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Message from the Minister

As Minister responsible for the Nunavut Housing Corporation (NHC), I am pleased to provide this update on our progress in strengthening public housing across Nunavut.

This report reflects less than one year of implementation since the Action Plan was released in August 2025. While much of this work is still in its early stages, progress is underway and a strong foundation is being established to improve how public housing is managed and delivered across the territory.

Asset management systems are now in place in all communities, allowing us to better track housing conditions, identify issues earlier and respond more consistently to maintenance needs across the territory.

We are also advancing IgluWeb, a modern housing management system that will bring together applications, waitlists, rent calculations, and maintenance tracking into a single online software platform. Once fully implemented, it will support more consistent and transparent housing decisions across all communities.

Local Housing Organizations (LHOs) remain at the heart of public housing delivery. We are working closely with them by providing clearer guidance, additional training, and more standardized approaches to allocations and maintenance while continuing to respect the importance of local decision-making.

We are also strengthening how we measure and report progress. Improved data and clearer performance measures are helping us build accountability and provide a more accurate picture of housing needs across Nunavut.

Through Igluliuqatigiingniq, our Nunavut 3000 strategy, our goal is to support and incentivize the creation of 3,000 new housing units across the territory by 2030. As new homes are built, we are also strengthening the systems, coordination, and service delivery needed to manage them effectively over the long term.

While this progress is encouraging, we know that meaningful, long-term improvement will take time. It will require sustained effort, strong partnerships, and consistent implementation across all communities.

The Nunavut Housing Corporation remains committed to this work, guided by *Ikajuqtigiikta*, the mandate of the 7th Assembly of the Government of Nunavut. By working together with communities and partners, we are focused on ensuring Nunavummiut have access to adequate, suitable housing.



Signature

Executive Summary

This first-year status report demonstrates that NHC has made meaningful progress in establishing the systems, tools, and process foundations needed to address the Office of the Auditor General (OAG) recommendations. Implementation remains in the early to mid-level phase, with several actions dependent on final approvals of guidelines and procedures, the rollout of IgluWeb, improvements in data quality, and consistent adoption by Local Housing Organizations.

The next phase will focus on moving from foundational work to consistent application across all communities and the achievement of measurable results.

Key Results This Year

- **Asset management system is in place in all communities**

Core maintenance module of Asset Planner has been deployed as the primary system to support asset tracking, maintenance management, and condition monitoring across all communities.

- **Point-Rating System modernization has advanced**

System improvements have been made through consultation and prototype development, aiming for fairer housing allocation. Mandatory categories and maximums are standardized across Nunavut, with community-specific optional factors.

- **Allocation monitoring tool has been developed and introduced**

A standardized allocation monitoring tool has been formally issued to support the tracking and review of housing allocation decisions, helping to strengthen oversight and improve consistency across communities.

- **Waitlist standardization is underway across communities.**

Mandatory key data fields have been defined for standardization, with flexibility for LHOs to customize optional data fields based on community needs. This approach enables NHC to effectively analyze waitlist data and trends, supporting consistent oversight and prioritization, including seniors and persons with disabilities.

- **Accessibility data collection has been initiated**

Initial steps have been taken to collect information on accessibility needs and housing features, supporting better planning and more informed allocation decisions over time.

- **Public reporting under Nunavut 3000 has improved**

More regular and structured reporting has been introduced, improving how housing progress is communicated to Nunavummiut and supporting greater transparency and accountability.



What this means

These changes are expected to support more consistent housing decisions across communities once policies, systems, and training are fully implemented. NHC is bringing together the information needed to better plan repairs, track housing needs, and support more equitable allocation of units.

What Comes Next

- Finalize and approve key changes to procedures and guidelines (Point Rating System, transfer guidelines)
- Complete system rollout (IgluWeb)
- Expand training and support to LHOs
- Complete building condition assessments of the remaining units (52%) and finalize inventory data
- Improve data quality and reporting

These next steps will move NHC from foundational work to full implementation, where consistent practices and measurable outcomes can be achieved across all communities.



