



Bringing the Future Into Focus

Strategic Planning Document
2018/19 – 2022/23

Yukon Housing Corporation

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Message From the Board

We, the Yukon Housing Corporation (YHC) Board of Directors, are pleased to introduce our 2018/19 – 2022/23 Strategic Plan – **Bringing the Future into Focus**. This plan charts a course for us to honour our mission and achieve our vision while navigating a future filled with change.

This strategic plan enables the corporation to respond effectively to current and future priorities. It will help us assess, prioritize, modernize and focus on initiatives that support communities, enable innovative housing solutions and foster economic growth.

Over the next five years, with the help of dedicated staff, determined partners and our clients, we will work towards our three goals of 1) being a trusted housing partner, 2) renewing and rebalancing our housing programs, and 3) strengthening corporate stewardship.

Our progress towards meeting these goals and objectives will be publicly reported in our Yukon Housing Corporation's Annual Report.

We are enthusiastic and motivated to embark upon the initiatives outlined in this new 5-year Strategic Plan – **Bringing the Future into Focus**.

Respectfully,

Yukon Housing Corporation Board

Lawrie Crawford - *Chair*

Fiona Charbonneau – *Deputy Chair*

Alex Bouchard – *Director*

Allyn Lyon – *Director*

Carl Rumscheidt – *Director*

Strategic Planning: Yukon's Context

The Yukon Housing Corporation Strategic Plan 2018/19 – 2022/23 provides clear direction for the future of the corporation and aligns with Yukon government mandates and priorities. While developing the Plan, the corporation created an environmental scan that includes an evaluation of gaps, needs and potential directions as well as a wealth of housing data. The Board of Directors, housing corporation staff, and stakeholder committee groups were engaged regularly to build a solid foundation for the strategic planning process.

This plan is also informed by national and regional housing issues; comparing Yukon to similar size communities and to national trends. Ongoing external influences that may affect the strategic direction and priorities of Yukon Housing Corporation during the five year time frame include: (1) economic trends, (2) demographic patterns, and (3) initiatives of other partners, such as the federal or First Nation governments. Examples of these factors include:

- Yukon and national housing budget considerations,
- Canada's National Housing Strategy,
- Canada's Indigenous Housing Strategy,
- Yukon First Nation's housing plans and developments,
- Yukon's multi-stakeholder Housing Action Plan,
- Yukon Housing Corporation's governance and legislation review,
- revised national building codes and standards, and,
- new climate change mitigation, energy incentives and initiatives.



Bringing the Future Into Focus



Housing and Economic Trends

The increasing costs of both rental housing and home ownership in Yukon are consistent with long-term trends across Canada. Currently national housing challenges are linked to:

- demographic and economic trends,
- an expanding economy,
- low interest rates,
- migration to major cities, and,
- an aging population.

Most housing markets across the country have increased in value at rates faster than income growth. Also, there is evidence that houses may be overvalued in many markets across the country, potentially including Whitehorse. Household debt continues to reach record levels and interest rates are forecast to continue to slowly increase. The Bank of Canada has identified that Canada's housing sector is vulnerable due to its high level of household debt.

While the economic indicators for Yukon appear strong, the national context – housing market, consumer debt, and interest rates – all indicate potential risks. Additionally, the Yukon economy has distinctive economic risk factors linked to the variability of the mineral resource sector; unpredictable population growth; and a reliance on public sector investment to fuel the construction industry. Upcoming new mine openings and new economic activity will increase housing demand significantly.

Other Yukon-specific factors that call for diverse and innovative housing solutions include:

- an aging population,
- structural challenges poised by climate change, especially in northern communities,
- increased energy efficiency demands,
- large numbers of houses requiring major repairs in Yukon communities,
- income disparities, and,
- a shortage of housing for vulnerable people.

