

INSPIRING PROJECTS

CAPACITY ENHANCEMENT

INNOVATION

**ON-RESERVE AND COMMUNITY
HOUSING INITIATIVE**



Second Edition

JUNE 2022

Housing Team

Indigenous Services Canada

INTRODUCTION

The brainstorming sessions held as part of the regionalization exercise for the renewal of the On-Reserve and Community Housing Initiative highlighted a need expressed by participants, which is to have access to examples of Capacity Enhancement and Innovation projects.

In response to this need, a first edition of the Inspiring Projects Compendium was published in May 2021, which we hope has been a useful tool in thinking about the preparation of projects for the Housing Initiative 2021-2024 (HI 2021-2024) call for proposals.

It is with great pleasure that we present to you today the second edition, an enhanced version that includes the projects funded to date under the HI 2021-2024.

Note: Projects can still be submitted to the Capacity Enhancement and Innovation streams of the HI 2021-2024! We hope that this tool can help you think through initiatives that support proactive management of all aspects of housing field.

Your comments and suggestions are appreciated: qcllogementhousingqc@sac-isc.gc.ca .

Happy reading!

Housing Team - ISC

DOCUMENT STRUCTURE

A table of contents makes it easy to quickly refer to the projects submitted by First Nations communities and organizations under the Capacity enhancement and Innovation streams.

At first glance, the titles of some of the projects may seem repetitive, but it is interesting to note that depending on the focus and objectives given to the projects, the desired outcomes of each differ, adjusting to the specific needs of the communities in the housing field.

Projects are grouped under the eligible project categories of the On-Reserve and Community Housing Initiative, which are:

- ✓ Governance of housing
- ✓ Housing management
- ✓ Construction and renovation training
- ✓ Community housing planning
- ✓ Housing finance



Table of contents: Inspiring projects

1. Governance of Housing

Housing survey	6
Housing conference.....	6
Restructuring of the housing department	6
Review of the organization and governance structure.....	6
Feasibility study on the implementation of a new governance structure.....	6
Housing policies on repairs, rentals and accounts receivable	7
Development of a rent-to-own policy and implementation of home ownership	7
Development and implementation of a home ownership policy	7
Development of a procurement and tendering policy	8
Update of the housing policy: strategic planning, social housing and property transfer.....	8
Review and update of the housing policy	8
Review of the housing policy	9
Update of the housing policy	9
Strategic Housing Plan.....	9

2. Housing Management

Development of a housing communication plans	10
Development of a housing communication strategy.....	10
Development of a Strategy to increase rent collection	11
First Nation Housing Officer Introductory Course	11
Training on conducting property assessments on the territory of a First Nation	11
Training on the “Lean” method.....	12
Training in Management and Administration of Resources	12
Training on stress management.....	12
Strategy for managing absenteeism	13
Management and Leadership Program for Managers.....	13
Housing condition survey	13
Training: Microsoft Excel.....	13
Training: Internal software.....	14
Internal software purchase and licence	14
Acquisition of a satellite geolocation instrument (GPS)	14
Technical support for the planning and execution of construction and renovation work.....	14
Skills transfer: Housing project manager	15
Implementation of the SIGLS (COGIWEB).....	15
SIGLS (integrated social housing management system)	15
Implementation, inspections, training - Building health assessment (COGIWEB module)	15

3. Construction and Renovation Training

Training of employees in housekeeping	16
Personalized training sessions in maintenance	16

Training on the installation of shingles and roof vents.....	16
Health and safety training on construction sites	17
Training on construction project management and accounting	17
Project manager and mentoring: housing	17
Account management system improvement and mentoring.....	18
Mobile training unit: Phase 1—Feasibility study	18
Training on basic plumbing	18
Training on air quality	18
Training on joinery	19
Training on cabinetwork	19
Training of joiners and labourers	19
Housing maintenance and repair workshop.....	19
Maintenance training for staff and community members	20
Tenant training	20
Tenant training: Customized awareness capsules	20
First Nations Housing Capsules	21
Tenant Awareness Toolkit and Capsules.....	21
Awareness of maintenance and rent payments	21
4. Community Housing Planning	
Radon Awareness.....	22
Fire evacuation plan for community buildings.....	23
Overhaul of the zoning by-law	23
Capital investment plan	23
Market research for the development of alternative housing	23
Feasibility study for the implementation of an Indigenous Housing Authority.....	23
Market study: seniors’ residence	24
Rural infrastructure master plan.....	24
Development and adoption of urban planning regulations	24
Land use plan.....	24
Redesign of the Development Plan.....	25
Five-Year Strategic Real Estate Development Plan	25
Community Development plan and Investment plan	25
Five-year Strategic Housing Plan.....	26
Community housing planning for a growing community.....	26
Community housing planning to better meet needs	26
Community housing planning: Inventory and Sample Plans	26
Adding components to inventory of housing conditions.....	27
Inventory and assessment of housing needs	27
Inventory and assessment of the state of the housing stock	27
Housing planning: Lot size planning.....	27
Housing Planning: Surveying a New Area	27

5. Housing Finance

Training on rental arrears.....	28
Training on financial education.....	28
Training on personal money management.....	28
Workshops on financial literacy and housing for members of First Nations.....	29
Financial Literacy Training.....	29
Mobile Centre for Financial and Housing Literacy: feasibility study.....	29
INNOVATION	
Governance of Housing	
Revolving fund.....	30
Housing Management	
Mobile application: Housing, technical services and infrastructure.....	31
Program on access to property targeting particularly challenging clients	31
Energy-efficient and eco-friendly Innu houses	31
Model Green Home.....	31
Construction and Renovation Training	
Apprentice Inspector Training.....	32
Worksite-school type training.....	32
Housing Finance	
Center of Expertise on Financial Literacy and First Nations Housing	33

Capacity enhancement

1. Governance of housing

Project title	Project description project	Objectives	Potential project results
Housing survey	The project involves gathering information from the community to put tools in place to address overcrowding and social problems . To achieve the expected results, people from the community are hired to conduct a housing survey of all members.	The housing survey results will help to: <ol style="list-style-type: none"> 1. create tools to support decision making; 2. provide investment information; 3. facilitate the development of financial coaching services. 	Conducting the housing survey will allow for the development of tools to assist housing staff in their decision making, investments in private property and the development of financial support services.
Housing conference	The project includes holding a housing conference and workshops for community members.	Organizing a housing conference and workshops gives participants enriching opportunities to discuss housing issues of concern in the community.	Event participants have the opportunity to hold constructive and enriching discussions in small groups on various housing issues in the community and to benefit from each other's expertise to explore possible solutions and actions.
Restructuring of the housing department	The project consists of restructuring the 'community's housing department to establish administrative guidelines and clarify the various stakeholders' levels of authority and responsibility : branch, housing and capital assets department and other sectors, such as the environment.	The project objectives are as follows: <ol style="list-style-type: none"> 1. to complete the restructuring of the housing department so that operations are carried out within a clear and unambiguous framework; 2. to harmoniously integrate the environment sector into the housing department structure; 3. to eliminate ambiguities in the project phases in order to improve the tracking of deliverables under the housing department's mandates. 	Restructuring allows for: <ol style="list-style-type: none"> 1. the identification of human resources needed to achieve organizational objectives; 2. the establishment of an organizational structure with an updated organizational chart; 3. the updating of the profile and job description for each position (managers, officers and technicians) involved in delivering programs and services.
Review of the organization and governance structure	The project will review the governance structure, revise and finalize the housing policy, review how the housing committee operates, and revise the housing department's review and decision-making mechanisms to better guide processes.	The project objectives are as follows: <ol style="list-style-type: none"> 1. to better understand the roles and responsibilities of each member of the housing administration team; 2. to better understand the housing department's scope and mandate, and to ensure effective communication with the Band Council executive staff; 3. to establish processes on key housing planning activities within the community. 	The governance structure review enables the creation of the following: <ol style="list-style-type: none"> 1. a detailed and approved organizational structure; 2. a schedule of activities with time frames and deadlines for key department activities; 3. updated job descriptions for the housing department; 4. a comprehensive report describing the results of housing management mechanisms, with recommendations for improvement; 5. an action plan on communication with all stakeholders on the processes established in housing stock management.
Feasibility study on the implementation of a new governance structure	The project consists of developing a feasibility study of a governance structure at the housing level .	The project objectives are as follows: <ol style="list-style-type: none"> 1. to extend the useful life of the community housing stock; 2. to develop a governance structure that would allow authorities to implement an action plan; 3. to implement an approach to standardizing capacity building tools and processes; 4. to allow collaborative work between communities. 	A centralized housing governance structure could: <ol style="list-style-type: none"> 1. allow for greater autonomy by fostering skills development; 2. standardize planning practices; 3. facilitate the management of housing stock maintenance; 4. open up opportunities for group purchasing; 5. develop prevention strategies.