Introduction

The Nunavut Housing Corporation is responsible for ensuring that all Nunavummiut have equitable access to adequate and suitable housing. This includes working with our community partner LHOs to support the delivery of public housing programs and services that are fair, consistent, and responsive to the needs of communities across the territory.

In May 2025, the Office of the Auditor General identified gaps in fairness, housing adequacy, and reporting. These findings highlighted the need for more consistent processes, improved asset management, and stronger data and reporting practices.

In response, NHC released its Action Plan in August 2025. The Action Plan establishes a structured approach to addressing the audit findings through three strategic goals and ten actions, each aligned with specific OAG recommendations.

At a summary level, the Action Plan focuses on:

Goal 1: NHC will support Nunavummiut to have equitable access to suitable public housing.

Actions focus on strengthening fairness and consistency in how housing applications are assessed and units are allocated, including:

- Improving the Point Rating System
- Standardizing key waitlist data fields, including accessibility needs
- Aligning allocation practices with updated guidelines and procedures
- Incorporating accessibility needs into planning and allocation decisions

Goal 2: NHC will continue to manage and improve the adequacy of public housing.

Actions focus on improving how public housing is maintained and managed, including:

- Implementing integrated asset management systems
- Strengthening preventative maintenance practices
- Supporting Local Housing Organizations in meeting operational and reporting requirements
- Improving tracking of accessibility features within the housing inventory

Goal 3: NHC will implement Igluliuqatigiingniq and improve related reporting.

Actions focus on strengthening the quality, consistency, and transparency of reporting, including:

- Enhancing public reporting under Igluliuqatigiingniq (Nunavut 3000)

Each of these actions is supported by defined implementation steps, timelines, and assigned responsibilities, as outlined in Appendix A – NHC Commitment, Implementation & Timeline.



Progress by Action

Goal 1: Equitable Access to Suitable Housing

Status: In progress (foundation stage)

Progress: Early to Mid-Implementation Stage

Work to improve fairness and consistency in housing allocation is well advanced, with design and early implementation underway. Foundational guidelines and operational processes have been developed, supporting initial implementation.

Key progress:

- Redesign of the Point Rating System, including updated scoring criteria
- Development and initial deployment of allocation monitoring tools to District Offices
- Definition of standardized waitlist data requirements, including priority needs indicators
- Initiation of accessibility-related applicant data collection

What this means:

NHC is establishing the systems and processes required to support more standardized and transparent allocation decisions. These changes are expected to improve consistency in decision-making; however, full results will only be realized once systems and policies are fully implemented and consistently applied.

Action Summary

| Action | Description | Target Date | Progress | Status |
|----------|----------------------|-------------|----------|------------------|
| Action 1 | Point-Rating System | Dec 2026 | 45% | Pending Approval |
| Action 2 | Allocation Oversight | Jul 2026 | 65% | In Progress |
| Action 3 | Transfer Guidelines | Jun 2026 | 55% | Pending Approval |
| Action 4 | Waitlist Management | Jun 2026 | 50% | In Progress |
| Action 5 | Needs Assessment | May 2026 | 50% | In Progress |

Percentages reflect internal milestone tracking based on implementation steps

What Remains Outstanding

- Implement operational guidelines and procedures (PRS and transfer guidelines)
- Deliver territory-wide training to LHOs to ensure consistent application
- Full conversion of waitlist legacy data to new systems
- Integrate needs data reporting into planning processes

- Enable point-rating functionality through IgluWeb, which is a critical dependency

Next Steps

- Secure Corporate Executive Committee approval of PRS and transfer guidelines
- Expand training and guidance to LHOs and District Offices
- Establish routine monitoring and compliance review of allocation decisions
- Track consistency of application across communities and refine practices as required

Goal 2: Housing Adequacy

Status: In Progress (Foundation Stage)

Progress Across Actions: Early to Mid-Implementation

Core asset management systems have been implemented across all communities. Work is focused on completing data collection, strengthening system adoption, and improving integration of asset and maintenance information.

