#### **Regional Operations**

Evaluation of INAC's On-Reserve Housing Support

PROJECT RECOMMENDATIONS	ACTION PLAN	EXPECTED COMPLETION DATE	PROGRAM RESPONSE
It is recommended that AANDC, working with First Nations and seeking the active involvement of CMHC and other key stakeholders:	We concur with this recommendation.  A) Working with First Nations, AANDC will develop policy options related to housing that will clarify the roles and responsibilities of AANDC, CMHC and First Nations.	Q2, 2011-2012	A) Status: on-going Update / Rationale: As of 31/03/2012: At a video conference of the National FN Housing Liaison Committee in January 2012, the AFN agreed to convene a working group to
Develop a policy statement building on the 1996 Policy and other On-Reserve Housing Initiatives. The policy statement should lay out clear objectives and be flexible enough in its application to ensure it meets the different types of needs in First Nation communities.	B) AANDC will assess the housing program for compliance with the new standardized departmental approach to First Nation funding agreements, specifically the new Policy on Transfer Payments, which provides flexibility in funding by taking into account risk and the different capacity development needs of First Nations along the community development continuum.  C) AANDC is working jointly with CMHC in identifying and implementing practical, incremental steps including developing and implementing a joint Housing Policy and Research Work Plan as initial steps in a change management approach which will lead to improved housing outcomes in First	Q2, 2011-2012 Q1, 2011 - 2012	2012, the AFN agreed to convene a working group to develop a draft Roles and Responsibilities document. Input has been collected from AANDC Regions, and AANDC is awaiting direction from the AFN working group chair.  B) Status: Closed Update / Rationale: As of 31/03/2012: as per September 30/11 update, this item was recommended to be closed.  C) Status: Closed Update / Rationale: As of 31/03/2012: as per September 30/11 update, this item was recommended to be closed.
2. Support and work with First Nations to clarify and strengthen accountability and governance structures, including roles and responsibilities, performance measurement, financial management, and community housing plans.	We concur with this recommendation.  AANDC's new policy recommendations (see Action, Recommendation #1) will address the need to clarify AANDC, CMHC and First Nations' roles, responsibilities and	Q4, 2011-2012	AES: Underway – AANDC continues to work on developing policy options related to housing.  A) Status: On-going Update / Rationale: As of 31/03/2012: Input has been collected from AANDC Regions and the AFN is leading a working group to draft a roles and responsibilities chart.

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	AANDC is developing and refining performance indicators for all areas of funding under the Capital and Facilities Maintenance Program, including housing. Benchmarks and targets are being established for each housing indicator.  AANDC will work with First Nations to strengthen their management of housing, including governance structures and financial management and the development of community housing plans, through various capacity development initiatives (see Action, Recommendation 3).	Q4, 2011-2012  Q4, 2011-2012	B) Status: On-going Update / Rationale: As of 31/03/2012: Performance indicators to be reported on in 2015. Self reported "adequate housing" is completed; housing subtext of community well-being index is dependent on Statistics Canada Census data; and Valid Housing Plan is awaiting regional input on content in order to develop a finalized definition.  C) Status: Ongoing Update / Rationale: As of 31/03/2012: AANDC has funded several First Nations and First Nation Organization and Association for various Capacity Development initiatives throughout the year. Specific objectives will continue to be pursued through Program Response, Recommendation 3.  AES: Underway – AANDC continues to make progress and has taken significant initial steps to work with First Nations in strengthening accountability and governance.
3. Develop a strategic approach to advance capacity building initiatives in order to:  a. better manage and monitor housing stock (where possible, AANDC should work with other government departments to leverage resources for First Nation capacity development);  b. advance local operational control; and	We concur with this recommendation.  Working with First Nations, AANDC will pursue strategic capacity development objectives to assist First Nations in increasing their housing capacity, collaborating with CMHC, other government departments and First Nations organizations. These initiatives will include:	Q4, 2012-2013	A) Status: Ongoing Update / Rationale: As of 31/03/2012: (a-1) AANDC worked with CMHC and the FNMHF in the development of a capacity support study and gap analysis. CMHC has compiled and analysed the information and determined that