Capacity enhancement

1. Governance of housing

Project title	Project description project	Objectives	Potential project results
<p>Housing policies on repairs, rentals and accounts receivable</p>	<p>The project consists of implementing three housing policies for the community, that is, updating the repairs policy and developing a rental policy and an accounts receivable policy.</p>	<p>Implementing and adopting the three policies will achieve the following objectives:</p> <ol style="list-style-type: none"> 1. the rental policy will give the council a fair and consistent method of allocating units, establishing a rent schedule, adopting regulations and transferring units; 2. the repair policy will give the council with a governance tool to properly manage applications and allocate funds according to a point system; 3. The accounts receivable policy will help the finance department to effectively manage its obligations related to housing debt. 	<p>At the end of the project, the expected results are as follows:</p> <ol style="list-style-type: none"> 1. A rental policy has been adopted to ensure the delivery of services that are implemented in a transparent and accountable manner. 2. A repair policy has been adopted to provide programs and services that meet the community's immediate and long-term housing needs. 3. An accounts receivable policy has been adopted to ensure the timely and accurate collection of monies owed.
<p>Development of a rent-to-own policy and implementation of home ownership</p>	<p>The project involves developing a rent-to-own policy. Home ownership is a new concept and strengthening housing governance is needed to ensure the long-term viability of rent-to-own programs.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. to develop a rent-to-own policy and agreement that can be used in communities that are splitting a rent-to-own partnership; 2. to implement the new policy with a phased plan to ensure the success of this new rent-to-own program; 3. to revisit the rent-to-own policy after one year to make changes, if needed. 	<p>The project allows for the following:</p> <ol style="list-style-type: none"> 1. Obtaining the Band Council's approval of a rent-to-own policy and agreement. 2. Having a phased plan for implementing the new policy that outlines the responsibilities of various staff members in the housing department. 3. Having the ability to review the policy after one year of use, if issues or concerns arise.
<p>Development and implementation of a home ownership policy</p>	<p>The project will support the community's housing governance in reviewing its housing policies, developing and implementing a new rent-to-own policy, and providing a legal framework for home ownership.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. to review and update housing policies; 2. to develop and implement a home ownership policy (rent-to-own); 3. to establish the legal structure around home ownership and the issuance of home ownership certificates. 	<p>Having updated housing policies strengthens the governance of the housing community, allowing it to develop tools adapted to the community's current realities and needs, while supporting the implementation of a new legal structure related to home ownership.</p>

Capacity enhancement

1. Governance of housing

Project title	Project description project	Objectives	Potential project results
<p>Development of a procurement and tendering policy</p>	<p>The project consists of developing a procurement and tendering policy to guide the management of housing and infrastructure construction in the community.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. to define the operational parameters for guiding community capital construction; 2. to increase transparency and fairness in selecting vendors, seeking best value and maintaining organizational credibility. 	<p>Implementing the procurement and tendering policy allows for the following:</p> <ol style="list-style-type: none"> 1. precise parameters, based on good contractual practice, applied in calls for tenders; 2. the fair treatment of all bidders; 3. confidentiality of bidding documents; 4. evaluation of all bids using clear, consistent and pre-defined criteria.
<p>Update of the housing policy: strategic planning, social housing and property transfer</p>	<p>The project will update the community's housing policy to include three tools: strategic planning, a social housing policy and a property transfer policy.</p>	<p>The objectives of developing the three housing policy tools are as follows:</p> <ol style="list-style-type: none"> 1. Strategic planning will provide a work plan for the development of the housing department, in light of its possible transfer to a property management company. 2. The social housing policy will define the Band Council's real estate activities for its vulnerable population and encourage households with higher incomes to acquire property. 3. The property transfer policy will establish a sale price for the transfer of assets. The purpose of this policy will be to stabilize the Band Council's finances and generate revenues to cover the society's start-up costs. 	<p>The expected results are ultimately the Band Council's complete withdrawal from the real estate sector. To do so, it wants to:</p> <ol style="list-style-type: none"> 1. transfer part of its real estate assets to members of the community through a sale or a transfer; 2. balance the real estate stock so that it reflects income distribution; 3. plan for the development of a management company and the possible transfer of management of the real estate stock.
<p>Review and update of the housing policy</p>	<p>The project consists of setting up a structured approach to review and update the community's housing policy and programs while taking its specific characteristics into account.</p>	<p>The project's objective is to allow the community's planning department to take ownership of the process and thereby develop the capacities needed to adequately monitor the work of updating the policy, while ensuring an ongoing updating of its components.</p>	<p>The project will allow the following results to be achieved:</p> <ol style="list-style-type: none"> 1. a clear diagnosis of the housing situation and progress in terms of home ownership; 2. a consultation process for the overall approach; 3. a review and update of the housing policy; 4. a restructuring of the housing budget based on a balanced budget 5. new programs; 6. revised and updated procedures related to the policy; 7. control of the process by the community's planning department.

Capacity enhancement

1. Governance of housing

Project title	Project description project	Objectives	Potential project results
<p>Review of the housing policy</p>	<p>The project consists of reviewing the community's housing policy. Various elements justify this review, including the following: the need to set up a housing committee and to clearly define its mandate; the need to update the programs; the need to review the roles and responsibilities of the Band Council and tenants; and the need to review rental rates in order to balance the budget.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. Developing a housing policy that reflects the current context. The review will be based on the experiences of the last few years, since the last review. The successes and mainly the challenges encountered will feed the reflection. 2. Involving community members in developing the housing policy by creating a housing committee that can help build local capacities and ensure more transparency in housing management. 	<p>Implementing the housing policy allows for the following:</p> <ol style="list-style-type: none"> 1. the creation of a housing committee with a clear mandate and well-defined terms of reference, as well as a code of ethics; 2. updated housing programs (rental and home ownership); 3. well-defined roles and responsibilities clearly outlined in the lease agreement; 4. rental rates that are based on the housing department's fiscal reality and the tenants' ability to pay.
<p>Update of the housing policy</p>	<p>The project consists of a comprehensive review of the community's housing policy by establishing a policy review committee whose mandate will be to develop a document that will improve the overall management of housing in the community.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. to increase the percentage of community rent collection; 2. to clearly define the roles and responsibilities of each housing stakeholder; 3. to develop the various existing programs in the community (e.g. renovation programs, property transfer, individual component); 4. to set out rules related to calls for service, violations, defaulting landlords, vacant units, etc. 	<p>The housing policy allows for the following:</p> <ol style="list-style-type: none"> 1. improved management of the housing stock; 2. updated housing programs; 3. well-defined roles and responsibilities; 4. rental rates that are based on the community's fiscal reality and the tenants' ability to pay.
<p>Strategic Housing Plan</p>	<p>The project consists of developing a Strategic Housing Plan, updating the Housing Policy and developing and implementing housing management tools to meet the housing needs of a growing community.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. to develop a Strategic Housing Plan and update the Housing Policy; 2. to develop and implement housing management tools such as databases, collect necessary housing demographics, inventory existing community-owned homes (already built and in need of renovation), as well as conduct an inventory of vacant lots and private properties; 3. to consult with members on the tools developed; 4. to deliver training sessions to elected officials and community staff on housing issues. 	<p>The implementation of this project will provide the community with tools to consider the housing needs of youth, families, single parents, people wishing to return to the community or people leaving their housing due to age, certain disabilities or others.</p>

Capacity enhancement

2. Housing management

Project title	Project description	Objectives	Potential project results
<p>Development of a housing communication plans</p>	<p>The project will develop a comprehensive communication plan for the housing department team. This plan will include a new vision, an updated mission statement and a new housing authority.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. to identify priorities and the target audience; 2. to develop a communication plan that addresses priority areas, including the most appropriate channels to address the various target audiences identified; 3. to give staff with the skills needed to deliver clear and consistent messages; 4. to create communication products (e.g. staff presentation templates, community workshops, management presentations, newsletters/emails, posts on social media); 5. to evaluate the success of communication initiatives and make recommendations for continuity. 	<p>At the end of the project, the community will have a communication plan that supports the housing department in the smooth implementation of key housing initiatives. As a result, the housing department is transparent and effective in the delivery of its programs and services to tenants/members and is confident of the positive impact that the implementation of the communication plan has in the community.</p>
<p>Development of a housing communication strategy</p>	<p>The project will develop a range of communication products that will inform stakeholders about housing realities, including rent payment processes and unit allocation methods.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. to educate and inform community members about the activities and operation of long-term housing; 2. to improve community housing management at all levels; 3. to strengthen accountability for action. 	<p>Consistent and frequent dissemination of housing information has long-term benefits for the success of community programs. In addition, the housing communication strategy allows community members to:</p> <ol style="list-style-type: none"> 1. be more skilled and aware of housing and therefore have a better understanding of the housing allocation system; 2. have more freedom of choice in how they decide to manage their housing unit and rent; 3. understand the responsibilities of managing their housing, the consequences of mismanagement, and have a sense of accomplishment and pride in doing things right in relation to housing.

