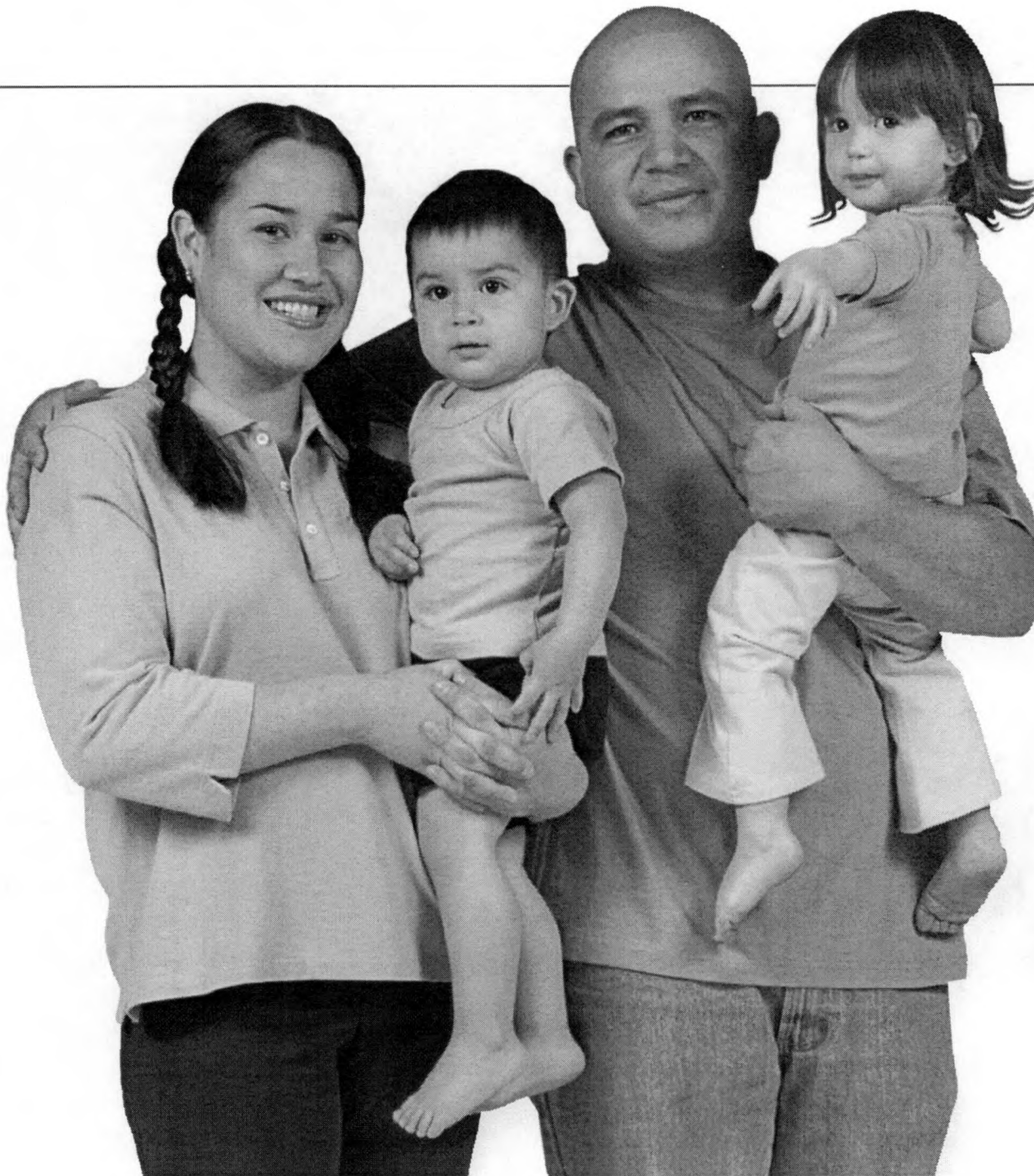


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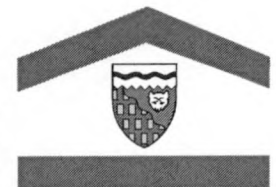
ANNUAL REPORT

