



FEASIBILITY STUDY ON THE IMPLEMENTATION OF A

## HOUSING TECHNICAL RESOURCE GROUP (HTRG)

to serve the First Nations of Québec

By Bernard Duchaine, Director, Technical Services  
February 7, 2013





FEASIBILITY STUDY ON THE IMPLEMENTATION OF A

**HOUSING TECHNICAL RESOURCE  
GROUP (HTRG)**



to serve the First Nations of Québec



**MAMUITUN TRIBAL COUNCIL**

**FINAL REPORT**

**Feasibility study on the implementation of a Housing Technical Resource Group  
(HTRG) to serve the First Nations of Québec**

**Presented to:**

**The Regional Tripartite Committee on Housing**

**To the attention of:**

**M. Guy Latouche, Gaston St-Pierre et associés Inc.**

**By Bernard Duchaine**

**Director, Technical Services**

**FEBRUARY 7, 2013**



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## 1. PURPOSE



This report is the result of different consultations with the main key players in the housing field within the First Nations. It follows up on a mandate granted to the Mamuitun Tribal Council in October 2011 by the Assembly of the First Nations of Québec and Labrador (AFNQL).

The mandate involved carrying out a feasibility study on the implementation and operation of a Housing Technical Resource Group (HTRG) to serve the First Nations of Québec, an innovative approach that could contribute to the development of the technical capability of the First Nations.

This report is presented to the Regional Tripartite Committee on Housing (RTCH), formed of representatives from the First Nations, the AFNQL, the Canadian Mortgage and Housing Corporation (CMHC) and Aboriginal Affairs and Northern Development Canada (AANDC).

## 2. BACKGROUND



The First Nations of Québec have important housing needs, as the 2003 and 2006 reports produced for the AFNQL demonstrated. The severity of the housing crisis in First Nations communities is due, in part, to the scarcity of available housing units and also to the lack of technical support for the construction and maintenance of the housing stock.

Housing, being closely related to health, education, the local economy, etc., is a vital function in the communities. The administration and maintenance of the existing housing stock and construction of new units to meet the high growth in demand are diversified and complex tasks. The same kinds of problems are frequently expressed by the communities: low level of funding available, lack of human resources, insufficient management tools, difficulty in dealing with legal aspects, technical complexities, changing needs, lack of day-to-day supervision, and so forth.



### 3. DESCRIPTION OF THE MANDATE



To carry out our mandate, we had to produce a feasibility study on the eventual implementation of a Housing Technical Resource Group (HTRG) to serve the First Nations of Québec, including the financial aspects.

The objective of the mandate is to analyse the means of setting up a regional body (a HTRG) to better support the First Nations staff working in the housing field in the areas of planning, management and for various technical aspects related to the sector, according to the needs expressed and the evolution of these needs.

The nature of services to be provided, the human resources and the required qualifications, the legal structure of the organization delivering the services, the optimal location of this organization, the detailed costs of the implementation and the recurring operation costs of an eventual HTRG will have to be identified and measured.

### 4. METHODOLOGY



The regional authorities of the RTCH were consulted in September 2011, before the mandate was granted to the Mamuitun Tribal Council, to confirm their expectations regarding the project and to better understand the operational strengths and weaknesses they had identified while doing business with the communities. This allowed us to plan the main activities linked to our mandate and the best approach to use for our consultations.

In order to become acquainted with data already published on the subject, we started by reviewing the existing literature.

We then proceeded to consult with the tribal councils of the Innu Nation (Mamit Innuat and Mamuitun), mainly concerning the meetings held by the Innu Regional Table of Housing Managers (IRTHM), who examined some of the problems related to our mandate.

However, an interesting opportunity led us to modify our initial planning. A regional meeting on housing, organized by the AFNQL and held in November 2011, gave us the opportunity to consult with front-line housing management stakeholders in most First Nations; we were able to get a good picture of their challenges and needs for technical support, in the area of housing.





We then consulted the other tribal councils of the province to better understand their needs and expectations regarding the eventual implementation of a HTRG. We also consulted with non-affiliated bands to ask them how an eventual HTRG could be of service to them.

The conclusions of the report were finally presented at the regional meeting on housing held in November 2012. This meeting gave us the opportunity to discuss minor details concerning the compliance of the final proposition with the initial mandate.

## 5. PROJECT TEAM



The Mamuitun Tribal Council has been involved with housing since 1992, mainly in the areas of community planning, program administration, inspections during construction or renovation work, preparation of plans and specifications, work supervision and local training of staff. The expertise within our team allowed us to carry out the greater part of our mandate internally.

The resource-people involved from our team were:

- M. Jean-Marie Picard, Advisor on issues related to housing programs and their administrative aspects.
- M. Robin St-Onge, Building Technician and Inspector certified by the CMHC.
- M. Bernard Duchaine, Director of Technical Services, certified Inspector and mandate coordinator.

No external resource-people were required to carry out the mandate, other than the people we consulted with.





## 6. OBSERVATIONS

The mandate carried out by the Mamuitun team included consultations, a literature review and some activities linked to analysis of the problems. This chapter presents the observations resulting from our work, in chronological order:

### **6.1 LITERATURE REVIEW**

We started by consulting many documents that different organizations had published over the last few years on the subject of housing for aboriginal populations. These organizations are, of course, national and regional aboriginal organizations (AFN and AFNQL), federal departments (AANDC) and agencies (CMHC), but also neutral non-government bodies or organizations sharing common interests (HRDC and tribal councils). Appendix 1 presents a non-exhaustive bibliography of the documents consulted.

Our objective was to deepen our knowledge of all aspects of the housing sector: political, administrative, economic, social, health and technical.

We basically found the same observations in the majority of the documents consulted. Housing conditions in First Nations communities remain difficult, despite the efforts made. The scarcity of housing units, chronic overcrowding, substandard housing conditions as well as socioeconomic and sanitary issues were all well-studied and documented. The important issues are easy to depict, but short and long-term solutions remain vague.

### **6.2 CONSULTATION WITH THE TRIBAL COUNCILS OF THE INNU NATION**

The Mamit Innuat and Mamuitun tribal councils who serve all Innu First Nations have been working together for a few years to improve the management of local housing programs. Since 2009, different initiatives related to governance and housing have shown the strengths and weaknesses of the local organizations. The Innu Regional Table of Housing Managers (IRTHM) was created in March 2010 to try to find common solutions to improve the situation.

This networking tool has contributed to the sharing of knowledge and skills regarding various aspects of the administrative and legal management of the housing stock: management of leases, relationship with the clientele, administration of funds, record-keeping, etc. The Table also aims at promoting best practices, development strategies and local skills improvement. Appendix 3 presents the highlights of these meetings.



In summary, we have noticed, among the Innu communities, the same recurrent issues. The management of leases, the maintenance of the housing stock, the planning of developments and the accurate follow-up of costs are basic operations that often produce, in these communities, unsatisfactory results. The appropriate approach to a solution differs according to the local capacity. The denser communities, with a large housing stock, are often better equipped to manage this problematic sector, because the volume of business constitutes a critical mass for the financing of operations. In a bigger population pool, it is also easier to find more human resources with different sets of skills. On the other hand, smaller communities have less money and less access to skilled human resources.

### **6.3 CONSULTATION WORKSHOP ORGANIZED IN COLLABORATION WITH THE AFNQL**

#### **1. Preparatory workshop held in November 2011:**

This activity was not part of our initial planning. The regional meeting on housing, organized by the AFNQL and held in Montréal on November 29, 2011, gave us a unique opportunity to consult with the main housing stakeholders of most First Nations at one time. We decided to modify our planning accordingly. During the meeting, we were also able to consult with non-affiliated bands; this allowed us to reduce the number of trips we had planned to that effect.

We facilitated a brainstorming workshop aimed at identifying common problems and possible avenues for solutions. We started by explaining our mandate and its objectives, then we talked about the methodology we had chosen to hold our consultations.

We explained how the workshop would proceed and the priority objectives:

- Targeting the problems identified by the local stakeholders
- Identifying different avenues to find solutions
- Identifying the required services

Spokespersons were appointed for each table and discussions started on themes we had suggested to clarify the scope of the question.

\* Questions related to problems linked to:

- ❖ The management and administration of programs
- ❖ The operation and maintenance of housing units
- ❖ The development and construction of housing units



\* Questions related to solutions for:

- ❖ The management and administration of programs
- ❖ The operation and maintenance of housing units
- ❖ The development and construction of housing units

After the discussion, the contributions from each table were shared. This sharing allowed us to better target the problems and to gather new ideas that could help us find realistic and feasible solutions.

The reader will find, in Appendix 4, a PowerPoint presentation on the workshop and the framework used to initiate discussion.

We took careful note of all the elements of the problems shared by the participants and of all the avenues proposed to find solutions. Discussions were recorded and the participants from each table noted down their interventions on flipcharts, enabling us to compile the data, group the interventions that were similar in nature and organize them according to different themes. This will allow us to target the main issues in Chapter 6.7 and to make recommendations accordingly, as part of our final report.

Appendix 5 presents a compilation of the workshop results.

## **2. Workshop held in November 2012 following presentation of the report to the RTCH:**

Following the presentation of the final report to the RTCH, it was proposed that the report be presented at the November 2012 regional workshop on housing, in order to obtain feedback from the representatives of the First Nations and the tribal councils concerning the conclusions of the report and how well the final proposition complied with the expectations and objectives of the initial mandate.

Participants had to answer four questions related to the proposed orientations for the eventual implementation of a HTRG:

1. Does this proposal for a HTRG, including four staff positions, meet the needs identified and expressed by First Nations? If not, what should be added?
2. In the first year, which use would you make of the services available either in management, maintenance, renovation and/or construction?
3. According to you, would it be better to establish a centralized HTRG or rather retain the decentralized option (by adding additional resources to existing tribal councils)? Why? What are the advantages and disadvantages?



4. Which action should be taken after this study? Should we implement a HTRG or should we simply give up this project?

On the whole, the report satisfies the expectations of the representatives of the First Nations regarding the nature of the proposed services and the identification of the human resources needed to offer the required services. The option of implementing a decentralized organization within the existing tribal councils was the most popular option chosen by the participants.

Appendix 6 presents a summary of the main comments expressed by the participants.

#### **6.4 CONSULTATION WITH OTHER TRIBAL COUNCILS**

Beside the consultations with the Mamit Innuat Tribal Council at the IRTHM, there were telephone consultations with the main stakeholders of other tribal councils (Attikamekw, Anishinabeg and Wabanaki) involved in the technical housing field, in order to better define the services that are currently offered.

At the moment, the technical aspect that is best covered by the tribal councils is the inspection service for construction and RRAP renovations, including reviewing of plans for new housing units and inspection of construction sites (between 4 and 6 visits for new constructions, but only one final inspection for the RRAP renovations). Five-year inspections are also done at the request of the CMHC. The main objective of these inspections is essentially administrative; they allow the CMHC, who pays for these inspections, to make the necessary disbursements. Tribal councils take advantage of these inspections to verify, for a certain number of housing units, compliance with the National Building Code of Canada (NBC) requirements. However, they do not inspect all new housing units.