Capacity enhancement

2. Housing management

Project title	Project description	Objectives	Potential project results
<p>Development of a Strategy to increase rent collection</p>	<p>The project consists of implementing a strategy to increase rent collection through the development of a two-year pilot project that involves building the capacity of housing resources in the community.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. to significantly improve the collection of rents and thereby the housing situation; 2. to build the capacity of housing sector resources and ensure ownership of the strategy; 3. to promote increased occupant responsibility; 4. to enable re-investment in the maintenance of the housing stock. 	<p>The Strategy to increase rent collection will:</p> <ol style="list-style-type: none"> 1. Control and monitoring, by all resources, of the principles and elements contained in the community's housing policy. 2. Put the customer at the heart of all actions. 3. Ensure, in client interventions, rigor, constant follow-up and updated documentation. 4. Ensure smooth communications, with consistent and uniform messages. 5. Develop an approach that leads to better maintenance of housing and capacity building of occupants in order to involve them in preventive maintenance. 6. Allow consultation mechanisms and linkage with the Finance Sector.
<p>First Nation Housing Officer Introductory Course</p>	<p>The project consists of developing and delivering a three-day course on Introduction to Housing Management.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. to provide interested individuals and future housing officers with basic knowledge and skills related to Indigenous housing; 2. to pilot the training in one community and then adapt it for delivery in other communities; 3. to equip participants with knowledge and skills in the following areas: a) understanding housing and inventory management in communities; b) understanding the role, responsibilities, skills and duties of a housing officer; c) establishing and maintaining a positive working relationship between landlord and tenant; knowledge and implementation of a maintenance management plan; identification and use of management techniques and tools related to housing management activities. 	<p>The introductory course Housing Officer allows:</p> <ol style="list-style-type: none"> 1. Facilitate integration into new positions. 2. Support the First Nation hiring a Housing Officer. 3. To assess the skills and make recommendations as to the further training of the new employee (Attestation of College Studies or other). 4. To follow up on the integration of the newly hired person. 5. To update the knowledge of people who have been in their position for several months (in the first year of their role).
<p>Training on conducting property assessments on the territory of a First Nation</p>	<p>The project consists of delivering training sessions that allow participants to deepen their knowledge of property assessments.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. to ensure the development of the skills needed to identify the regulations involved for the homes or lots to be assessed and to apply the property assessment methodology that is most appropriate to the situation on reserve; 2. to ensure the development of basic knowledge on assigning a value to a building and land. 	<p>The property assessment training allows participants to:</p> <ol style="list-style-type: none"> 1. have a better understanding of the assessment methods applicable on their territory; 2. use data that is specific to their community to assess buildings and land, know the different options for the possible transfer of Band Council properties to members and better control the evolution of transactions on their territory.

Capacity enhancement

2. Housing management

Project title	Project description	Objectives	Potential project results
<p>Training on the “Lean” method</p>	<p>The project consists acquiring knowledge of the “Lean” method of management and organization. As part of the project, a series of courses will be given to allow registered participants to be certified in “Lean management.”</p>	<p>The project aims to help community employees acquire knowledge and skills to help them:</p> <ol style="list-style-type: none"> 1. advance in their careers in the field of process improvement; 2. train their minds to think about future needs required to help the community move forward in the housing and construction industry. 	<p>After taking part in the “Lean” training, management employees and maintenance and infrastructure employees will have acquired a management and work organization method that optimizes processes by reducing time loss.</p>
<p>Training in Management and Administration of Resources</p>	<p>The project consists of providing training sessions in management and administration of resources to facilitate the development of the skills of the Technical services and Infrastructure teams.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. to provide the necessary support to develop the skills of the Technical Services and Infrastructure teams; 2. to implement sound management and ethical practices, as well as to foster the development of human resources and financial management skills; 3. to maximize and diversify the teams' areas of expertise on subjects such as: training in time management, resource management, work prioritization, planning and maintenance; 4. to make this training mandatory for the targeted employees, offered in blocks over a two-year period. 	<p>At the end of the organization of these trainings, the housing sector will be able to ensure the development of the skills of its teams, for the benefit of its members and within the framework of the overall management of the community's housing stock.</p>
<p>Training on stress management</p>	<p>The project involves the delivery of stress management training to staff who deal with housing in a community.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. to recognize the conditions that lead to stress; 2. to use tools to manage stress in a changing environment in order to be and remain in balance; 3. to recognize the effects on individuals and then on the relationships between them; 4. to discern the effects of stress in crisis and crisis management situations. 	<p>At the end of this training, participants will be able to recognize stressful situations, the conditions conducive to a stress reaction, the place of emotions in people's reactions, perceptions in relationships related to the emotional context, as well as the phases of resistance challenge and exhaustion related to stress.</p>

Capacity enhancement

2. Housing management

Project title	Project description	Objectives	Potential project results
<p>Strategy for managing absenteeism</p>	<p>The project consists of implementing an engagement strategy to address the issue of absenteeism, which affects the quality of services and creates difficulties in delivering services and meeting housing sector obligations.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. to develop a current picture of the engagement of employees, including a statistical portrait; 2. to produce a summary diagnosis identifying the three main causes/trends associated with the results (absenteeism and presenteeism); 3. to develop and deliver training sessions based on the topics identified and described by the diagnostic; 4. to provide coaching adapted to the results of the entire process and according to the client's needs. 	<p>At the end of the implementation of the Strategy, employees will be made aware of the impacts of absenteeism/presenteeism in the workplace on the organization and then on the community at large.</p>
<p>Management and Leadership Program for Managers</p>	<p>The project consists of strengthening the management and leadership skills of the team of managers, supervisors and coordinators of the housing sector, but also of the departments and sub-departments of the Council that have to work together on different issues.</p>	<p>The intended objectives of this three-phase program are:</p> <ol style="list-style-type: none"> 1. Stage 1 (3 days): Exchange, acquire and question the theme of management skills through the roles and responsibilities of managers, operational planning and relationships with work teams. 2. Stage 2: Experiment, in the workplace, with the concepts discussed and the skills acquired in Stage 1. 3. Stage 3: Discuss the experience in the workplace, address the themes of leadership, factors influencing behaviour at work, active listening and the various problem-solving tools. 	<p>The completion of this training program will strengthen the administrative governance of the sectors involved, develop management and leadership skills at all levels, and clarify the roles and responsibilities of managers, supervisors and coordinators.</p>
<p>Housing condition survey</p>	<p>The project consists of conducting a community survey to assess housing conditions and to highlight the housing needs and issues of greatest concern.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. to evaluate various clients' perceived and real housing needs; 2. to raise members' awareness of the importance of housing, the effects of individual actions on this sector and the consequences of not respecting rental agreements; 3. to present to elected officials the impacts of housing on the different sectors, and housing options for remote communities. 	<p>The results of this survey allow for the following:</p> <ol style="list-style-type: none"> 1. an improvement of the housing stock; 2. an overview of the housing stock and therefore help prioritizing work 3. elected officials' increased awareness of the importance of housing as an economic lever; 4. a change in the general perception of everything related to housing.
<p>Training: Microsoft Excel</p>	<p>The project consists of training employees to increase their knowledge of using the Microsoft Office Excel database software.</p>	<p>Implementing this training will allow participants to develop and improve their knowledge of Microsoft Excel, a spreadsheet software used in relation to community housing.</p>	<p>After completing this intermediate-level training, participants will be able to organize and process data, create charts, apply basic formulas or structure documents, using Microsoft Excel spreadsheet functions.</p>

Capacity enhancement

2. Housing management

Project title	Project description	Objectives	Potential project results
Training: Interl software	The project consists of deploying and training staff to use Interl software, a housing stock management, maintenance and planning solution.	Deploying the software and training the housing management team (administration, coordination and management) will ensure better coordination of housing needs and management, and better tracking of general maintenance, plumbing and electrical maintenance, materials and inventory.	After the Interl software has been deployed and the staff has been trained, work processes will be more efficient, comprehensive reports will be produced, staff performance will be improved and work time will be maximized.
Interl software purchase and licence	The project consists of deploying and training staff to use Interl software, a housing stock management, maintenance and planning solution.	the objectives of deploying the software and training staff are as follows: <ol style="list-style-type: none"> 1. to improve the planning and execution of construction and renovation work; 2. to master the computerized management of housing maintenance and inventory management; 3. to improve application processing time; 4. to reduce costs; 5. to train resources to increase knowledge. 	After deploying the software and training staff, work methods will be more efficient, there will be increased autonomy in the management and intervention of construction and renovation for both dispatchers and maintenance workers, and there will be an opportunity to better identify and address issues at the source.
Acquisition of a satellite geolocation instrument (GPS)	The project consists of acquiring a satellite geolocation instrument (GPS) and training staff to use it. It will allow infrastructure data to be updated and make it possible to locate services during work on valves, line stops, manholes, hemispheres, monuments or culverts.	Providing the community with this work tool will: <ol style="list-style-type: none"> 1. improve the planning and execution of construction and renovation work; 2. improve the turnaround time for service requests; 3. reduce costs; 4. train resources in order to develop their knowledge. 	By giving the community with this type of device, it is expected that time savings will be achieved, as delays in responding to requests from external contractors can result in delays in the delivery of mandates. This instrument will also improve response time to infrastructure utility failures, thereby ensuring proactivity and cost savings.
Technical support for the planning and execution of construction and renovation work	The project will provide technical support to community staff involved in the planning and implementation of housing construction and renovation projects in the community.	Implementing the project will: <ol style="list-style-type: none"> 1. give community staff suitable technical support to properly implement community construction and renovation projects; 2. develop the technical skills and capabilities of the staff involved. 	At the end of the project, the support given to the staff involved in construction and renovation projects will allow for a beneficial long-term transfer of skills and build capacities, especially in terms of the following: <ul style="list-style-type: none"> • management of tenders and contracts; • management of construction teams; • coordination of relationships with contractors, subcontractors and other suppliers; • control of construction costs.