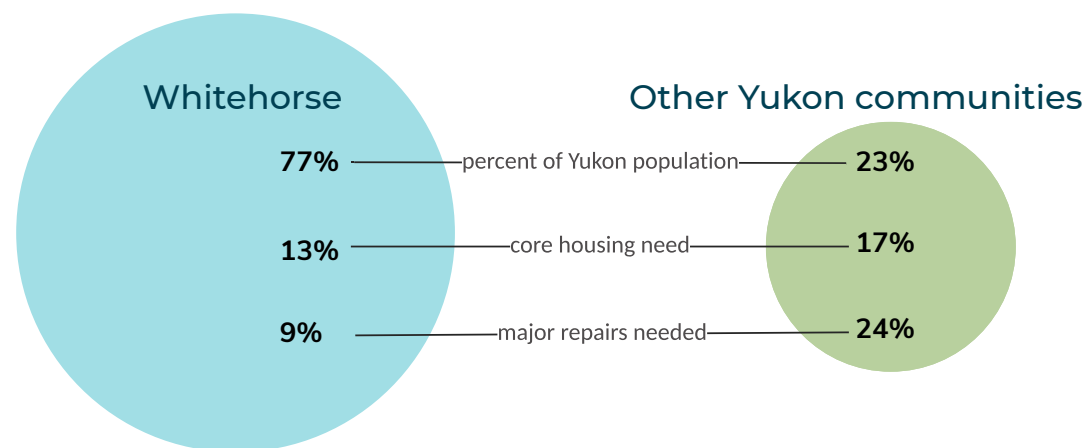
Census data indicates that, compared to the national average, housing conditions in Yukon have been improving over the past five years and are more affordable for homeowners and renters alike.

There is, however real disparity in basic housing metrics between Whitehorse and the outlying communities. For example, “core-housing need” in Whitehorse is 13% while in the communities it is 17%. The metric for “major repairs needed” shows a similar pattern – Whitehorse at 9% versus 24% in rural Yukon¹.

Yukon communities face several complex and costly structural economic and demographic factors that are distinct from Whitehorse, including:

- extra transportation costs for supplies, labour and skilled trades,
- lack of real housing market – due to size and scale, as well as the high proportion of social and staff housing units in most communities,
- new home construction and major renovations costs can exceed the market value of dwellings;
- new construction impeded by land availability,
- significantly lower mean household income, and,
- seasonal workforce creating asymmetric housing demand in some communities.

By the Numbers²



¹ Statistics Canada, 2016 Census
² Statistics Canada, 2016 Census

This strategic plan strives to address the Yukon-specific factors that impact housing availability, affordability and suitability. Through inspired partnership models and modernized corporate stewardship, the Yukon Housing Corporation will rebalance and renew housing stock and programs throughout the Yukon. It is anticipated that effective implementation of these strategies will result in diverse and innovative housing solutions, economic growth in communities, and vibrant, healthy communities where Yukon people thrive.

Government Enduring Priorities

This strategic plan provides a framework that will enable Yukon Housing Corporation to respond effectively to current and future government priorities throughout the 2018/19 – 2022/23 strategic time frame. Current housing priorities are identified in the Yukon government’s performance plan, protocol agreement with Yukon Housing Corporation, the enduring priorities of the government and the government’s commitment to the *Housing Action Plan for Yukon*.

Government of Yukon Priorities 2017 - 2022

The government of Yukon has established enduring priorities intended to foster an inclusive one government approach that will deliver results that improve people’s lives. The government’s statement of enduring priorities guides and informs the strategic direction of Yukon Housing Corporation.

Our people-centered approach to wellness helps Yukoners thrive.

- Yukoners have access to government programs and services that support their well-being from infants to elders.
- Yukoners can access public healthcare and education that meets their needs.
- Yukoners are served by a justice system that supports their shared safety.
- Yukoners know their government supports inclusiveness and respect for diversity in its programming and services.

Our strategic investments build healthy, vibrant, sustainable communities.

