



HOME IN RÁDEYİLİ KÖ

**K'ÁSHO GOT'İNE HOUSING
SOCIETY STRATEGIC PLAN
AND ACTION PLAN
2020-2025**

*This is the perfect
opportunity right here,
the perfect storm.*

- Michel Lafferty, speaking at a public meeting in Fort Good Hope on housing about what the community can accomplish.





ACKNOWLEDGMENTS

This Strategic Plan has emerged over a two-year period, in which the K'ásho Got'jne Housing Society Board of Directors has worked to identify, articulate and seek solutions to Rádeyjlj Kó's numerous housing needs. The ideas in this plan reflect those of over one hundred Rádeyjlj Kó community members who have participated in interviews, public meetings, and Interagency Committee discussions, sharing their personal experiences and their hopes for the future.

Planning and implementation processes have been overseen by the K'ásho Got'jne Housing Society's Board of Directors, staff (James Caesar, Arthur Tobac, Janelle Pierrot, Cecile Tobac, Stella Rabisca and Shauna Gully) and a Fort Good Hope Interagency Committee convened for this purpose. Over a two-year period, these individuals have included:

K'ÁSHO GOT'JNE HOUSING SOCIETY BOARD OF DIRECTORS (2017, 2018, 2019)

Edwin Erutse, President

Dwayne Barnaby

Heather Bourassa

Roger Boniface

Marcel Grandjambe

Shawn Grandjambe

Anne-Marie Jackson

Albert Masuzumi

Sareta Shae

FORT GOOD HOPE INTERAGENCY COMMITTEE (2017-2019)

Angela Grandjambe, Local Housing Organization (Chair)

Maria Amestoy, Mental Health and Addictions Counselor, HSS - GNWT

Vernal Banton, Adult Educator, Aurora College

Florence Barnaby, Elder, K'ásho Got'jne First Nation

Vince Dikaitis, Principal, Chief T'Selehye School

Vivian Edgi-Manuel, Economic Development Officer, Yamoga

Morgan Fairweather, Principal, Chief T'Selehye School

Tommy Kakfwi, Language Coordinator, K'ásho Got'jne First Nation

Elizabeth Kelly, Member at large, K'ásho Got'jne First Nation

Natasha Landry, Justice Coordinator, K'ásho Got'jne First Nation

Doris Manuel, Victim Services Coordinator, K'ásho Got'jne First Nation

Ronald Melanson, Nurse in Charge, HSS- GNWT

Kushalini Naidoo, Child Protection Worker, HSS - GNWT

Roger Plouffe, Lay Minister, Royal Catholic Mission

Celine Proctor, Government Services Officer, GNWT

Chris Prospero, Sergeant, Fort Good Hope RCMP Detachment

Chantal Shae, Justice Committee Member, K'ásho Got'jne First Nation

Sareta Shae, Community Social Service Worker, HSS - GNWT

Wendy Sparrow, Sergeant, Fort Good Hope RCMP Detachment

Patricia Stacey, Probations Officer, Justice – GNWT

Karen Tingmiak, Community Wellness Worker, K'ásho Got'jne First Nation

Brenda T'Seleie, Youth and Elder Worker, K'ásho Got'jne First Nation

In addition, the K'ásho Got'jne Housing Society Board of Directors is grateful to Chief and Council and the many Fort Good Hope residents who have taken part in meetings, interviews and workshops. KGHS is also thankful to those governments that have contributed to the processes so far. Planning processes to date have been supported primarily by the Yamoga Land Corporation with additional funding provided by Indigenous Services Canada, Service Canada, the NWT Housing Corporation and the Government of Northwest Territories department of Municipal and Community Affairs. Staff at the Northwest Territories Housing Association, Education Culture and Employment, Justice and Health and Social Services have provided review, advice and information and the Society's leadership looks forward to evolving these partnerships over time. The housing situation in Fort Good Hope urgently needs to be transformed and this transformation is only possible if all organizations - locally, regionally, territorially and federally - share a vision and commit to working together.

Finally, non-profits throughout the NWT and elsewhere in Canada have demonstrated the strength of their collective network, generously sharing time, energy and knowledge to assist the Society in navigating its way. We are grateful to staff at the Northwest Territories YWCA, Salvation Army, SideDoor, Centre for Northern Families, Aimayunga Tuktoyaktuk, Inuvik Emergency Warming Shelter, Sutherland House, VisionQuest Society's Discovery House, Brantford Native Housing's Karahkwa House, Cwenengitel Aboriginal Society's Men's Recovery House, and NaMeRes' Sagatay House.

This Strategic Plan has been developed by the K'ásho Got'jne Housing Society, facilitated by PlanIt North. Writing was led by Christine Wenman, RPP, MCIP with PlanIt North, to reflect these many contributing voices and the collective community vision. Plan design and layout by Jennifer Luckay from PlanIt North.



The KGHS Board of Directors (from left to right, Marcel Grandjambe, Shawn Grandjambe, Dwayne Barnaby, Ann-Marie Jackson, Edwin Erutse, missing Roger Boniface) with staff person Arthur Tobac and Planning Consultant Christine Wenman, celebrate after adopting the KGHS Strategic Plan and Action Plan by resolution of the Board of Directors.

THE PLAN AT A GLANCE

K'ÁSHO GOT'JNE HOUSING SOCIETY'S FIVE-YEAR STRATEGIC PLAN PRESENTS A VISION AND PATHWAY TO ACHIEVE THE FOLLOWING:

Kádúyíle Men's Transition Home housing **4 individuals in private rooms** in a supportive group living environment.

4 new small homes, into which men from Kádúyíle can move when they are ready, with continued access to a supportive network.

A safe home and second stage home where women and children can go when they are at risk, and where they can stay on instead of returning to an unsafe environment.

Four new homes, through a community developed program in which **participants help with home construction and enter into a rent-to-own agreement.**

A revolving door loan fund so that **Fort Good Hope residents can access funding for repairs and maintenance.**

An estimated ten private homes will be repaired annually, with 50 repaired over the course of this plan.

A materials program, where repair supplies are purchased by KGHS so that residents can buy them locally, and at an affordable price, year-round.

KGHS coordinated housing repair initiatives, supporting many households at once to access repair programs funded by the NWT Housing Corporation, **so that cost savings can be achieved** and families are supported to navigate the administrative and project management processes.

KGHS believes that implementing the plan will create at least **ten full-time equivalent jobs for Fort Good Hope residents**. These jobs will be in a variety of positions including: construction, repair, maintenance, administration and front-line program delivery. Strategic and consistent professional development is needed to ensure that Fort Good Hope residents can staff these positions locally and effectively.

To get there, KGHS will need an estimated \$10 million over the course of five years, which will require the Land Corporations, the First Nation, and territorial and federal government departments to all pitch in and work together. **Investing in implementing this plan will save at least an estimated \$20 million** in other front-line social services including health and corrections.

KGHS will continue to convene an active Interagency Committee, requesting the committee to provide program recommendations and evaluation and **finding ways to work together**.

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DEFINITIONS:

Core Need

Homes in Core Need refers to the number or percentage of homes with a housing problem. A house is considered to have a housing problem if it has an affordability, adequacy or suitability issue.

- Affordable housing is defined as shelter costs (eg. rent or mortgage payments, utilities, heat, insurance and property taxes) being less than 30% of household income.
- Adequate housing must have running water and must not require major repairs.
- Suitability is defined as having the appropriate number of bedrooms for the characteristics and number of occupants (as determined by the National Occupancy Standard requirements).

Emergency Housing

Short-term accommodation for people who are homeless or in crisis.

Housing Continuum

A housing continuum is a theoretical spectrum that illustrates that housing must provide for a range of needs. The continuum articulates a need for housing that provides substantial intervention for those with high levels of need (such as emergency shelters) as well as housing for those able to live with no assistance nor intervention (for example market rental and home ownership). Within the continuum there are intermediary types of housing such as transitional housing and subsidized rental or homeownership.

Second-stage housing

Second stage housing programs provide supports for women who have left abusive relationships. It is intended to be a bridge or transitional options between emergency housing (such as a women's shelter) and more permanent, independent options. Like other transitional housing, second-stage housing typically incorporates supportive programming.

Transition (transitional) Housing

Transitional housing is housing that is intended to be temporary (often medium-term or up to three years) and is intended to support individuals to gain increased independence so that they can transition to more permanent and independent housing options. Transitional housing often incorporates supports to facilitate this bridging.

LIST OF ACRONYMS AND DENE TERMS

CMHC	CANADA MORTGAGE AND HOUSING CORPORATION
ECE	EDUCATION CULTURE AND EMPLOYMENT
GNWT	GOVERNMENT OF NORTHWEST TERRITORIES
KGHS	K'ÁSHO GOT'JNE HOUSING SOCIETY
ISC	INDIGENOUS SERVICES CANADA
HSS	HEALTH AND SOCIAL SERVICES
MACA	MUNICIPAL AND COMMUNITY AFFAIRS
NDL	NEH'RAHTEN DEVELOPMENTS
NWTHC	NORTHWEST TERRITORIES HOUSING CORPORATION
SDMCLA	SAHTÚ DENE AND MÉTIS COMPREHENSIVE LAND CLAIM AGREEMENT
YLC	YAMOGA LAND CORPORATION
RÁDEYJLJ KÓ	DENE NAME FOR THE COMMUNITY, FORT GOOD HOPE

ABOUT FORT GOOD HOPE

Rádeyǫǫ Kó is a largely Indigenous community of approximately 570 people¹ in the Northwest Territories. It is accessible by air, water or a winter-only road.

Through a needs assessment, community members identified a number of strengths in the community that can be leveraged to improve the local housing situation. These include:

- Community members in Fort Good Hope have a long cultural history of self-sufficiency and resilience. Many community members built or helped to build the homes that they live in.
- In comparison with NWT's small communities, many residents in Fort Good Hope (51.5%) own their own homes. Typically, young people are striving to achieve home ownership.
- There are a variety of front-line social services offered in Fort Good Hope, including, but not limited to: a Victims Services Coordinator, a Justice Coordinator, Social Workers, a Wellness and Addictions Counselor, a RCMP detachment, and an Adult Education Centre.
- Dene and Métis traditions are strong in Fort Good Hope. Nearly half of the community hunts and fishes and almost three quarters consume country foods. There are many skilled harvesters in the community.

As well as strengths, there are opportunities that make Fort Good Hope residents and leaders enthusiastic about what can be accomplished. These include:

- With the National Housing Strategy, A Place to Call Home, the federal government is again investing in housing.
- An outcome of the NWT Housing Corporation's Strategic Renewal has been to support NWT communities according to their own community plans.
- Fort Good Hope is currently negotiating self-government, which will include a chapter on housing such that the Society's actions can inform current and future negotiations.
- The Yamoga Land Corporation is committed to addressing the community's housing issues and brings independent capital that can be leveraged for additional funds from other levels of government, non-profit organizations and the private sector.
- With the recent creation of Ts'udé Niljné Tuyeta (protected area near Fort Good Hope) and with funding for wellness programming secured from Public Safety Canada, the First Nation is well resourced to implement a consistent, result-focused and land-based wellness program. KGHS can be a partner to these initiatives.