ANNUAL REPORT 2002/2003

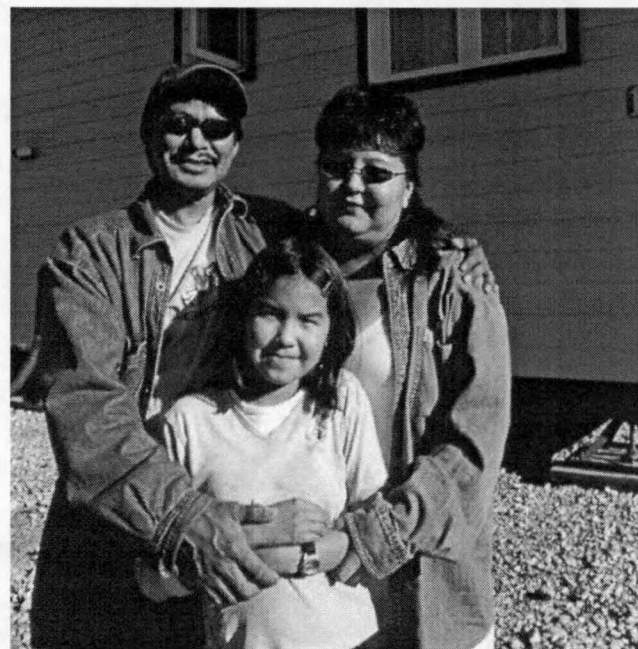
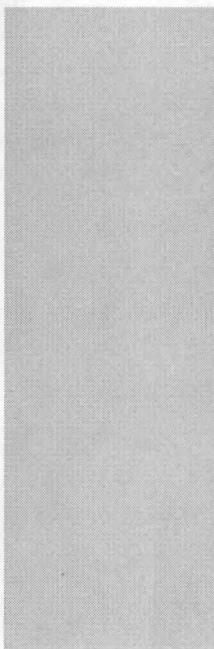
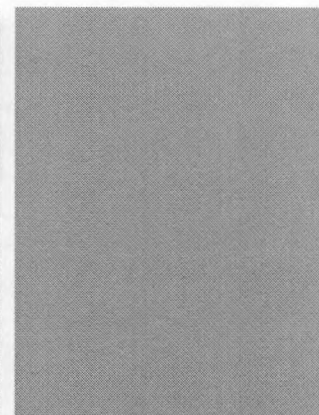
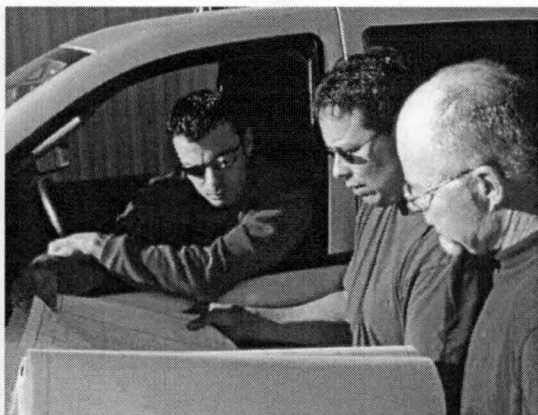
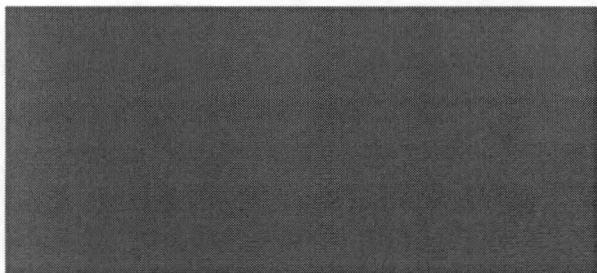


*promoting
independence*

NORTHWEST
TERRITORIES
HOUSING
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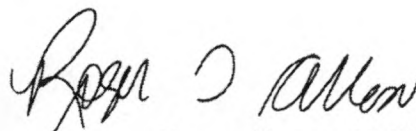
independence · dignity · health · security

As many of the north's aboriginal people move toward self-government, northerners are realizing increased independence. The Northwest Territories Housing Corporation is committed to empowering northerners through programs designed to meet their unique needs. Through partnerships that respond to housing needs and reduced reliance on government, the Corporation's mandate is to provide suitable, adequate and affordable housing. The Northwest Territories Housing Corporation is committed to helping northerners and encouraging independence so they can live healthy, secure, dignified and independent lifestyles.