- Focus on finding local solutions to local concerns makes life better for Yukon’s people throughout the territory.
- Focus on building and maintaining roads, bridges and other infrastructure to improve the quality of life in communities.
- Focus on increasing the affordability, quality and accessibility of housing to promote quality of life and the well-being of communities.
- Focus on helping communities define the economic future they want based on their interests and advantages.

Our strong government-to-government relationships with First Nations foster reconciliation.

- Reconciliation efforts based on mutual understanding and respect.
- Continued efforts to foster a constructive relationship that contributes to good governance and benefits all Yukoners.
- A commitment to working together to build a more cohesive society, protect our environment and grow a sustainable economy.

Our diverse, growing economy provides good jobs for Yukoners in an environmentally responsible way.

- We are committed to helping strengthen and diversify Yukon’s economy.
- We recognize that the economy and the environment go hand in hand.
- We are committed to creating the conditions that enable new private sector jobs for Yukoners.

Mandate

Our Authority

The mandate of Yukon Housing Corporation is to deliver housing and program initiatives that address the housing needs of Yukon residents in accordance with government legislation, and in alignment with the objectives and priorities established by the government.

Mission

What We Do

Our core purpose is to work collaboratively to provide responsive and innovative solutions to diverse housing needs and vulnerabilities.

Vision

Where We Are Going

Deliver housing solutions that contribute to healthy, sustainable, inclusive communities.

Our vision statement outlines the ideal future state that the Yukon Housing Corporation is working to achieve.



Values

What We Believe In

Respect is our foundation

- We seek to work together constructively and collaboratively both within the corporation and with our partners.
- We act with integrity; building and sustaining trust with our clients and partners.
- We respect diversity; we recognize vulnerability, and we are committed to meeting clients “where they are.”
- We believe in accountability, responsibility, fairness and transparency.

We build solutions

- We look for ‘yes’ options: we strive to create solutions.
- We are committed to diverse and innovative approaches to housing.
- We value having the courage to be the change – to lead, to partner, to contribute, to be creative, to build capacity.

We are committed to a sustainable future

- We value our staff and foster an engaged and supportive workplace.
- We are responsible for efficient and proactive fiscal stewardship of our housing portfolio.
- We are committed to housing initiatives that build healthy communities and an environmentally and economically sustainable future for Yukon.

Our values and core commitments are meant to apply throughout the Yukon Housing Corporation, including to all staff members and the Board of Directors.

Core Commitments

What We Strive For

The Strategic Plan Values complement the core commitments within the organization that foster a respectful and constructive working environment:

At Yukon Housing Corporation we:

- Trust that others are doing their best
- Engage in open and meaningful communication
- Work as a team – collaborate
- Offer solutions – pursue improvements
- Contribute and take ownership
- Are supportive and respectful
- Seek to understand; and then to be understood

Strategic Goals

How We Get There

Goal 1: Be a Trusted Housing Partner

By engaging in housing partnerships and achieving housing solutions that contribute to healthy communities.

Goal 2: Community Housing Renewal and Rebalancing

By addressing aging infrastructure and shifts in housing needs, priorities and programming.

Goal 3: Strengthen Corporate Stewardship

By aligning operational activities to achieve government priorities through client service and program delivery.

Strategic goals describe desired outcomes that are supportive of the Mission, Vision, Values and Core Commitments



Strategic Goal 1: Be a Trusted Housing Partner

By engaging in housing partnerships and achieving housing solutions that contribute to healthy communities.