Key Progress

- Asset Planner deployed across all communities
- Core modules (Service Requests and Preventative Maintenance) operational
- Building Condition Assessments (BCAs) initiated (approximately 48% complete)
- Initial capture of accessibility features within the housing inventory
- Preventative maintenance tracking framework established

What this means

NHC now has improved visibility into housing conditions and maintenance requirements. This supports a transition toward more planned and preventative maintenance; however, full benefits will depend on complete data and consistent system use across all communities.

Action Summary

| Action | Description | Target Date | Progress | Status |
|----------|------------------------------------|-------------|----------|------------------|
| Action 6 | Accessibility Documentation | Dec 2026 | 80% | In Progress |
| Action 7 | Integrated Asset Management System | Mar 2027 | 50% | Ongoing |
| Action 8 | LHO Reporting and Support | Aug 2026 | 35% | Pending Approval |
| Action 9 | Preventative Maintenance | Dec 2026 | 50% | Ongoing |

Percentages reflect internal milestone tracking based on implementation steps

What Remains Outstanding

- Completion of Building Condition Assessments across all communities
- Validation and completeness of asset, maintenance, and accessibility data

- Consistent use of Asset Planner across LHOs
- Integration of asset, maintenance, and accessibility data
- Implementation of standardized LHO reporting requirements

Next Steps

- Complete remaining BCAs for the remaining 52% and validate collected data
- Strengthening system adoption through targeted training and support
- Expand system functionality and integrate with IgluWeb
- Implement standardized reporting requirements for LHOs
- Establish regular monitoring of maintenance and asset condition indicators

Goal 3: Igluliuqatigiingniq (Nunavut 3000) Reporting and Transparency

Status: In Progress

Progress: Mid-Implementation

Public reporting on Nunavut 3000 has improved through more regular and structured updates. Work is ongoing to improve data quality and transition to system-generated reporting.

Key Progress

- Establishment of recurring public reporting on housing progress
- Introduction of standardized reporting formats
- Compilation of community-level construction tracking information
- Enhanced communication of housing construction progress to stakeholders

What this means:

NHC is providing clearer and more consistent public reporting on housing construction progress. This supports transparency and accountability; however, further improvements in data quality and system integration are required to ensure reliability and consistency.

Action Summary

| Action | Description | Target Date | Progress | Status |
|-----------|-------------------------------------|-------------|----------|---------|
| Action 10 | Nunavut 3000 and Progress Reporting | Ongoing | 80% | Ongoing |

What Remains Outstanding

To strengthen reporting and transparency:

- Consistency and timeliness of construction data flowing from project teams, contractors, and partners
- Consistent reporting of unit-level construction milestones (planned, started, under construction, completed, occupied)



Next Steps

- Ongoing reconciliation of construction figures across NHC, Office of the Chief Building Official (OCBO), and partners
- Publish regular community-by-community public reporting on construction progress
- Expand the annual Igluliuqatgiingniq Progress Report and Progress Site as primary channels for construction transparency

Risks and Mitigation

Implementation risks are actively managed and monitored. At this stage, the main risks relate to system implementation, final approvals of guidelines and procedures, data readiness, and consistent adoption across LHOs.

The most significant risk is the implementation of IgluWeb, which supports Actions 1, 3, and 4. IgluWeb is currently in configuration and data migration. This phase is complex and depends on data quality, system setup, and user readiness. The target go-live date is December 2026. Any delays could affect the timing and effectiveness of these actions.

A second key risk is achieving consistent adoption across LHOs. While new tools and processes are being introduced, uptake may vary across communities, reflecting differences in capacity and readiness. Vacancies and staff turnover across LHOs present an additional risk. This could affect data quality, reporting consistency, and overall implementation timelines.