The Honourable Glenna Hansen, Commissioner
Government of the Northwest Territories

Dear Madam:
I have the honour of presenting the Annual Report for the Northwest Territories Housing Corporation, covering the period April 1, 2002 to March 31, 2003.

Respectfully submitted,

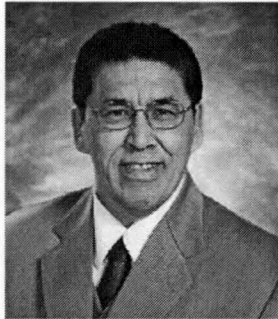


Honourable Roger T. Allen
Minister responsible for the
Northwest Territories Housing Corporation

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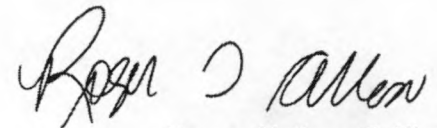
a message from the Minister



Developing homes that are suitable for severe northern weather is an ongoing challenge. Ensuring that northerners have access to homes that are safe, sufficient and appropriate remains the focus of the Corporation's efforts, as we strive to promote northern employment and business development.

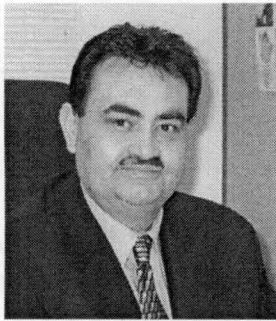
The Corporation provides a wide variety of programs to assist northerners in obtaining housing that meets their individual needs for shelter, for security, personal well being, and independence. The Corporation also recognizes the need to interact with people, families and communities so that housing solutions can be found. We continue to work in partnership with aboriginal groups by providing assistance with the management of housing, while encouraging community leaders to provide input and direction on how to best deliver housing solutions.

The Corporation continues its goal of providing suitable, adequate and affordable housing to residents of the Northwest Territories. By continuing to develop programs to address individual obstacles that northerners face, the Corporation is helping people to make independent decisions so that they have the tools to make their own housing choices.



Honourable Roger T. Allen

a message from the President



Northern residents continue to face challenges that are as unique as the territory that we live in. The Northwest Territories Housing Corporation recognizes these challenges, and for this reason we have tailored our programs to better meet individual needs, by helping residents attain suitable, affordable and adequate housing.