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PROJECT RECOMMENDATIONS	ACTION PLAN	EXPECTED COMPLETION DATE	PROGRAM RESPONSE	
c. achieve the minimum standards of the National Building Code (e.g., quality construction, repairs and maintenance) to ensure long-lasting and environmentally sustainable units.	a-1: collaborating with partners involved in capacity development for on-reserve housing (namely CMHC and the First Nations Market Housing Fund) to identify existing capacity support services and gaps and develop a plan for a more coordinated and effective approach;	Q4, 2012-2013	there were no gaps.  (a-2) Final report will be received on March 31, 2012.	
	a-2:working with the First Nations National Building Officers Association to implement a building permit system in First Nation communities which will support the Band (Chief and Council) to assume operational control of housing outcomes;	Q4, 2012-2013	(a-3) All SIF projects have been completed on March 31, 2012. Funding renewal for SIF capacity development projects for 2012/13 will be explored.  (a-4) As per September 30/11 update, this item	
	a-3: supporting capacity development in First Nations housing through the Special Initiatives Fund (SIF), which funds small-scale projects designed to improve housing management, promote market housing, and demonstrate innovation in housing/infrastructure; and	Q4, 2012-2013	was recommended to be closed.  B) Status: Closed Update / Rationale: As of 31/03/2012: as per September 30/11 update, this item was recommended to be closed.	
	a-4: revising the comprehensive community housing guide, entitled "Creating Effective Community Strategies for First Nations Housing," to support effective community planning and housing management, and help advance and promote local operational control of housing in First Nation communities.	Q4, 2012-2013	C) Status: On-going Update / Rationale: As of 31/03/2012: Waiting for approval.	
	B: Changes to the Ministerial Loan Guarantee (MLG) manual will add requirements that, as part of the application	Q1, 2011-2012	AES: Underway – AANDC has made significant efforts in the past year to increase capacity for building standards. Much work is still underway and processes are gradually being implemented that are designed to better	

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	for an MLG, First Nations confirm that the project will be inspected by qualified inspectors who must confirm that it will meet or exceed the National Building Code (NBC) standards and other relevant standards. First Nations will also be required to confirm that the record of inspection and record of compliance to NBC standards or other relevant standards will be kept on file by the First Nation for the life of the MLG. AANDC will continue to work with CMHC to enhance NBC compliance. AANDC expects to complete the revisions to the MLG Manual and communicate changes in MLG requirements to First Nations in Q1 of 2011-2012.  C: Community Infrastructure Branch (CIB) will link to the broader Departmental capacity development strategy led by Governance Branch of Regional Operations Sector.	Q4, 2012-2013	manage housing stock, advance local operational control, and achieve minimum building standards.	
4. Support and work with First Nations to ensure houses are built to address overcrowding and deterioration and to maximise the use of resources bearing in mind current and future pressures on housing stock.	We concur with this recommendation.  AANDC is examining options along the housing spectrum to identify instruments that will support First Nations in transitioning from social housing to other forms of affordable housing, including rent-to-own programs and multi-units to increase housing stock and provide a broader range of housing options.  Researching existing First Nations housing programs, policy options will be developed that support more effective use of revolving loan funds and other market-based tools, which has demonstrably increased available	Q4, 2011-2012 Q4, 2011-12	A) Status: Request to close Update / Rationale: As of 31/03/2012: The Canadian Housing and Renewal Association paper has been finalized and shared with government partners and AANDC Regions for broader dissemination. In addition, the Introduction to Revolving Loan Funds document has been completed and shared with AANDC Regions and First Nations in attendance at regional capacity development workshops.  B) Status: on-going	

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	housing units by reducing reliance on social housing and decreasing pressure on existing housing stock.		Update / Rationale: As of 31/03/2012: Interviews with subject matter experts have been completed and a technical report on the impact of the Fund is underway. CIB reviewed preliminary findings in February 2012. The Evaluation report is expected to be tabled in June 2012.
			AES: Underway – Current research and analysis is expected to provide further direction on addressing overcrowding and housing stock deterioration.
5. Undertake research, in partnership with First Nations and CMHC, to identify: cost-effective design options for on-reserve housing construction and renovation the impact of demographic trends on the needs for on-reserve housing	AANDC will collaborate with CMHC to compile existing research and publications related to housing design and construction on reserve.	Q4, 2012-2013	A) Status: Request to Close Update / Rationale: As of 31/03/2012: Through the Special Initiatives Fund, AANDC funded the development of cost-effective green housing designs for Pilkani First Nation, which will be made available to other First Nations communities upon completion. The first phase of the project ended on March 31, 2012, and designs will be shared with other First Nations in 2012/13.
options for effective management of on- reserve housing portfolios options for effective governance of on- reserve housing	AANDC and CMHC will analyze housing and population data to consider demographic pressures.	Q4, 2012-2013	B) Status: Close Update / Rationale: As of 31/03/2012: The final report was received on March 31, 2012.

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PROJECT RECOMMENDATIONS	ACTION PLAN	EXPECTED COMPLETION DATE	PROGRAM RESPONSE
	AANDC will compile "best practices" for achieving success in First Nations housing for inclusion in the guide "Creating Effective Community Strategies for First Nations Housing," which will be a tool made available to First Nations.	Q4, 2012-2013	C) Status: Closed Update / Rationale: As of 31/03/2012: as per September 30/11 update, this item was recommended to be closed.
	AANDC will collaborate with First Nations organizations that engage in research on the implications of the legal definition of local operational control.	Q4, 2012-2013	Status: on-going  D) Update / Rationale: As of 31/03/2012: The AFN has created a working group that is working to develop draft roles and responsibilities. AANDC HQ and Regions have provided input to the AFN and is currently awaiting direction from the AFN Working Group Chair.
			AES: Underway - AANDC and First Nations are collaborating on efforts to better understand local operational control.