To address these risks, NHC is applying a structured management approach. This includes targeted training, clear communication, and ongoing user support. District staff and LHO representatives are engaged through working groups to refine processes and support early adoption.

A phased rollout approach is being used to manage system implementation. This is supported by early data validation, system testing, and ongoing monitoring. These measures are intended to strengthen system reliability while maintaining continuity of housing services.

Overall, risks are well understood, and mitigation measures are in place. Continued progress will depend on timely system deployment, completion of key approvals, and sustained adoption across LHOs.



Monitoring Progress

NHC is actively monitoring progress across all actions to support accountability and transparency. Progress is tracked against the timelines and implementation steps outlined in the Action Plan, with regular status updates reviewed at key milestones.

For each action, early-stage performance indicators have been established to measure implementation progress. These indicators focus on:

- Completion of key deliverables (e.g., updates to guidelines and procedures, tools, and system components)
- Adoption and use of systems and processes across LHOs
- Availability and quality of data to support decision-making and reporting

As this is the first year of implementation, monitoring is focused on foundational indicators – evidence that systems, processes, and tools are in place and beginning to be used. These indicators do not yet measure full outcomes, which will be assessed once implementation is complete, and systems are fully operational.

Issues or delays identified through monitoring are reviewed at the management level and addressed through corrective actions, including additional training, process adjustments, or revised implementation sequencing, as required.

Further detail on Year 1 progress and early indicators is provided in Appendix C – Year 1 Foundation Indicators (Early Results).



Appendix A – NHC Commitment & Timeline

| No. | OAG Recommendation | NHC Commitment | Implementation Steps | Timeline (as per Action Plan) | Responsibility |
|-----|--|---|---|-------------------------------|----------------|
| 1 | Monitor LHOs to ensure point-rating system is applied | NHC accepts. Will strengthen oversight and improve consistency of allocation scoring. | <ul style="list-style-type: none"> Review and modernization of point-rating system Stakeholder consultations Prototype development and testing Integrate with IgluWeb | 12–18 months | VP Operations |
| 2 | Track and review housing allocations for fairness and compliance | NHC accepts. Will improve monitoring and transparency of allocation decisions. | <ul style="list-style-type: none"> Centralize collection of allocation data Develop NHC monitoring tools Enhance monitoring of training and compliance reviews Integrate with IgluWeb | 12–18 months | VP Operations |
| 3 | Provide guidance on prioritizing transfers vs new applicants | NHC accepts. Will establish clear and consistent transfer prioritization. | <ul style="list-style-type: none"> Define transfer priorities Develop transfer guidelines Align transfer application process to new guidelines Early training and support prior and after launch Implementation of transfer guidelines and tools | 12–18 months | VP Operations |
| 4 | Standardize waitlist data and include needs information | NHC accepts. Will implement standardized waitlist system across communities. | <ul style="list-style-type: none"> Standardize key data fields Align legacy systems | 18–24 months | VP Operations |



| No. | OAG Recommendation | NHC Commitment | Implementation Steps | Timeline (as per Action Plan) | Responsibility |
|-----|--|---|---|--|-------------------|
| 5 | Assess housing needs of Elders and persons with disabilities | NHC accepts. Will integrate accessibility needs into planning and allocation. | <ul style="list-style-type: none"> Engage stakeholders Conduct needs assessment Integrate into systems and planning | 18–24 months | VP Operations |
| 6 | Identify and track accessible housing units | NHC accepts. Will improve inventory tracking of accessible units. | <ul style="list-style-type: none"> Review inventory Identify accessible features Record in Asset Planner Track modifications | 12 months | VP Infrastructure |
| 7 | Implement integrated housing information system | NHC accepts. Will modernize systems for housing and asset management. | <ul style="list-style-type: none"> Deploy Asset Planner Implement IgluWeb (Property Management) Integrate systems Train staff | Phase I – 12 months Phase II – 12–24 months | VP Infrastructure |
| 8 | Enforce LHO reporting requirements and review submissions | NHC accepts. Will strengthen accountability and reporting compliance. | <ul style="list-style-type: none"> Enhance LHO Annual Plan reporting templates Provide training and instructions for use Launch and ongoing monitoring | 12–18 months | VP Operations |
| 9 | Monitor and document preventative maintenance | NHC accepts. Will improve tracking and oversight of maintenance activities. | <ul style="list-style-type: none"> Implement maintenance tracking Conduct BCAs Track mould and PM metrics Monitor compliance | 12–24 months | VP Infrastructure |
| 10 | Improve public reporting on Nunavut 3000 progress | NHC accepts. Will improve transparency and clarity of reporting. | <ul style="list-style-type: none"> Standardize reporting Use OCBO data Publish updates Develop dashboard | Ongoing | President |