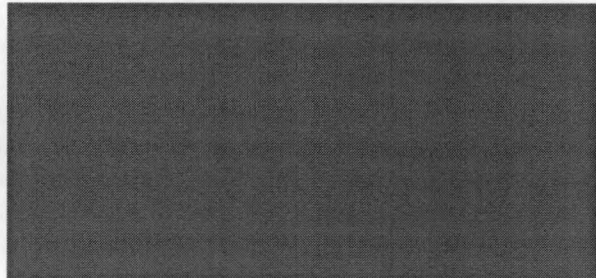
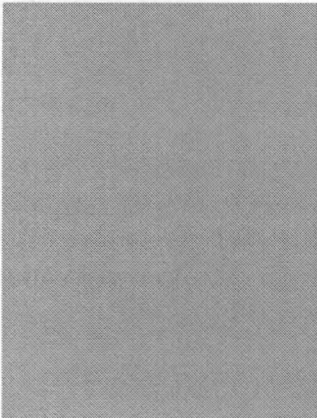
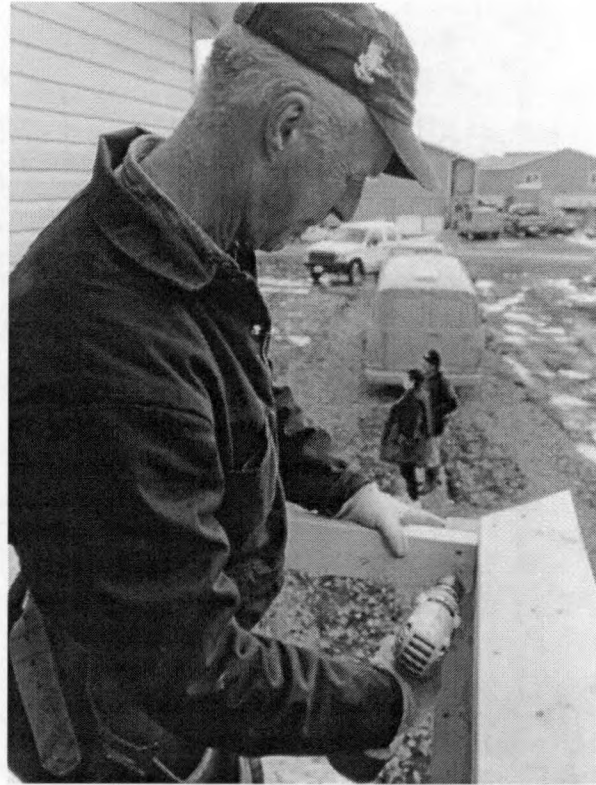
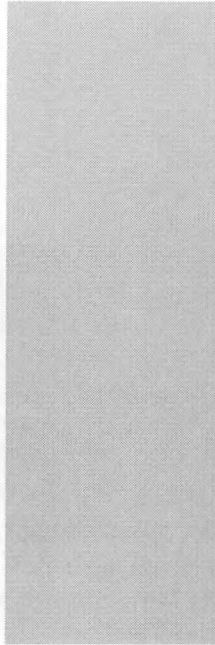
A good home serves as a cornerstone to healthy, secure, dignified and independent lifestyles. The Corporation will continue to work in partnership with clients, encouraging residents of the Northwest Territories to participate in decisions concerning housing solutions.

The Corporation has a long history of partnering with communities and aboriginal groups. Our recent initiative, the Universal Partnership Agreement, is one of the solutions the Corporation is implementing to assist communities to assume the role of providing housing for their residents and to stimulate the local economic development of communities.

The Corporation continues to be dedicated to enabling its clients to achieve their own independence and to assist communities with building housing capacity. The Corporation remains committed to helping people make good housing decisions, so that residents of the NWT continue to make autonomous housing choices.

A stylized, handwritten signature in black ink, consisting of several loops and a long horizontal stroke.

Tom R. Beaulieu, President



programs and services

People Working Together

What is the Northwest Territories Housing Corporation?

Ensuring that families and individuals have a secure, adequate and suitable place to live is the main focus of the Corporation's efforts. The Corporation is a crown corporation of the Government of the Northwest Territories working to improve housing conditions and standards. The Corporation supports 23 Local Housing Organizations (LHOs) across the NWT. LHOs provide, maintain, manage and develop housing program options for their residents. Working with our community partners to identify housing solutions and new ideas is how the Corporation helps families become independent.

The Corporation continues to provide a wide variety of housing programs. All our programs work towards the same goal: providing housing solutions that offer suitable, adequate and affordable shelter options. More and more the Corporation is utilizing local ideas to find solutions to housing concerns. Often these are the solutions that are most effective and progressive in building the North.

Meeting the housing needs of all Northerners continues to be a challenging task. Our commitment to developing homes that are appropriate for our harsh weather conditions, combined with a lack of funding resources and the high cost of construction in the North, continues to present challenges.



programs and initiatives

The Northwest Territories Housing Corporation provides a diverse range of programs for eligible residents. We strive to ensure that our programs will provide residents of the Northwest Territories with suitable, adequate and affordable housing.