Capacity enhancement

2. Housing management

Project title	Project description	Objectives	Potential project results
Skills transfer: Housing project manager	The project will provide an opportunity for mentoring and acquiring corporate memory by supporting a resource who will be able to possibly assume the tasks for the position of construction and housing renovation project manager for the community.	The objective of mentoring over an extended period is to develop a supportive interpersonal relationship focused on assistance, dialogue and learning, in which the current experienced project manager will share his or her knowledge and corporate memory, as well as his or her expertise, with the goal of fostering the skills development of a candidate who may be called upon to take over the position.	The expected results of this mentorship are that a maximum of skills and abilities are transferred to the candidate who may be called upon to replace the project manager and the director of operations, particularly in the following areas: management of tenders and contracts; relationships with contractors, subcontractors and other suppliers; management of projects carried out on a fee-for-service basis; relationships with families involved in construction and renovation projects; and relationships with organizations mandated to develop workforce skills and abilities
Implementation of the SIGLS (COGIWEB)	The project consists of implementing the SIGLS (integrated social housing management system) in the community.	The project objectives are to improve the following: management of the community's housing stock with respect to housing applications; leases; employee and supplier management; maintenance management; and order, inventory and correspondence management	At the end of the project, the community will have access to a database that allows it to better identify its needs and priorities in terms of managing its housing stock. Implementing SIGLS also gives housing managers tools to coordinate social housing.
SIGLS (integrated social housing management system)	The project consists of implementing the SIGLS (integrated social housing management system) from the Cogiweb.	The project objectives are as follows: <ol style="list-style-type: none"> 1. to compile an inventory of the building stock; 2. to implement seasonal schedules for renovations; 3. to maintain a home's renovation history; 4. to improve employee productivity; 5. to maximize costs and improve budget planning; 6. to forecast procurement. 	Implementing the SIGLS improves the status of the housing stock and supports housing teams to ensure proper housing management.
Implementation, inspections, training - Building health assessment (COGIWEB module)	The project will begin by conducting inspections to establish a building health assessment of a community's housing stock and community buildings. The data will then be integrated into the Integrated social housing management system (SIGLS) module, including training of staff to process the data.	The project objectives are as follows: <ol style="list-style-type: none"> 1. to establish a diagnosis of the health of the housing stock and community buildings; 2. to provide an opportunity to train resources (inspectors) dedicated to conducting Building Health Assessments; 3. to provide access to an integrated computerized solution adapted to the community in order to facilitate the management and maintenance of the housing stock and community buildings; 4. to improve employee productivity; 5. to maximize costs and improve budget planning; 6. to ensure staff training for proactive use of the platform. 	Implementation, inspections and staff training for the Building Health Assessments improve the housing stock situation and support housing teams to ensure good housing management.

Capacity enhancement

3. Housing construction and renovation training

Project title	Project description	Objectives	Potential project results
<p>Training of employees in housekeeping</p>	<p>The project consists of improving the training of housekeeping employees on subjects such as hygiene, sanitation and disinfection of the various establishments in the community's building stock.</p>	<p>The project objectives are as follows: To establish healthy, safe and effective housekeeping practices that are appropriate to the different needs of and standards in the community's buildings (school, health centre, seniors' residence, administrative offices).</p>	<p>Housekeeping employees:</p> <ol style="list-style-type: none"> 1. in the course of their work, use various chemical products properly and according to specifications; 2. apply the required maintenance and cleaning techniques for various furniture and equipment; 3. have more in-depth knowledge of infection, contamination and mold prevention.
<p>Personalized training sessions in maintenance</p>	<p>The project involves providing customized training for building maintenance staff to foster the development of new skills.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. to develop a customized training component specific to building technicians, so that they reach a certain level of autonomy in order to follow up on maintenance, and not be limited to basic repairs and maintenance of the building stock; 2. to establish sound, safe, and effective maintenance practices that are tailored to different building needs and standards; 3. to conduct mandatory training sessions in blocks over a two-year period. 	<p>Upon completion of the delivery of these trainings:</p> <ol style="list-style-type: none"> 1. The staff will properly use the various equipment and machinery in the context of their work. 2. Staff will apply safe and effective techniques to perform their duties. 3. There will be better organization of work, better maintained buildings, competent staff to respond to various situations and a healthier work and/or living environment.
<p>Training on the installation of shingles and roof vents</p>	<p>With a manufacturer's expertise, the project will provide on-site training to local contractors and members of the construction industry in the community on how to install shingles and roof vents.</p>	<p>The project will train local contractors and members of the construction industry in the community on how to install shingles and roof vents according to industry standards. The theoretical and practical training will also address safety measures to be followed when performing roofing work.</p>	<p>At the end of the project, the participants will have acquired the knowledge and expertise needed to properly install shingles and roof vents to prevent infiltration and leaks. Contractors and workers will also have acquired the required knowledge on codes and safety measures to be followed when performing roofing work. At the end of the training, the inspection reports will show an improvement in the quality of roofing shingle and vent installation.</p>

Capacity enhancement

3. Housing construction and renovation training

Project title	Project description	Objectives	Potential project results
<p>Health and safety training on construction sites</p>	<p>The project consists of providing the required on-site training to recertify the course on general health and safety on construction sites for employees in the community.</p>	<p>Delivering this mandatory training course to targeted employees working on construction sites will allow for the issuance/renewal of the certificate (card) awarded by the <i>Association paritaire pour la santé et la sécurité du travail du secteur de la construction</i> (ASP construction).</p>	<p>Delivering this training course ensures that the construction workforce:</p> <ol style="list-style-type: none"> 1. has the required knowledge to identify risks and hazards on construction sites and the safety measures to eliminate or control them; 2. meets the requirement set out in section 2.4.2.(i) of the Safety Code for the construction industry, which states that management and supervisory staff who primarily and normally work on construction sites and workers on construction sites must have successfully completed the course on general health and safety on construction sites and be certified by the Commission or an organization recognized by the Commission.
<p>Training on construction project management and accounting</p>	<p>The project will develop the housing management capacity of the community's public works department staff and improve the administration of housing programs and day-to-day operations. Specifically, training will be provided in construction project management (time and cost control, contractor management) and basic accounting.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. to increase the housing management capacity of public works department staff by holding workshops on construction project management during the off-season; 2. to hire new employees, who will have the opportunity to participate in these trainings. 	<p>The training will allow the community to better manage its housing programs and ensure its financial sustainability by reducing the deficits it incurs. In addition, it will increase the capacity of public works department staff and train new employees to ensure better management of construction projects and internal accounting.</p>
<p>Project manager and mentoring: housing</p>	<p>The project consists of hiring a project manager to contribute to the implementation of construction, renovation and lot servicing projects as well as a component aimed at coaching and knowledge transfer.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. the person hired for a period of two years will be accompanied/supervised in the execution of tasks related to planning, material procurement, work supervision, quality control and budget and schedule management; 2. the project also includes a coaching and knowledge transfer component to the housing sector staff or another project manager. 	<p>The hiring of a project manager will:</p> <ol style="list-style-type: none"> 1. Allow the projects to be delivered within agreed upon time frames. 2. Allow that budgets allocated to each project are respected and cost overruns are justified. 3. Allow that sector managers and senior management are regularly informed of the progress of projects, budgets and schedules. 4. The coaching and skills transfer component will allow for a transition to improved ownership by the housing sector's human resources.