Objectives: Goal 1

- 1.1 Establish Yukon Housing Corporation as a trusted housing partner working with First Nations, municipalities, federal government, Yukon government departments, private sector companies, non-government organizations and individuals, to increase housing options for Yukoners, by developing and implementing engagement frameworks that include:
 - partnership roles and responsibilities,
 - project objectives, outcomes, and accountabilities, and
 - risk assessment.
- 1.2 Lead the change by fostering engagement with housing clients and stakeholders: explore opportunities to create housing solutions that address affordability, availability, suitability, stability and models that integrate housing with support services.
- 1.3 Modernize the corporation's leadership role with the *Housing Action Plan for Yukon* by facilitating the implementation of the Plan in partnership with stakeholders, and embracing and leveraging local and federal housing opportunities, initiatives and investments.
- 1.4 Ensure each community's housing needs matter by applying local solutions, innovative housing models and best practices.
- 1.5 With our partners, leverage economic development opportunities which increase the availability, stability, and equitability of housing in all communities.

Future success looks like:

Yukon Housing Corporation is an effective and trusted partner in achieving housing solutions that help create healthy, vibrant communities where people want to live and work.

Strategic Goal 2: Community Housing Renewal and Rebalancing

By addressing aging infrastructure and shifts in housing needs, priorities and programming.

Objectives: Goal 2

- 2.1 Strive for sustainable and resilient community housing through transformation and renewal, supported by a one government approach, integrated planning and federal funding opportunities.
- 2.2 Highlight preventative maintenance excellence for Yukon Housing Corporation's capital assets.
- 2.3 Devise a sustainable approach to meet maintenance and repair needs through effective programs in each community, inclusive of:
 - maintenance, repair and renewal of Yukon Housing Corporation's capital assets,
 - maintenance, repair and renewal support/education,
 - industry training programs,
 - outreach to inform, educate and engage potential clients, and
 - lending/grant programs.
- 2.4 Support our clients' needs by prioritizing their housing requirements through capital maintenance and construction projects.
- 2.5 Manage our carbon footprint by maximizing energy efficiency, preventive maintenance, retrofit, and accessibility/flex housing options through capital construction and programs.
- 2.6 Modernize the staff and social housing portfolio by increasing fiscal, environmental sustainability and household equitability.

Future success looks like:

Yukon Housing Corporation has made an impact on housing in the territory through a fiscally and environmentally sustainable framework, managing capital assets and meeting clients' housing needs.

Strategic Goal 3: Strengthen Corporate Stewardship

By aligning operational activities to achieve government priorities through client service and program delivery.

Objectives: Goal 3

- 3.1 Embrace a culture of staff engagement by prioritizing staffing stability, corporate continuity, and change management.
- 3.2 Strengthen organizational resilience and organizational capacity by prioritizing initiatives that foster learning and improvement for staff, leadership, and the Board.
- 3.3 Invest in staff by building general housing knowledge, empowering the 'every door is the right door' understanding, and connecting effectively to the Corporation's housing programs and external housing initiatives.
- 3.4 Promote cultural awareness within the Corporation that reflects Yukon First Nations history, culture and traditional knowledge.
- 3.5 Develop a performance evaluation framework that establishes program priorities, objectives and outcomes that demonstrate a focus on client service excellence and the Corporation's capacity requirements to meet clients' housing needs.
- 3.6 Perform an organizational review and refresh with a one government lens by establishing target clients and outcomes linked to program objectives, capacity requirements and fiscal realities.
- 3.6 Modernize the roles of community housing managers in rural Yukon, including delivery of staff and social housing, housing programs, and territorial agent services.

Future success looks like:

Yukon Housing Corporation is resilient: programs and services are strategically aligned with clients' housing needs, organizational mandates and strategic direction, and staff have the resources to address client needs effectively.