In general, tribal councils do not offer services related to other technical aspects of housing programs because they are not paid to do so. Services that are not covered include, among other things, the planned management of maintenance, writing of specifications for renovations, help with the preparation of construction plans and specifications as well as technical and administrative support for construction and renovation sites or technical training of local staff. All these services are pressing needs among First Nations. Communities would also benefit from advisory services on other aspects of housing, for instance the management of lease agreements, accounts receivable, budget planning, etc.

On the other hand, many services are offered on a piece-rate basis, at the request of FN, when there are problems linked to health, or to the healthiness or security of the housing units: contamination problems (asbestos, vermiculite, mould, oil leaks, sewer backflow, radon, water ingress), vermin problems (rodents, insects, bedbugs), problems linked to fire safety, exits (stairways, balconies, etc.). These services are offered for free according



to the availability of the TC staff. They are mainly advisory services, but they can also include coordination of the remediation work that needs to be done to address these critical situations.

Nonetheless, some tribal councils offer support for non-financed technical services under various conditions and generally without expecting payment from the FN. It is in fact difficult to refuse to help a FN experiencing management problems in the housing field, but the help given depends on the availability of resources.

For example, the AANTC offers, free of charge to its member communities, services for the preparation of plans and specifications for the construction and renovation of the housing units in the different bands. On the other hand, they rarely offer services in the areas of maintenance, management or administration. If requested, they also offer services to Timiskaming, even if this FN is a member of another tribal council (Algonquin Secretariat).

The CNA, Wabanaki and Mamuitun tribal councils offer more diversified services to the bands who request them, but they charge a fee for such services: preparation of plans and specifications for new constructions, specifications for RRAP renovations, calls for tenders, follow-up with the contractors, contract management, etc.

The Mamuitun TC also offers inspection services for new constructions that are not governed by CMHC agreements. The inspection program under the NHA is financed by AANDC, if the bands make the request. The other tribal councils have no knowledge of this program.

## ***6.5 CONSULTATION WITH THE HUMAN RESOURCES DEVELOPMENT COMMISSION***

At the meeting organized by the AFNQL, we had the opportunity to talk with the representatives of the First Nations Human Resources Development Commission of Québec (FNHRDCQ) which has the mandate to develop a regional training strategy in housing management. According to the information we were able to obtain, the FNHRDCQ consulted with the FN and proposed a training strategy including the development and implementation of two programs leading to an Attestation of Collegial Studies (ACS, AEC in French): a Real Estate Operations Technology Program (programme de techniques en opérations immobilières) and a Property Management Development Program (programme de perfectionnement en gestion immobilière).



## **6.6 CONSULTATION WITH NON-AFFILIATED FIRST NATIONS**

We had planned to meet with the key housing players of some non-affiliated bands (2 Micmacs, 2 Mohawks, Wendat and 2 Algonquins). As we had the opportunity to meet with the representatives of most non-affiliated communities during the November AFNQL workshop, this activity was cancelled.

## **6.7 COMPILATION OF IDENTIFIED NEEDS**

Following the workshop and some direct consultations, we were able to compile identified needs according to main areas of activity. The results of this compilation are presented in Appendix 5. The following areas were used to group the activities that should be implemented by an eventual HTRG:

Program management and administration:

- \* Local organizational structure
- \* Policy on allocations to beneficiaries
- \* Management of leases and rent collection
- \* Budget planning and management of the replacement fund

Housing unit operation and maintenance:

- \* Continuous professional development programs
- \* Preventive maintenance and urgent repairs
- \* Health, healthiness and security problems

Development and construction of housing units:

- \* Planning new developments
- \* Technical support for construction work and renovations
- \* Adaptation to the changing needs of the clientele

## **6.8 IDENTIFICATION OF THE SCOPE AND NATURE OF REQUIRED SERVICES**

In order to meet the needs identified in Chapter 6.7, the scope and nature of the required services were determined according to area of activity and community group (affiliated or non-affiliated). We started by estimating the same workload for each FN; this evaluation of the number of hours required represents only an average.



Of course, the workload for an area of activity, for a specific community, is likely to change as the local structure evolves. For example, in the area of operations, there could be a bigger workload for a specific FN during the first years if the community is not very well organized in this area. The workload could then decrease as local people acquire skills.

Services can be grouped according to the same three main areas: management and administration; operation and maintenance; development and construction. The reader will find, in the table presented in Appendix 7, the details of the estimated workload necessary to meet the expressed needs.

Each community would receive an average of 189 hours of different services (productive hours, excluding travel time). Half of these hours would be worked on the field, helping the local workers, which corresponds to 2.7 weeks for each FN. This represents an average of 20 weeks of travel time to the different communities for each Advisor position.

If we take into account travel and non-productive time (off-duty time of different kinds), the human resources needed for the HTRG would be equivalent to 3.96 person-years (PY). This number excludes the overhead costs of administering the HTRG.

## **6.9 ASSESSMENT OF REQUIRED EXPERTISE**

The calculation of the workload allowed us to estimate the required expertise in terms of permanent positions. We were able to estimate that the activities related to program management and administration are equivalent to 1.17 PY, taking into account travel and non-productive time. The activities related to the operation and maintenance of the housing units are equivalent to 1.47 PY, while the activities related to the development and construction of housing units amount to 1.32 PY, including add-ons.

The ideal level of expertise to fill the four (4) proposed positions is intermediate to senior, or between 7 and 10 years of experience at the start of employment.

Following is a summary of the characteristics of each position:

### **1. . Advisor for the management of housing programs**

To provide advice and support in application of the housing policy: allocation to beneficiaries, choice of models and finish, signature of leases, preparation of applications for funding, estimation of needs, budget planning, record-keeping for the collection of rent, rent collection, maintaining log books of interventions done in the housing units, legal redresses, communication with the maintenance, renovation and construction sectors, analysis of user satisfaction, liaison with the political and financial sectors, public information, etc.





**2. *Advisor for the preventive maintenance of housing units***

To provide advice and support for organization of preventive maintenance of housing units: technical record-keeping, making log book entries for repairs, doing follow-up of costs, yearly inspection of the housing stock, planning of preventive maintenance tasks, work schedules, financial forecasts, promotion of beneficiary awareness of maintenance, training on basic maintenance for occupants, yearly service contracts in the areas of mechanics and electricity, requests for remediation repairs, training of local staff, etc.

**3. *Advisor for remediation repairs and home renovation***

To provide advice and support for supervision of renovations and problem-solving activities in the areas of health, healthiness and security of housing units: investigations following the discovery of problems, preparation of plans and specifications, works estimates, applications for funding, finding expert suppliers to fight contamination, technology watch, raising public awareness, documents linked to calls for tenders, contract management, legal considerations, compliance inspections, sampling surveys, etc.

**4. *Advisor for developments and home construction***

To provide advice and support for planning development of parcels of land and construction of housing units: forecasting needs linked to population increase, land-use planning, urban planning legislation, allotments, evaluation assessments, environmental considerations, geophysical constraints, hook-up to public services (electricity, telephone, infrastructure), remote installations, bank of plans, preparation of plans and specifications, quality improvement, optimization of materials, estimates, documents linked to calls for tenders, contract management, legal considerations, compliance inspections, warranties, construction defects, etc.

**6.10 POSSIBILITY OF POOLING EXISTING RESOURCES**

The possibility of pooling existing resources among tribal councils is rather limited because the only areas of activity that are currently covered are those related to construction sites or renovations. There are no resources allocated to administration, except the coordination offered by the IRTHM. The new resources would thus complement existing resources.

It is worth emphasizing that the resources that most tribal councils can count on at the moment are linked to CMHC inspection programs or to the fact that the tribal councils offer billable services to their member communities. Generally speaking, the workload in



each tribal council is equivalent to less than 0.5 PY. It would be possible to make better use of existing resources by adding responsibilities related to the required expertise.

As far as the training of local Housing Managers is concerned, the FNHRDCQ has developed a training strategy (college certificate); some of the modules in this program could be offered as professional development activities to the existing staff. We should take advantage of this training, while the HTRG could focus on identifying specific local needs.

### **6.11 IMPLEMENTATION OPTIONS**

There are two different approaches for the eventual implementation of a HTRG: a centralized or a decentralized organization.

A centralized organization would require the creation of an autonomous body, or else the delegation of this responsibility to a tribal council or another existing body (AFNQL for instance). From a legal perspective (creation of a corporation) and a constituent perspective (selection of a Board of Directors and definition of an AGM), the creation of an autonomous body is rather complex. It also involves the establishment of senior management and associated departments. The financial burden of the central option is prohibitive because the operating costs would have to be increased by a proportion of at least 50% to cover the overhead costs.

The delegation of responsibilities to a tribal council (or another organization) would save a substantial amount of money because only 20% would have to be added for program administration, management and supervision as opposed to the 50% aforementioned. If we take into consideration the different locations of the FN, the offices of HTRG Advisors would have to be in Québec City (or in Wendake). The authorized organization (tribal council or other) would then have to rent office space to be able to offer the required services.

The second approach would be the creation of several decentralized HTRG among the existing tribal councils. We have considered different groupings, taking into account the size of the communities, the nature of the specific needs and the geographic proximity of the FN. These groupings are presented in Appendix 7. More precisely, we would have to group all the Algonquin FN in the AANTC. Each of the other tribal councils would receive a PY allocation corresponding to the estimated needs for each group. For the non-affiliated bands, the services would be offered by one of the tribal councils, from the offices located in Québec City. For the purposes of the proposal, we have foreseen offering the services through the Mamuitun TC.

Our opinion is that the centralized option would be more formative for all the FN of the province, because it is easier to maintain harmonized objectives within a single organization. It also offers the possibility of retaining more specialized resources.



The decentralized option involves certain risks of diluting the objectives, as well as broadening the scope of activities that would be outsourced to the same person. However, the allocation of portions of a PY to different tribal councils would give more flexibility to adapt the services to the specific needs of member communities.

Furthermore, we wish to stress the position of the AANTC concerning the idea of offering services through a central organization. At the consultation workshop held by the AFNQL in November 2011, the AANTC presented a unanimous resolution signed by all its members, stating their opposition to the centralized option.

It would be possible, of course, to consider a third option: that is, to give the whole mandate to one tribal council only (or another organization) who could subcontract part of service offer to one or several tribal councils, including the AANTC. We have not evaluated the costs of this third option.

### **6.12 FINANCIAL NEEDS**

A financial needs analysis was carried out according to the different implementation propositions mentioned above. This will allow the RTCH to draft a final definition of the required services, according to the financial resources available.

We have evaluated the centralized option, with delegated tasks to an authorized existing organization, at about \$626,500 per year if the offices were located in Québec City.