¹2018 Statistics

Where we have come from

THE K'ÁSHO GOT'ĪNE HOUSING SOCIETY

In the fall of 2016, the Yamoga Land Corporation's Board of Directors incorporated the K'ásho Got'ĭne Housing Society to address housing issues in Fort Good Hope. The Yamoga Land Corporation, an entity created by the Sahtú Dene and Métis Comprehensive Land Claim Agreement (SDMCLA), committed \$500,000 in seed funding to the Society, in order to serve its Beneficiaries in accordance with its mandate within the Claim, "funding or providing for the construction, operation and administration of housing or subsidized, cooperative or communal housing for low-income participants in Canada."

The new Society was inspired by an initiative of the K'ásho Got'ĭne First Nation years earlier; in the 1970s, the Band incorporated a Society which supported residents to build their own homes with public funding that was available at that time. The program is fondly remembered in Fort Good Hope, as it not only created homes but it also created

opportunities for residents to apply and build their skills, knowledge and confidence in home construction and maintenance.

In 2017, The K'ásho Got'ĭne Housing Society commissioned an assessment of housing needs in Fort Good Hope. Over fifty community residents and service providers were interviewed and many more participated in a series of in-person community meetings from June to December 2017. Through these discussions and through a compilation of desktop research, the K'ásho Got'ĭne Housing Society produced a community needs assessment: *The State of Housing in Rádeyĭĭ Kó: Fort Good Hope Housing Assessment to Inform Community Planning*. Since that time, an Interagency Committee has convened nearly every month to advise the K'ásho Got'ĭne Housing Society, while its Board of Directors and staff sought to further explore project feasibility and funding options to address prioritized needs.

"I love owning my own home, instead of living in public housing, moving here and there. A lot of pride goes into owning your own home."

- Tommy Kakfwi, speaking at a public workshop on housing in Fort Good Hope, June 2017.

RÁDEYIJĪ KÓ HOUSING NEEDS

Through the needs assessment, the Board developed a clearer sense of Fort Good Hope's needs and created documentation to bring these issues to the attention of funding and decision-making agencies. A more comprehensive description of the housing situation in Fort Good Hope can be found in the *Housing Assessment* report, however, some key points are highlighted here²:

<p>UP TO 25 MEN, 3 WOMEN AND 3 FAMILIES ARE HOMELESS IN FORT GOOD HOPE, LIVING IN INSECURE AND TRANSIENT SITUATIONS.</p>	<p>AN ESTIMATED ADDITIONAL 15 MALES, 14 WOMEN AND 6 FAMILIES NEED HOUSING BUT ARE LIVING IN COMPARATIVELY STABLE, THOUGH INADEQUATE AND/OR UNSUITABLE SITUATIONS.</p> <p><small>*ESTIMATES EMERGING FROM A COMMUNITY WORKSHOP ABOUT THOSE WHO ARE HOMELESS AND MOST IN NEED OF SUPPORTS.</small></p>	<p>65.7% OF FORT GOOD HOPE RESIDENTS ARE IN CORE HOUSING NEED, LIVING IN HOMES THAT ARE OVERCROWDED (17.5%), IN NEED OF REPAIR (57.7%) OR UNAFFORDABLE (12.4%).*</p> <p><small>*2019 NWT CENSUS DATA</small></p>	<p>57.7% OF PRIVATELY OWNED HOMES IN FORT GOOD HOPE REQUIRE MAJOR REPAIRS. MANY HAVE ROOFS THAT ARE CAVING IN OR LEAKING. MANY INDIVIDUALS ARE LIVING WITHOUT PLUMBING AND ELECTRICITY.</p>
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² K'asho Got'jne Housing Society, 2019. The State of Housing in RádeyijĪ Kó: Fort Good Hope Housing Assessment to Inform Community Planning.

... residents have clearly articulated that they cannot address housing in Fort Good Hope by focusing on shelter only.

THERE ARE NUMEROUS SYSTEMIC BARRIERS TO ACCESSING HOUSING AND HOUSING RELATED PROGRAMS THAT NEED TO BE ADDRESSED. THESE INCLUDE OBSTACLES TO SECURING LAND TITLE, FINANCING AND INSURANCE, AS WELL AS OBSTACLES TO ACCESSING NWT HC PROGRAMS. THEY ALSO INCLUDE PERVERSE INCENTIVES THAT MAKE IT VERY DIFFICULT AND EXPENSIVE TO OWN OR RENT A MARKET HOME AS OPPOSED TO RELYING ON PUBLIC HOUSING.

FORT GOOD HOPE'S REMOTENESS MAKES THE COST OF SECURING AND MAINTAINING A HOME VERY HIGH. FEW QUALIFIED TRADES PEOPLE LIVE IN THE COMMUNITY OR WITHIN A REASONABLE DISTANCE.

The significant housing issues in Fort Good Hope are a clear and continuing legacy of Canada's colonial history. Intergenerational trauma, addictions and domestic violence are inter-related factors that both drive homelessness and are perpetuated by it. Fort Good Hope residents have clearly articulated that housing needs in Fort Good Hope cannot be adequately addressed by focusing on shelter only. KGHS envisions developing programs that recognize and address not only shelter needs but the factors underlying homelessness; focusing on connecting community, supporting cultural resurgence and facilitating individual agency.



Roger Plouffe, RCC Lay Minister (above) Arthur Tobac and Janelle Pierrot, KGHS staff persons (right) brainstorm solutions at an Interagency Committee Meeting

defining: HOMELESSNESS IN FORT GOOD HOPE

Residents of Fort Good Hope are supported by strong community and family networks. Therefore, 'rough' homelessness that is frequently seen in urban areas, where individuals sleep outside or in shelters, is rarely seen in Fort Good Hope. During workshops, residents have described how the community defines homelessness locally. Homelessness is:

COMING HOME.

When individuals return home to Fort Good Hope from employment, education, corrections, accessing long-term health services or any other reason, they often find themselves homeless. Lack of housing in Fort Good Hope tends to fragment families and community ties as young people often stay away from home, relocating where more housing and employment opportunities can be found. In addition, vulnerable residents returning from corrections or treatment programs do not have sufficient support in the community, often returning to unstable and unsafe situations.

COUCH SURFING.

Those most urgently in need of housing tend to be transient. They move from home to home finding a couch or floor space to crash on at a family member's or friend's place. In some cases, they can't stay long because the home is already crowded or because there are rules against having additional people stay in public housing. In other cases, the transient individual drinks and is asked to move on if they are causing challenges for the host household.

HOMELESSNESS AMONGST PROFESSIONALS.

With little market housing and no available housing stock, professionals looking to move to Fort Good Hope for work struggle to find homes. This prevents the community from finding strong candidates for local positions and from keeping their educated young people at home.

LIVING WITH PARENTS.

Adult children have little choice but to continue living in their parents' homes well into their adult years. This can lead to overcrowding. Sometimes there is drinking there which makes it difficult if a person is trying to maintain sobriety.



LOSING EXISTING HOUSING.

An individual or family may lose existing housing for a number of reasons. They might be asked to leave public housing because of damage or arrears or because their parent passes away and the public housing was in his or her name. They may lose a house because of a fire or other major damage. Separations and divorce can also leave individuals without housing.

UNSAFE HOUSING.

Some Fort Good Hope residents live in housing with no power and no plumbing. There are safety and health issues associated with living in housing which is grossly inadequate.

VISITING HOMELESSNESS.

Some people come to Fort Good Hope who aren't from the community and have nowhere to live. Sometimes these individuals came to the community for a relationship that didn't work out or because an order of the court prevents them from living in their home community for a period of time.

ABUSIVE RELATIONSHIP HOMELESSNESS.

Those leaving abusive relationships can find themselves homeless. There are no emergency shelters in Fort Good Hope, and the nearest shelters (eg. in Inuvik or Yellowknife) tend to have six-week limits (though these can be extended). Communities are not resourced to support victims of abusive relationships when they return to their home community.

WHERE WE ARE GOING? THE STRATEGIC PLAN

Mandate

THE K'ASHO GOT'JNE HOUSING SOCIETY ENABLES RÁDEYIJLJ KQ RESIDENTS TO LIVE IN AND MAINTAIN SAFE, AFFORDABLE HOMES. THE SOCIETY DELIVERS PROGRAMS TO ADDRESS HOUSING ISSUES HOLISTICALLY, FACILITATING INDIVIDUALS TO BOTH SECURE HOMES AND ALSO TO DEVELOP THE SKILLS, SELF-ESTEEM AND RESILIENCE NEEDED TO MAINTAIN THEIR HOMES AS NURTURING ENVIRONMENTS FOR THEMSELVES AND THEIR FAMILIES.

Mission

THE K'ASHO GOT'JNE HOUSING SOCIETY:

- COORDINATES PROGRAMS TO HELP RÁDEYIJLJ KQ RESIDENTS:
 - Access urgent shelter with integrated programming to support greater independence over time;
 - Repair and maintain existing homes;
 - Build or purchase new homes; and
 - Address underlying issues of homelessness.
- ADVOCATES FOR MORE EFFECTIVE GOVERNMENT PROGRAMS AND FUNDING MODELS RELATED TO HOUSING AND HOMELESSNESS.
- COLLABORATES WITH OTHER ORGANIZATIONS TO PURSUE CREATIVE AND HOLISTIC HOUSING SOLUTIONS.

VISION

This Strategic Plan is guided by a vision of what the K'ásho Got'jne Housing Society hopes to achieve in five years. However, it is important to always keep in mind the long-term vision, so the Society has also developed a twenty-year vision.

It is important to note that KGHS' five-year vision reflects what can realistically be accomplished within a five year time frame. While the vision and the accompanying goals are ambitious, they do not address the totality of the community's housing need.

5 Five-year vision

With partners, K'ásho Got'jne Housing Society has addressed the most urgent housing needs in Rádeyjlj Kó, relieving immediate pressures in the community, inspiring hope and building momentum for change. A network of emergency shelter and transition homes provide immediate support for residents in crisis, with programming that facilitates them to attain greater independence over time. Community members can access low-interest loans and materials to repair and maintain homes. Twenty new living spaces have been created, housing up to forty-four individuals through a mix of group homes, and units for rental and ownership.

Twenty-year vision

All Rádeyjlj Kó residents live in safe, nurturing homes. Community members support one another through strong community connections and programs. Community members can access affordable housing, maintain their homes and live independently when it is appropriate for them to do so. Housing programs in Rádeyjlj Kó are administered by local leadership, according to negotiated systems of self-government.