Capacity enhancement

3. Housing construction and renovation training

Project title	Project description	Objectives	Potential project results
<p>Account management system improvement and mentoring</p>	<p>The project consists of hiring professional resources to improve the account management system and provide coaching/mentoring to strengthen the skills of existing staff.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. to hire two qualified professional resources to identify and correct flaws in the existing account management system. 2. The professional resources will act as mentors to support the existing account management officers to strengthen their skills. 	<p>The results achieved from this project are:</p> <ol style="list-style-type: none"> 1. The account management system is effective and properly matched with the actions of the Finance Department. 2. The human resources assigned to account management have the necessary skills to adequately manage the volume of accounts. 3. Errors and other deficiencies in account management are eliminated or at least significantly reduced. 4. A more efficient system allows time to review major files. 5. The transfer of skills allows for ownership by the sector's employees and facilitates the integration of new resources in the future, if necessary.
<p>Mobile training unit: Phase 1— Feasibility study</p>	<p>The project consists of a feasibility study for a pilot project of a mobile unit for theoretical and practical training that would travel to different communities to provide full vocational training diplomas or certain practical modules related to various trades related to residential construction (e.g. plumber, joiner, carpenter). This is the first phase of a four-phase project.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. to determine the feasibility of creating a mobile training unit; 2. to prepare a feasibility study that includes a needs assessment that takes into account labour market profiles as well as a cost analysis, which includes the costs of relocating the training and implementation and maintenance costs; 3. to work with the department of education to ensure that the necessary accreditation guidelines are in place. 	<p>The feasibility study produced in the first phase of the project includes:</p> <ol style="list-style-type: none"> 1. a needs assessment; 2. a cost analysis; 3. recommendations for subsequent phases; 4. accreditation procedures with stakeholders, such as the department of education and the <i>Commission de la construction du Québec</i>.
<p>Training on basic plumbing</p>	<p>The project consists of developing plumbing skills for members of the community, through participation in training that could eventually lead to a diploma of vocational studies in plumbing and heating.</p>	<p>Providing training to members who will then practise in the community will ensure succession and meet important needs in this field.</p>	<p>After completing the training, candidates who have met the program objectives will have the opportunity acquire plumbing and heating certification. At the very least, their participation in these courses will allow them to acquire basic plumbing knowledge.</p>
<p>Training on air quality</p>	<p>The project consists of a specialized firm delivering a training session/workshop on air quality management (particularly mold) in residential units. The training will be provided to the community's housing department staff.</p>	<p>The main objectives of the air quality training provided to housing department staff will be to:</p> <ol style="list-style-type: none"> 1. define mold and understand its health impact; 2. identify sources of moisture in housing; 3. discuss inspection tools and methods; 4. discuss decontamination methods; 5. get recommendations for mold control. 	<p>After taking the training, staff will be aware of the negative impacts of poor air quality due to mold and will be able to advise tenants on how to maintain their housing units.</p>

Capacity enhancement

3. Housing construction and renovation training

Project title	Project description	Objectives	Potential project results
<p>Training on joinery</p>	<p>The project consists of providing joinery training for members who are unemployed and successors to encourage their interest in this trade and to develop their skills directly in the community by building sheds.</p>	<p>The training provided by a community member with a degree in joinery will:</p> <ol style="list-style-type: none"> 1. train individuals in the construction field in order to build up labour pool for the future in major projects or renovations; 2. ensure that building sheds as a training product will help secure certain equipment, including generators and fuel; 3. give beneficiaries who are not able to build them equal access to the training products (sheds). 	<p>At the end of the training, we will see:</p> <ol style="list-style-type: none"> 1. interest in graduating in the construction-related field; 2. that the availability of sheds will help reduce access to fuels, which can be the target of theft or result in consumption; 3. a reduction in the risk of brush and forest fires, as fuels will be stored in sheds.
<p>Training on cabinetwork</p>	<p>The project will build the capacity of the community's workforce by providing customized training on cabinetwork for modular components and on craft designs to be incorporated in homes in line with Indigenous traditions.</p>	<p>The project will:</p> <ol style="list-style-type: none"> 1. train the workforce in the construction field; 2. help members acquire related skills to culturally adapt homes. 	<p>At the end of the project, a labour pool with modular construction skills will be trained and available to meet growing needs in this field.</p>
<p>Training of joiners and labourers</p>	<p>The project is to deepen and refresh the knowledge of employees who work in the renovation of community housing by allowing them to participate in training on the building envelope (insulation), heating and ventilation, inspection and instrumentation, and mold issues.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. to standardize the knowledge of residential renovation stakeholders; 2. to improve the quality of renovations; 3. to diagnose problems related to comfort, energy savings, ventilation and condensation; 4. to recognize the frequent problems of different appliances; 5. to use the right materials in the right places. 	<p>At the end of the project, the employees who do renovations and who participated in this training will have a better understanding of home maintenance issues.</p>
<p>Housing maintenance and repair workshop</p>	<p>The project consists of organizing training workshops to raise the awareness and build the capacity of tenants and owners on aspects related to housing maintenance.</p>	<p>The project will:</p> <ol style="list-style-type: none"> 1. build community members' capacity by disseminating best practices in home maintenance to homeowners and tenants; 2. raise awareness about the effects of moisture in homes and other health problems related to lack of proper maintenance; 3. highlight basic repairs that can be done easily; 4. enable the sharing of homeowner and tenant problems related to maintenance. 	<p>At the end of these awareness sessions, that the following results are expected:</p> <ol style="list-style-type: none"> 1. a reduction in the cost of emergency repairs in the short term; 2. a better understanding by community members of costs, time and other aspects related to housing maintenance and repair; 3. in the long term, a reduction in respiratory illnesses of community members due to mold or other moisture and air quality problems; 4. a long-term reduction in maintenance and repair costs.

Capacity enhancement

3. Housing construction and renovation training

Project title	Project description	Objectives	Potential project results
<p>Maintenance training for staff and community members</p>	<p>The project will provide maintenance workshops to tenants in the community over an extended period of time. Specifically, the workshops will provide advice on and teach skills related to mold prevention, small repairs (such as leaks) as well as seasonal cleaning (primarily when snow melts).</p>	<p>The project objective is to provide free quarterly workshops to community members for an extended period of time. In addition, school-based workshops will be developed and delivered to high school students. Some workshops will be led by the community's housing department staff, but others will require the involvement of an external trainer, who will then train staff to deliver the training to community members in the future (train-the-trainer concept).</p>	<p>These workshops are designed to give tenants the means to take charge of their housing. Some tenants feel hopeless about housing problems such as mold, but these can be prevented or mitigated if they are dealt with quickly. Better housing maintenance also ensures that the units are kept in a healthy state, thereby ensuring the long-term well-being of tenants and future generations.</p>
<p>Tenant training</p>	<p>The project consists of developing and offering customized training to tenants. This training will address specific needs that are issues in housing: the operation, maintenance and usefulness of an air exchanger; basic housekeeping; and the safe use of wood stoves. The project also includes the design and distribution of a tenant guide.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. to extend the useful life of the community housing stock; 2. to increase tenants' knowledge and skills; 3. to enable tenants take responsibility for maintaining their housing. 	<p>Trained and skilled tenants help to:</p> <ol style="list-style-type: none"> 1. decrease mold growth and reduce heating costs as a result of better use of ventilation equipment; 2. extend the useful life of housing components; 3. decrease the frequency of interventions by maintenance staff (e.g. clogged toilets); 4. reduce fire hazards as a result of better use of wood stoves; 5. increase knowledge of roles and responsibilities as tenants in terms of maintenance.
<p>Tenant training: Customized awareness capsules</p>	<p>The project consists of developing customized awareness capsules for housing stock tenants. These capsules will address issues often mentioned in the communities, such as the operation of an air exchanger, sources of mold and basic housing maintenance.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. to extend the useful life of the community housing stock; 2. to increase tenants' knowledge and skills; 3. to raise tenants' awareness of their responsibilities for basic housing maintenance. 	<p>Tenants who are better informed through the information capsules help to:</p> <ol style="list-style-type: none"> 1. decrease mold growth and reduce heating costs as a result of better use of ventilation equipment; 2. extend the useful life of housing components; 3. decrease the frequency of interventions by maintenance staff; 4. reduce fire hazards as a result of better use of wood stoves; 5. increase knowledge of roles and responsibilities in terms of basic housing maintenance.

Capacity enhancement

3. Housing construction and renovation training

Project title	Project description	Objectives	Potential project results
<p>First Nations Housing Capsules</p>	<p>The project consists of documenting good practices in housing management using a visual support of the web capsule type. The presentation, the figuration and the narration of the capsules will be done by Indigenous people and the Native language will be put forward in the capsules and translated into subtitles if required.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. to produce a series of 30 video capsules (15 per year), each 15 to 20 minutes in length; 2. to use short, focused formats that can be viewed at any time on existing COPH, First Nations National Building Officers Association (FNNBOA), and various social media video hosting platforms (e.g., YouTube, Odyssey). 3. Sample capsules: Key elements of inspection; Home insulation on community; Moisture management; Solar panels; Construction estimating and renovation; Energy efficiency; Housing maintenance responsibility: owner and tenant. 	<p>The capsules will increase and standardize the offer of information disseminated to all First Nations. Particularly those with a predominantly French-speaking population, by translating all the elements already available to English-speaking communities. The project will also allow for the addition of new topics related to management and housing.</p>
<p>Tenant Awareness Toolkit and Capsules</p>	<p>The project consists in setting up a toolbox and developing awareness capsules to provide information on maintenance and basic principles to respect and/or do as a tenant.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. to produce a brochure and to develop and disseminate various information products in visual media (e.g., web capsules) on the basics of being a tenant. Topics could cover, for example, housing maintenance, rent payments, or being a good neighbor. 2. to develop tenants' independence and skills; 3. to inform and educate tenants to adopt appropriate behaviors that will help extend the life of the housing stock. 	<p>The toolkit and tenant awareness capsules will help:</p> <ol style="list-style-type: none"> 1. To increase the lifespan and maintenance level of homes. 2. To decrease the number of information calls. 3. To promote communication between the landlord and the tenant. 4. To educate and inform tenants on the right behaviours to adopt in relation to their housing.
<p>Awareness of maintenance and rent payments</p>	<p>The project consists of developing a guide on the roles and responsibilities of landlords and tenants, its dissemination and the implementation of an awareness program for rent payments and housing maintenance.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. to create a guide on the roles and responsibilities of landlords and tenants and to ensure its dissemination; 2. to develop and deliver an awareness program aimed at making tenants responsible for housing maintenance and thereby encourage rent payments. 	<p>The landlord and tenants' roles and responsibilities guide:</p> <ol style="list-style-type: none"> 1. provides a mutual understanding of the roles and responsibilities of both the landlord (the Band Council) and the tenant with respect to rental unit maintenance; 2. ensures a better quality of life and a healthy living environment for tenants in the community's housing; 3. keeps new or substantially renovated housing in the best possible condition and to slow down the deterioration of other housing in the community's housing stock (to reduce the cost of maintaining housing); 4. promotes rent payments for all households in the community (recover rent arrears); 5. resumes the pace of housing construction based on the community's needs.

