories and Canada Mortgage and Housing Corporation. Federal Inuit-specific allocations for housing in the 2016, 2018, and 2022 budgets were transferred to IRC by the department of Crown-Indigenous Relations and Northern Affairs.

### **Nunavut:**

Unlike the other three Inuit regions, Nunavut Inuit did not receive Inuit-specific housing funds through the 2016 and 2018 federal budgets. Federal funding was instead directed to the Nunavut Housing Corporation. Inuit view this inequity as a barrier to reconciliation and have advocated for NTI to receive direct funding from the federal government. Budget 2022 housing investments included funding to all four Land Claim Organizations.

### **Nunavik:**

Makivik is the land claims organization mandated to manage the heritage funds of the Inuit of Nunavik provided for under the James Bay and Northern Québec Agreement. Makivik's role includes the administration and investment of these funds and the promotion of economic growth by providing assistance for the creation of Inuit-operated businesses in Nunavik. Makivik promotes the preservation of Inuit culture and language as well as the health, welfare, relief of poverty, and education of Inuit in the communities.

Makivik Corporation's non-profit Construction Division oversees the construction of social housing units in the region's 14 communities. Makivik Corporation is directly responsible for the construction of social housing units in Nunavik in accordance with the Nunavik Housing Agreement. The Nunavik Housing Agreement is a tripartite agreement among Nunavik Inuit, Canada and Quebec. Quebec covers operations and maintenance costs associated with housing construction under this agreement. Canada is providing funding under the Agreement concerning the Implementation of the James Bay and Northern Quebec Agreement on Housing in Nunavik for Inuit housing construction. In addition, Canada committed funding through Budgets 2016, 2018, and 2022 to Makivik Corporation to further support Inuit housing needs in Nunavik.

Upon construction, the units are turned over to the Kativik Municipal Housing Bureau (KMHB) which oversees the management and administration of social housing in the region. KMHB also delivers a variety of housing programs to the residents of Nunavik for home -ownership. Through Plan Nord, Quebec contributed \$79 million to construct 300 social housing units over four years in 2012. Quebec's Budget 2018 committed \$39 million for housing and warehouses in Nunavik: \$22.1 million to replace three aging KMHB warehouses, \$15.9 million to help finance the construction of 45 private units and \$1 million toward a pilot project that would allow renters to buy the home they live in.

**Nunatsiavut:**

In March 2019, the Nunatsiavut Government enacted legislation to govern all housing development and programs within the Labrador Inuit Settlement Area. When it is declared in effect, this legislation will allow for the establishment of a Nunatsiavut Housing Commission, semi-independent of the Nunatsiavut Government, as the preferred institution for housing delivery. The Commission will have expansive powers to deliver housing across the housing continuum, from homeless shelters to private home repairs/land development. The Nunatsiavut Government is currently working towards the establishment of the Nunatsiavut Housing Commission and expects it will be operational by late 2022.

The Nunatsiavut Government currently funds the following housing-related programs: The Affordable Warmth and Home Repair Program (home repairs for low-income home owners); the Emergency Home Repair Program (new, annual fund meant to respond to emergency repairs, such as a roof collapse/broken pipe, etc.); the High Energy Efficiency Wood Stove Program (wood stove installs, regardless of income); land development/acquisition support (funds invested in land development with community governments); Family Connections (a family reunification program run out of the Health and Social Development Dept.); Staff Housing (providing limited units to facilitate the recruitment of workers). In addition, the Newfoundland and Labrador Housing Corporation manages a number of social housing rental units in Nunatsiavut communities.