We have estimated the decentralized option at \$546,500 yearly. Two main reasons explain the important gap between these two figures. The proximity of the serviced FN in relation to each tribal council brings about important savings on travel fees. We also have the effect of an economy of scale if we integrate additional PY into existing offices, as several public services are already hooked up (telephone, Internet, etc.).

Our calculations are detailed in Appendix 8.

### **6.13 IMPLEMENTATION OF SERVICES**

Several preliminary steps will be necessary before implementing these services. For instance, office space will have to be organized and human resources will have to be hired. Also, if we choose the option of a decentralized HTRG, it would be a good idea to define more clearly the specific services to be implemented, because they may differ from one tribal council to another. Of course, each TC will have to assess the yearly operating costs necessary to offer the HTRG program locally.

There may also be a need to group some communities with a different tribal council from the one they belong to.



The nature of the services and the sectorial distribution of the workload will change from year to year; it is important to keep in mind that the assessments we made could be subject to modification. A review of the objectives and results should be made after three (3) years of operation.

## 7. RECOMMENDATIONS



Based on the comments expressed by the representatives of the FN at the November 2012 workshop and considering the savings that this option will generate in operating costs, we recommend the implementation of decentralized Housing Technical Resource Groups within the existing tribal councils. This option seems the most appropriate and the best accepted by all stakeholders, despite the dilution it may bring in the services offered.

Furthermore, with the decentralized option, each tribal council will be able to prioritize only one area, if the FN who are members of the council wish to do so. It is easier to choose a customer-based approach, meeting specific local needs. This choice would also help reduce travel and allow for planning of rounds of visits that are adapted to the specific situation of each community.

Before hiring additional human resources, it is essential that all TC make a new assessment of their recurrent operating costs and of the specific needs of the First Nations they will be servicing.

If the RTCH and the AFNQL Chiefs' Table choose the decentralized option, the preliminary steps mentioned in Chapter 6.13 will have to be implemented before a final proposition can be presented.

It could be useful to form a steering committee to review the strategy as we go along, to ensure compliance with the enabling objectives and to improve the implementation conditions of the HTRGs.

## 8. IMPLEMENTATION CALENDAR



The final analyses that have to be conducted before the official implementation of the decentralized HTRGs need to be done at the beginning of the 2013-14 fiscal year if activities are to start in the months following.



The hiring of additional human resources and the organization of office space should start in the spring of 2013. A few more months will be needed before the HTRGs are fully operational in the field.

Finally, if we want this initiative to be successful, the necessary funds will have to be allocated to it. Several stakeholders have stated that it must be "new money", not a financial reallocation to the detriment of current services offered by the TC.

Bernard Duchaine  
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# APPENDICES



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## **APPENDIX 1: BIBLIOGRAPHY**



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## **APPENDIX 1: BIBLIOGRAPHY**

Rapport de consultation sur les besoins en formation des ressources humaines du secteur de l'habitation des Premières Nations du Québec, First Nations Human Resources Development Commission of Québec (FNHRDCQ), March 2009.

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**APPENDIX 2: PERSONS CONSULTED**



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## **APPENDIX 2: PERSONS CONSULTED**

AANDC:	Bruce Labrador, André Dansereau
CMHC:	Jean Ratelle, François Lachance, Pierre Trudel, Jean-François Samuel
Mamit Innuat:	Marcel Lehoux, Stéphane Lacasse, Alain Murray
Mamuitun:	Adèle Robertson, Luc Chartré, Évangeline Kanapé, Carmen Rock, Rémy Bastien, Michel Bordeleau
Waban Aki:	Mario Diamond
CNA:	Stéphane Boudreau
AANTC:	Claude Rollin, René Boulay
FNHRDCQ:	Rose-Anne Gosselin
Wendake:	Denis Dubé

### **Participants at the AFNQL meeting held in November 2011**

#### FIRST NATIONS (French-speaking)

Nicole Lalo	Pakua Shipi
Raymond Bellefleur	Unamen Shipu
Donald Kaltush & Paul-Émile Wapistan	Natashquan
Adéline Basile & Jean Charles Piétacho	Ekuanitshit
Rémy Bastien & Jean-Marie Jourdain & Carmen Rock	Uashat-Mani-Utenam
Sylvie Volant & Jean-Marie Volant	Pessamit
Lucie Germain & Sylvain Nepton	Mashteuiatsh
Jean Pierre Petiquay & Ayami Chilton	Wemotaci
Jean-Marc Flamand & Céline Quitich & Jean-Marc Flamand	Manawan
Denys Bernard	Wolinak
Line Mailhot & Rick O'Bomsawin	Odanak
Marie-Hélène Papatie & Marie-Anne Penosway	Kitcisakik

Terry Babin & Brian Dumont  
Jasmin Mowatt & Sally Rankin  
Jody Mitchell & Rose-Marie Metallic  
Claude Jeannotte

Lac Simon  
Abitibiwinni  
Listuguj  
Gespeg

FIRST NATIONS (English-speaking)

Iris Jacobs & Lisa Montour  
Clarence Simon & John Canatonquin  
Sandra Commanda & Stuart McGregor  
Darlene Chevrier & Kim McLaren  
Madeleine Paul & Julie Wabie  
Clarence Miniquaken & Christine Atsynia

Kahnawake  
Kanesatake  
Kitigan-Zibi  
Timiskaming  
Kipawa  
Wemindji

TRIBAL COUNCILS AND OTHER ORGANIZATIONS

Alain Murray  
Jean-Marie Picard & Robin St-Onge & Bernard Duchaine  
Lise Rondeau  
Norm Odjick  
Johanne Duchesneau & Norman Hains  
Diane McGregor & Guy Latouche

Mamit Innuat  
Mamuitun  
CNA  
AANTC  
FNHRDCQ  
AFNQL



**APPENDIX 3: HIGHLIGHTS OF THE INNU REGIONAL  
TABLE OF HOUSING MANAGERS**



FEASIBILITY STUDY ON THE IMPLEMENTATION OF A

**HOUSING TECHNICAL RESOURCE  
GROUP (HTRG)**



to serve the First Nations of Québec

## **APPENDIX 3: HIGHLIGHTS OF THE INNU REGIONAL TABLE OF HOUSING MANAGERS**

### **FIRST MEETING, HELD IN MARCH 2010**

During the first part of the meeting, the facilitator gave a summary of the issues and circumstances that led to organizing the meeting. He also asked the Housing Managers of the different communities to talk about their respective situations:

1. Description of the organizational structure of their sector
2. Local team and operation
3. Role and responsibilities
4. Size of the housing stock managed, Housing Assistance Programs in force, projects implemented or being implemented.

Each Manager gave a brief description of his community, so that participants could be aware of the similarities and the differences between each community in order to share experiences and solutions.

During the second part of the morning, discussions revolved around **common problems** such as:

1. Rent collection
2. Lack of support from political bodies for the implementation of changes
3. Need to make tenants aware of their responsibilities
4. Very insufficient financing from AANDC for the administration of Housing Programs
5. Difficulty in meeting the needs of tenants who pay their rents regularly
6. Fixing rent rates
7. Staff turnover
8. Lack of support from the community
9. Selection criteria for tenants

The Managers agreed on the following approaches to solutions:

1. Importance of a rigorous application of the Housing policy
  - a. Mobilization of the population
  - b. Mobilization of elected officials
2. Training and coaching of tenants
  - a. Information and awareness-raising meetings (individual/group) on current and future issues (occupation rates, maintenance, respect for property)
  - b. Coaching of tenants and control of results achieved (for instance, for the Mashteuiatsh, there was joint coaching of tenants with Social Services
    - i. Possibility of training a resource to perform this task
  - c. Continuous promotion of tenants' awareness of their responsibilities (structured and permanent approach)
  - d. Positive reinforcement for tenants who pay their rent regularly
3. Creation of an autonomous (non-political) housing corporation
4. Development and organization of training/workshops (FN-AANDC-CMHC)
  - a. Skill improvement
  - b. Planning of succession staff
  - c. Management of CMHC programs
5. Sharing of expertise between communities
  - a. Sharing of information and management tools
  - b. Integrated approach for a better distribution of allocated housing units (among the 9 FN)
  - c. Offering inter-community training courses
  - d. Inter-community training and coaching
  - e. Hiring and sharing of skilled housing resource-persons
  - f. Group buying for materials (economy of scale)
6. Better access to housing units (private sector)
7. Promotion of property transfer (certificate of possession)

## **SECOND MEETING, HELD IN NOVEMBER 2010**

### **SHARED PROBLEMS & IDEAS**

At this meeting, discussions revolved around common problems and ideas that the Managers wished to share among themselves:

#### **Rent collection management**

Managers shared their ways of fixing rents. Some said that they were adjusting rents for permanent workers, for seasonal workers and for people receiving welfare benefits. With this method, they take into consideration the current income of those signing the lease. For some others, the rent is fixed according to the salary and the number of people living in the housing unit (percentage of family income). Tenants are grouped according to their income; for instance, if the tenant's yearly income is between 0 and \$7500, the rent is fixed at \$75 a month, etc.

#### **Eviction process**

In some communities, tenants who do not pay their rent can be evicted from their housing units. This is the case if the tenants leave before the end of their agreement (25 years). The housing unit is then recuperated, there is a public call for tender and an appraiser comes to evaluate it. To fix the sale price, the unpaid portion of the mortgage, subsidies granted by the council, etc. are also taken into account.

#### **Maintenance of the housing unit in cases of non-payment of the rent**

Some communities continue to maintain the housing unit if they suspect that it could deteriorate. In this case, they bill the tenant. The same situation applies in other communities, except that they do not bill the tenant. Repairs to the plumbing system are prioritized because of the risk of rapid deterioration of materials, which can cause mould formation. Some other communities discontinue all maintenance work.

#### **Legal problems**

When spousal separation occurs, some couples start proceedings in court in order to keep the housing unit. In most cases, the court does not pass judgment and lets the Band Council make the decision. The Council favours the person who has legal custody of the children. Others go to court to stop paying the rent, pleading reasons linked to their past history.

#### **Transfer of ownership**

Communities have already made several transfers of ownership. The conditions of the transfer of ownership are included in the lease. The tenant must pay arrears before becoming owner of the housing unit. After the transfer, the Council continues to pay labour costs for maintenance activities. Housing units are renovated after 20 years. In

some cases, an appraiser is hired to evaluate the monetary value of the housing unit. However, there are issues related to successions, the use of the housing unit for purposes other than residential, the procedures for sale of the housing unit, etc.

### **Succession staff**

Managers want to know if Councils train succession staff when there are retirements, extended absences or for any other reason. Some communities work with young people who have studied in the field of accounting.

### **Networking**

Tribal Councils would like the Managers to share their expertise and communicate directly among themselves. The contact list that we had prepared for the first report was very useful and Managers are asking for an update of the list (for example, sharing of information and housing plans between FN, etc.).

### **Presentation of forms that are used**

The Housing Managers would like each community to present, at the next meeting, the forms they are using from day to day. It would be very useful for communities to see how the others operate; they could then improve their practices.