- Expanded Downpayment Assistance Program: assists families to obtain homeownership by providing a down payment or loan.
- Independent Housing Program: assists people with housing problems to obtain modest homes where existing housing programs do not meet their needs.
- Senior Citizens Home Repair Program: assists Senior Citizens who own and occupy their own home, with a loan to repair or improve the condition of the client's home.
- Sale of Housing Materials Program: assists clients with the organization and the shipping of building materials.
- Elders on the Land: provides modest shelter for people who pursue a traditional lifestyle and live outside community boundaries.
- Senior and/or Disabled Preventive Maintenance Initiative: provides a forgivable loan to clients for annual maintenance servicing and minor repairs to their unit.
- Sale of Public Housing Initiative: assists clients to purchase their Public Housing units and become homeowners.
- Pile Repair Program: assists clients in existing homes to undertake repairs to their wood piling foundations to restore the structural integrity of the foundation.
- Loan Guarantee Program: assists clients to purchase, build or repair a house on Indian Affairs Branch Land.
- Home Adaptations for Seniors Independence: provides financial assistance to clients to carry out minor adaptations to their home.
- Homeowner Residential Rehabilitation Assistance Program: provides financial assistance to low-income homeowners who need to make repairs to their homes.
- Emergency Repair Program: assists clients in existing private homes to undertake emergency repairs that are required for the safe occupancy of the house.
- Shelter Enhancement Program: provides financial assistance to sponsors of shelters for women and children, who are victims of family violence, for repairs and improvements.
- Public Housing Program: provides subsidized rental housing to individuals or families in Core Housing Need. Public Housing includes units for families, single persons and Senior Citizens.
- Rent Supplement Program: assists households in need to obtain affordable, adequate and suitable rental housing by subsidizing rents.
- Senior Housing Initiatives: provides more suitable, affordable and adequate housing for Seniors through Homeownership and Public Housing programs.



special initiatives



Special Initiatives in 2002/2003

The Corporation continues to encourage and support the use of local ideas to respond to housing concerns. Local solutions are an effective way to meet the needs of the communities, and for people to help themselves in order to live independently. In 2002/2003, the Corporation structured its activities in order to implement the following initiatives:

The Affordable Housing Strategy:

The Affordable Housing Strategy was created in order to execute the development and construction of approximately 750 to 800 houses over the next five years. The new units will be delivered through several programs, and include a mix of seniors and public housing, Independent Homeownership and Expanded Downpayment Assistance programs. There were several initiatives specifically developed, and several existing programs and initiatives that were expanded in order to support a broader Affordable Housing Strategy.

The Universal Partnership Agreement:

The Corporation is committed to working in partnership with communities and aboriginal organizations through a new partnership agreement. The implementation of the Universal Partnership Agreement (UPA) supports the Corporation's mandate to assist communities to assume the role of providing housing for their residents and also to stimulate the local economic development of communities.

The Corporation has a long history of partnering with communities and aboriginal groups. These partnerships have been developed from numerous agreements with wide variances. The UPA builds on current programs delivery through Local Housing Organizations and recognizes opportunity for growth and capacity development. The UPA provides the community or aboriginal group with increased flexibility and decision-making ability at the local level.

The Corporation has established a team within its Headquarters Division to renew management agreements with Local Housing Organizations with the introduction of the new and flexible Universal Partnership Agreement.

corporate goals

The Northwest Territories Housing Corporation supports the goals of the Government of the Northwest Territories. The Corporation has developed a set of goals, which we continually strive to meet.

- Improve the housing conditions for low and moderate-income households in the NWT.
- Improve the social housing system to become more flexible and responsive to the needs of the people of the NWT.
- Increase the impact of the housing industry on NWT employment and business development.
- Assist with increasing the supply of private rental housing units across the NWT.
- Providing suitable, adequate and affordable housing to residents also helps improve health and wellness for individuals and families. In conjunction with our community partners, the Corporation will continue to support these critical goals.

preparing for change



The Northwest Territories Housing Corporation has responded to many changes in the north and has prepared for them. The Corporation has many current activities and programs in place to respond to these changes. The Corporation is well positioned to deal with future challenges.



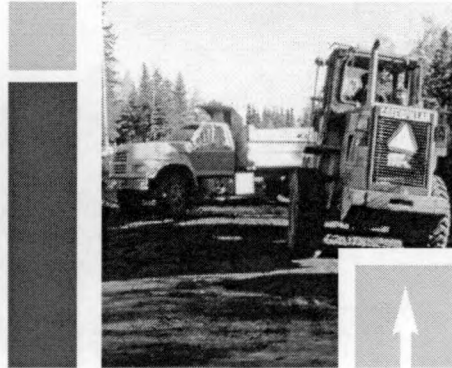
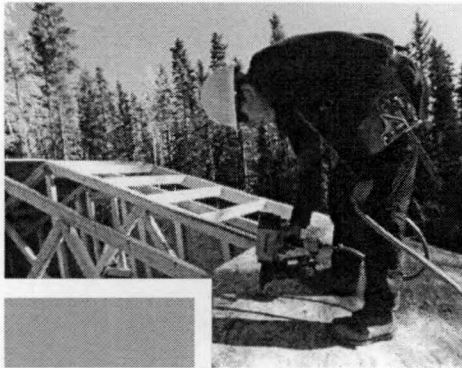
economic development

