



Managing Housing for Sustainability and Viability

Key Components

Canada 



The Essentials:



1. A Sound Structure
2. Responsible Management
3. Community Mobilization / Buy-In

1. A Sound Structure



Building Blocks of a Sound Structure



A separation between
housing administration
and Leadership

A comprehensive,
up-to-date housing
policy

A representative
housing committee

Policies that protect and
support the housing
staff

Financial, technical and
technological resources

Separation Between Housing And Leadership



Housing
administration
functions
separately from
political
leadership.

- Clear roles and responsibilities for:
 - Chief and Council
 - Housing Committee
 - Councillor (housing portfolio holder)
 - Band Manager (Executive Director Or CEO)
 - Housing Manager
 - Housing Administration
- Ensure roles & responsibilities are outlined in the housing policy.

A Comprehensive Housing Policy



A comprehensive housing policy ratified by the community.

- Available and clearly explained to members.
- Addresses housing administration, operations, maintenance, financial processes, capital assets and reporting requirements.
- Amended over time as realities change and new challenges arise.
- Applied by the housing department and functions like a law.

A Representative Housing Committee



The Housing Committee reflects the population: includes youth, elders, parents.

- May be appointed or elected.
- Is an advisory committee—not involved in day-to-day decisions.
- Sets rules of operation for itself and meets regularly.
- Develops, reviews, and / or recommends budgets, policies, and performance measures.
- Is a link between the housing department and the community.

Policies that protect and support the housing staff



Support for housing staff is reflected in Human Resource policies and Band Council Resolutions.

- In practice, this means:
 - Leadership support
 - respect for the housing staff's knowledge and accomplishments;
 - clearly established decision-making powers for housing staff;
 - ongoing training of employees; and
 - adequate succession planning.

Technical resources / technological capacity



Adequate financial resources, technology and technical capacity.

- Resources are available for:
 - Training and education of tradespeople and housing managers
 - Up to date technology that can capture measurable results of housing operations
 - Policy development and implementation
 - Implementation of annual and long-term maintenance and capital replacement plans

Questions



- How does our community compare on these issues?
 - What improvements can we make?
- What should be our first action to move in this direction?

2. Responsible Management



Responsible Management includes:



Sound financial management practices/processes

Compliance with housing agreements

Fair and transparent management of waiting lists

Financial Planning is Realistic and Consistent



Sound financial management practices/processes

- Housing management does not require financial resources from other sectors.
- The community enforces rent collection and arrears management policies.
- The Finance dept. provides regular expense records (quarterly, at a minimum).
- The housing sector accounts are kept separately from the community's other accounts.
- There are regular information exchanges between Leadership and Band, Housing and Finance Managers.

Operating Agreements are respected



Compliance with housing agreements

- There is regular monitoring of the subsidy payments.
- The replacement reserves are held in a separate account and are not directed to other housing programs.
- First Nations submit audited financial statements before July 31 of each year (4 months from end of fiscal year) and comply with cyclical 5-year inspections.

Tenants are selected fairly



Fair and transparent management of waiting lists

- The tenant selection process and results are communicated to the community.
- Performance measures are established to show the process is fair.
- The process is monitored and assessed annually.

Questions



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3. Community Mobilization / Buy-In



Community mobilization / buy-in requires:



Consulting members on a regular basis

Informing members on housing-related financial issues

Gaining Buy-In from Community

Ensuring members understand basic home maintenance

Developing a long-term housing plan for the community.



✓ Members are consulted and decisions are transparent



Housing
information is
communicated
promptly

- Annual meetings and forums on housing
- Letters and newsletters
- Social media
- Community website(s)
- And more ...

The community is aware of financial issues



The community understands the current and future costs of housing

- The vision for future housing, including land allotments, need for servicing lots and strategy to meet all housing needs (ex: single parent households, elders)
- The Housing department's obligations and responsibilities to members
- The members' obligations and responsibilities to the Housing department

Members are informed on basic home maintenance



Members are informed at various stages

- Before they move in – with training sessions on basic home maintenance, whether they are tenants or homeowners
- When they move in
- 3-6 months after they move in
- During annual inspections of their unit
- When problems arise in the unit

The community has a long-term housing plan



A multi-faceted
Housing
Development Plan
is in place

- The plan includes different housing options to meet different needs, such as:
 - Social housing
 - Private units
 - Retirement homes
 - Duplexes and triplexes
 - Two-generation homes
- There is a strategy on land use and the servicing of potential lots.

Questions



- How does our community compare on these issues?
 - What improvements can we make?
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Thank You



*To be filled in by CMHC
staff – contact info, etc.*