### **Training/workshops**

Following up on one person's testimony, participants would like to have training on persuasive writing. Also, the CMHC and AANDC could give a training session on the updating of some forms used to send reports (to be assessed to ensure the relevance of forms that have been used for a long time). All participants showed a willingness to share their forms and the documentation on the procedures they use.

## **WORKSHOP ON OVERCROWDING (SOLUTIONS)**

The objective of this workshop was to follow up on the discussion on the causes of overcrowding in housing units. Managers had to validate the solutions proposed by participants during the first meeting and to target 4 or 5 measures to apply in the next few months.

They targeted the following measures:

- a. To complete the catch-up in housing and to acquire the funds and tools to ensure a sufficient number of housing units;
- b. To develop subsidized pilot projects to promote access to private ownership; this would be less expensive than social housing;
- c. To index subsidies (housing, cost of living, etc.) granted to First Nations according to remoteness and to review indexing formulas for the remoteness factor;

- d. To authorize First Nations to contact collection agencies about tenants who do not pay their rent;
- e. To create housing pools (multiple-dwelling structures, etc.);
- f. To solicit the participation of Housing Managers in a discussion about real housing issues and needs, before the preparation of the next housing initiative.

#### **Procedures to apply in the case of accidents or damage to the housing stock**

The housing units are insured, but only rarely is personal property insured. What are the procedures to apply when housing units must be evacuated, when firemen must respond to a fire, when photographs must be taken after an accident, when tenants must be relocated while they are waiting for their housing unit to be repaired, etc.? Public Works and Fire Departments cope with these emergency situations in some First Nations.

It could be useful to share existing written procedures to help FN who do not have any formal plans. We wish to protect people first, then property.

#### **Procedures to apply if a tenant declares personal bankruptcy**

The following discussions revolved around the impact of a tenant declaring personal bankruptcy. For some Managers, a personal bankruptcy does not erase the debt of a tenant regarding his arrears.

#### **CURRENT EXPECTATIONS & ACTIONS**

The Housing Managers had further discussions in order to define their immediate expectations, as follows:

- a. To organize training on administrative writing for the housing staff;
- b. To offer training to technicians regarding breathing walls;
- c. To organize a training session on the different forms used by the CMHC and AANDC;
- d. To promote presentation/sharing of forms among FN;
- e. To organize training sessions on basic maintenance for the tenants;
- f. To identify and implement measures to promote inter-community training courses;
- g. To promote and improve the sharing of expertise;
- h. To obtain a table of costs/square foot for constructions, in order to estimate the required budget;
- i. To find the best way of informing Housing Managers of any source of additional funding.

### **Computerization**

In order to improve record-keeping and sharing of information on housing developments in each community, Housing Managers have targeted, as an ideal tool, implementation of a computer system dedicated to housing for management of the housing stock in each community (housing units), of tenants (leases), of accounts receivable (rent collection) and of maintenance (planned).

The implementation of this system would allow for better collection of money owed by the tenants, an update of all the forms and leases used in the housing sector as well as the computer entry of the housing program in use and end-of-lease dates for each client. Communities could also enter into the system the background of each housing unit (which would be very useful for the updating of loan files and other information).



### **THIRD MEETING, HELD IN MARCH 2011**

The items discussed are linked to updating the housing policy and the rate schedules for rents. Other discussions revolved around results of networking among communities regarding the search for information to complete the computerization of the housing sector. The Housing Managers also talked about maintenance programs and transfers of ownership.

Participants also decided to set a date for the training session on administrative writing. Everyone agreed on the relevancy of taking part in this training, as long as the templates presented were linked to the housing sector. The Housing Managers decided to form two different groups, in order to balance out the absences in the housing sector on the day of the training. The Housing Managers will communicate with the training provider and CMHC to request financing.

Later, the participants had a discussion on the basic maintenance training sessions for tenants; it is important to search/attract/validate tenants' interest for basic maintenance (simple tasks, emergencies, ventilation, prevention). As soon as tenants move into a new housing unit (within 1 or 2 weeks), they should be met, so that housing staff can explain the operation of all the equipment in their unit as well as the basic maintenance tasks they should perform. Once a year, the housing stock maintenance team should visit the units. This would be a good way to raise tenants' awareness of the required maintenance tasks. The CNA has written a Maintenance Guide (it would be useful to get a copy of it, if possible).

### **SELECTION CRITERIA & PRIORITIZATION**

Selection criteria for households and prioritization in the allocation of housing units are similar in the various communities, but with some local differences. Discussions revolved around the general and specific considerations (single tenants, other programs). There are lists of beneficiaries waiting for housing units and it is often the Council which makes the rules for prioritization. Overcrowding is often the number one criterion. The other criteria are, among others, the following: having been a member for 5 years, to be 18 years old, etc. A Manager mentioned that housing requests that were made a long time ago are still unanswered because of criteria favouring (involuntarily) more recent requests. There is a selection problem regarding the composition of a family; for example, a single-parent family composed of two individuals who presented a request a few years back is at a disadvantage compared to a large family who presented a request more recently.

For single people, the allocation is ruled by distinct programs. The prioritization is part of the policy and is applied by the Housing Directorate.

#### **FOURTH MEETING, HELD IN SEPTEMBER 2011**

Representatives from AANDC and the CMHC reviewed the 8 elements of the RTCH Action Plan.

1. Health and safety: the radon issue
2. Portfolio management: 287 FN experience difficulties in the management of agreements (Section 95), namely insufficient financing and deficits in the operation of housing units
3. Housing needs: an updated AFNQL study should be published in the fall of 2011
4. Ad hoc initiatives: the CEAP program is finished for the current fiscal year
5. Procedure used for funding allocations in the housing field: according to the participants, the RTCH should review/modify the current approach (for instance, allocations by Nation and by community)
6. Commitments made during the Socioeconomical Forum: no further developments
7. Skill development: the FNHRDCQ has projects regarding continuous professional development for Housing Managers, the training of succession staff and the development of national certification
8. Research & Development: to study the possibility of implementing a Housing Technical Resource Group (for example, a HTRG or trainers who could go from community to community)

Finally, it is suggested that participants visit the AFNQL Website to read the Action Plan, the minutes of meetings and different studies on RTCH activities.

**This document is a summary of the items discussed during the 4 meetings. Detailed reports are available.**

**APPENDIX 4: PRESENTATION AND FRAMEWORK  
OF THE CONSULTATION WORKSHOP**



FEASIBILITY STUDY ON THE IMPLEMENTATION OF A

**HOUSING TECHNICAL RESOURCE  
GROUP (HTRG)**



to serve the First Nations of Québec

Regional Meeting on Housing

Hosted by AFNQL

November 29, 2011

## WORKSHOP ON Problems and Solutions

CONSEIL TRIBAL



MAMUITUN

### Overview of Mamuitun mandate

- To produce a feasibility study on the opportunity of implementing a Technical Advisory Group on Housing (TAGH) for Québec First Nations.
- To analyse the nature of problems and identify specific solutions, either for bands affiliated to a tribal council and for non affiliated bands.
- To elaborate a proposal defining the nature of services involved, human resources required, implementing and operating costs.

## Methodology

- Consultation thru today's workshop
- Meeting with the six (6) tribal council's stakeholders and with some of the non affiliated bands.
- Consultation with the regional Housing partners
- If needed, meetings with some affiliated FN.
- Final report approved by Regional committee by the end of March 2012

### Workshop details

#### **Main objectives :**

- Identify areas of local problems
- Introduce some means of solutions
- Clarify services required

#### **How it works:**

- Brainstorming approach.
- Reporters nominated for each table.
- Themes suggested to support the global topic discussed.

## Your involvement:

- Reporters elected by peers will note all answers and ideas proposed by table participants. Some reporters will be picked up to share results. We will gather all notes afterwards.
- Questions posted on slides will include some suggestions on topics to be addressed. Please no censorship : all answers are good answers.
- Topics suggested don't need to be discussed individually. They are there only to remind you on some aspects included in the main theme, to furbish your debate and guide you through different ways to address the question.

## Your involvement (some more)

- 20 minutes for each question
- 3 questions concerning problems
  - Program management
  - Housing operation and maintenance procedures
  - Development and construction of new housing facilities
- 3 questions concerning solutions
  - Program management
  - Housing operation and maintenance procedures
  - Development and construction of new housing facilities
- 2x 20 minutes sharing ideas

## **Problems related to housing program management :**

- Awarding new houses
- Rental agreements
- Account receivables
- Claims and requests
- Funding, loans and paperwork
- Ministerial guaranties
- Administrating CMHC conventions
- Juridical aspects
- Human resources
- Management tools, cost control, external support

## **Problems related to operation and maintenance procedures :**

- Filing records
- Inspection for maintenance purpose
- Renovation specification
- Emergency reparations
- Preventive and planned maintenance
- Costs control
- Replacement funds management
- Human resources
- Local expertise, subcontracting, external resources
- Contract management
- Technical matters



## **Problems related to development and construction of new housing facilities:**

- Identification and planning
- Evolving needs
- Growth evaluation
- Funding sources
- Infrastructure development
- Hiring professionals for plans and specifications
- Contract awarding and management
- Construction supervision
- Costs control
- Delivering new houses to tenants
- Warranties, defects and liabilities
- Local resources, external support
- Various technical aspects
- Juridical aspects

Sharing ideas on **problems outlined** by participants

Your say is important

## Solutions related to housing program management :

- Awarding new houses
- Rental agreements
- Account receivables
- Claims and requests
- Funding, loans and paperwork
- Ministerial guaranties
- Administrating CMHC conventions
- Juridical aspects
- Human resources
- Management tools, cost control, external support

## Solutions related to operation and maintenance procedures :

- Filing records
- Inspection for maintenance purpose
- Renovation specification
- Emergency reparations
- Preventive and planned maintenance
- Costs control
- Replacement funds management
- Human resources
- Local expertise, subcontracting, external resources
- Contract management
- Technical matters

## Solutions related to development and construction of new housing facilities :

- Identification and planning
- Evolving needs
- Growth evaluation
- Funding sources
- Infrastructure development
- Hiring professionals for plans and specifications
- Contract awarding and management
- Construction supervision
- Costs control
- Delivering new houses to tenants
- Warranties, defects and liabilities
- Local resources, external support
- Various technical aspects
- Juridical aspects

Sharing ideas on solutions outlined by participants

Your say is important



## **Conclusions and follow-ups**

- Answers compilation by Mamuitun
- Synthesis of problems identified
- Synthesis of solutions proposed
- Interim report deposited to RHC
- Integration in final report
- Implementation of TAGH if needed

## **AFNQL Regional Workshop on Housing**

Priority objectives for this meeting :

Explaining our mandate and its objectives regarding an eventual HRTG
Targeting the problems identified by the local stakeholders
Identifying different avenues to find solutions; identifying required services
Facilitating FN networking