Resource and economic development initiatives could provide substantial economic growth in the Northwest Territories with significant economic benefits to its residents. Large-scale resource development projects are pending over the coming years. For example, the DeBeers diamond project at Snap Lake and the construction of the Mackenzie Valley Pipeline.

Economic development has and will continue to create a steady influx of new residents to the territory. The challenge for the Corporation, along with its community partners, is to maintain the economic growth by promoting the availability of adequate, suitable and affordable housing for residents of the Northwest Territories.

Specifically, new employment opportunities may put strains on regional centres already experiencing shortages in private housing options. The Corporation has been addressing this challenge through a number of programs and initiatives including the expansion of the Expanded Downpayment Assistance Program (EDAP) in tax-based communities and Corporate Loan Guarantees on Interim Financing.

The Corporation's focus on local delivery, with the help of our local community partners, has enhanced our ability to address the specific challenges of economic development, at the community level.



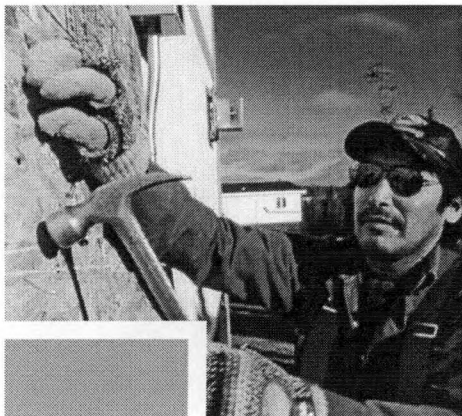
financial responsibility

The GNWT faces considerable financial constraints with revenues not keeping pace with the demand for programs and services. Revenues from taxation offer limited financial relief as the territory has a relatively small tax base compared to its spending needs. The GNWT requires effective organization of resources to efficiently deliver its programs.

The Corporation effectively manages its operations at headquarters with only 6 percent of the Corporation's budget expended at headquarters. The role of headquarters is primarily a support mechanism for regional and community delivery by our local housing partners.

human resources

The Corporation has developed and implemented a staff satisfaction survey. The survey has been used to determine new ways that the Corporation can enrich the work environment for its staff and has developed effective initiatives to improve employee morale.



As well, the Corporation provides complete human resources services to community housing organizations. The array of human resources services to communities includes: recruitment of staff, classification of positions, labour relations advice, Affirmative Action strategies, employee assistance, and management training.



promotion of aboriginal self-government

The Federal Government has been negotiating comprehensive land claims agreements with aboriginal peoples in the NWT since the mid-70's. These agreements focus primarily on issues of land, resources, wildlife management and financial compensation.

Self Governments, upon completion of their agreements, may be expected to implement their authorities as soon as possible and to build their capacity. The GNWT will be challenged to adjust to new roles and operations after implementation and find effective working relationships with aboriginal and partnership governments. The GNWT must be flexible enough to accommodate changing jurisdictions and the transfer of varied levels of program and service delivery.

The Corporation has partnership agreements in place with local housing organizations to deliver housing options to residents. To remain current, the Corporation has developed a Universal Partnership Agreement (UPA) and is currently negotiating with local community governments and organizations wanting to assume local delivery of Corporation programs and services.

The UPA allows for a one-window approach with increased decision-making ability at the local level. This flexibility provides a seamless transition to Self-Government and is another example of the Corporation's dedication to fiscal efficiency, and local participation.

The Corporation, through the signing of UPAs with community governments, is committed to assisting our partners to develop their community capacity. In this regard, the Corporation and its partners jointly conduct capacity assessments and develop training plans; including estimated costs and, when requested, human resources support.

Also important with regard to Aboriginal Self-Government is devolution. Devolution is the transfer of legislative powers, programs and responsibilities associated with the Department of Indian Affairs and Northern Development (DIAND) to the GNWT.

