Managing Housing for Sustainability and Viability Key Components







- 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

CANADA MORTGAGE AND HOUSING CORPORATION

## 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



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





## 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.





#### 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.



#### 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.



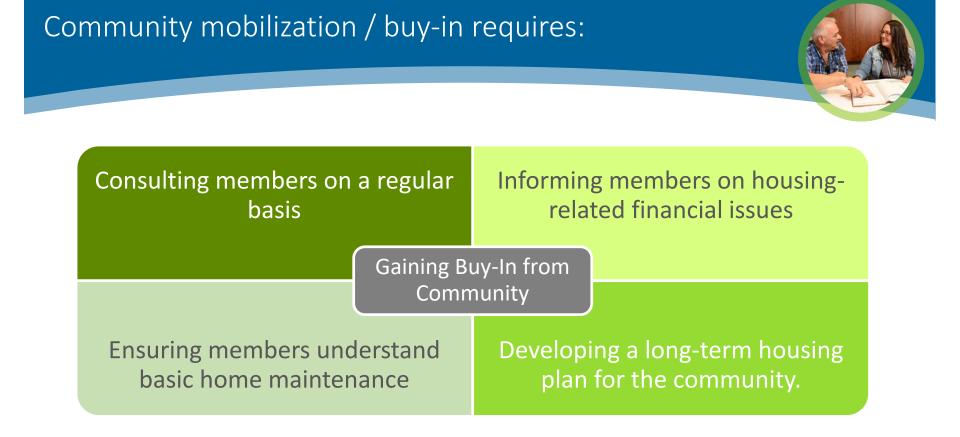


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# 3. Community Mobilization / Buy-In





## ✓ 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.





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## Thank You





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