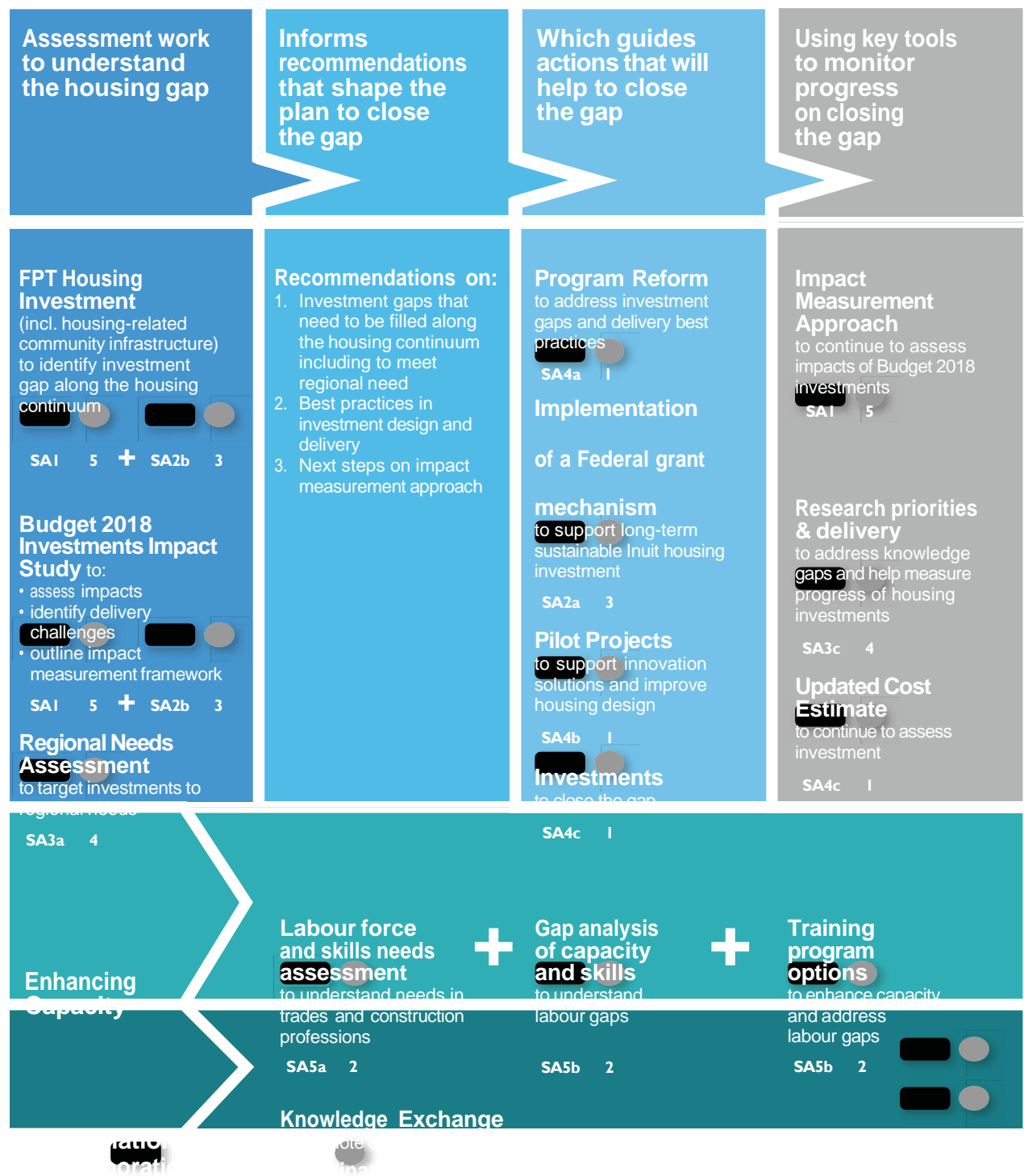
**Federal Government:**

The federal government has a pivotal role to play in helping close the housing gap in Inuit Nunangat, including through major new federal investments for the construction of housing units in Inuit communities. The federal government's approach to supporting the construction of new housing in Inuit Nunangat has evolved under the current federal government to enable greater respect and support for Inuit self-determination in the delivery of housing services. This welcomed approach has been achieved through Inuit-specific allocations in federal budgets for the construction of new housing builds and related programs.

# Appendix C:

## Logic Chain of the Implementation Plan

The figure below presents the planned activities in another format, illustrating the logic chain of activities – from assessment to recommendations to implementation to monitoring. The logic chain does not represent the priority of implementation nor the timeframe.





**Legend:**

Strategy Action

Inuit Priority



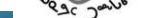
Makivik Corporation



REGIONAL CORPORATION



**NUNATSIAVUT**  
kavamanga government



# Calladua