This procedure has no direct impact on the Corporation. However, the notion of developing housing capacity for aboriginal people at the local level, by means of Self-Government, continues to influence the planning and response of the Northwest Territories Housing Corporation.

our people

We are committed to providing training and development opportunities to assist our employees in achieving their personal and professional goals. The reasoning is simple: improving the skills of Corporation staff improves our ability to deliver housing services to the people of the Northwest Territories.

The Corporation continues to consider Local Housing Organization staff training and development a top priority. Community delivery organizations play a critical role in the front-line delivery of housing, and having well-trained staff is a critical component.

affirmative action

The Corporation supports the Government of the Northwest Territories Affirmative Action policy. This policy aims to create a GNWT workforce that is representative of the makeup of the territorial population and provides specific groups with employment and job advancement opportunities. The groups include:

- Aboriginal people born in the NWT;
- Aboriginal people born outside the NWT but who have lived half their life in the NWT;
- Women in management and/or non-traditional occupations;
- Disabled persons; and
- Long-term northern residents.

The Corporation continues to recruit affirmative action candidates for available positions. This year over 67% of Corporation employees held Affirmative Action status and over 65% of management positions were occupied by Affirmative Action candidates.

Materials Management Section profile



Materials Management is a cohesive and effective section of the Northwest Territories Housing Corporation. The section staff has been working together for a combined 80 years and brings valuable experience and training to this important area. Stella Kenny, the materials management assistant, has worked in the section for 23 years, while Ron Gelin, the materials management officer, and Mel Lafferty the manager, have worked in the division for 20 and 21 years respectively. The other member of the division, Lee McGriest, the previous manager, began working in Materials Management in 1986 and is currently on a two-year secondment "After 16 to 21 years of working together, we've become a tight knit group and are very comfortable with one another, almost like a family in some way. It has made for a great working environment," says Stella Kenny. "Imagine going in to work day after day, for 21 years and working with the same group of people whose company you enjoy. After awhile, you do feel like you're a family, we just don't go home together at 5:00 p.m. that's all" she adds.

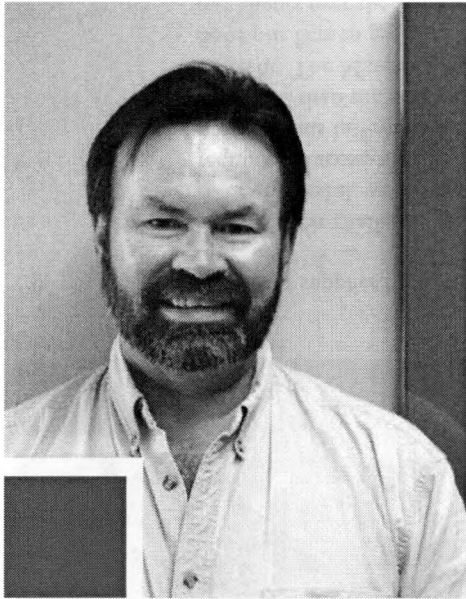
The Materials Management Section is responsible for purchasing most of the Corporation's housing materials for housing projects; capital equipment needs like vehicles, computers, and photocopiers. The division also purchases printed office

stationery supplies needed to keep the Corporation's five districts and Yellowknife offices going.

"Our biggest challenge, however, is working around mother nature in the winter. For our winter road material delivery programs to be successful, we need cold weather to form thick ice on the smaller lakes. These frozen lakes then become part of the roads required to access certain isolated communities. The colder the weather the better; this forms thicker ice which allows us to move heavier loads in fewer trips," explains Ron Gelin. "Delivering food, fuel and housing materials on these ice roads is less expensive than the cost of flying in these goods, and these savings are in turn passed on to the local consumer," explains Mel Lafferty. The Materials Management Division is always diligent about watching their prices. "We feel good knowing that we've done our best to get the best price for our clients; that is our job," stresses Mel Lafferty. "I like to feel that we've done good by our clients over the years." This job allows us to feel good about what we are doing," notes Mel.