Appendix B – Progress by Action: Key Update, What Remains Outstanding & Next Steps

| Goal 1: Equitable Access | | | | | | |
|--------------------------|---------------------------|-------------------------|----------|---|--|---|
| | Focus Area | Status | Progress | Key Update | What Remains Outstanding | Next Step |
| Action 1 | Point Rating System (PRS) | Pending Approval | 45% | <ul style="list-style-type: none"> PRS redesign has been completed with stakeholder input from LHOs and NHC internal teams | <ul style="list-style-type: none"> Final approval required Implement allocation processes within IgluWeb, including automated scoring and tracking Deliver territory-wide training to LHOs for consistent application | <ul style="list-style-type: none"> Secure Corporate Executive Committee approval of PRS redesign Support LHO adoption of revised PRS Initiate training plan Continue configuring the revised PRS data sets in IgluWeb |
| Action 2 | Allocation Oversight | In Progress | 65% | <ul style="list-style-type: none"> Allocation monitoring tool implemented for 2026/27 Initial allocation data will be collected and reviewed for Q1 | <ul style="list-style-type: none"> Achieve consistent use across all communities Strengthen oversight, training, and district-level support | <ul style="list-style-type: none"> Continue quarterly reporting and monitoring of allocations Expand training and compliance review processes |
| Action 3 | Transfer Guidelines | Pending Approval | 55% | <ul style="list-style-type: none"> Draft guidelines developed to support consistent prioritization Awaiting formal approval | <ul style="list-style-type: none"> Finalize guidelines Develop training and adoption support for LHOs | <ul style="list-style-type: none"> Secure approval of guidelines Prepare rollout and training materials |



| | | | | | | |
|---------------------------------|--------------------------|--------------------|-----------------|---|--|---|
| Action 4 | Waitlist Standardization | In Progress | 50% | <ul style="list-style-type: none"> Standard data fields defined, with accessibility needs included Data collection has started | <ul style="list-style-type: none"> Data collection initiated in advance of IgluWeb rollout Implement through IgluWeb Achieve consistent use across communities | <ul style="list-style-type: none"> Launch standardized waitlist template across the territory Continue data collection and validation |
| Action 5 | Needs Assessment | In Progress | 50% | <ul style="list-style-type: none"> Directive to LHOs issued (March 2026) to include accessibility data as mandatory waitlist fields Data collection underway to assess needs of seniors and persons with disabilities | <ul style="list-style-type: none"> Improve completeness and reliability of needs data Integrate needs data for accessible and barrier-free public housing units in build planning | <ul style="list-style-type: none"> Complete analysis Submit findings for planning use |
| Goal 2: Housing Adequacy | | | | | | |
| | Focus Area | Status | Progress | Key Update (Year 1) | What Remains Outstanding | Next Step |
| Action 6 | Accessibility Tracking | In Progress | 80% | <ul style="list-style-type: none"> Desktop review of existing housing inventory - completed Accessibility features captured through Building Condition Assessment | <ul style="list-style-type: none"> Complete Building Condition Assessments for 52% of units, and continue tracking accessibility features Continue data validation within Asset Planner. | <ul style="list-style-type: none"> Complete BCAs Finalize accessibility inventory data |