20

Guiding Principles

RECONNECT OUR PEOPLE

HOMELESSNESS AND HOUSING INSECURITY ARE ABOUT MORE THAN JUST PHYSICAL BUILDINGS TO LIVE IN. INDIGENOUS SCHOLAR JESSE THISTLE HAS ARTICULATED TWELVE DIMENSIONS OF INDIGENOUS HOMELESSNESS, RECOGNIZING THE TIES BETWEEN HOMELESSNESS AND THE EROSION OF LANGUAGE, CULTURE AND COMMUNITY CONNECTIONS. WE NEED TO UNDERSTAND OUR COLONIAL HISTORY TO UNDERSTAND OUR HOUSING SITUATION. ADDRESSING HOUSING WILL MEAN RECONNECTING OUR PEOPLE, ENSURING YOUNG PEOPLE KNOW AND ARE STRONG IN OUR TRADITIONAL DENE WAY OF LIFE AND ENSURING THAT ALL OF OUR COMMUNITY MEMBERS FEEL CONFIDENT AND ENABLED TO HELP ONE ANOTHER.

Cultural Disintegration and Loss Homelessness

Homelessness that totally dislocates or alienates Indigenous individuals and communities from their culture and from the relationship web of Indigenous society known as “All my Relations.”²

– *Jesse Thistle*

²Thistle, J. (2017) *Indigenous Definition of Homelessness in Canada*. Toronto: Canadian Observatory on Homelessness Press.

ENABLE RESPONSIBILITY

We are concerned about more than just affordable housing; we want to build *responsible housing*. K'ásho Got'jne Housing Society programs will focus on building skills, knowledge and confidence that community members need to obtain and look after their homes. Programs will enable and reward active participation, commitment and community service.

I believe in self-sufficiency; that is the way we were raised."

– Edwin Erutse, March 29th, 2019

ENGAGE COMMUNITY

K'ásho Got'jne Housing Society will develop programs that enable community members to be actively engaged. KGHS will create opportunities and bridges for residents to share their strengths and knowledge both through employment and volunteer opportunities. We will build on our local and Dene strengths, while collaborating with partners to utilize the best of all of our collective knowledge.

DECOLONIZE HOUSING AND LAND

In Rádeyjlj Kó, we have seen housing and homelessness problems grow over time. Our Elders remember government policies that encouraged or coerced our people to settle in one permanent town site instead of continuing to live on the land and move seasonally across a vast territory. The government promised them housing, among other things. Our Elders remember the first time they received a lease invoice from the government, a letter that they did not understand but that they would later learn was a bill asking them to pay a fee to live on the land of their ancestors. Since these times, our people have had to rely on government for housing. The K'ásho Got'jne Housing Society will create a model that can help form a basis for self-governance, through which we increasingly re-assert our nationhood and take control of housing funding, programs and policies.

COMMUNICATE TRANSPARENTLY

We will share our policies, information and resource materials amongst community members and our partners, while ensuring that personal information is kept confidential. Our processes for decision-making will be transparent and we will strive to distribute resources equitably within the community.

LEARN AS WE GO

We will be patient with ourselves, all community members and our partners, recognizing that we are trying to do something new and ambitious. We will reflect often upon our challenges and learnings, adjusting our course to ensure that we are learning from our experiences and creating programs that align with our principles and fulfill our identified objectives.

SUPPORT THE LOCAL ECONOMY

We will address housing needs while considering the broader community context including the need for local employment and local training. We will seek to ensure that we fulfill our objectives while creating good jobs in the community and using locally manufactured materials where feasible.



Jordan Tobac, Justin Jackson and Lyndon Kakfwi (left to right) have been working on many housing repairs in the community with Ne'Rahten Developments, contracted by the Housing Society. Here, the three work to fix up the house that will be the Kádúyíle Home.

MEETING DIVERSE HOUSING NEEDS

Fort Good Hope has identified housing needs across the housing continuum. Generally, the Society’s intention is to support residents to move along the continuum towards independence and self-sufficiency. It must be recognized that there may be some individuals who need more care through their lives and we are committed to working with territorial and federal government partners to address these cases.

Degree of assistance	Emergency Shelter	Transitional Supportive Living	Assistance with private market (rental and home ownership)	Regular market rental and ownership
Summary of Need in Fort Good Hope	Homeless individuals need emergency shelter, often when intoxicated. Women and children require emergency shelter in cases of domestic violence.	Individuals needing safe, sober and supportive environments to build confidence and learn life skills. Women and children requiring second stage housing as an alternative to returning to a violent home situation.	Young people live with parents as adults because there are few options for affordable rental and home ownership.	Professionals moving to the community (or moving back to the community) for work can afford homes but there are none available.
KGHS Planned Response	More work with partners to determine a response that is sustainable. Traditional on-the-land programs and overnight spaces with strong referrals to treatment centres may be the best option. Regional solutions will be investigated.	Men’s transition home (4 bedroom) and women’s emergency and second stage housing facility.	4 affordable rental units. 4 sweat-equity and rent to own units. Piloted models that can be replicated or adjusted in the future to ensure attainable housing for all.	Construction of market homes are not being considered by KGHS at this time as there are business entities (for example Ne’Rahten Developments and private businesses) that can and are addressing this need.



Goals and Objectives Summary

The following five (5) goals, along with the objectives that follow from each of them, are intended to be achieved within the next five years (2020-2025):

1

Fort Good Hope's most vulnerable residents have homes with integrated support services

2

Fort Good Hope residents are able to access materials, knowledge and support to repair and maintain their homes

THE K'ASHO GOT'JNE HOUSING SOCIETY WILL:

- a. Operate Kádúyile, the Men's Transition Home, to temporarily house and provide integrated support to four individuals.
 - b. Develop a Women and Children's Home, providing safe shelter in emergency situations and supporting women to transition to longer term options.
 - c. Complete and begin implementation of a plan to ensure safe shelter of intoxicated individuals and to connect these individuals to supportive services, through careful consideration and prioritization of potential approaches.
 - d. Involve community members in actively supporting the programs and operations of KGHS facilities, while coordinating integrated programming for community cultural resurgence and strengthening individual self-esteem.
- a. Expand and refine its low-interest loan program so that residents can access financing for home repairs.
 - b. Support local business to develop apprenticeships, growing local capacity for home construction and repair.
 - c. Formalize and strengthen its material purchasing program, enabling residents to purchase building materials locally from KGHS, at lowered cost (bulk rates) and on-demand.

3

Construction of new homes in Fort Good Hope meets need and demand

- a. Build four small homes and manage them as affordable market rental homes.
- b. Develop a home construction program to build two new rent-to-own homes each year, while optimizing the use of local resources.
- c. Investigate opportunities to encourage private investment in the construction of rental homes in Fort Good Hope.

4

K'ásho Got'jne Housing Society strengthens staff capacity and program efficacy over time

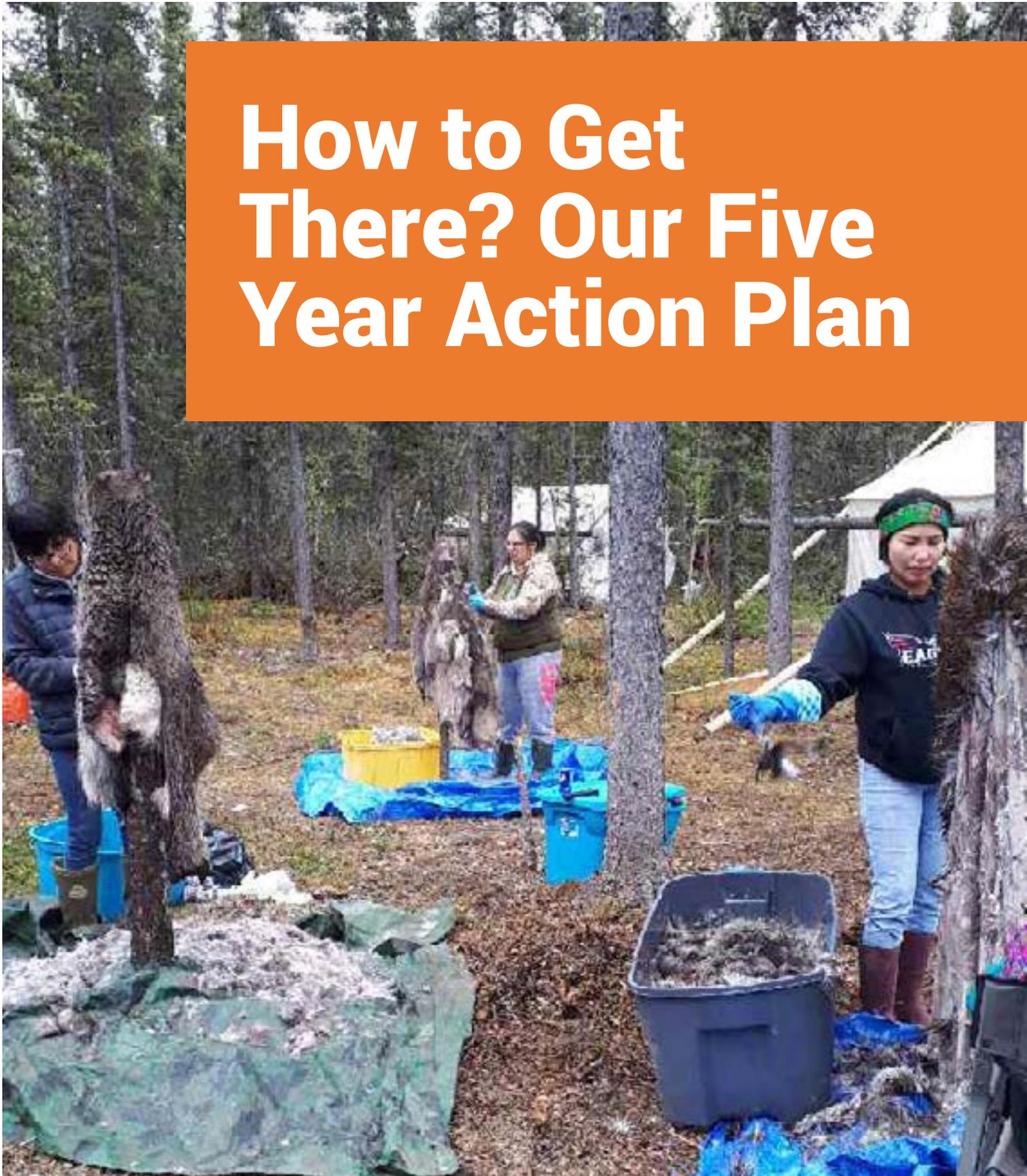
- a. Prioritize local hiring and provide a safe, healthy, and supportive working environment for staff, including opportunities for appropriate professional development, training and mentorship.
- b. Adopt a learn-as-we-go approach by providing staff, clients and community members with regular opportunities for reflection and discussion about learnings and challenges, and adapt programs and policies based on monitoring data and feedback.

5

Strong, transparent governance encourages widespread community engagement and collaboration

- a. Create and implement transparent governance structures, policies and processes.
- b. Strengthen collaborative relationships amongst all Fort Good Hope-based organizations and agencies.

How to Get There? Our Five Year Action Plan



Fort Good Hope community members practice traditional hide tanning at a camp organized by the Yamoga Land Corporation and partners, June 2019.
Photo by: Florence Barnaby

GOAL 1

Fort Good Hope's most vulnerable residents have homes with integrated support services.