### CONSULTATION WORKSHOP AGENDA

29-nov-11

Start	End	Duration	Object	Responsible	LOGISTICS
13 h 00	13 h 15	0 h 15	Mamuitun mandate and workshop objectives	Bernard Duchaine	Power Point Presentation
13 h 15	13 h 35	0 h 20	<b>Problems related to housing program management and administration :</b> Awarding new homes, Rental agreements, Account receivables, Claims and requests, Funding availability, Budget requests, Loans, Ministerial guaranties, CMHC agreements, legal aspects, human resources, Management tools, Costs follow-up, External resources	Workshops	Brainstorming workshops in round tables. Contributions noted by a spokesperson.
13 h 35	13 h 55	0 h 20	<b>Problems related to operation and maintenance procedures :</b> Filing records, Inspection for maintenance purpose, Renovation specification. Emergency repairs, Preventive and planned maintenance, Costs management, Replacement funds management, Human resources, Local expertise, Subcontracting, Contract management, Technical matters, External resources	Workshops	Brainstorming workshops in round tables. Contributions noted by a spokesperson.
13 h 55	14 h 15	0 h 20	<b>Problems related to development and construction of new housing facilities :</b> Identification and planning, Evolving needs, growth calculation, Funding sources, Infrastructure development, Hiring professionals, Plans and specifications, Awarding and managing contracts, Worksite and final inspections, Transfer to tenants, Warranties and deficiencies management, Complaints management, Costs follow-up, Local resources, Various technical matters, Legal aspects, External support	Workshops	Brainstorming workshops in round tables. Contributions noted by a spokesperson.
14 h 15	14 h 35	0 h 20	Sharing <b>problems identified</b> by participants	Bernard Duchaine	Sharing contributions by 3 or 4 spokespersons. All notes picked-up by Mamuitun
14 h 35	14 h 55	0 h 20	Break		
14 h 55	15 h 15	0 h 20	<b>Solutions related to housing program management and administration :</b> Awarding new homes, Rental agreements, Account receivables, Claims and requests, Funding availability, Budget requests, Loans, Ministerial guaranties, CMHC agreements, legal aspects, human resources, Management tools, Costs follow-up, External resources	Workshops	Brainstorming workshops in round tables. Contributions noted by a spokesperson.
15 h 15	15 h 35	0 h 20	<b>Solutions related to operation and maintenance procedures :</b> Filing records, Inspection for maintenance purpose, Renovation specification. Emergency repairs, Preventive and planned maintenance, Costs management, Replacement funds management, Human resources, Local expertise, Subcontracting, Contract management, Technical matters, External resources	Workshops	Brainstorming workshops in round tables. Contributions noted by a spokesperson.
15 h 35	15 h 55	0 h 20	<b>Solutions related to development and construction of new housing facilities :</b> Identification and planning, Evolving needs, growth calculation, Funding sources, Infrastructure development, Hiring professionals, Plans and specifications, Awarding and managing contracts, Worksite and final inspections, Transfer to tenants, Warranties and deficiencies management, Complaints management, Costs follow-up, Local resources, Various technical matters, Legal aspects, External support	Workshops	Brainstorming workshops in round tables. Contributions noted by a spokesperson.
15 h 55	16 h 15	0 h 20	Sharing <b>solutions proposed</b> by participants	Bernard Duchaine	Sharing contributions by 3 or 4 spokespersons. All notes picked-up by Mamuitun
16 h 15	16 h 30	0 h 15	Conclusions and follow-ups	Bernard Duchaine	

by : Bernard Duchaine  
Director, Technical Services

2011-10-28



FEASIBILITY STUDY ON THE IMPLEMENTATION OF A

**HOUSING TECHNICAL RESOURCE  
GROUP (HTRG)**



to serve the First Nations of Québec

**APPENDIX 5: RESULTS OF THE CONSULTATION  
WORKSHOP HELD IN NOVEMBER 2011**



FEASIBILITY STUDY ON THE IMPLEMENTATION OF A

**HOUSING TECHNICAL RESOURCE  
GROUP (HTRG)**



to serve the First Nations of Québec



**APPENDIX 5: RESULTS OF THE CONSULTATION WORKSHOP HELD IN NOVEMBER 2011**

**Problems linked to program management and administration**

**Local organizational structure**

**IDENTIFICATION OF PROBLEMS**

**HUMAN RESOURCES**

Difficulty retaining staff and rapid staff turnover

Lack of local Architectural Building Technician

Lack of local specialized services

Insufficient financing to manage government programs

Difficulties in recruiting staff

**CMHC/AANDC FORMS**

Inadequate management of forms

Lack of technical support for writing reports

Need for report standardization and implications

Forms too complicated

**TRAINING OF STAFF**

Insufficient training

Insufficient communication on security-related dangers

Lack of basic and other computer training (for example Autocad)

Lack of training on legal aspects

**COMMUNICATIONS**

Communication network inadequate or not-well understood

Inadequate communication between departments

Lack of acknowledgements of receipt

Communication problems

Lack of information on programs for the population

## **MANAGEMENT**

Management tools lacking or obsolete

Inadequate record-keeping

Inadequate management of housing requests

Inadequate management of replacement fund

Inadequate management of emergency situations

## **PROPOSED SOLUTIONS**

### **HUMAN RESOURCES**

More money for additional human resources

Collaborative work

Increasing of the sense of pride among housing and construction staff

### **CMHC/AANDC FORMS**

Streamlining of CMHC/AANDC forms

### **TRAINING OF STAFF**

Planning a continuous professional development program

### **COMMUNICATIONS**

Better follow-up with the Accounting Department

Improving communications between Band Councils and the housing sector

Improving communications between government bodies and First Nations

## **MANAGEMENT**

Monthly meetings of the Management Committee

Training on management of construction sites

Better budget control

- **Policy on allocation of housing units**

## **IDENTIFICATION OF PROBLEMS**

### **POLITICAL INTERFERENCE**

Politicization of the housing sector / political interference

Political interference in allocation of housing units

Political interference in fixing rent rates

## **PROPOSED SOLUTIONS**

### **POLITICAL INTERFERENCE**

Removing political interference

De-politicization of housing for the application of the housing policy

Removing interference from chiefs and band councillors

- **Management of leases and rent collection**

## **IDENTIFICATION OF PROBLEMS**

### **RENT**

Problems regarding arrears / rent collection (2)

Failure to respect lease conditions

Difficulties balancing accounts

Creditworthiness of beneficiaries

Repossession of housing units

Accountability/reporting

Difficulty in fixing rent rates

### **HOUSING POLICY**

Lack of housing policy

Lack of application of the housing policy: deadbeat renters, succession and repossession of housing units

Inadequate application of the housing policy

Lack of procedures

Repossession of housing units

## **PROPOSED SOLUTIONS**

### **RENT**

Standardization of leases for the First Nations

Development of expertise for collection of arrears

Application, implementation and thoroughness

Adoption of resolutions regarding arrears

Focus on rent and arrear collection

Adoption of internal rules for rent collection

### **HOUSING POLICY**

Sharing of information

Beneficiary confidentiality

Creation of a transparent Housing Committee

- **Budget planning and management of replacement fund**

#### **IDENTIFICATION OF PROBLEMS**

##### **PROGRAMS**

Insufficient knowledge of programs

Lack of funds (2)

Review / indexing of Tribal Council funding to the cost of living (most recent indexing in 1996)

Exploring new subsidy programs

Lack of financing for new programs

Lack of financing

Delays in the approval of reports (2)

Lack of resources for new initiatives

Lack of financial self-sufficiency of subsidy programs for which an investment is necessary

RRAP: insufficient subsidy granted for renovations (\$16,000) compared to the actual costs

Insufficient financing compared to the percentage allocated in the core budget for community development (20%)

Insufficient financing in view of population growth

Not enough new money

Need of more flexibility in the Ministerial Loan Guarantees

Difficulty in choosing between construction of new housing units and maintenance/renovation

Lack of financing for the Tribal Council to perform maintenance inspections

Need for the government bodies to better understand First Nations' problems

Lack of availability of the funding agencies

## **PROPOSED SOLUTIONS**

### **PROGRAMS**

Identification of needs before budget allocations are granted

Budget planning and forecasts

New money for developments

Second mortgage / refinancing

Modification of Section 95 (CMHC program); it is not economically viable and it involves too much paperwork

Access to provincial programs

Streamlining of administrative tasks

Elimination of the paternalist system

Centralization of AANDC and CMHC requests

Increase of program funding, more RRAP funding from the CMHC

More financing

New sources of financing

New programs and modifications to the existing forms

Communication about programs

More time spent to explain programs to new employees

More visits from government agencies (AANDC and CMHC)

Problems linked to housing units operation and maintenance

## **Problems linked to housing units operation and maintenance**

- **Continuous professional development programs**

### **IDENTIFICATION OF PROBLEMS**

#### **HUMAN RESOURCES**

Insufficient number of employees

Need of financing to hire a maintenance inspector

Need of recognition of the Tribal Councils

Lack of financing for employees

Lack of resources

Lack of skilled resources in the areas of archiving and statistics

Lack of skilled human resources (for instance, specialized in mould)

Insufficient time to process housing requests

### **PROPOSED SOLUTIONS**

#### **HUMAN RESOURCES**

Creation of an intervention team

More resources in the field

Cooperation (involvement of the community)

Training and follow-up (updates)

Continuous professional development (already underway with the tribal councils)

- **Planned maintenance and urgent repairs**

### **IDENTIFICATION OF PROBLEMS**

#### **PLANNING OF MAINTENANCE TASKS**

Insufficient planning

Lack of preventive maintenance

Aging of housing units and materials

Need for renovations

Insufficient financing for repairs

Delays in follow-up of maintenance files

Insufficient planning for preventive maintenance

Insufficient financing for preventive maintenance

Insufficient funds in the replacement reserve and replenishment problems

Lack of technical support

Difficulty in staying up to date regarding preventive maintenance work schedules

Inadequate understanding on the part of the beneficiaries of the amounts granted for RRAP (for example)

### **PROPOSED SOLUTIONS**

#### **PLANNING OF MAINTENANCE TASKS**

Investment in maintenance as opposed to investment in short-term repairs

Implementation of house-to-house preventive inspections (for example, cleaning, humidity, energy)

Development of response protocols

Development of software

Implementation of computerized archives and follow-up tools (background of housing units)

Funds for yearly maintenance

Organization of yearly meetings to plan work to be done in the coming year

Implementation of a preventive maintenance program

Computerized technical support

Yearly inspection

File updates

Housing Maintenance Guide for the beneficiaries

#### **• Health, healthiness and security problems**

### **IDENTIFICATION OF PROBLEMS**

#### **BENEFICIARIES**

Lack of training of the beneficiaries regarding maintenance

Lack of respect for public monies

Lack of sense of responsibility for one's actions

Insufficient communication regarding security-related dangers

Lack of initiatives on the part of tenants/beneficiaries

Renovations done by tenants without telling the Council as against maintenance of the additions/renovations

Dependency among beneficiaries for repairs that need to be done in the housing units