| | | | | | | |
|-----------------|--------------------------|-------------------------|-----|--|---|---|
| | | | | <ul style="list-style-type: none"> Data entered into Asset Planner System (48% completed) | | |
| Action 7 | Asset Management System | Ongoing | 50% | <ul style="list-style-type: none"> Asset Planner deployed in all communities Core Service Request and Maintenance modules are operational System adoption varies across LHOs. | <ul style="list-style-type: none"> Achieve consistent system adoption across districts and LHOs Implement other key modules (asset planning, energy, project tracking) through 2026–2027 Continue quality assurance processes, data validation | <ul style="list-style-type: none"> Continue training for NHC Districts and LHOs to strengthen consistent use. Expand system functionality |
| Action 8 | LHO Reporting | Pending Approval | 35% | <ul style="list-style-type: none"> LHO Annual reporting template updated based on stakeholder feedback | <ul style="list-style-type: none"> Rollout of updated reporting templates and training support to LHOs Update specific reporting requirements in the LHO Management Agreement Initiate District-level review of LHO plans and progress reports | <ul style="list-style-type: none"> Approve the updated LHO Annual Plan reporting template for 2026–27 fiscal year and future years Launch LHO Annual Plan template Provide supportive training for use of the LHO Annual Plan template |
| Action 9 | Preventative Maintenance | Ongoing | 50% | <ul style="list-style-type: none"> Preventative Maintenance (PM) framework implemented | <ul style="list-style-type: none"> Improve tracking and integrate data into Asset Planner Establish annual schedules for all PM | <ul style="list-style-type: none"> Migrate data into Asset Planner Continue data validation and training |

Appendix C - Year 1 – Foundation Indicators (Early Results)

While measurable outcomes are still emerging, early implementation has resulted in:

Goal 1: Equitable Access to Suitable Housing

- The Point Rating System redesign (**Action 1**) has been completed through stakeholder engagement and internal development, with final approval pending and system configuration in IgluWeb underway.
- A standardized allocation monitoring tool has been formally issued (**Action 2**), accompanied by an official directive mandating its implementation across all Districts.
- Transfer guidelines (**Action 3**) have been developed to support more consistent prioritization of applicants and are pending formal approval, with implementation planning in progress.
- Waitlist standardization (**Action 4**) has advanced, with key data fields defined, accessibility needs incorporated, and data collection initiated in preparation for full system implementation.
- Needs assessment data for seniors and persons with disabilities (**Action 5**) is being collected through mandatory waitlist fields, with ongoing efforts to improve data completeness and support planning for accessible and barrier-free housing.

Goal 2: Housing Adequacy

- Accessibility requirements and features of units (**Action 6**) were assessed and documented, establishing Asset Planner baseline and updating inventory form.
- Improved information management through information technology systems (**Action 7**) was implemented, through implementation of Asset Planner modules.
- Reporting requirements for LHOs (**Action 8**) were reviewed and consultations held, setting the stage for new templates and amendments.
- The five-year cycle for building condition assessments was adopted in April 2025 (**Action 9**), marking a key step in structured asset monitoring and preventative maintenance planning.
- Preparations and rollout for the Preventative Maintenance Module in Asset Planner were initiated for the 2025/26 period, supporting improved documentation and tracking of maintenance activities (**Action 9**).
- Efforts to enhance NHC's tracking of mould metrics were ongoing, with the aim to report data in the LHO Annual Plan for 2026/27 (**Action 9**).



Goal 3: Igluliuqatigiingniq (Nunavut 3000) Reporting and Transparency

- Public release of progress reports and construction schedules (**Action 10**) occurred, alongside the launch of the Nunavut 3000 Progress information site and additional reporting by community.