BACKGROUND

In 2019, 57.7% of houses in Fort Good Hope were deemed to be inadequate, while 65.7% were deemed to be in core need (defined as a combination of affordability, adequacy or suitability issues).³ Through the Rádeyilı Kó Housing Needs Assessment and related consultation processes, community members identified a range of local housing needs, many very urgent. Community members identified 40 single men, 17 single women and 13 families in need of homes. Of these, 25 single men, 3 single women and 3 families are particularly vulnerable, living transiently.⁴ Addressing the needs of these highly vulnerable individuals emerged through the needs assessment as the community's most urgent priority.

In 2017, KGHS identified two homes that could be re-purposed to address urgent housing needs – one owned by Ne'Rahten Developments (or ND, the business arm of Yamoga Land Corporation) and one purchased by KGHS from NWTHC. In community meetings, Fort Good Hope leadership and Interagency members identified three distinct groups whose urgent housing needs could best be served by the two available buildings. These groups are:

1. Single men needing a safe, sober, supported environment.
2. Men, primarily, and also women struggling with addictions, requiring a safe overnight shelter, particularly when intoxicated.
3. Women and children needing a place to stay in situations in which they are not feeling safe in their homes or because they are experiencing homelessness for other reasons.

Having identified these groups, KGHS undertook a feasibility study and building code review to determine how the available spaces could be designed and programmed to meet these needs. Based on the results, KGHS chose to immediately pursue a transition home for single men needing a safe, sober, supported environment, while working to find solutions for the other groups in need of support.

³NWT Statistics, 2019 <https://www.statsnwt.ca/Housing/housing-conditions/>

⁴Numbers are considered reasonably accurate as of December 2017 and were determined through triangulated estimates provided by fifty community residents, validated in three small break-out groups at a community workshop. See K'asho Got'ine Housing Society, 2017.

1 Goal 1: Objectives

THE K'ASHO GOT'JNE HOUSING SOCIETY WILL:

- a. Operate Kádúyíle, the Men's Transition Home, to temporarily house and provide integrated support to four individuals.
- b. Develop a Women and Children's Home, providing safe shelter in emergency situations and supporting women to transition to longer term options.
- c. Complete and begin implementation of a plan to ensure safe shelter of intoxicated individuals and to connect these individuals to supportive services, through careful consideration and prioritization of potential approaches.
- d. Involve community members in actively supporting the programs and operations of KGHS facilities, while coordinating integrated programming for community cultural resurgence and strengthening individual self-esteem.

Goal 1: Action Plan

Objective 1.a. KGHS will operate Kádúyíle, the Men's Transition Home, to temporarily house and provide integrated support to four individuals.

With funding from Service Canada, Yamoga Land Corporation, and Indigenous Services Canada, KGHS completed detailed designs for renovations to the building owned by NDL (the business arm of Yamoga Land Corporation) and contracted NDL to begin renovations in December 2018, including the addition of a fourth bedroom. Phase I renovations were focused on interior improvements and were completed in March 2019. Phase II renovations are focused on improving energy efficiency and are continuing through 2020. KGHS also secured operational funding for the Home from a variety of federal and territorial departments. KGHS plans to have the home fully operational with four residents by the end of 2019. KGHS will also have staffing and partnerships in place to ensure that the Home's tenants are supported by effective Integrated Case Management services.⁵

Through community and interagency workshops, KGHS has developed programming in the Home that will support tenants to gain skills, confidence and community and cultural connections. In the evenings, Elders will spend time with residents – an informal program of language speaking and storytelling. On the weekends, residents will be invited to participate in an on-the-land program, through which they can learn harvesting skills from experienced land users. Harvest will be used to supplement meals and shared with elders and community members in need. Residents will also plan, plant and harvest gardens at the Home and will cook meals together to learn and share knowledge about healthy eating and cooking.

KGHS will gain experience and learnings from the program as it is implemented and evolve its policies and procedures to best meet the needs of clients. At the same time, KGHS will continue to build partnerships to identify longer-term funding sources that can ensure program sustainability over time.

⁵ The Complete Home's Program Plan, Policies and Procedures Manual, and Resident Handbook are available (K'asho Got'jne Housing Society, 2019, a, b and c). The Society may be contacted to obtain copies.

ACTIONS AND TIMELINES FOR GOAL 1: OBJECTIVES 1.A

ACTION		TIMELINES
i.	Finalize the Kádúyíle Home's Program Plan, Policies and Procedures Manual and Resident Handbook by completing a peer review process and formalize the documents by Board resolution. Maintain them as living documents, updating as lessons are learned.	Before 2020 and updated throughout plan
ii.	Complete Phase II renovations (building envelope) on Kádúyíle Home.	2020
iii.	Fund any shortfall for phase II renovations and Home supplies	Early 2020
iv.	Recruit and train Kádúyíle staff	Work in progress at time of publication. Training to be ongoing.
v.	Stabilize operational funding, working to achieve long-term core funding sources.	Though operations are funded, some funds are short-term. Work to secure and renew long-term funding needs to be ongoing.
vi.	Establish eligibility committee, implement recruiting process for Kádúyíle Home residents, and formalize tenancy agreements.	Work in progress at time of publication.
vii.	Advocate to GNWT and Government of Canada for long-term funding for Indigenous Transitional Homes	2020 and on-going
viii.	With partners, coordinate and deliver an on-the land program that will include the four Kádúyíle Home residents, among others.	2020 and on-going
ix.	With partners, implement the Kádúyíle Evening Meal with Elders Program, and the Kádúyíle Gardening Program.	2020 and on-going
x.	Fully develop and adapt a program evaluation plan for Kádúyíle Home, building on the NWT HC evaluation for the <i>Pathways to Housing</i> Program	On-going

HUMAN AND FINANCIAL RESOURCES FOR GOAL 1: OBJECTIVE 1.A

KGHS is recruiting a staff person who will work both as the KGHS Executive Director and Kádúyíle Home Manager. This person will take the lead on implementing all aspects of the program, continuing to work closely with many partners. In addition, KGHS will continue to build academic partnerships to support further community-led program development and evaluation.

KGHS has secured funds for Kádúyíle operations from several GNWT and federal departments. While the Executive Director will need to maintain and renew these agreements and seek other funding opportunities regularly, it is also important that levels of government fund a more sustainable solution focused on providing core funding to transition homes.

Objective 1.b. KGHS will develop a Women and Children's Home, providing safe shelter in emergency situations and supporting women to transition to longer term options.

KGHS has completed a preliminary design concept, building feasibility study and environmental site assessment for a safe home for women and children in Fort Good Hope. KGHS has also completed a draft program plan for the women and children's home. KGHS will continue to assess land options, secure land title and secure funding for both operations and capital investments.

More work is needed to develop a detailed building design and ensure it appropriately meets the needs of a combined emergency shelter and second stage housing facility. KGHS will strive to open the home by winter 2024.

ACTIONS AND TIMELINES FOR GOAL 1: OBJECTIVE 1.B

ACTION		TIMELINES
xi.	Finalize the Program Plan, Policies and Procedures Manual and Resident Handbook for the Women and Children's Home by completing a peer review process and formalize the documents by Board resolution.	Winter and Spring 2020
xii.	Complete detailed designs and secure land for development; conduct Phase II environmental site assessment on Northern Store land, and explore other land options.	Spring and summer 2020
xiii.	Finalize organizational sustainability plan; pursue and confirm multi-year operational funding partnerships, potentially with GNWT – HSS and ISC.	2020-2021
xiv.	Tender contract for build. Complete construction of the women and children's safe home.	2022 tender with construction complete by 2024.

HUMAN AND FINANCIAL RESOURCES FOR GOAL 1: OBJECTIVE 1.B

KGHS will be retaining consultants for planning and pre-development, under the management of the Executive Director / Kádúyíle Home Manager. KGHS will be looking to CMHC's Seed fund for planning and pre-development work and to CMHC's co-investment fund and GNWT for capital development. KGHS will be engaging many partners to secure operational funds.

Objective 1.c. KGHS will complete and begin implementation of a plan to ensure safe shelter of intoxicated individuals and to connect these individuals to supportive services, through careful consideration and prioritization of potential approaches.

Many individuals in Fort Good Hope struggle with addictions; addictions not only drive homelessness and housing insecurity but are also perpetuated because of it and other complex inter-related factors.

Throughout the assessment of Fort Good Hope's housing needs, many community members flagged the urgency of providing safe, overnight shelter for intoxicated individuals. Elders spoke about how they tend to let intoxicated individuals into their homes even though they may be frightened for their own safety, because they are even more frightened for the safety of the intoxicated individual who has nowhere else to go. Several residents articulated their fear that one day someone will die from exposure.

In addition, men involved in situations of domestic violence, with court orders to stay away from their homes or away from their partners for a certain period of time, often have no-where else to go. The result is that their partner asks authorities to allow him back into the home sooner than she might otherwise, or he breaks the order resulting in more complex, damaging and costly legal scenarios. Scenarios in Fort Good Hope related to domestic violence are most often also tied to addictions.

Without more formal redress, intoxicated individuals who are homeless or who cannot return home because of intoxication tend to couch-surf, crash with family members (often Elders) or end up in the RCMP station overnight. Therefore, many Fort Good Hope residents are interested in seeing an appropriate local facility established that would:

- Provide safe, supervised, overnight shelter for intoxicated individuals;
- Provide temporary housing (potentially more than a single night) for individuals, particularly men, who cannot return home because they are under an order because of a domestic dispute; and

- Provide temporary housing and clinical detoxification support for chronically intoxicated individuals, helping them transition to a longer-term treatment program outside of the community.

Due to the acute needs of individuals in this situation as well as resulting building code requirements, addressing these needs locally will be complex and expensive. A facility would need to meet institutional requirements of the Canada Building Code, would require a concerted effort of many levels of government and could potentially be addressed most appropriately at a regional level. Given the very high cost of constructing and operating such a facility, KGHS will first explore other options to assist individuals who are homeless because of addictions. Integrated case management, interagency partnerships and a strong referral program may be more effective and feasible. There may be opportunities to strengthen existing informal supports in the community or to create a land-based wellness approach in a Dene camp-type setting.

KGHS will need to complete further study and develop partnerships in order to define and assess options. It is important that partners work together constructively towards identifying a solution. The status quo perpetuates addictions, suicide and violence (including assaults, Elder abuse, homicides and domestic violence) and leaves the whole of the Fort Good Hope community vulnerable. While Fort Good Hope partners should at the same time continue to develop programming to address the root causes of addictions, a comprehensive approach is needed that integrates physical infrastructure and clinical responses alongside community programming.

ACTIONS AND TIMELINES FOR GOAL 1: OBJECTIVE 1.C

ACTION		TIMELINES
xv.	Pursue funding for partnership development and the study and assessment of options for how to safely shelter intoxicated individuals in the community.	2020 -2021
xvi.	Pending outcomes of study and assessment, work with partners to develop and implement a resulting plan.	2021-2023

HUMAN AND FINANCIAL RESOURCES FOR GOAL 1: OBJECTIVE 1.C

KGHS will continue to convene Interagency Committee meetings to discuss this topic and may look to academic partners for support in researching and identifying appropriate, effective, safe and attainable solutions.