Capacity enhancement

3. Housing construction and renovation training

Project title	Project description	Objectives	Potential project results
Radon Awareness	The project consists of the delivery of various radon awareness activities.	The project objectives are as follows: 1. to ensure that communities are informed/aware of the health issues associated with long-term exposure to radon gas; 2. to ensure that communities acquire knowledge and techniques on radon mitigation measures in homes; 3. to conduct various outreach activities, such as webinars or train-the-trainer knowledge transfer.	At the end of the activities, participants will be aware of the health issues related to prolonged exposure to radon gas and will have acquired the knowledge and techniques to limit exposure in the home.

Capacity enhancement

4. Community housing planning

Project title	Project description	Objectives	Potential project results
Fire evacuation plan for community buildings	The project consists of updating the fire evacuation plans of buildings owned by the Band Council in order to meet national Fire Code requirements and to standardize evacuation plans.	The project objectives are as follows: 1. to protect workers', users' and residents' lives; 2. to facilitate the emergency responders' work; 3. to ensure that equipment is operational; 4. to limit losses during a fire; 5. to educate staff and residents on safety measures and evacuation methods.	1. Evacuation plans comply with legal requirements and are adapted to the reality of each building. 2. Employees are trained and know their roles and responsibilities in the event of an emergency requiring the evacuation of a building, in order to ensure rapid and effective coordination between the various stakeholders and thereby ensure everyone's safety.
Overhaul of the zoning by-law	The project consists of overhauling the zoning by-law in order to address gaps and adapt the by-law to current practices following the community's expansion.	The project objectives are as follows: 1. to establish and redefine the rules and standards that apply to all in an equitable manner; 2. to make recommendations for the preparation of regulatory overhaul; 3. to better adapt the by-law to the community's current needs.	The zoning by-law is a working and management tool that is easy to use and enforce, and it helps coordinate an ever-growing housing stock.
Capital investment plan	The project consists of renewing the community investment plan through a five-year justification and planning exercise for housing and community infrastructure needs.	The project objectives are as follows: 1. to document and adequately justify housing and community infrastructure needs in order to be able to negotiate funding agreements that reflect those needs; 2. to conduct a community planning exercise to address growing housing and infrastructure needs.	The community investment plan provides a real vision of current and future community housing and infrastructure needs.
Market research for the development of alternative housing	The project consists of conducting a market study for the development of alternative housing within the community to help certain vulnerable clients, including homeless people, young families or members who are struggling with addiction.	The project objectives are as follows: To conduct a market study that will help plan housing that specifically addresses vulnerable clients' unique needs. Developing alternative housing will also help community members to take care of housing in a (financially and socially) responsible manner.	Developing alternative housing allows for the following: 1. overcrowding issues are addressed and social support is provided; 2. community members who live in them are able to pay their monthly rent and manage their living environment; 3. sustained support is provided to vulnerable or problematic clients.
Feasibility study for the implementation of an Indigenous Housing Authority	The project involves conducting a feasibility study to measure the potential impacts of implementing a housing authority in a community.	The objectives of the feasibility study will be: 1. to demonstrate the advantages/disadvantages of creating an Indigenous administrative tribunal to supplement the role of the Quebec government's Administrative Housing Tribunal; 2. to demonstrate the means used to ensure the financial autonomy of the administrative tribunal; 3. to rule on the vision of an exclusive community-based administrative tribunal or an inclusive Indigenous administrative tribunal, while addressing the potential for exportability.	The Feasibility Study will provide the data needed to make decisions about the benefits of establishing a housing authority.

Capacity enhancement

4. Community housing planning

Project title	Project description	Objectives	Potential project results
Market study: seniors' residence	The project consists of conducting a market study to evaluate the feasibility of establishing and operating a residence for independent seniors and those with decreasing independence in the community.	A seniors' residence is a need that community members have been expressing for a long time. Currently, the lack of such a housing resource forces seniors in need to leave their community to be housed in environments that are not necessarily suitable. The project objective is to determine the feasibility of this.	The feasibility study allows for the following: 1. a demographic analysis and survey of seniors; 2. the size and scope of the project to be identified (e.g. location, number of rooms, level of service, phases, capital costs, operating expenses, revenue requirements, funding sources).
Rural infrastructure master plan	The project consists of creating an infrastructure plan to exploit the development potential of a rural area of the community.	The project objectives are as follows: Creating this infrastructure plan help explore the various development possibilities of a rural area of the community, define subdivision potential, frame the requirements and determine the costs associated with its development.	Once this infrastructure plan is in place, the community will be empowered to make decisions in terms of developing this area. The lots currently available for construction are on clay soil, which can result in very high construction costs. Building on a different type of soil will result in lower costs, which will encourage private home ownership.
Development and adoption of urban planning regulations	The project involves the development and adoption of planning regulations to allow community control over the use of reserve lands.	The objectives of the development of urban planning regulations are: 1. to determine how land may be used, where buildings and other structures may be located, what types of buildings may be permitted and how they may be used, the size and dimensions of lots, setbacks or building heights.	The expected outcomes are: 1. Control of uses, construction, land use and subdivision on the territory of the community in conformity with the land use orientations, land uses and land use densities established in the Community Development Master Plan (CDMP) (harmonious development of the territory). 2. To provide a framework for future development in the community. 3. To protect against risks that could jeopardize public safety and the quality of the urban environment. 4. Avoiding conflict situations. 5. Access to a legal mechanism in the event of non-compliance with the chosen orientations, in order to avoid jeopardizing the achievement of community planning objectives.
Land use plan	The project will compile an inventory and assess the current needs of the community's housing stock. A land use plan will be developed to identify what type of housing will be built on what land and how community infrastructure will support new housing developments.	The land use plan has the following objectives: 1. to do long-term planning (land use) in terms of the community's development objectives; 2. to allow the engineering department to properly plan and design infrastructure (service entrances) for each lot to accommodate different housing types.	At the end of the project, the community will have a land use plan that allows it to plan what type of housing will be built on what land and how the community infrastructure will support new housing developments.

Capacity enhancement

4. Community housing planning

Project title	Project description	Objectives	Potential project results
<p>Redesign of the Development Plan</p>	<p>The project consists of redesigning the development plan of an entire sector of a community in order to adapt it to current needs.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. to consult and respond to the development needs of community members; 2. to adapt the Plan to the updated needs of the members to achieve a development that will reflect the community's vision for the future; 3. to densify certain areas and ensure environmentally responsible development. 	<p>When completed, the revised Development Plan will allow for efficient planning of the types of areas for community development, greenfields or residential areas to ensure development planning that reflects the community's vision for the future.</p>
<p>Five-Year Strategic Real Estate Development Plan</p>	<p>The project consists of assessing the needs of community members and gathering the necessary information to put in place a Five-year real estate development plan.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. to conduct a needs assessment by surveying community members to gather the information needed to complete the Plan; 2. to develop a Five-year Real Estate Development Plan that will provide structure for housing and infrastructure development; 3. to establish development objectives, identify short, medium and long-term needs and priorities, plan for the infrastructure required for development, and assess and plan for the financial implications of real estate development. 	<p>The Five-year Strategic Real Estate Development Plan will address the needs of the community, define and achieve specific housing goals, better plan for future projects and address limited development opportunities within the community.</p>
<p>Community Development plan and Investment plan</p>	<p>The project will revise the community development master plan and develop a new five-year community capital investment plan.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. to ensure the community development master plan allows for the planning of future areas to be opened for urbanization (residential and community developments); 2. to ensure the five-year capital investment plan identifies priorities and plans for future investments. 	<p>The project allows for the following:</p> <ol style="list-style-type: none"> 1. an updated community development master plan showing residential subdivisions with short-, medium- and long-term phasing, densification areas, major planned community infrastructure, economic development areas and areas to be protected. 2. a five-year community capital investment plan that identifies all community needs (e.g. housing, utilities, school facilities, community buildings, rolling stock), the preliminary costs for each project, project descriptions and justifications, location, year of completion, and funding sources.