Brian Hebert

profile



Brian Hebert is long time employee at the Corporation, having worked here for more than nineteen years. He came to the Corporation as a Program Officer in 1984. "The role of the position then was much more comprehensive. We were land administrators, finance officers, material managers and sometimes technical officers all rolled into one," says Brian. Currently, Brian works in the South Slave District, and is a Programs Manager and resident of Hay River.

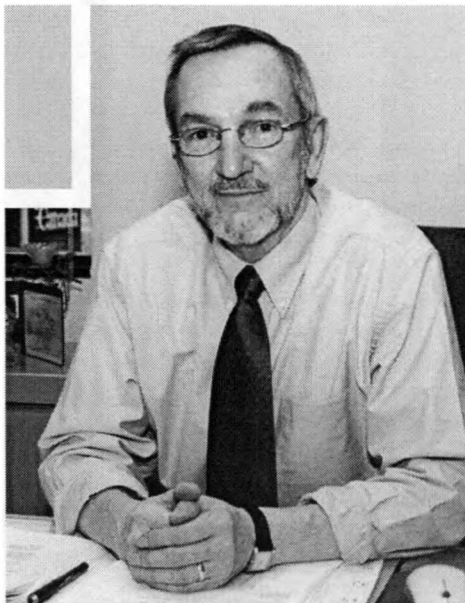
Brian enjoys his job, particularly because it allows him to work with the people in the communities. "I really appreciate the opportunities I've had to be creative in the development of programs, methods and systems that fulfill our mandate to provide suitable, adequate and affordable housing to clients. Achieving growth in these areas has been very important to me," Brian adds.

Over the years, Brian has seen the Corporation undergo many changes. "The most significant change is probably our growing ability to communicate and exchange information through technology," says Brian. He also underlines the benefits to the clients that directly result. "Through technology available today we are able to make improvements to our housing designs that make them more efficient and affordable."

Though he has experienced the growth and change of the Corporation, Brian does not feel that the ultimate goal or direction has greatly changed. "Essentially, the job of delivering affordable housing is not going to change that much. Developing meaningful partnerships with the communities and accruing the potential and economic benefits is, and I believe will remain, our prime directive."

Clarence Emberley

profile



"I could never have accomplished what I have in any other government department," says Clarence Emberley, who has been an employee of the Northwest Territories Housing Corporation for over 17 years. "As a Corporation we have less red tape. It's much more personal here; we're like a family." Clarence adds. He first came to set up the Maintenance Management System in 1985 in the South Slave District. In 1987, he became Manager of Maintenance, and has lived in Yellowknife ever since. His dedication to the Maintenance Management Operations System earned him the nationally recognized "Northern Housing Recognition Award" in 2000 from the Canada Mortgage and Housing Corporation.

Clarence is now the Executive Advisor to the President. Among other things, the job allows him to work directly with clients. "I like to be able to help the clients. Helping a single parent or a senior who is fighting all the elements makes any challenges we face worthwhile."

In his years at the Corporation, Clarence has seen it grow and change. "Initially, the Corporation was involved in a lot of 'doing' – we used to hire people to go in and do the work. Now, we focus more on facilitating Local Housing Organizations (LHOs) in the delivery of these types of services. We are in more of a training mode. We more or less provide advice, assistance and technical support to the LHOs."

Though housing needs will continue to increase in the current economic conditions, Clarence feels that we will continue to provide adequate and affordable housing through initiatives such as the Universal Partnership Agreement. "Through our partnership agreements, our delivery is going to be managed at the local level. As part of this initiative, we are giving advice and support to the communities, so they can make their own decisions in housing."

long service awards

▶ *Laurie Fernandez* ——— 10 years

▶ *Billie Arden* ——— 10 years

▶ *Don Jossa* ——— 10 years

▶ *Arie Keppel* ——— 20 years
(includes service with the Government of the NWT)

The Northwest Territories Housing Corporation is committed to providing residents of the NWT with the opportunity to have homes that support a healthy, secure, independent and dignified lifestyle. However, our programs and services could not be developed and delivered without the relentless efforts

of the Northwest Territories Housing Corporation staff. The Corporation would like to commend and thank all staff members for their outstanding service they continue to provide to the public on behalf of the Corporation and the Government of the Northwest Territories.

Thank-you