Objective 1.d. KGHS will involve community members in actively supporting the programs and operation of KGHS facilities, while coordinating integrated programming for community cultural resurgence and strengthening individual self-esteem.

Community members and service agencies have resoundingly emphasized that housing solutions need to be about far more than physical shelter – they need to focus on community connectedness and individual and family healing. They also need to support individuals in developing employment skills, navigating bureaucratic systems and accessing more independent housing in the future.

The vision for KGHS that has emerged therefore emphasizes supportive programming; strong involvement by community leaders and traditional knowledge holders, including Elders; and integrated case management with strong interagency collaborations and referrals. KGHS has strongly depended

on a collaborative, interagency approach to guide its program planning and implementation to date. Fort Good Hope has many valuable service providers including skilled workers providing social services through a number of organizations: the Charter Community, Health and Social Services, Justice, RCMP, the school, Aurora College, the RCMP and the Roman Catholic Mission.

Local leadership organizations are already collaborating to prioritize land-based stewardship and wellness programming. One initiative is the Sahtú Nę K'édí Ke – Keepers of the Land (Indigenous Guardian) Program. Through this program, Fort Good Hope leaders and residents envision an active, consistent, land-based stewardship program emerging that recognizes, strengthens and celebrates traditional knowledge and skills. Sahtú Nę K'édí Ke also creates opportunities for knowledge holders to share their skills and for all participants to strengthen leadership. While it is neither realistic nor desirable that KGHS would duplicate such programming, there are many opportunities for collaboration between organizations to ensure that resources are shared and that the residents of KGHS housing facilities are accessing programs that can support their personal development goals.

ACTIONS AND TIMELINES FOR GOAL 1: OBJECTIVE 1.D

ACTION		TIMELINES
xvii.	Ensure continued Elder involvement in KGHS programs through an Elders Advisory Committee and mentorship program.	Ongoing
xviii.	Explore opportunities to integrate KGHS programming with other emerging community programming that can support residents of KGHS facilities.	Ongoing
xix.	Develop programming that is delivered directly in Kádúyíle Home or coordinated from the Home (eg. Cultural evenings with Elders, gardening program, on-the-land harvest program and mentorships).	Ongoing

HUMAN AND FINANCIAL RESOURCES FOR GOAL 1: OBJECTIVE 1.D

The KGHS Executive Director / Kádúyíle Home Program Manager will continue to engage Fort Good Hope Chief and Council and members of the Interagency Committee to develop effective supportive programming and to identify synergies between activities that are being coordinated by Fort Good Hope organizations. There may also be opportunity to work more with regional organizations including the Sahtú Dene Council and the Sahtú Renewable Resources Board in developing and delivering programming.

These actions can largely be attained with existed Kádúyíle operational funds, with Elder involvement continuing to be funded through *New Horizons for Seniors* federal funding.

GOAL 2

Fort Good Hope residents are able to access materials, knowledge and support to repair and maintain their homes.

BACKGROUND

The K'asho Got'jne Housing Society identified home repair as a major community need in its 2017 Needs Assessment. In 2014, 43.5% of homes in Fort Good Hope were deemed to be inadequate and in need of major repairs. At the time of writing of this Plan, many individuals in the community are living without electricity or plumbing, and there is frequent occurrence of emergency issues requiring immediate repair (such as broken water pumps, frozen pipes or sewage systems).

Housing need in Fort Good Hope is not limited only to lower income earners. Even households with one or two full-time wage earners face challenges that feel, at times, insurmountable. For one, Fort Good Hope is extremely isolated; materials can be brought in only when the winter road is open (January to March) or when the barges run (typically twice each summer but low water levels make the barging seasons increasingly unreliable). In addition, few certified contractors are available locally and it is prohibitively expensive to fly in and provide accommodation for tradespeople

(particularly the sub-trades--plumbing, electrical, roofers). Unlike most urban centres, simple materials for repairs cannot be purchased from a local store, as needed. Rather, substantial planning is required as well as sufficient experience and skill to know exactly what to order in advance.

Although the Northwest Territories Housing Corporation administers various programs to help lower income residents with household repairs, many residents in Fort Good Hope cannot access these programs for various reasons, which include:

- arrears owed to the NWT Housing Corporation;
- money owed to GNWT for land leases or land taxes;
- earning above the household income threshold;
- houses located in at-risk land use zones (there are areas of Fort Good Hope at very high risk of flooding and erosion); and
- lack of clear land tenure.

2

Goal 2: Objectives

THE K'ASHO GOT'JNE HOUSING SOCIETY WILL:

- a. Expand and refine its low-interest loan program so that residents can access financing for home repairs.
- b. Support local businesses to develop apprenticeships, growing local capacity for home construction and repair.
- c. Formalize and strengthen its material purchasing program, enabling residents to purchase building materials locally from KGHS, at lowered cost (bulk rates) and on-demand.

Goal 2: Action Plan

Objective 2.a. KGHS will expand and refine its low-interest loan and grant program so that residents can access financing for home repairs.

In the 2018-2019 fiscal year, the K'asho Got'jne Housing Society began to address the crucial need for home repairs, using funds allocated to it from the Yamoga Land Corporation to develop a loan program for Beneficiaries. Through the loan program, residents can access loans for housing repair, which can be repaid at a schedule that is feasible to the applicant. The K'asho Got'jne Housing Society coordinates a homeowner's access to materials and/or labour as needed and covers expenses up-front.

Further work is needed to reflect on the program's first year and a half of operations and to elaborate on program structure and policies. For instance, a clear policy is needed to guide who will be helped, under what circumstances and within which terms, so that the program can be run transparently and efficiently. Importantly, KGHS will review the program to ensure that it is filling gaps, not duplicating existing NWT HC programs.

The Board also needs to make difficult decisions about when help is offered and what kind of support is offered. For instance, consistent with its principle of *Enabling Responsibility*, the Board may consider helping individuals pay arrears or secure clear land tenure so that NWT HC programs can be accessed, rather than helping individuals in such situations with direct costs of home repair.

Finally, the Board has been operating its loan fund as monies become available. There are many successful examples elsewhere in Canada in which funds are operated as a revolving fund. In a *revolving* fund, loans are made from a pot of money. As the loans are repaid, the pot is replenished and additional loans are made. Creating structure around a revolving fund would ensure the sustainability of the KGHS program. Together with NWT HC, KGHS has formed a technical committee to guide program development.

ACTIONS AND TIMELINES FOR GOAL 2: OBJECTIVE 2.A

ACTION		TIMELINES
xx.	Formalize loan program for home repair and maintenance program; create and/or revise structure, policies, and procedures.	2020
xxi.	KGHS pursues capital for a revolving fund.	2020; ongoing
xxii.	Review and adapt program based on how well program is meeting its objectives.	Ongoing, annually

HUMAN AND FINANCIAL RESOURCES FOR GOAL 2: OBJECTIVE 2.A

KGHS has worked with NWTTC and NDL to form a technical committee with a clear terms of reference to provide the KGHS Board with recommendations to further develop the repair and maintenance program. This Committee will be chaired by the Executive Director with research and facilitation support from a retained consultant.

The Yamoga Land Corporation has already dedicated substantial funds to the repair and maintenance program. KGHS will seek additional funds from GNWT and the federal government and continue to ensure that program participants honour repayment plans.

Objective 2.b. KGHS will support local businesses to develop apprenticeships, growing local capacity for home construction and repair.

Community members and leaders have stressed that the Society's goals must include both the creation of new physical units and also local skill-building outcomes. Improving the quality and quantity of homes in the community is an ideal opportunity to foster experiential learning and support formal education through apprenticeships. However, local business can not create reliable employment and apprenticeship positions without a guarantee of sufficient work over time.

Therefore, KGHS is striving to develop partnerships that will ensure substantial resources for continued repair and maintenance projects over the next five years. These partnerships would create steady jobs in the community and build capacity over time, while also creating significant economies of scale that will bring down repair prices for residents. KGHS likely has a role to play in helping homeowners assess and plan for their repair needs. If several projects can be lined up together, then the sub-tradespeople can be brought in to work on the projects at once, substantially lowering travel costs.

To date, KGHS has contracted Ne'Rahten Developments Ltd (NDL) to undertake repairs that the Society has funded. This consistent work has allowed NDL to maintain three steady positions and to develop local home repair and maintenance capacity. NDL is the business arm of the Yamoga Land Corporation. By strengthening partnerships with other organizations, such as NWTTC and the Charter Community, KGHS can coordinate repair projects between organizations to further develop economies of scale, capacity, and the local economy.

Furthermore, KGHS can work with homeowners so that they can better understand and access existing NWTTC programs. KGHS also plans to collaborate with NWTTC to identify and administer several repairs at a time. For instance, within NWTTC's *Contributing Assistance for Repairs and Enhancements* (CARE) program, eligible residents may access \$3,000 annually for preventative maintenance. KGHS can work with families pro-actively to help them access this funding and to ensure, through coordinated approaches, that more work can be accomplished for less money.

Recently, the federal government has made substantial investments in energy efficiency and climate change adaptation programs. Given that Fort Good Hope residents point to the growing cost of living as another barrier to safe and affordable housing, KGHS is also looking to integrate energy efficiency programs with its repair program. Many of the repairs needed in Fort Good Hope are related to energy efficiency (improvements to building envelopes and heating systems, for instance). Others are related to climate change adaptation (foundation improvements given thawing permafrost and ground shifting).⁷ Once KGHS has strengthened its repair program, it will be well-placed to take advantage of current energy efficiency and climate change adaptation funding programs.

GNWT's Department of Education, Culture and Employment oversees and supports apprentice programs; KGHS will work closely with private employers in the community (including NDL) and ECE to create apprentice opportunities in the community. These can even occur while a student completes high school, through ECE's Student North Apprenticeship Program (SNAP). In 2016 to 2017, Chief T'Selehye School in Fort Good Hope had an active apprentice program, however, the program is not currently active.

ACTIONS AND TIMELINES FOR GOAL 2: OBJECTIVE 2.B

ACTION		TIMELINES
xxiii.	Over time, KGHS increasingly administers NWT HC repair and maintenance programs locally.	CARE Preventative Maintenance in 2020-2021; additional programs to be discussed in technical working group
xxiv.	KGHS works with private homeowners to assess need for energy related retrofits, assists them in acquiring funding, and coordinates the retrofits.	Assessments 2020-2021 Retrofits coordinated 2020-2024
xxv.	KGHS works with private homeowners to assess need for retrofits related to damage caused by permafrost-related ground instability, assists them in acquiring funding, and coordinates these retrofits.	Assessments 2020-2021 Retrofits coordinated 2020-2024
xxvi.	KGHS works with private homeowners to assess need for retrofits related to damage caused by permafrost-related ground instability, assists them in acquiring funding, and coordinates these retrofits.	2020 and ongoing
xxvii.	Explore opportunities to partner with Chief T'Selehye School to re-introduce a SNAP program	Ongoing
xxviii.	Collaborate with Aurora College to support current NDL workers to complete upgrading that will allow them to enter formal apprenticeship programs	Ongoing

HUMAN AND FINANCIAL RESOURCES FOR GOAL 2: OBJECTIVE 2.B

Led by the Executive Director, the technical committee with representation from NWT HC and NDL will be an ideal Forum to further explore opportunities to create apprentice positions in Fort Good Hope. KGHS will also reach out to administrators at the Chief T'Selehye School and work with staff at GNWT's Department of Education, Culture and Employment and Aurora College.