Capacity enhancement

4. Community housing planning

Project title	Project description	Objectives	Potential project results
<p>Five-year Strategic Housing Plan</p>	<p>The project consists of putting in place a five-year strategic housing plan with long-term goals and a roadmap to help the community structure its development.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. to establish long-term goals and a roadmap for achieving them; 2. to implement tools to ensure that the community is proactive and consistent from the beginning to the end of each project; 3. to have the ability to identify funding sources for housing development work; 4. to be able to plan for change rather than react to unforeseen circumstances. 	<p>The five-year housing plan allows for:</p> <ol style="list-style-type: none"> 1. the stabilization of project implementation (planning for change rather than reacting to it), cost reduction and the assurance of long-term success; 2. long-term benefits to be planned in advance and communicated at the end of each project; 3. community members' expectations to be reflected.
<p>Community housing planning for a growing community</p>	<p>The project involves undertaking a thorough community planning process for housing in the community. As the community grows rapidly, sustainable solutions must be sought in terms of both housing design and land use.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. housing needs assessment: assessment of the condition of the housing stock and of current and future housing needs; 2. land use planning: community plan, including surveying and planning for community expansion; 3. collaborative infrastructure and housing design and planning: design of housing complexes based on a community plan, as well as community infrastructure planning. 	<p>The project creates an up-to-date community housing plan that provides an accurate assessment of housing needs and highlights design solutions developed for future housing construction.</p>
<p>Community housing planning to better meet needs</p>	<p>The project consists of developing a medium- to long-term plan for the community's housing development. This will be done through planning, research, communication and ongoing community consultation.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. to assess the current housing stock, shortage, overcrowding, and maintenance and renovation needs and effectively communicate these issues to community members; 2. to conduct community consultations through group work, surveys and one-on-one meetings to help the community understand the housing challenges and allow them to share their views in this regard. 	<p>The overall housing-specific community plan will:</p> <ol style="list-style-type: none"> 1. addresses everyone's concerns, including service providers, community leaders and members; 2. contribute to the local economy; 3. combine all efforts and develop a sustainable plan for future housing in the community.
<p>Community housing planning: Inventory and Sample Plans</p>	<p>The project addresses two areas: (1) compiling an inventory of the condition of air exchangers in housing and updating the community's urban plan in parallel, and (2) acquiring architectural plan templates.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. to compile an inventory of air exchangers and train a local resource to do so; 2. to update the urban plan. 3. to give the community architectural plans that allow the construction of the units to develop according to the needs of the intended users or the family that will occupy the unit. 	<p>At the end of this community housing planning exercise:</p> <ol style="list-style-type: none"> 1. the community will have tools to contribute to its tenants' health (inventory on air exchangers); 2. the community will anticipate future developments of its housing stock (urban plan and model architectural plans).

Capacity enhancement

4. Community housing planning

Project title	Project description	Objectives	Potential project results
<p>Adding components to inventory of housing conditions</p>	<p>The project consists of adding two additional components to the inventory of housing conditions previously carried out: conducting a structural assessment of single-family residences in anticipation of their renovation and compiling a detailed inventory of certain electrical components of the community housing stock (ventilation systems, hot water tanks).</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. to determine the structural strengthening needs for single-family residences previously identified as having structural deficiencies in order to plan the renovation of these units; 2. to increase the quality of the community housing stock database: data on hot water tanks will help plan for their replacement; data on ventilation systems will help stock spare parts and plan for regular maintenance. 	<p>The project allows for the following:</p> <ol style="list-style-type: none"> 1. an updated portrait of the structural strengthening interventions needed to improve the condition of community housing; for each residence, the inventory identifies the problem, the causes, the corrective work to be done and provides an estimate of the cost to carry out the work; 2. better prevention of water damage caused by wear and tear on hot water tanks; 3. better-maintained ventilation systems.
<p>Inventory and assessment of housing needs</p>	<p>The project consists of compiling an inventory to assess the current needs and state of the housing stock and to develop a long-term action plan to address growing housing needs.</p>	<p>Carrying out the project will make it possible to meet these specific needs:</p> <ol style="list-style-type: none"> 1. building new housing; 2. expanding existing housing; 3. renovating housing; 4. decontamination housing. 	<p>At the end of the project, the community will have a report that takes the data collected during inspections into account and a long-term action plan to address the community's housing shortage.</p>
<p>Inventory and assessment of the state of the housing stock</p>	<p>The project consists of inspecting all units that make up the community's housing stock, identifying the corrective interventions that need to be done, determining the costs for each required intervention, producing an inventory report and entering the data into the SIGLS (integrated social housing management system).</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. to update the condition of each unit; 2. to better plan and program preventive maintenance, repair and renovation interventions; 3. to optimize use of community funds allocated to maintaining the housing stock. 	<p>The expected results are as follows:</p> <ol style="list-style-type: none"> 1. an inspection report for each housing unit along with cost estimates 2. an updated database that is integrated into the SIGLS; 3. a summary report of the overall condition of the housing stock with individual sheets (required interventions and costs).
<p>Housing planning: Lot size planning</p>	<p>The project consists of the cadastral and lot surveying of a community by a Canada Lands Surveyor.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. to register and survey the remaining lots in the community; 2. to make the lots ready for home ownership. 	<p>At the end of this project, the Canada Lands Surveyor will have surveyed the lots, which will provide data on the alignment, elevation, orientation and size of various properties.</p>
<p>Housing Planning: Surveying a New Area</p>	<p>The project consists of surveying lots resulting from the development of a new area of the community.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. to hire a Canada Lands Surveyor to prepare plans to delineate proposed construction in the new area; 2. to make the lots ready for home ownership. 	<p>At the end of this project, the Canada Lands Surveyor will have surveyed the lots, which will provide data on the alignment, elevation, orientation and size of various properties.</p>

Capacity enhancement

5. Housing finance

Project title	Project description	Objectives	Potential project results
Training on rental arrears	With a specialist's support, the project consists of organizing a workshop for housing department staff on managing rental arrears and implementing a new rental regime to better meet financial obligations with respect to housing management.	This workshop on managing rental arrears will allow participants to: 1. identify, communicate and report on arrears challenges and successes; 2. understand the impacts of arrears and the proactive measures to manage them; 3. know the payment policy and the key elements of collection procedures; 4. develop an improved arrears management strategy; 5. identify improvements to the housing policy.	At the end of the workshop on managing rental arrears, participants will have gained the knowledge needed to understand the impacts of arrears on the community and on overall housing management.
Training on financial education	With the support of a specialist, the project will provide training sessions in key areas related to housing finance. Acquiring this knowledge will significantly improve the community's ability to meet its current and future population's housing needs.	The project objectives are as follows: 1. to develop and present financial education workshops; 2. to provide coaching and mentoring on the different stages of the home ownership process to community members, including youth.	At the end of the financial education training sessions, participants will have acquired: 1. knowledge of how personal finances work; 2. an understanding of how to plan and budget properly; 3. the information they need to improve their credit rating by taking control of their personal finances. Carrying out the project also provides opportunities to coach, educate and mentor young community members in managing their personal finances.
Training on personal money management	The project will provide workshops on personal finances to employees and tenants in the community over an extended period of time. Specifically, the workshops will provide advice and skills on budgeting and long-term family planning.	The project objectives are as follows: 1. to hold money management workshops for employees and community members over an extended period of time; 2. to hold workshops for high school students; 3. to hold one-on-one training sessions for tenants participating in a pilot rent-to-own program to minimize the risk of default.	Participating in these workshops will help community members at all levels develop money management skills to help them meet their obligations. In the long term, financially stable community members will be encouraged to participate in a home ownership program.

Capacity enhancement

5. Housing finance

Project title	Project description	Objectives	Potential project results
Workshops on financial literacy and housing for members of First Nations	The project consists of developing and holding financial literacy workshops for all members of First Nations who are of home ownership age, but with a particular focus on youth.	The project objectives are as follows: 1. to develop the basic financial literacy and housing skills of members of First Nations; 2. to increase the number of Indigenous people who have access to private property; 3. to raise awareness among target clients of the importance of budgeting and have a good credit history; 4. to put in place winning conditions that will favour the realization and application of the transformations related to First Nations housing reform.	Holding financial literacy workshops will: 1. create an interest in financial literacy and home ownership among members of First people so that it now becomes part of their “life plan”; 2. to provide culturally appropriate educational content that breaks down the preconceived notions that most have about home ownership 3. to improve the community members’ receptiveness to proposed and implemented housing and housing-related changes.
Financial Literacy Training	The project consists of raising awareness of the importance of establishing and maintaining a balanced personal and family budget to ensure the payment of rent.	The objectives of organizing training sessions are as follows: 1. to accompany community members in recognizing the added value of establishing and maintaining a personal and family budget; 2. to propose a user-friendly budgeting tool in order to forecast income and expenses and to recognize the different items that are essential to maintain a healthy personal and family financial management (including the prioritization of the items that are essential to subsistence and to pay the rent).	Participation in the financial literacy training sessions will allow the community to recognize the benefits of a planned budget and raise awareness of the importance of rent payments and maintaining a healthy housing stock.
Mobile Centre for Financial and Housing Literacy: feasibility study	The mobile Centre for Financial and Housing Literacy project would travel from community to community to educate and inform people about key personal finance topics through meetings, seminars and one-on-one or small group clinics. The mobile unit would allow users to improve and/or develop their understanding of money and housing management. A feasibility study is the first phase of the project.	If the feasibility study is successful, the project’s ultimate goals are as follows: 1. to establish a Centre for Financial and Housing Literacy that travels to communities to education and inform members; 2. to allow users to improve and/or develop their understanding of money management (creating a budget, respecting financial obligations, creating family wealth, etc.) and housing management (carrying out a construction project, building maintenance and repairs, energy efficiency, etc.).	The benefits of having members trained in financial education will: 1. extend the home’s useful life and reduce maintenance costs; 2. increase economic activity related to the construction field, which will help create viable local businesses; 3. create a housing market; 4. improve all residents’ quality of life; 5. beautify Indigenous communities; 6. build family heritage; 7. improve First Nations’ financial situation.