APPENDIX

Key Housing Metrics (2011 and 2016) –Yukon and Canada

Key Housing Metrics ³	Yukon		Canada	
	2011	2016	2011	2016
Home ownership rate	66.5%	63.6%	69.0%	67.8%
Housing - all types - costs 30% or more of household income	19.7%	18.4%	25.0%	24.1%
Home ownership costs 30% or more of household income	13.6%	12.7%	18.5%	16.6%
Rental housing costs 30% or more of household income	33.7%	29.2%	40.1%	40.0%
% of tenant households in subsidized housing	21.6%	25.0%	13.7%	13.0%
Core housing need	14.7%	15.2%	12.5%	12.7%
Major repairs needed	16.2%	12.5%	7.4%	6.5%
Housing not suitable (overcrowding)	7.3%	4.7%	6.0%	4.9%

Key Housing Metrics (2016) – Whitehorse, Communities and Yukon

Key Housing Metrics ⁴	Whitehorse	Communities	Yukon
Home ownership	65.8%	59.1%	63.6%
Rental Housing	34.2%	30.4%	32.9%
Housing adequacy (major repairs needed)	8.7%	23.5%	12.5%
Housing not suitable (overcrowding)	4.3%	6.0%	4.7%

³ Statistics Canada, 2011 National Household Survey and 2016 Census
⁴ Statistics Canada, 2016 Census



Dwelling Type and Age (2016) – Whitehorse, Communities and Yukons

Dwelling Characteristics ⁵	Whitehorse	Communities	Yukon
Single detached house	50.0%	86.1%	61.9%
Apartment	16.2%	3.7%	12.0%
Movable dwelling (mobile homes)	9.9%	3.7%	7.8%
Semi-detached/row house/ duplex/other	23.9%	6.9%	18.2%
More than 30 years old	42.5%	32.0%	39.0%
Between 20 - 30 years old	12.9%	20.0%	24.5%
Less than 20 years old	44.6%	47.8%	36.5%

⁵ Statistics Canada, 2016 Census

Key Income Metrics⁶ (2016) – Yukon Communities, Yukon Overall

Community	Average Individual Income	Median total income			
		Couple families without children	Couple families with children	Single parent families	Persons in non-census families
Beaver Creek	*	*	*	*	*
Burwash Landing	*	*	*	*	*
Carcross	*	*	*	*	*
Carmacks	\$32,064	\$88,832	\$101,632	\$50,560	\$31,936
Dawson City	\$41,984	\$89,088	\$139,567	\$62,816	\$39,951
Destruction Bay	*	*	*	*	*
Faro	\$37,888	\$73,472	\$96,512	\$0	\$43,776
Haines Junction	\$36,992	\$93,440	\$120,064	\$57,088	\$31,872
Mayo	*	*	*	*	*
Old Crow	*	*	*	*	*
Pelly Crossing	\$24,576	\$67,456	\$101,632	\$59,088	\$24,064
Ross River	\$22,400	\$69,376	\$96,000	\$38,272	\$21,803
Tagish	*	*	*	*	*
Teslin	*	*	*	*	*
Watson Lake	\$36,672	\$84,736	\$113,408	\$40,320	\$36,693
Whitehorse	\$49,448	\$112,463	\$146,018	\$66,011	\$43,183
Yukon	\$45,804	\$104,425	\$139,567	\$62,816	\$39,951

*data suppressed for privacy considerations.

6 Statistics Canada, 2016 Census

Current Population and Housing, Yukon Communities

Community	Population ⁷	First Nations Population ⁸	Total # of Dwellings ⁹	# of Social Housing Units ¹⁰	# of Staff Housing Units ¹¹
Beaver Creek	109	39	40	-	3
Burwash Landing	108	77	45	-	-
Carcross	499	286	155	6	4
Carmacks	551	352	200	23	14
Dawson City	2,226	424	680	58	39
Destruction Bay	55	7	20	-	2
Faro	397	48	175	10	14
Haines Junction	909	322	280	22	6
Mayo	499	274	100	26	6
Old Crow	257	222	110	-	7
Pelly Crossing	395	334	150	-	10
Ross River	401	314	130	20	10
Tagish	263	56	140	-	-
Teslin	514	286	50	17	12
Watson Lake	1,464	616	360	46	37