⁷ EBA Engineering Consultants, Review of Riverbank Stability – Fort Good Hope NT, Government of the Northwest Territories Department of Municipal and Community Affairs, 2006.

Objective 2.c. KGHS will formalize and strengthen its material purchasing program, enabling residents to purchase building materials locally from KGHS, at lowered cost (bulk rates) and on-demand.

In 2018-2019, KGHS implemented a pilot program in which it purchased and stored materials for home repair, which were then resold to community members at or near cost. The efforts provided residents with a consistent source of building material and lowered costs because materials were bulk ordered. Though the program has been well used to date and KGHS' investments on materials were recovered, administrative costs, including staffing, were not accounted for, thereby limiting program sustainability. Further planning will ensure that the program is structured to provide materials at low cost to residents, while still covering actual KGHS costs.

ACTIONS AND TIMELINES FOR GOAL 2: OBJECTIVE 2.C

ACTION		TIMELINES
xxix.	Formalize material program policies and procedures	2020-2021
xxx.	Implement a strong inventory system	2020-2021

HUMAN AND FINANCIAL RESOURCES FOR GOAL 2: OBJECTIVE 2.C

Yamoga Land Corporation has already dedicated start-up funds to the material program. KGHS will seek partners contributions from territorial and federal levels of government. The program will be overseen by the Executive Director.



Patricia Stacey (Probations Officer) and Doris Manuel (Victim Services Coordinator) enjoying the planning process.

GOAL 3

Construction of new homes in Fort Good Hope meets need and demand.

BACKGROUND

In assessing its needs, KGHS compiled readily available data to better understand housing needs in Fort Good Hope. As of April 1st, 2017, there were 11 individuals or families on the public housing waitlist – one family for a three-bedroom house, one for a two-bedroom house and nine individuals for a one-bedroom house. There are reasons, however, why individuals and families may be in need of housing and not registered on the public housing waitlist. For instance, not everyone pursues public housing, deterred either by past personal experiences or a belief that the bureaucracy will be too challenging to navigate. In addition, there may be reasons why individuals are not eligible to be on the waitlist (such as arrears or the length of time they have lived in the community consecutively). Others do not want to be restricted by NWT HC programs and prefer to pursue housing independently, which is difficult in a community where a private housing market does not really exist. Therefore, KGHS considers the community estimates, provided in November 2017, to be more accurate; an estimated 40 single men, 17 single women and 9 families are in need of housing (excluding those who have housing requiring repairs). What is less clear is how these numbers match up to ability to pay. Up to 25 men, 3 women and 3 families were, at the time, living in transient situations; for most of these people, community members believed that addictions were a root cause of their homelessness and also

that their addictions were exacerbated by their homelessness. It can be assumed that most, if not all, of these individuals would require heavily subsidized housing initially.

Nevertheless, it is clear that there is also demand for market rent and home ownership programs. A lack of homes available for rental prevents individuals from moving to the community (or moving back to the community) even when they have secured well-paying jobs.

In addition, at least two interview respondents during the 2017 assessment held consistent, well-paying jobs in the community and were trying to build their own homes but were struggling with access to tenured land, financing, and skilled labour. It is clear therefore, that even when a household may be in a place to afford a home financially, there are other barriers that prevent them from purchasing or building one. Given this situation, KGHS leadership has emphasized the importance of building new homes to ensure that these are available for rental at market rates or for purchase subsidized through a sweat-equity and/or a lease-to-own model. Fort Good Hope residents are particularly eager to develop a program modeled after a successful program that was run by a community non-profit in the 1970s and funded through NWT HC's Homeownership Assistance Program.⁸

⁸ More information on the program is available at CMHC, 1992, P. 38, 236, 331-341, 485-489 and in K'asho Got'ine Housing Society, 2019.

3

Goal 3: Objectives

THE K'ASHO GOT'JNE HOUSING SOCIETY WILL:

- a. Build four small homes and manage them as affordable market rental homes.
- b. Develop a home construction program to build two new rent-to-own homes each year, while optimizing the use of local resources.
- c. Investigate opportunities to encourage private investment in the construction of rental homes in Fort Good Hope.

Goal 3: Action Plan

Objective 3.a. KGHS will build four small homes and manage them as affordable market rental homes.

The K'asho Got'jne Housing Society is on the verge of opening Kádúyíle, a transition home for men. A primary objective of the program is to facilitate homeless men eventually achieving appropriate housing either through market rental, public housing or market or subsidized ownership. However, none of these options are realistically available in Fort Good Hope currently. A priority project is therefore to build four additional units (which may be either small stand-alone units or a four-plex design). These units would provide a stepping stone to which Kádúyíle residents could move more permanently once they and the case manager feel they are ready to do so. KGHS envisions that the Kádúyíle Home Manager could still provide case management support to the residents once they live in the independent unit.

In recent years, the NWTCH has piloted its Pathways to Housing Program, in which surplus NWTCH four-bedroom units have been retrofitted to four independent small apartments. This may be an appropriate model for KGHS. In 2019, KGHS completed the purchase of a four-bedroom surplus unit from NWTCH (typically referred to as the Weber home). A building assessment conducted by KZA Architects concluded that the building will essentially need to be stripped to the studs; however, this building may still be an appropriate base for the Pathways to Housing Program. Substantial efficiencies will be realized if KGHS uses NWTCH's building design that has already been developed and applied elsewhere.

ACTIONS AND TIMELINES FOR GOAL 3: OBJECTIVE 3.A

ACTION		TIMELINES
xxxi.	Identify an appropriate design for four independent housing units either through a tender, university partnership or by adopting an existing NWTCH design.	2020
xxxii.	Secure funding to build or renovate four independent housing units.	2020-2021
xxxiii.	Identify appropriate land parcels for the new units (parcel next to North-wright building may be appropriate).	2020-2021
xxxiv.	Contract the building/renovation of the four independent housing units.	Target completion: 2023

HUMAN AND FINANCIAL RESOURCES FOR GOAL 3: OBJECTIVE 3.A

KGHS will apply to CMHC's Seed fund for design, partnership development and pre-development costs. KGHS will approach both territorial and federal levels of government to fund capital investments. Operational costs will be covered by the existing Kádúyíle program and rents. The Executive Director will take the lead on pursuing these activities, managing contracts as needed.

Objective 3.b. KGHS will develop a home construction program to build two new rent-to-own homes each year, while optimizing the use of local resources.

Many community members and leaders have emphasized that KGHS should support responsible housing – helping those who are already working towards their housing goals but are encountering barriers that can seem insurmountable. In the 1970s, Fort Good Hope leadership formed a non-profit organization and with government funding, supported individuals in building their own houses. Much of this work was done by the home-owners themselves and in the process, participants gained valuable hands-on building experience that would serve them throughout their lives. Times have changed, and with stricter regulations such a program may not be entirely replicable; however, many of the same principles exist in other successful programs such as those led by *Habitat for Humanity*.

KGHS intends to research and design a program based on the principles of sweat equity and rent-to-own approaches, through which prospective home-owners take part in building relatively small homes for themselves. These individuals would pay some equity up-front and some over time, but a portion of the home construction may be subsidized as a grant.

ACTIONS AND TIMELINES FOR GOAL 3: OBJECTIVE 3.B

ACTION		TIMELINES
xxxv.	Establish partnerships with Habitat for Humanity to better understand their model.	2020-2021
xxxvi.	Explore university partnerships to identify appropriate Dene designs and building approaches.	2020-2021
xxxvii.	Develop a detailed home construction program structure, policies and procedures.	2020-2021
xxxviii.	Secure funding and/or a payment plan; identify land parcels.	2021-2022
xix.	Contract building of new home units.	Target completion: two units in 2024 and two units in 2025

HUMAN AND FINANCIAL RESOURCES FOR GOAL 3: OBJECTIVE 3.B

KGHS Executive Director will undertake the actions necessary to develop partnerships towards this goal. Over time, KGHS will work with partners to identify funding for planning and capital investment.

KGHS has already secured planning funding to support this goal through the federal *Indigenous Homes Innovation Fund*.

Objective 3.c. Investigate opportunities to encourage private investment in the construction of rental homes in Fort Good Hope.

Although there are individuals in Fort Good Hope with good paying jobs, the community does not have a housing market, as would be encountered in other places. That is, there are families who likely could secure equity for a down payment and financing for a mortgage if there were a developer building new homes in the community.

KGHS will research initiatives elsewhere that have, over time, helped to spur a housing market where none existed. In Fort Good Hope, this will require, at minimum, encouraging and supporting the Charter Community to complete and implement a land use plan and land development policies, developing a cost model to determine the price point at which homes for sale or for rental can be profitable to build and, possibly, subsidizing the difference between cost and affordability to encourage private individuals and local businesses to invest in residential development.

ACTIONS AND TIMELINES FOR GOAL 3: OBJECTIVE 3.C

ACTION		TIMELINES
xi.	Research initiatives that have been used elsewhere to encourage investment in the construction of rental homes in rural and isolated communities where a housing market is virtually nonexistent.	2021-22
xli.	Based on findings of research, develop a program to encourage private investment in the construction of rental homes in Fort Good Hope.	2022-24
xlii.	Implement and refine the program over time.	2025 and beyond

HUMAN AND FINANCIAL RESOURCES FOR GOAL 3: OBJECTIVE 3.C

KGHS may be able to identify academic partnerships through which these research questions can be addressed. Whether explored through an academic partnership or a third party contract, KGHS will work to obtain funding to support the research and planning process.



From left to right: Minister of the NWT Housing Corporation Caroline Cochrane (now Premier), Tom Williams - CEO of the NWT Housing Corporation, Revi Lau-a - Director of Policy and Planning and Charles Sanders - Manager, Policy and Communications share program information and take questions at the Fort Good Hope Housing Forum in December 2017.

GOAL 4

K'ásho Got'jne Housing Society strengthens staff capacity and program efficacy over time.

BACKGROUND

The K'ásho Got'jne Housing Society is seeking locally grown, sustainable solutions. This is only possible by building the knowledge, experience and skills of community residents. The Society intends to use expert support as it is needed – to advise, to review and especially, to train

and mentor. Ultimately, programs will be most appropriately delivered if they are coordinated by people who understand the context and who can provide healthy, relevant mentorship to their fellow community members.



From left to right: Angela Grandjambe (Local Housing Organization), Phoebe McNeely (Income Assistance Officer) and Florence Barnaby (Elder) at an Interagency Committee meeting.

4

Goal 4: Objectives

THE K'ASHO GOT'JNE HOUSING SOCIETY WILL:

- a. Prioritize local hiring and provide a safe, healthy, and supportive working environment for staff, including opportunities for appropriate professional development, training and mentorship.
- b. Adopt a learn-as-we-go approach by providing staff, clients and community members with regular opportunities for reflection and discussion about learnings and challenges, and adapt programs and policies based on monitoring data and feedback.