### **PROPOSED SOLUTIONS**

#### **BENEFICIARIES**

Reinforcement of positive behaviour

Training of tenants regarding the importance of maintenance

Explaining of the operation of the housing unit

Building up of beneficiary accountability



## **Problems linked to development and construction of housing units**

- **Development planning**

### **IDENTIFICATION OF PROBLEMS**

#### **CONSTRUCTION / DEVELOPMENT OF BUILDING SITES**

Insufficient financing for development of building sites

Overcrowding

Insufficient financing and insufficient parcels of land suitable for construction

Difficulty in finding parcels of land suitable for housing construction – soil characteristics

Lack of overall development plan/community development

Lack of technical support for the preparation/understanding of plans and specifications

Lack of planning for plans and specifications

### **PROPOSED SOLUTIONS**

#### **CONSTRUCTION / DEVELOPMENT OF BUILDING SITES**

Development and construction

Development and construction of housing units

More money to train employees

Development of master plans and community development

- **Technical support for construction and renovation**

### **IDENTIFICATION OF PROBLEMS**

#### **SUPERVISION AND CONSTRUCTION**

Insufficient on-site supervision

Lack of inspections

Lack of technical follow-up

#### **CONTRACT MANAGEMENT**

Inadequate contract management

Non-respect of work schedules

Cost overruns

Inadequate knowledge of legal aspects

Contractors' non-respect of plans and specifications

### **HUMAN RESOURCES**

Lack of skilled resources

Subcontractors' incompetence

Lack of Project Manager

Lack of trained/skilled resource management (no verification of trade cards)

Limited areas for action in comparison to the reality of CCQ construction trades

Poor retention and rapid turnover of workers

Cost of local workers after their training – training in the construction trades increases skilled workers' costs

Need to have a local qualified on-site supervisor

### **MATERIALS / TOOLS**

Exercising warranties (for example, water heaters)

Poor quality of materials (for example, cabinets, exterior siding)

Inadequate work tools

### **PROPOSED SOLUTIONS**

#### **SUPERVISION AND CONSTRUCTION**

Increasing on-site supervision

Hiring qualified inspectors

Hiring a qualified on-site supervisor

Adequate technical support

#### **CONTRACT MANAGEMENT**

Calls for tender done early enough to be ready when the time comes

Respect of the conditions of contracts, adoption of a system of bonus and penalties

Training on legal aspects (construction)

Whistle-blowing on contracts

Legal aspects – development of procedures and tools

#### **HUMAN RESOURCES**

Cooperative work

Increasing of funds for better management of subcontractors

Hiring more technical workers

Organization of training to have workers who are able to work in different construction trades

Promotion of First Nations contractors

Training of staff

### **MATERIALS / TOOLS**

To have an "infrastructure" account to store materials

Setting up an Equipment Service

Choice of more up-to-date materials

- **Adaptation to the evolving needs of the clientele**

#### **IDENTIFICATION OF PROBLEMS**

##### **PLANS AND SPECIFICATIONS**

Beneficiaries asking for modifications to the initial plans during construction

#### **PROPOSED SOLUTIONS**

##### **PLANS AND SPECIFICATIONS**

Supervision of the requests for modifications or refusal of modifications during construction work



FEASIBILITY STUDY ON THE IMPLEMENTATION OF A

**HOUSING TECHNICAL RESOURCE  
GROUP (HTRG)**



to serve the First Nations of Québec

**APPENDIX 6: SUMMARY OF COMMENTS FROM THE PARTICIPANTS FOLLOWING THE PRESENTATION OF THE REPORT IN NOVEMBER 2012**



FEASIBILITY STUDY ON THE IMPLEMENTATION OF A

**HOUSING TECHNICAL RESOURCE  
GROUP (HTRG)**



to serve the First Nations of Québec

**APPENDIX 6: SUMMARY OF COMMENTS FROM THE PARTICIPANTS  
FOLLOWING THE PRESENTATION OF THE REPORT IN NOVEMBER 2012**

**ENGLISH-SPEAKING GROUPS**

***1. Does this proposal for a HTRG, including four staff positions, meet the needs identified and expressed by First Nations? If not, what should be added?***

---

Yes, I do believe it does meet what's been identified and expressed.

It does cover most topics, but we should be given a general database program that is the same for all communities.

For the most part, yes, it does. I would like to see database implementation and training in addition to it. I would love support for many of the items listed, such as policy, leases, rent collection, planning and prevention.

Yes, there are important needs of support, coaching in the management of the housing program, planning, policy development and application (decision-making), training on legal aspects (time/year).

Yes, except there should be a housing data base for all communities.

***2. In the first year, which use would you make of the services available either in management, maintenance, renovation and/or construction?***

---

We could use preventive maintenance, basic home maintenance and indoor air quality workshops.

They are all important, but starting with management would help us get organized.

If I had to choose, I would pick Management first. But I would like to have an opportunity to get services in all areas.

Management, but then what happens to all the other services?

***3. According to you, would it be better to establish a centralized HTRG or rather retain the decentralized option (by adding additional resources to the existing tribal councils)? Why? What are the advantages and disadvantages?***

---

I am unsure: there are pros and cons for both options.

As we are already too far from services, the decentralized option would be better as long as the proper funding is there to provide services.

I would like to see it stay decentralized. We need funding to do it, but in order to give quality housing and services, we need to retain a decent rallied service. For reserves far from the centralized office, I believe it is not good.

I would go for the decentralized option, as long as money is allocated for the services. The centralized option is too far from communities.

**4. Which action should be taken after this study? Should we implement a HTRG or give up this project?**

---

If a lot of First Nations need assistance, then this project should be a “GO” in order to improve our services to our people and our communities.

If the funding is available to provide these services, it is a great need in the communities; therefore, continue.

If there is money available, we could certainly use the service from a HTRG to help support the local Tribal Councils. I would love help with policy, building and database support, but not at the cost of taking any existing money from the TC. If this means additional money, then YES. If there is no additional money, then give it up.

Get it started as soon as possible if the funding allows it; if not, then give it up.

**FRENCH-SPEAKING GROUPS**

**1 Does this proposal for a HTRG, including four staff positions, meet the needs identified and expressed by First Nations? If not, what should be added?**

---

Possibly, but the costs are probably higher. There are also some disadvantages to take into consideration: commuting distance, waiting periods, customer-based approach, etc.

Yes, but with more housing management programs; each community must have more resources.

Yes, there are important needs for support, coaching in the management of the housing program, planning, policy development and application (decision-making), training on legal aspects (time/year).

We would also need a legal advisor to stamp our administrative documents.

The idea of creating additional positions within the existing tribal councils is good, but how do we finance them? Costs are too high / distances too far. It does not work.

Yes, the 4 positions are necessary to solve the problems: renovation, deficit, inspection costs (standardize the housing units)

Yes and no, depending of the situation of each FN. Each has different needs and requests.



**2** ***In the first year, which use would you make of the services available either in management, maintenance, renovation and/or construction?***

---

We would use the services of renovation, the preparation of specifications and calls for tender, maintenance planning and management of leases in compliance with the laws, the Régie du logement and the Indian Act.

Maintenance of the housing stock, renovation and programs offered to owners.

Coaching, information to the communities, rent collection, construction management. We must try to avoid deficits and respect the work schedules, etc.

Assessment of each community's needs.

Services are already offered! How can we finance additional services when AANDC is already cutting our funding?

Common local evaluation: each community must make an evaluation, deficit, management.

We would use preventive maintenance of the housing units, remediation work and home renovation.

**3** ***According to you, would it be better to establish a centralized HTRG or rather retain the decentralized option (by adding additional resources to the existing tribal councils)? Why? What are the advantages and disadvantages?***

---

We should add additional resources to existing tribal councils. It would cost less, the logistics are already there, there would be more workers in our communities, it would be more stable, one resource instead of four.

We should choose the decentralized option because it promotes direct communication with the communities.

One or the other, as long as the hired resources know about First Nations territories and feel comfortable making frequent trips to the communities.

We should decentralize by region; there will be more resources.

We should decentralize by remote and semi-remote region; the service already exists.

We should decentralize by region and by TC.

We should train First Nations resources for these positions and acquire expertise from existing services.

How can we finance additional resources when AANDC is already cutting on our funding? The centralized option should not be chosen.

We should decentralize because the solutions will better meet the needs.

We should decentralize, having 2 advisors for each TC (one for management and one for technical services) or centralize, having two groups, one French-speaking and one English-speaking.

We should have a central team to assess the needs, as part of a pilot project.

**4 Which action should be taken after this study? Should we implement a HTRG or give up this project?**

---

Yes, good idea, there are many housing needs in the communities.

We should find the financing, avoid redundancies, develop some aspects and hire human resources.

We should implement it to have more assessment services.

We should implement it to have more human resources and services. (2)

We must ensure there is a follow-up to this request because it is a need expressed by the FN. We should assess the impact of the budgetary cuts on the financing of the TC. We should prioritize the needs in the order in which they were presented.

Those services are already in place within the tribal councils. If AANDC sent the TC more money, we could offer more services. We have no need for another group.

We should go ahead. It is a need and we should go step by step.

We should not give up, but we should consult our leaders.

**APPENDIX 7: ASSESSMENT OF THE SCOPE OF  
REQUIRED SERVICES**



FEASIBILITY STUDY ON THE IMPLEMENTATION OF A

**HOUSING TECHNICAL RESOURCE  
GROUP (HTRG)**



to serve the First Nations of Québec

**APPENDIX 7**

**WORK LOAD ASSESSMENT ACCORDING TO NEEDS EXPRESSED  
HOUSING TECHNICAL RESOURCE GROUP (HTRG)**

	Algonquin Secretariat	AANTC	CNA	Wabanaki	Mamit Innuat	Mamuitun	Non affiliated	Total			
NUMBER OF FN	3	5	3	2	4	5	Note 1 5	27	TOTAL SECTOR	TOTAL WITH ADD-ON	IN P/Y
									Hours per year per activity and per community :		
<b>MANAGEMENT AND ADMINISTRATION OF PROGRAMS</b>									1512	2143	1,17
• Local organizational structure	21	21	21	21	21	21	21	567			
• Policy on allocations to beneficiaries	7	7	7	7	7	7	7	189			
• Management of leases and rent collection	14	14	14	14	14	14	14	378			
• Budget planning and management of the replacement fund	14	14	14	14	14	14	14	378			
<b>OPERATION AND MAINTENANCE OF HOUSING UNITS</b>									1890	2679	1,47
• Continuous professional development programs	7	7	7	7	7	7	7	189			
• Preventive maintenance and urgent repairs	42	42	42	42	42	42	42	1134			
• Health, healthiness and security problems	21	21	21	21	21	21	21	567			
<b>DEVELOPMENT AND CONSTRUCTION OF HOUSING UNITS</b>									1701	2411	1,32
• Planning new developments	21	21	21	21	21	21	21	567			
• Technical support for construction work and renovations	35	35	35	35	35	35	35	945			
• Adaptation to the changing needs of the clientele	7	7	7	7	7	7	7	189			
<b>Total yearly hours per community :</b>	189	189	189	189	189	189	189				
<b>Total yearly hours per group :</b>	567	945	567	378	756	945	945	5103	5103	7233	3,96