7 Yukon Bureau of Statistics, Population Report – Second Quarter, 2017

8 First Nation Dwelling Counts and Projected Need: Comprehensive Review and Assessment of Housing Issues and Opportunities in Yukon - 2013

9 Statistics Canada, 2016 Census

10 Yukon Housing Corporation – Vacancy Report, February 2018

11 Yukon Housing Corporation – Vacancy Report, February 2018

Core Need Households by Type – Canada, Yukon, Whitehorse and Communities

Core Need Households by Type	Canada	Yukon	Whitehorse	Communities
All Households¹²	12.7%	15.2%	12.6%	17.4%
Affordability only	9.2%	8.6%	9.7%	6.5%
Suitability (crowding) only	0.5%	0.8%	0.3%	1.7%
Adequacy (repairs) only	0.5%	2.8%	1.0%	6.3%
Below multiple standards	1.8%	2.0%	1.5%	3.1%
Owners in core need¹³	6.5%	10.1%	not available	not available
Affordability	4.8%	3.5%	not available	not available
Suitability (crowding)	0.2%	0.7%	not available	not available
Adequacy (repairs)	0.5%	4.0%	not available	not available
Below multiple standards	0.9%	2.0%	not available	not available
Renters in core need¹⁴	26.4%	25.0%	not available	not available
Affordability	19.1%	13.5%	not available	not available
Suitability (crowding)	1.4%	1.2%	not available	not available
Adequacy (repairs)	0.9%	3.4%	not available	not available
Below multiple standards	5.0%	7.0%	not available	not available
Aboriginal households in core need¹⁵	19.0%	25.7%	not available	not available
Aboriginal owners	7.9%	20.7%	not available	not available
Aboriginal renters	34.7%	34.1%	not available	not available
Non-aboriginal households in core need¹⁶	12.2%	11.4%	not available	not available
Non-aboriginal owners	6.4%	7.7%	not available	not available
Non-aboriginal renters	25.9%	21.6%	not available	not available

12 Statistics Canada, 2016 Census
 13 CMHC Canadian Housing Observer, 2014
 14 CMHC Canadian Housing Observer, 2014
 15 CMHC Canadian Housing Observer, 2014
 16 CMHC Canadian Housing Observer, 2014



Yukon Housing Corporation

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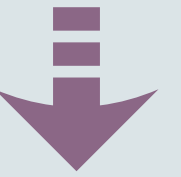
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individuals



families



YG employees



students



seniors



SA recipients

Engaging

Partnerships

- First Nations governments
- First Nations development corporations
- Indigenous Housing Strategy
- National Housing Strategy
- Private Sector
- Northern Housing Strategy
- Individuals
- CMHC
- NGOs



Whole of YG approach

Engagement Framework



Renewing and Rebalancing

Assess

- Capital funding opportunities
- Fiscal risk
- Fiscal fairness
- Disincentives
- Disparity
- Client requirements
- Environmental impact

Social Housing Staff Housing Lending Programs

Capital Asset Management Plan Integrated Housing Strategy



Strategically Aligning

Prioritize

- Staff development
- Initiatives that foster learning
- Rural community housing

Focus

- Client service
- Cultural awareness
- Prioritized outcomes

Modernize

- Leadership role
- Community housing delivery

Organizational Review Evaluation Framework

Leverage

Embrace federal initiatives

Invest wisely

Assess risk

Clear partnership roles and responsibilities

High value employment opportunities

capital construction

maintenance

energy efficiency

modernization

education

accessibility

staff retention

responsive and engaged

targeted clients

knowledgeable staff

service excellence

teamwork

Housing solutions

Successful partnerships

Economic opportunities

Training and skill development

Build local capacities

Improve asset quality

Maintenance excellence

Reduce disparities

Operationally sustainable

Corporate resilience

Organizational clarity

Improve access (reduce waiting)

Reduce barriers

Economic Growth in Communities

Healthy and Vibrant Communities

Innovative and diverse housing solutions