Goal 4: Action Plan

Objective 4.a. KGHS will prioritize local hiring and provide a safe, healthy, and supportive working environment for staff, including opportunities for appropriate professional development, training and mentorship.

Many resources exist to support KGHS staff as they are hired, trained and as they take on new challenges. For instance, KGHS staff and contractors have been coordinating an Interagency Committee. Iterative review of ideas and challenges through the Interagency Committee helps ideas to be refined and challenges to be overcome. Similarly, KGHS staff have been taking part in monthly calls coordinated by staff at NWT HC. These calls bring together staff operating homes across the territory through NWT HC's Pathways to Housing Program and represent an important network for support and for learning. KGHS staff were partnered with Dr. Christensen and others on a successful partnership development grant to the Social Sciences and Humanity Research Council of Canada (SSHRC) and continue to be engaged in the partnership. KGHS has since formed a partnership with Dr. Julia Christensen at Memorial University. Together with her students, Dr. Christensen is identifying the best opportunities to provide support to KGHS as this Strategic Plan is implemented. By drawing from existing partnerships and building new ones, KGHS staff can strengthen their skills and confidence over time.

ACTIONS AND TIMELINES FOR GOAL 4: OBJECTIVE 4.A

ACTION		TIMELINES
xliii.	Use experiential learning approaches and on-the-job training.	Ongoing
xliv.	Ensure all staff have detailed professional development plans and seek funding for ongoing implementation of plans.	Ongoing
xli.	Maintain and expand networks with universities, non-profits and government partners; seek opportunities with those partners for training, mentorship and professional development of KGHS staff.	Ongoing
xlvi.	Identify and take advantage of internship programs to support local KGHS staff in building skills and experience.	Ongoing

HUMAN AND FINANCIAL RESOURCES FOR GOAL 4: OBJECTIVE 4.A

The KGHS Executive Director has been taking advantage of funding opportunities provided by GNWT – ECE and will continue to do so. In addition, KGHS will work with the Sahtú Dene Council, which administers federal training funds through the Indigenous Skills and Employment Training (ISET) Program, to explore opportunities.

Objective 4.b. KGHS will adopt a learn-as-we-go approach by providing staff, clients and community members with regular opportunities for reflection and discussion about learnings and challenges, and adapt programs and policies based on monitoring data and feedback.

Although the scale of the housing crisis in Fort Good Hope is daunting, the Society will not be deterred from moving ahead. Though planning and clear objectives are important, it will also be critical to take a learn-as-we-go approach and review and revise programs and policies over time. This will be the only way to find locally appropriate and custom-made solutions. This Plan can be a guide. It should be reviewed regularly, adapted as needed and renewed once its five-year timeline has passed.

ACTIONS AND TIMELINES FOR GOAL 4: OBJECTIVE 4.B

ACTION		TIMELINES
xlvi.	Implement this Strategic Plan as a living document, making revisions as needed, and renew it in five years' time.	2020-2025
xlvi.	Collect data and learnings according to the monitoring section of this plan (and or additional monitoring programs if developed with government and university partners); adapt programs if indicators are not being achieved.	2020-2025
xlix.	Ensure monitoring is both quantitative and qualitative and qualitative, with regular structured opportunities for reflection and discussion of challenges and learnings amongst staff and clients.	2020-2025
l.	Strengthen university partnerships to improve data collection, program evaluation and program refinement.	2020-2022 and beyond
li.	Host annual public meetings, which provide an opportunity to monitor progress of Plan implementation and discuss challenges, successes and lessons learned.	Annually

HUMAN AND FINANCIAL RESOURCES FOR GOAL 4: OBJECTIVE 4.B

While the KGHS Executive Director will be able to ensure sound communication with leadership, the Interagency Committee and Fort Good Hope residents more broadly through existing operational funding, it will approach Yamoga annually for continued funding to support general operations and communications, including costs associated with the annual general meeting.

GOAL 5

Strong, transparent governance encourages widespread community engagement and collaboration.

BACKGROUND

Governance in Fort Good Hope is complex. In 1993 the Sahtú Dene and Métis Comprehensive Land Claim agreement gave rise to two local land corporations (the Yamoga Land Corporation and the Fort Good Hope Métis Local #54) to manage capital transfers pursuant to the claim. These designated organizations are mandated to implement specific responsibilities. Schedule 1 to Chapter 11 of the Claim identifies permitted activities, including housing, defined as “funding or providing for the construction, operation and administration of housing or subsidized, cooperative or communal housing for low-income participants in Canada.”

The Claim also created Renewable Resource Councils (RRCs) in each community with a mandate specifically concerning the management of harvesting rights, wildlife and renewable resources. However, dichotomies between these issues and other important community issues have been created largely from a western lens. Given that the Claim’s chapter on Wildlife Harvesting and Management (chapter 13) includes such objectives as to “respect the harvesting and wildlife management customs and practices of the participants and provide for their ongoing needs for wildlife,” the RRCs’ interests and mandate intersect strongly with KGHS objectives related to strengthening cultural identity, intergenerational relationships and holistic health - all issues that intersect with housing if a holistic and integrated approach is to be taken.

Finally, Fort Good Hope is also served by the First Nation Government and Charter Community, led by an elected Chief and Council. The First Nation also maintains important roles in wellness program delivery and manages annual wellness funding provided by GNWT Health and Social Services. The Charter Community employs several staff with wellness responsibilities including: a Justice Coordinator, a Victims Service Worker, a Language Coordinator, an Employment Officer, a Recreation Coordinator and others.

This Strategic Plan will need to be endorsed by the organizations outlined above if the objectives articulated in this plan are to be successfully implemented. Endorsement of the Plan would ideally include a commitment from the various community leaders to harness all available resources, including staff, to achieve the vision. Resources will be directed most effectively if organizations can work together to identify synergies and avoid duplication.

This degree of cooperation can only be attained through clear, iterative communications and transparent processes. Currently, the KGHS Board of Directors consists of the Board of Directors of Yamoga Land Corporation. Community members and leadership have proposed alternate governance models. KGHS can work with partnering organizations to determine the best model going forward, updating its bylaws as needed.



Goal 5: Objectives

THE K'ASHO GOT'JNE HOUSING SOCIETY WILL:

- a. Create and implement transparent governance structures, policies and processes.
- b. Strengthen collaborative relationships amongst all Fort Good Hope-based organizations and agencies.

Goal 5: Action Plan

Objective 5.a. KGHS will create and implement transparent governance structures, policies and processes.

The Yamoga Land Corporation incorporated KGHS in 2016 with the Yamoga Directors serving as KGHS' first Directors. The initial constitution and bylaws have since been updated. Going forward, KGHS needs to review, confirm and implement transparent policies and procedures for determining its Directors and determining membership. In addition, KGHS needs to further develop its policies and procedures regarding budget authorizations, privacy and confidentiality. Over time, additional policy gaps are likely to be identified as priorities to be addressed, in order to ensure the smooth and transparent operations of the Society.

ACTIONS AND TIMELINES FOR GOAL 5: OBJECTIVE 5.A

ACTION		TIMELINES
lii.	Review or implement the constitution and bylaws to clarify governance, including how Directors are elected or appointed and how membership rules are implemented.	2020
liii.	Clarify membership policies in the bylaw.	2020
liv.	Develop and implement policies and procedures to ensure privacy and confidentiality.	2020 and ongoing
lv.	Develop budget policies and implement budgets annually, while staying within the limits prescribed by confirmed funding sources.	Ongoing

HUMAN AND FINANCIAL RESOURCES FOR GOAL 5: OBJECTIVE 5.A

KGHS has already invested funding in reviewing its constitution and bylaws and seeking consultant and legal advice on opportunities to proceed. The Executive Director will work with the Board to review this information, to make governance decisions and to ensure that the bylaws are fully implemented. In addition, the Executive Director will be responsible for creating an annual budget and reporting on it to the Board, quarterly.

Objective 5.b. Strengthen collaborative relationships amongst all Fort Good Hope-based organizations and agencies.

There are a number of issues that affect housing accessibility that fall within the jurisdiction of one or more local, regional or territorial entities. KGHS is not in the position to deal with many of these issues directly but may be able to work collaboratively with partners to encourage these issues to be tackled constructively. For instance, several Fort Good Hope residents have pointed to land accessibility as a barrier to housing. That is, residents do not know how they could go about accessing a lot for new home construction. Developing a land use plan and creating serviced subdivisions for development are typically functions of the Charter Community. However, these endeavors are costly and challenging. KGHS can work with the Charter Community to encourage and, where appropriate, support action on these fronts.

Some of the programs that KGHS does intend to implement fall within shared jurisdictions. For instance, the weekend on-the-land program intended to be developed primarily for residents of Kádúyíle is likely to be similar in some ways to Guardian programs being developed by the Charter Community, or to an on-the-land program led by the First Nation and funded by Public Safety Canada, to start in 2020. By working with partners such as the Charter Community and the RRC, KGHS may be able to combine resources to create stronger, more cohesive programming across the community.

Another identified barrier to adequate housing in Fort Good Hope is lack of land tenure – many residents are unable to access NWT HC funded repair programs because they do not have legal tenure to their properties, either through fee simple ownership or through a lease, even though they have, in some cases, occupied the land for decades. For others, arrears owed to GNWT for lease payments or taxes seem an insurmountable barrier. At the 2017 Housing Forum, GNWT officials committed to establishing a committee with KGHS and/or Fort Good Hope leadership to explore potential solutions to these issues.

ACTIONS AND TIMELINES FOR GOAL 5: OBJECTIVE 5.B

ACTION		TIMELINES
lvi.	Continue to convene an Interagency Committee monthly to discuss issues and plans and advise the KGHS Board of Directors and other partners on program development and improvements.	Ongoing
lvii.	Work with other organizations to collaboratively implement projects and programs that further address Rádeyǫ́ K'á housing issues.	On-going
lviii.	Form a working group with GNWT agencies to explore opportunities to address barriers to accessing housing programs related to land tenure and owed tax or lease amounts	2021 and beyond

HUMAN AND FINANCIAL RESOURCES FOR GOAL 5: OBJECTIVE 5.B

The KGHS Executive Director will continue to build constructive relationships with many partners, regularly chairing the Interagency Committee and providing program updates to Chief and Council. The Executive Director will also approach GNWT and the First Nation leadership to form a working group through which issues related to arrears can be discussed and addressed.

Resource Plan



Working on a hide at a camp near the community of Fort Good Hope, June 2019. Photo by Florence Barnaby.

Cost of this plan

Over five years, an estimated approximate 10 million dollars will be needed to implement this Strategic Plan. Although this is ambitious, KGHS leadership believes it is attainable through the collaboration of many partners. More importantly, this level of investment is crucial to relieve immediate tensions in the community that are leading to violence, addictions and suicide.

Of this amount, over four million are one-time investments in planning and infrastructure, which will pay off well beyond the five years covered by this plan.