GRAND TOTAL FOR PRODUCTIVE TIME : 5103 100%  
 ADD-ON FOR TRAVEL TIME : 1021 Note 2  
 ADD-ON FOR NON PRODUCTIVE TIME : 1110 Note 3  
 GRAND TOTAL FOR HTRG : 7233 142%  
 IN PERSON-YEAR 3,96 Note 4

	Algonquin Secretariat	AANTC	CNA	Wabanaki	Mamit Innuat	Mamuitun	Non affiliated	Total
POTENTIAL GROUPING :	1512		567	378	756		1890	5103
ADD-ONS FOR TRAVEL AND NON PRODUCTIVE TIME :	2143		804	536	1072		2679	7233
IN PERSON-YEAR :	1,17		0,44	0,29	0,59		1,47	3,96

Note 1 : Gesgeg, Cacouna and Withworth not included

Note 2 : Average traveling time per community 5,4 days

Note 3 : Annual vacation (20), statutory holidays (12), sicknesses (8) days 40 days per P/Y

Note 4 : 52,14 weeks X 35 hours per P/Y 1825 hours per P/Y

Bernard Duchaine, Mamuitun

25/09/2012



FEASIBILITY STUDY ON THE IMPLEMENTATION OF A

**HOUSING TECHNICAL RESOURCE  
GROUP (HTRG)**



to serve the First Nations of Québec

**APPENDIX 8: ASSESSMENT OF YEARLY FINANCIAL  
NEEDS**



FEASIBILITY STUDY ON THE IMPLEMENTATION OF A

**HOUSING TECHNICAL RESOURCE  
GROUP (HTRG)**



to serve the First Nations of Québec



**APPENDIX 8A**  
**HOUSING TECHNICAL RESOURCE GROUP (HTRG)**  
**ASSESSMENT OF CENTRALIZED OPTION IN 2013-14**

**ANNUAL OPERATION BUDGET**

Regular salary # 1		70 000,00 \$
Regular salary # 2		70 000,00 \$
Regular salary # 3		70 000,00 \$
Regular salary # 4		70 000,00 \$
Stated increase 1 %	Annual bonus	2 800,00 \$
Vacations 4%	Included in salaries	- \$
Overtime	Paid back in holidays	- \$

**Sub-total Salaries** **282 800,00 \$**

Leave Indemnities	Provision	5 438,46 \$	
Payable sicknesses	Remnant of 8 first days	8 701,54 \$	
Pension Plan 8,5 % Employer's Part	Admissible to FNBR	24 038,00 \$	
Collective Insurances Employer's Part	75\$/month/pers	3 600,00 \$	<i>Maximum admissible for 2012</i>
Unemployment Insurance Employer's Part	2,058%	3 778,49 \$	45 900,00 \$
QPIP Employer's Part	0,782%	2 064,48 \$	66 000,00 \$
OHS Employer's Part	0,95%	2 508,00 \$	66 000,00 \$
QPP Employer's Part	5,025%	9 366,60 \$	46 600,00 \$
WSC Employer's Part	0,08%	226,24 \$	
HSF	N/A for Tribal Councils	- \$	
QHRTPF	N/A for Tribal Councils	- \$	

**Sub-total Fringe Benefits** **21,1%** **59 721,81 \$**

**Sub-total Salaries & FB** **342 521,81 \$**

Travel and accomodation	<b>See TRAVEL EXPENSES Tab</b>	136 288,51 \$
Office rental (4)	Budget 12,50 \$/ Sq.ft per year	9 750,00 \$
Office furniture rental		1 200,00 \$
Electrical power		1 500,00 \$
Janitorialing		8 400,00 \$
Office Insurances		1 500,00 \$
Fixed phones		1 080,00 \$
Internet		960,00 \$
Computer network		2 000,00 \$
Annual fees for softwares		1 000,00 \$
Mobile phones		4 800,00 \$
Mail and courier		400,00 \$
Supplies and copies		400,00 \$
Publications		400,00 \$
Association		400,00 \$
Continuous training		6 000,00 \$
Responsibilities Insurances		3 500,00 \$

**Sub-total Office Expenses** **179 578,51 \$**

**Sub-total OPERATION** **522 100,32 \$**

**ADMINISTRATION** **10%** **52 210,03 \$**

**MANAGEMENT AND OVERHEAD** **10%** **52 210,03 \$**

**GRAND TOTAL IF CENTRALIZED IN QUÉBEC PER YEAR** **626 520,38 \$**

**APPENDIX 8A**  
**HOUSING TECHNICAL RESOURCE GROUP (HTRG)**  
**ASSESSMENT OF CENTRALIZED OPTION**

VARIABLE SITE VISIT TIME

A : 5 DAYS      0 NIGHTS  
 B : 5 DAYS      4 NIGHTS

Communities	Starting from	Number of visits	DISTANCE IN KM	TOTAL KM	Plane flight	Taxis and parking	EXPENSES				Sub-total for all visits	Remarks	TOTAL FOR THIS GROUP
							Automobile	Meals per day	Lodging per day	Contingencies per day			
AANDC Fares JANUARY 2012					1 500,00 \$	Variable	0,565 \$	70,25 \$	105,00 \$	17,30 \$			
<b>WABANAKI</b>													
ODANAK	Québec	2,7	180	360			549,18 \$	948,38 \$	1 134,00 \$	233,55 \$	2 865,11 \$	B	
WOLINAK	Québec	2,7	150	300			457,65 \$	948,38 \$	1 134,00 \$	233,55 \$	2 773,58 \$	B	
		<b>5,4</b>									<b>5 638,68 \$</b>		
<b>ALGONQUINS AANTC</b>													
KITCISAKIK	Québec	2,7	700	1400			2 135,70 \$	948,38 \$	1 134,00 \$	233,55 \$	4 451,63 \$	B	
LAC SIMON	Québec	2,7	728	1456			2 221,13 \$	948,38 \$	1 134,00 \$	233,55 \$	4 537,05 \$	B	
PIKOGAN	Québec	2,7	835	1670			2 547,59 \$	948,38 \$	1 134,00 \$	233,55 \$	4 863,51 \$	B	
KITIGAN ZIBI	Québec	2,7	588	1176			1 793,99 \$	948,38 \$	1 134,00 \$	233,55 \$	4 109,91 \$	B	
KIPAWA	Québec	2,7	887	1774			2 706,24 \$	948,38 \$	1 134,00 \$	233,55 \$	5 022,16 \$	B	
RAPID LAKE	Québec	2,7	615	1230			1 876,37 \$	948,38 \$	1 134,00 \$	233,55 \$	4 192,29 \$	B	
TIMISKAMING	Québec	2,7	874	1748			2 666,57 \$	948,38 \$	1 134,00 \$	233,55 \$	4 982,50 \$	B	
WINNEWAY	Québec	2,7	1055	2110			3 218,81 \$	948,38 \$	1 134,00 \$	233,55 \$	5 534,73 \$	B	
		<b>21,6</b>									<b>37 693,78 \$</b>		
<b>ATIKAMEKWS CNA</b>													
MANAWAN	Québec	2,7	378	756			1 153,28 \$	948,38 \$	1 134,00 \$	233,55 \$	3 469,20 \$	B	
OPITCIWAN	Québec	2,7	538	1076			1 641,44 \$	948,38 \$	1 134,00 \$	233,55 \$	3 957,36 \$	B	
WEMONTACI	Québec	2,7	367	734			1 119,72 \$	948,38 \$	1 134,00 \$	233,55 \$	3 435,64 \$	B	
		<b>8,1</b>									<b>10 862,21 \$</b>		
<b>HURON WENDAT</b>													
WENDAKE	Québec	2,7	25	50			381,38 \$	0,00 \$	0,00 \$	0,00 \$	381,38 \$	A	
		<b>2,7</b>									<b>381,38 \$</b>		
<b>MICMACS</b>													
GESGAPÉGIAG	Québec	2,7	589	1178			1 797,04 \$	948,38 \$	1 134,00 \$	233,55 \$	4 112,96 \$	B	
LUSTIGUJ	Québec	2,7	512	1024			1 562,11 \$	948,38 \$	1 134,00 \$	233,55 \$	3 878,04 \$	B	
		<b>5,4</b>									<b>7 991,00 \$</b>		
<b>MOHAWKS</b>													
KAHNAWAKE	Québec	2,7	272	544			829,87 \$	948,38 \$	1 134,00 \$	233,55 \$	3 145,80 \$	B	
KANESATAKE	Québec	2,7	304	608			927,50 \$	948,38 \$	1 134,00 \$	233,55 \$	3 243,43 \$	B	
		<b>5,4</b>									<b>6 389,23 \$</b>		
<b>INNUS</b>													
<b>Mamuitun</b>													
MASHTÉUIATSH	Québec	2,7	266	532			811,57 \$	948,38 \$	1 134,00 \$	233,55 \$	3 127,49 \$	B	
ESSIPIT	Québec	2,7	254	508			774,95 \$	948,38 \$	1 134,00 \$	233,55 \$	3 090,88 \$	B	
PÉSSAMIT	Québec	2,7	362	724			1 104,46 \$	948,38 \$	1 134,00 \$	233,55 \$	3 420,39 \$	B	
UASHAT-MALIOTENAM	Québec	2,7	641	1282			1 955,69 \$	948,38 \$	1 134,00 \$	233,55 \$	4 271,62 \$	B	
LAC JOHN-MATIMEKUSH	Québec	2,7	25	50	6 480,00 \$	472,50 \$	76,28 \$	948,38 \$	1 134,00 \$	233,55 \$	9 344,70 \$	B	
		<b>13,5</b>									<b>23 255,07 \$</b>		
<b>Mamit-Innuat</b>													
EKUANITSHIT	Québec	2,7	825	1650			2 517,08 \$	948,38 \$	1 134,00 \$	233,55 \$	4 833,00 \$	B	
INAMEN SHIPU	Québec	2,7	25	50	6 480,00 \$	162,00 \$	76,28 \$	948,38 \$	1 134,00 \$	233,55 \$	9 034,20 \$	B	
PAKUA SHIPI	Québec	2,7	25	50	7 020,00 \$	162,00 \$	76,28 \$	948,38 \$	1 134,00 \$	233,55 \$	9 574,20 \$	B	
NATASHQUAN	Québec	2,7	1022	2044			3 118,12 \$	948,38 \$	1 134,00 \$	233,55 \$	5 434,05 \$	B	
		<b>10,8</b>									<b>28 875,45 \$</b>		
<b>OVERHEAD</b>													
RENCONTRE MENSUELLE	Pessamit	12	362	724			4 908,72 \$	4 215,00 \$	5 040,00 \$	1 038,00 \$	15 201,72 \$	B	
							0,00 \$	0,00 \$	0,00 \$	0,00 \$	0,00 \$		
							0,00 \$	0,00 \$	0,00 \$	0,00 \$	0,00 \$		
							0,00 \$	0,00 \$	0,00 \$	0,00 \$	0,00 \$		
		<b>12</b>									<b>15 201,72 \$</b>		
<b># OF VISITS</b>		<b>84,9</b>											