Innovation

Project title	Project description	Objectives	Potential project results
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HOUSING GOVERNANCE

<p>Revolving fund</p>	<p>Establishing a revolving fund facilitates access to private property for community members by supporting them financially through the granting of loans. Financial assistance for the project also allows the housing policy to be updated to revise the methods, procedures and rules for granting loans, and communicates the policy and shares information about the fund within and outside the community.</p>	<p>Implementing the project will:</p> <ol style="list-style-type: none"> 1. make current and supported information available to other communities on the procedures, requirements, methods and operation of a revolving fund and the process for allocating funds; 2. provide financial support to community members who want to access private property; 3. address growing housing needs. 	<p>Carrying out the project will enhance the revolving fund and help meet growing housing construction needs. The updated housing policy will also be available to other communities that want to use it as a model for the possible implementation of a revolving fund.</p>
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HOUSING MANAGEMENT

<p>Mobile application: Housing, technical services and infrastructure</p>	<p>The project consists of creating a mobile application that will target the housing, technical services and infrastructure sector and will be available on smartphones, tablets and computers. The application will have video clips that explain home maintenance, awareness messages, tracking tools and maintenance schedules, for example.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. to execute and deliver the mobile application; 2. to demonstrate the product at various events to promote it; 3. to organize a tour of target communities to get as many downloads of the application as possible; 4. to improve communication, have better collaboration and increase visibility. 	<p>Implementing the mobile application allows for the following:</p> <ol style="list-style-type: none"> 1. a good percentage of the population in each community downloads the application and uses it; 2. the concept is exported to other interested communities 3. if there is an interest, new features could be added, such as rent payment, adding different forms (e.g. building application, renovation application), geolocation, chat capability with housing department staff.
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Innovation

Project title	Project description	Objectives	Potential project results
<p>Program on access to property targeting particularly challenging clients</p>	<p>The project consists of facilitating access to individual property for community members through the construction of tiny houses, and implementing a rent-to-own program for its members.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. to establish a partnership between the various stakeholders to offer a housing product that is adapted to household profiles and thereby expand access to individual property through a rent-to-own formula to give access to individual property within a short time frame; 2. to improve community members' housing conditions by eliminating obsolete housing; 3. to empower people (signing rent-to-own agreements). 	<p>Carrying out the project allows for the following:</p> <ol style="list-style-type: none"> 1. community members will be relocated to housing that meets their needs; 2. dilapidated housing will be demolished; 3. overcrowding will be reduced; 4. rent-to-own agreements will be signed with community members who are not currently paying rent, resulting in members making the decision to be self-sufficient.
<p>Energy-efficient and eco-friendly Innu houses</p>	<p>The project consists of building two houses inspired by Innu traditions and way of life. These houses will be affordable, sustainable and socially adapted to the physical, socio-economic and ecological contexts of the territory while reflecting members' needs in terms of way of life and culture.</p>	<p>The project objective is to build two model homes that are comfortable, sustainable, of the highest quality, economically profitable and adapted to the Innu way of life and culture. Involving local workers in the construction of the two houses will allow them to acquire knowledge and unique expertise in building energy-efficient and eco-friendly houses. In addition, broadcasting informative videos will demonstrate the advantages of this type of construction compared with a standard house, while giving tips and advice on the important points to watch out for during the different stages of construction.</p>	<p>Building the two houses will:</p> <ol style="list-style-type: none"> 1. generate excitement about access to private property; 2. reduce housing needs in the community; 3. generate social and economic benefits through job creation due to increased activity in the construction sector; 4. enable the use of sustainable, local and resilient materials that demonstrate to the community at large, and to other communities, the importance and many benefits of good home design.
<p>Model Green Home</p>	<p>The project consists of the construction of an ecological or passive house in the community. It will serve as a model home as an option to reduce energy costs.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. to reduce the community's ecological footprint; 2. to reduce the energy bill of the occupants; 3. to adequately house a clientele in need; 4. to raise the interest of the community members for the ecological housing mode. 	<p>Building a model green home allows:</p> <ol style="list-style-type: none"> 1. Reduce the community's ecological footprint by choosing intelligent materials. Materials with a high thermal inertia (concrete, stone, brick) are preferred, as well as wood which, despite its low thermal inertia, remains the ecological construction material par excellence: healthy, renewable and highly insulating. 2. To reduce the energy bill of the occupants. 3. To create enthusiasm of the members of the community to adopt ecoresponsible behaviors contributing to the protection of the environment.

HOUSING CONSTRUCTION AND RENOVATION TRAINING

Innovation

Project title	Project description	Objectives	Potential project results
<p>Apprentice Inspector Training</p>	<p>In partnership with a regional adult education center and a tribal council, the project consists of developing and implementing a semi-skilled trade training program (academic and practical) to become an apprentice inspector. The implementation of this project could address the glaring need for building inspections in First Nations communities.</p>	<p>The project objectives are as follows:</p> <ol style="list-style-type: none"> 1. to build capacity within communities to meet residential building inspection needs; 2. to train apprentice inspectors to support inspectors who are often overloaded and overwhelmed by the field situation. For example, an apprentice inspector in a remote community could remotely assist the home inspector with an adapted methodology; 3. to improve the capacity of employment and training organizations through skills development support to generate and sustain economically viable and sustainable collective activities in their communities; 4. to form a partnership with the Department of Education to have a certified recognition of a semi-specialized program in building inspection, which would be developed as a prerequisite for the pathway to an Attestation of Collegial Studies (ACS) in building inspection. 	<p>The Inspector Apprentice training allows:</p> <ol style="list-style-type: none"> 1. To meet the increasing demands of building inspections within communities. 2. To develop new training that meets the needs of the housing industry.
<p>Worksite-school type training</p>	<p>The project consists of developing and implementing a construction training program to ensure the development of community-based knowledge.</p>	<p>The project objectives are divided into four phases:</p> <p>Phase 1: Project preparation and planning, through a needs analysis, establishing a community consultation process; setting conditions to align the educational component with the requirements of the construction industry; establishing a project plan.</p> <p>Phase 2: Train first cohort; collect and analyze results for Phase 3; review partnership strategy; adjust project plan.</p> <p>Phase 3: Continue the training of learners and integration of new ones; revalidate the needs of the community; design an ACS model adapted to First Nations and validate the possibilities of bridges with the Diploma of Professional Studies (DPS) in construction.</p> <p>Phase 4: Continue the training of learners; collect and analyze data to adjust the processes and strategic project documents; design the DPS model adapted to First Nations.</p>	<p>The expected outcomes through the completion of this project are:</p> <ol style="list-style-type: none"> 1. Increase the number of housing units available to First Nations members. 2. Strengthen the capacity of human resources in the field of construction (e.g. succession training). 3. Bring training on-site, develop vocational training capacity by First Nations for First Nations. 4. Create and strengthen partnerships that will build capacity to develop and deliver diversified skills training programs.

HOUSING FINANCE

Innovation

Project title	Project description	Objectives	Potential project results
<p>Center of Expertise on Financial Literacy and First Nations Housing</p>	<p>The project consists of putting in place the conditions conducive to a renewal of housing among First Nations by offering awareness, education and support activities. Its services will mainly be offered to two distinct clienteles, namely elected officials and local leaders and First Nations members in general (population component).</p>	<p>Two project components with specific objectives: Local leaders component: 1) Raising awareness of the impacts of the current way housing operates in their community; 2) Raising awareness of the different levels of government and other stakeholders to the problems of housing in the community and the recommendations intended for them in the report "Paving the Way"; 3) Implementing a pilot accompaniment project that proposes a pathway that will make the catch-up work site operable; 4) Documenting the possible financial tools, their usefulness, their conditions of use and their potential impact 5) Documentation of the intervention model that will be built during the implementation of the pilot project of accompaniment. Population component: 1) Development of knowledge in personal financial management; 2) Awareness of the different types of housing options; 3) Development of knowledge in housing.</p>	<p>That the Center of Expertise on Financial Literacy and First Nations Housing become a reference source where the various First Nations stakeholders can have access to support, tools and documentation to help them work on housing and financial literacy issues.</p>