The remaining amount must be recognized as core social services; if these investments are made now, local, regional, territorial and federal governments will realize at least this amount in savings from other social services.

Numerous studies have compared the cost of addressing homelessness by providing housing and wrap-around supports, versus the cost of simply providing emergency response and support (including ambulance, hospitalization and policing and corrections costs). Members of Alberta's "7 Cities on Housing and Homelessness", who were amongst the first Canadian cities to adopt the Housing First model, found significant reductions in public-system usage amongst thousands of Housing First clients housed between 2007-2013:

- 85% fewer days in jail
- 64% fewer days in hospital
- 60% fewer interactions with Emergency Medical Services
- 60% fewer emergency room visits
- 57% fewer interactions with police.

A 2012 study by the Canadian Observatory on Homelessness, which reviewed key literature from across North America, noted that while it is challenging to assess the public cost savings from ending homelessness, preventing people from becoming homeless and rehousing those who are already homeless are both cost-effective and humane solutions. For instance, in Toronto annual hospitalization costs for a homeless person are over 4.75 times higher than for a housed person (\$2495 vs. \$524 per year). In Calgary, the annual costs of supports (including health care, housing, emergency services) are calculated at \$72,444 for those who are transiently homeless, while the cost of chronic homelessness is \$134,642 per person.

Report from the Mental Health Commission of Canada's At Home/Chez Soi study (intended to test the efficacy and cost effectiveness of Housing First programs in five cities) found that, for the 10% of Housing First participants who were the heaviest users of government services before being housed, every \$1 invested in housing and professional support resulted in average savings of just over \$2 on health, justice-related and social services.

The question is not whether we can afford to implement this plan, it is a simple fact that we cannot afford not to.

RESOURCE PLAN

PLAN COMPONENT	ESTIMATE FUNDS OVER FIVE YEARS	NOTES
Kádúyíle capital costs	Most costs previously covered through INAC – REACHE, NWTHC, Yamoga and Service Canada. Approximately \$60,000 outstanding	Outstanding amount for security system, final furnishings and supplies (to be refined by quotes)
Kádúyíle Operational costs	\$500,000 annually; \$2.5 million over five years	Detailed budgets have been prepared Of this budget, \$125,000 will be leveraged to expand management responsibilities to include integrated case management and women's home and four stand-alone rental units.
Women and Children's Safe Home (Emergency and second stage combined housing) – development costs	Program planning and partnership development (\$50,000) Land assessment and acquisition, architectural designs (\$50,000) Construction and furnishings 1.92 million	Construction estimates class D from KZA report (range from 1.8 to 1.92 million).
Women and children's safe home – operations	\$400,000 annually; KGHS envisions the Home will be operational for the last two years of the plan horizon; total is \$800,000	Incremental costs (some costs embedded in Kádúyíle Operational costs as shared costs.
Four rental units with continued support in the form of ICM	Existing resources.	Operations are expected to be covered by existing Kádúyíle resources and rent payments.
Program research and planning – emergency support to intoxicated individuals	\$50,000	One-time cost.
Home repair program (capital)	\$500,000 target as revolving loan amount	One-time cost if loan agreements apply a fee to cover inflation and administration and assuming high repayments rates.
Material purchasing program (capital)	\$500,000 as revolving purchasing amount	As above.

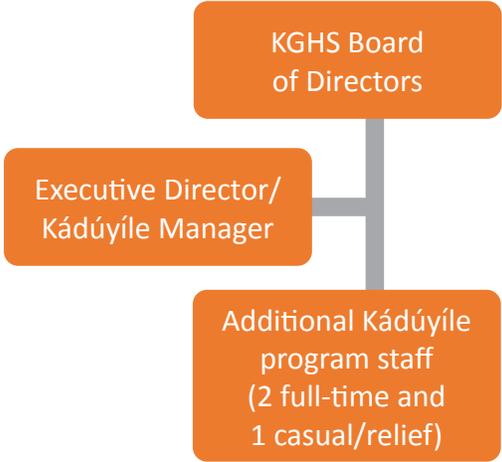
PLAN COMPONENT	ESTIMATE FUNDS OVER FIVE YEARS	NOTES
Program management staffing – home repair, construction and material purchasing; this will take the form of an ED	\$120,000 annually in years 4 and 5; \$240,000	In years 1 to 3, KGHS envisions that the ED and Home Manager positions will be taken on by one individual; split when the women's home opens.
Build four rental units	\$20,000 in planning and partnership development \$40,000 in detailed designs \$1.6 million in construction	To be refined
Rent-to-own new build program	\$45,000 in program planning and partnership development 40,000 in detailed design \$800,000 in construction (for two homes within life of this plan)	To be refined
Investigate opportunities to encourage private investment in rental homes	\$30,000	May be more or less money, depending on whether academic partnerships are forged to pursue this objective
Staff training / professional development	\$35,000 each year; \$175,000 during the five year plan	
Administration, communications and overhead (includes legal counsel and other contracted support)	\$100,000 in year 1; \$75,000 thereafter \$450,000 during the five year plan	

Human Resource and Governance Plan

PHASE 1 (2020-2022/23)

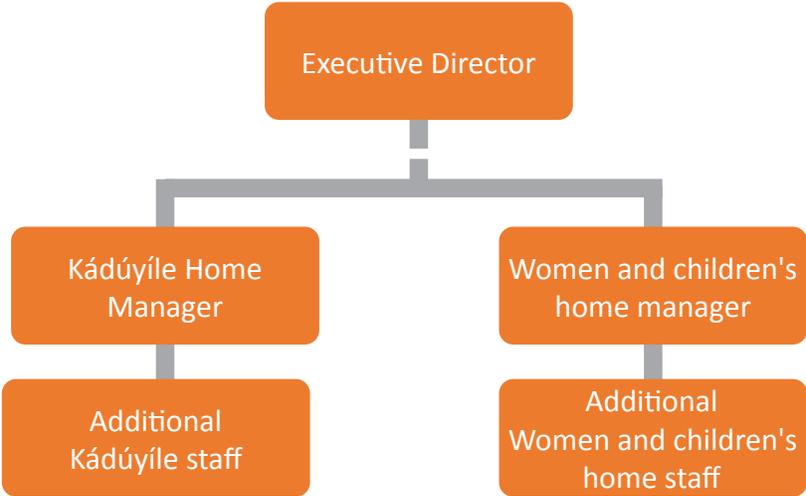
With limited operations funding initially available, KGHS must be careful to ensure that any staff positions are tied to specific funding sources to support them. At the outset, the Kádúyíle transition home will be the primary KGHS program operating, though KGHS may have some opportunity to stabilize the repair and maintenance program through 2020 and 2021 in partnership with NWT HC, CMHC and other partners mandated to support energy efficiency.

KGHS therefore envisions that an individual be retained to act as both the organization’s Executive Director and the Kádúyíle Home Manager. Over time, as other programs develop, this role may be split with the Home Manager taking on management responsibility for services provided to the tenants of the four rental units and to the Women and Children’s Home. Book-keeping will be provided through Yamoga or Ne’Rahten with appropriate costs billed to KGHS, rather than maintaining this function in-house.



PHASE 2 (2022/23-2025)

As KGHS’s programs develop, the responsibilities will overwhelm one senior staff person and the management responsibilities can be split between an Executive Director and Managers of each of the homes.



Tracking our progress

NUMBER OF INDIVIDUALS SHELTERED

KGHS envisions that through the implementation of this five-year plan:

- At least 20 new living spaces will be created; assisting up to 44 individuals.
- At least 50 households will be assisted in completing home repairs.
- Over two hundred individuals in Fort Good Hope will be directly assisted.

PLAN COMPONENT	# OF INDIVIDUALS SHELTERED (ESTIMATE)	NOTES
Kádúyíle	4 at any given time; target is that at least 8 cycle through program during duration of plan with positive outcomes	
Women's shelter	Up to 8 women and children at any given time; estimate that up to 16 women and children may be supported through the duration of the plan	General estimate; program capacity to be refined with further research, partnership development and planning
Rental units	4 individuals	
Sweat equity, lease to own ownership units	4 units; up to 16 individuals	Number of individuals assisted will depend on family size of initial participants
Home improvements (repairs)	At least 10 families assisted each year; 50 household through plan; up to 200 individuals	Number of individuals assisted will depend on household size

TRACKING PROGRESS

KGHS will produce easily definable outputs as the Board and staff implement this plan. More difficult to track are long-term outcomes that the community expects the plan will achieve. Through community meetings, many residents articulated a strong theory of change underpinned by local and Indigenous knowledge and strongly informed by the life experiences of the many people in Fort Good Hope who are either directly or indirectly affected by homelessness and housing insecurity. Positive change will happen, not simply by providing physical shelter (though this is important) but by integrating programming that enables residents to build confidence, hands-on skills, strengthened cultural identity, community connections and hope. Therefore, an array of longer term outcomes are expected. Developing a more detailed theory of change and accompanying monitoring plan is an action already identified within the plan. As it is difficult for front-line staff to focus on program delivery and accomplish effective program monitoring, KGHS hopes that academic partnerships can provide support to evaluation and resulting program adaptation.

OUTPUTS	OUTCOMES	INDICATORS (SHORT AND MID-TERM)	LONG-TERM
<p>Four individuals stay in the Kádúyíle Transition Home</p> <p>Eight individuals cycle through Kádúyíle Home over five years</p> <p>Women and children's safe home and second stage housing complex</p> <p>Fifty households receive needed repairs</p> <p>Materials purchasing program</p>	<p>Kádúyíle Participants have increased confidence and stability to achieve their personal goals, which may include housing, employment, relationship and education outcomes.</p> <p>Women experiencing violence have more options to leave an unsafe environment and find safer housing options in the long-term.</p> <p>Households have access to affordable supplies for repairs</p>	<p>Number of Kádúyíle residents with positive next step outcomes and achieving goals that they identify in their personal plans (such as going to school, securing and/or maintaining employment)</p> <p>Number of women and children with positive next step outcomes and achieving goals that they identify in their personal plans (such as going to school, securing and/or maintaining employment)</p> <p># of households taking advantage of materials program to do their own home renovations, repairs and maintenance</p> <p># of jobs created locally (target = minimum 10)</p>	<p>KGHS anticipates declines in:</p> <p># of private homes needing major repairs (as reported by census)</p> <p># of households in core need (as reported by census)</p> <p># of individuals experiencing homelessness (as defined by Interagency Committee member knowledge)</p> <p>Overnight detentions in local RCMP cells</p> <p>Domestic violence incidents (# of RCMP calls, # of protection orders, # of violation of protection orders)</p> <p># of apprenticeships completed (target = 2 within 8 years)</p>



Shawn Grandjambe (left) and Marcel Grandjambe (right) discuss the draft strategic plan at a KGHS Board of Directors meeting.

"Dene already have a program that has been in place for thousands of years that builds independence and cooperation. Everyone knew their role on the land. Getting up, making fire, setting snares, making moccasins etc. This was taught by example. Kids knew their responsibilities and were happy, confident assertive in themselves. There is a sense of safety on the land, including the safety to express themselves." - Strategic Planning workshop participant, March 2019.

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