**TOTAL EXPENSES**

136 288,51 \$

136 288,51 \$

**APPENDIX 8B**  
**HOUSING TECHNICAL RESOURCE GROUP (HTRG)**  
**ASSESSMENT OF DECENTRALIZED OPTION IN 2013-14**

**ANNUAL OPERATION BUDGET**

Regular salary # 1		70 000,00	\$	
Regular salary # 2		70 000,00	\$	
Regular salary # 3		70 000,00	\$	
Regular salary # 4		70 000,00	\$	
Stated increase 1 %	Annual bonus	2 800,00	\$	
Vacations 4%	Included in salaries	-	\$	
Overtime	Paid back in holidays	-	\$	
<b>Sub-total Salaries</b>		<b>282 800,00</b>	<b>\$</b>	
Leave Indemnities	Provision	5 438,46	\$	
Payable sicknesses	Remnant of 8 first days	8 701,54	\$	
Pension Plan 8,5 % Employer's Part	Admissible to FNBR	24 038,00	\$	
Collective Insurances Employer's Part	75\$/month/pers	3 600,00	\$	<i>Maximum cotisable en 2012</i>
Unemployment Insurance Employer's Part	2,058%	3 778,49	\$	45 900,00 \$
QPIP Employer's Part	0,782%	2 064,48	\$	66 000,00 \$
OHS Employer's Part	0,95%	2 508,00	\$	66 000,00 \$
QPP Employer's Part	5,025%	9 366,60	\$	46 600,00 \$
WSC Employer's Part	0,08%	226,24	\$	
HSF	N/A for Tribal Councils	-	\$	
QHRTPF	N/A for Tribal Councils	-	\$	
<b>Sub-total Fringe Benefits</b>	21,1%	<b>59 721,81</b>	<b>\$</b>	
<b><u>Sub-total Salaries &amp; FB</u></b>		<b><u>342 521,81</u></b>	<b><u>\$</u></b>	
Travel and accomodation	<b>See TRAVEL EXPENSES Tab</b>	85 850,04	\$	
Office rental (4)	Budget 10,50 \$/ Sq.ft per year	8 190,00	\$	
Office furniture rental			includ	
Electrical power			includ	
Janitorial			includ	
Office Insurances			includ	
Fixed phones			includ	
Internet			includ	
Computer network		2 000,00	\$	
Annual fees for softwares		1 000,00	\$	
Mobile phones		4 800,00	\$	
Mail and courier		400,00	\$	
Supplies and copies		400,00	\$	
Publications		400,00	\$	
Association		400,00	\$	
Continuous training		6 000,00	\$	
Responsibilities Insurances		3 500,00	\$	
<b><u>Sub-total Office Expenses</u></b>		<b><u>112 940,04</u></b>	<b><u>\$</u></b>	
<b><u>Sub-total OPERATION</u></b>		<b>455 461,85</b>	<b>\$</b>	
<b><u>ADMINISTRATION</u></b>	10%	<b>45 546,18</b>	<b>\$</b>	
<b><u>MANAGEMENT AND OVERHEAD</u></b>	10%	<b>45 546,18</b>	<b>\$</b>	
<b>GRAND TOTAL IF DECENTRALIZED IN TRIBAL COUNCILS PER YEAR</b>		<b>546 554,21</b>	<b>\$</b>	

**APPENDIX 8B**  
**HOUSING TECHNICAL RESOURCE GROUP (HTRG)**  
**ASSESSMENT OF DECENTRALIZED OPTION**

VARIABLE SITE VISIT TIME

A : 5 DAYS      0 NIGHTS  
 B : 5 DAYS      4 NIGHTS

Communities	Starting from	Number of visits	DISTANCE IN KM	TOTAL KM	Plane flight	Taxis and parking	EXPENSES				Sub-total for all visits	Remarks	TOTAL FOR THIS GROUP	
							Automobile	Meals per day	Lodging per day	Contingencies per day				
AANDC Fares JANUARY 2012							1 500,00 \$	Variable	0,565 \$	70,25 \$	105,00 \$	17,30 \$		
<b>WABANAKI</b>													<b>WABANAKI</b>	
ODANAK	Wolinak	2,7	65	130			991,58 \$	202,50 \$	0,00 \$	0,00 \$	1 194,08 \$	A		
WOLINAK	Wolinak	2,7	5	10			76,28 \$	0,00 \$	0,00 \$	0,00 \$	76,28 \$	A		
		<b>5,4</b>									<b>1 270,35 \$</b>			
<b>ALGONQUINS AANTC</b>													<b>AANTC</b>	
KITCISAKIK	Maniwaki	2,7	115	230			350,87 \$	948,38 \$	1 134,00 \$	233,55 \$	2 666,79 \$	B		
LAC SIMON	Maniwaki	2,7	150	300			457,65 \$	948,38 \$	1 134,00 \$	233,55 \$	2 773,58 \$	B		
PIKOGAN	Maniwaki	2,7	250	500			762,75 \$	948,38 \$	1 134,00 \$	233,55 \$	3 078,68 \$	B		
KITTIGAN ZIBI	Maniwaki	2,7	5	10			76,28 \$	0,00 \$	0,00 \$	0,00 \$	76,28 \$	A		
KIPAWA	Maniwaki	2,7	300	600			915,30 \$	948,38 \$	1 134,00 \$	233,55 \$	3 231,23 \$	B		
RAPID LAKE	Maniwaki	2,7	105	210			320,36 \$	948,38 \$	1 134,00 \$	233,55 \$	2 636,28 \$	B		
TIMISKAMING	Maniwaki	2,7	400	800			1 220,40 \$	948,38 \$	1 134,00 \$	233,55 \$	3 536,33 \$	B		
WINNEWAY	Maniwaki	2,7	475	950			1 449,23 \$	948,38 \$	1 134,00 \$	233,55 \$	3 765,15 \$	B		
		<b>21,6</b>									<b>21 764,30 \$</b>			
<b>ATIKAMEKWS CNA</b>													<b>CNA</b>	
MANAWAN	Latuque	2,7	325	650			991,58 \$	948,38 \$	1 134,00 \$	233,55 \$	3 307,50 \$	B		
OPITCIWAN	Latuque	2,7	165	330			503,42 \$	948,38 \$	1 134,00 \$	233,55 \$	2 819,34 \$	B		
WEMONTACI	Latuque	2,7	95	190			289,85 \$	948,38 \$	1 134,00 \$	233,55 \$	2 605,77 \$	B		
		<b>8,1</b>									<b>8 732,61 \$</b>			
<b>HURON WENDAT</b>														
WENDAKE	Québec	2,7	25	50			381,38 \$	0,00 \$	0,00 \$	0,00 \$	381,38 \$	A		
		<b>2,7</b>									<b>381,38 \$</b>			
<b>MICMACS</b>														
GESGAPEGIAG	Québec	2,7	600	1200			1 830,60 \$	948,38 \$	1 134,00 \$	233,55 \$	4 146,53 \$	B		
LUSTIGUJ	Québec	2,7	510	1020			1 556,01 \$	948,38 \$	1 134,00 \$	233,55 \$	3 871,94 \$	B		
		<b>5,4</b>									<b>8 018,46 \$</b>			
<b>MOHAWKS</b>														
KAHNAWAKE	Québec	2,7	370	740			1 128,87 \$	948,38 \$	1 134,00 \$	233,55 \$	3 444,80 \$	B		
KANESATAKE	Québec	2,7	415	830			1 266,17 \$	948,38 \$	1 134,00 \$	233,55 \$	3 582,09 \$	B		
		<b>5,4</b>									<b>7 026,89 \$</b>			
<b>INNUS</b>													<b>MAMUITUN</b>	
Mamuitun														
MASHTEUATSH	Pessamit	2,7	400	800			1 220,40 \$	948,38 \$	1 134,00 \$	233,55 \$	3 536,33 \$	B		
ESSIPIT	Pessamit	2,7	110	220			335,61 \$	948,38 \$	1 134,00 \$	233,55 \$	2 651,54 \$	B		
PESSAMIT	Pessamit	2,7	5	10			76,28 \$	0,00 \$	0,00 \$	0,00 \$	76,28 \$	A		
UASHAT-MALOTENAM	Pessamit	2,7	320	640			976,32 \$	948,38 \$	1 134,00 \$	233,55 \$	3 292,25 \$	B		
LAC JOHN-MATIMEKUSH	Pessamit	2,7	320	640	3 240,00 \$	472,50 \$	976,32 \$	948,38 \$	1 134,00 \$	233,55 \$	7 004,75 \$	B		
		<b>13,5</b>									<b>16 561,13 \$</b>			
<b>Mamit-Innuat</b>													<b>MAMIT</b>	
Mamit-Innuat														
EKUANITSHIT	Sept-Iles	2,7	825	1650			2 517,08 \$	948,38 \$	1 134,00 \$	233,55 \$	4 833,00 \$	B		
UNAMEN SHIPU	Sept-Iles	2,7	20	40	3 240,00 \$	162,00 \$	61,02 \$	948,38 \$	1 134,00 \$	233,55 \$	5 778,95 \$	B		
PAKUA SHIPI	Sept-Iles	2,7	20	40	3 510,00 \$	162,00 \$	61,02 \$	948,38 \$	1 134,00 \$	233,55 \$	6 048,95 \$	B		
NATASHQUAN	Sept-Iles	2,7	1022	2044			3 118,12 \$	948,38 \$	1 134,00 \$	233,55 \$	5 434,05 \$	B		
		<b>10,8</b>									<b>22 094,94 \$</b>			
<b>GENERAL</b>														
							0,00 \$	0,00 \$	0,00 \$	0,00 \$	0,00 \$			
							0,00 \$	0,00 \$	0,00 \$	0,00 \$	0,00 \$			
							0,00 \$	0,00 \$	0,00 \$	0,00 \$	0,00 \$			
							0,00 \$	0,00 \$	0,00 \$	0,00 \$	0,00 \$			
							0,00 \$	0,00 \$	0,00 \$	0,00 \$	0,00 \$			
		<b>0</b>									<b>0,00 \$</b>			
<b># OF VISITS</b>		<b>72,9</b>												

**TOTAL EXPENSES**

85 850,04 \$

**85 850,04 \$**



FEASIBILITY STUDY ON THE IMPLEMENTATION OF A

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to serve the First Nations of Québec

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CONSEIL TRIBAL



MAMUITUN

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Mashteuiatsh ✎ Essipit ✎ Pessamit ✎ Uashat Mak Mani-Utenam ✎ Matimekush-Lac John