

Yukon Housing Corporation

Annual Operating Plan 2018/19

<u>Goals</u>	<u>Objectives</u>	<u>Activities</u>	<u>Outcomes/ Performance Indicators</u>	<u>Timing</u>	<u>Responsible Branches</u>
Goal 1: Be a trusted housing partner by engaging in housing partnerships and achieving housing solutions that contribute to healthy communities.	1.1 Establish Yukon Housing Corporation as a trusted housing partner, with First Nations, municipalities, federal government, territorial government departments, private sector, non-government organizations and individuals, to increase housing options for Yukoners, by developing and implementing an engagement framework that includes: <ul style="list-style-type: none"> - Partnership roles and responsibilities; - Project objectives, outcomes and 	Develop and implement a partnership engagement framework.	<ul style="list-style-type: none"> - Successful partnerships. - Improved client satisfaction among those that participated in YHC engagement activities. - Improved decision making. 	Quarters 1-4	PC (supported by CPL and H.Ops)
		Complete and implement the Marketing Strategy.	<ul style="list-style-type: none"> - Partnerships in Yukon communities, increasing program uptake, local capacity and economic opportunities as well as reducing disparity. 	Quarters 1-4	CPL
		Host face-to-face meetings in communities to engage on First Nation Partnership Program, Municipal Matching Rental Construction Grant, Developer Build Program and the Affordable Rental Construction Program.	<ul style="list-style-type: none"> - First Nations partnerships that build capacity and improve housing conditions. 	Quarters 1-4	CDM
		Formalize First Nation capacity development initiative. <ul style="list-style-type: none"> - le: knowledge sharing, capital planning, maintenance training. 			

	<p>accountabilities; and - Risk assessment</p>				
	<p>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.</p>	<p>Conduct surveys of YHC clients that will support program evaluation, program reviews, and inform policy changes.</p> <p>Partner with H&SS to develop a case management approach to enhance housing with support services for shared clients.</p> <p>Conduct a call for projects for affordable housing construction.</p>	<p>- Improved program decision making based on client feedback. - Information that supports program reviews and evaluations, ultimately resulting in better client service and housing solutions.</p> <p>- Collaborative projects between YHC & HSS that support housing of vulnerable clients and aging in place, especially in rural Yukon. - Increased housing options, targeted client services, reduced barriers and reduced disparity.</p> <p>- Construction of affordable multi-unit rental buildings and reduced waitlists.</p>	<p>Quarter 1-2</p> <p>Quarters 1-4</p> <p>Quarter 1</p>	<p>PC & HOPS (PSC)</p> <p>HOPS</p> <p>CPL</p>
	<p>1.3 Modernize the Corporation's leadership role with the Housing Action Plan for Yukon by</p>	<p>Develop a 3-year Action Plan to leverage federal funding opportunities with a focus on supporting vulnerable people.</p>	<p>- New programs and projects that meet local community needs, support availability and affordability of housing.</p>	<p>Quarter 1</p>	<p>PC & Ops Division</p>

	facilitating the implementation of the Plan in partnership with stakeholders, and embracing and leveraging local and federal housing opportunities, initiatives and investments.	<p>Work as a key partner in the implement of the Safe at Home Plan to end and prevent homelessness, including:</p> <ul style="list-style-type: none"> - construction of the Housing First building in Whitehorse (5th and Wood) - designating social housing units targeted towards homeless individuals - Adapt the Housing First model for rural communities. 	<ul style="list-style-type: none"> - Collaborative projects between YHC and Safe at Home stakeholders. - YHC projects that directly support Safe at Home objectives. - Number of units available for those considered homeless. 	Quarters 1-4	HOPS w/ support from PC (HSS) CDM
	1.4 Ensure each community's housing needs matter by applying local solutions, innovative housing models and best practices.	<p>Expand Integrated Housing Strategy with partner/ stakeholder input and client survey results.</p> <ul style="list-style-type: none"> - E.g. Poverty reduction, aging in place, homelessness. <p>Engage with "Northern Forum for Policy Solutions" towards local collaborations on housing.</p>	<ul style="list-style-type: none"> - The strategy is used to support evidence-based decision making. - Innovative local solutions to community housing needs. 	<p>Quarter 1-4</p> <p>Quarter 1-4</p>	<p>PC w/ support from CDM, HOPS, CPL</p> <p>PC w/ support from CDM, HOPS, CPL</p>
	1.5 With our partners, leverage economic development	Deliver workshops through partnerships:	- Increased local construction skills capacity.	Quarter 1 and ongoing.	CDM

	opportunities which increases the availability, flexibility, and equitability of housing in all communities.	<ul style="list-style-type: none"> - Skills Plus workshops with B.C. Housing - Housing charrette with CMHC <p>Begin planning for a Yukon Housing conference.</p>	<ul style="list-style-type: none"> - Share ideas to address common housing challenges and inform better decision making at the community level. - Share knowledge and build capacity. 		CPL All
Goal 2: Community housing renewal and rebalancing by addressing aging infrastructure and shifts in housing needs, priorities and programming.	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.	Negotiate bilateral agreement with Canada under the National Housing Strategy.	<ul style="list-style-type: none"> - Flexible funding that supports Yukon's housing needs, including local community/First Nation solutions. - Opportunities for modernized, energy efficient, sustainable, affordable, and mixed market housing. 	Quarters 1-4	PC w/ support from Ops division
	2.2 Highlight preventative maintenance excellence for Yukon Housing Corporation capital assets.	Integrate preventative maintenance scheduling into Voyager and apply this to work prioritization.	<ul style="list-style-type: none"> -Preventative maintenance program is incorporated into Voyager, with work prioritised based upon greatest need. - Improved asset quality. 	Quarters 1-4	CDM & FSA

	<p>2.3 Devise a sustainable approach to meet maintenance and repair needs through effective programs in each community, inclusive of:</p> <ul style="list-style-type: none"> - Maintenance, repair and renewal of YHC capital assets; - Maintenance, repair and renewal support/education, - Industry training programs, - Outreach to inform, educate and engage potential clients, and - Lending/grants programs 	<p>Develop a 5-year YHC Asset Optimization Plan. Link Asset Optimization Plan to Capital Asset Management Plan and integrated housing strategy.</p> <p>Develop a radon mitigation plan for YHC units based upon results of radon testing.</p> <p>Evaluate lending/grants programs and undertake program modifications to reflect results.</p>	<ul style="list-style-type: none"> - Increased efficiency, effective decisions and improved asset quality. - Completed radon mitigations. - Reduced radon levels. - Reduced health risks to tenants. - Program uptake by targeted clients. 	<p>Quarter 2</p> <p>Quarter 1</p> <p>Quarter 2</p>	<p>CDM</p> <p>CDM</p> <p>PC w/ CPL</p>
	<p>2.4 Support community needs by prioritizing their housing requirements through</p>	<p>Align lending and grant programs with community needs and promote through a targeted campaign.</p>	<ul style="list-style-type: none"> - Increased uptake of lending programs in communities. - Increased affordability of home ownership. 	<p>Quarters 1-3</p>	<p>CPL w/ PC</p>

	capital maintenance and construction projects.		- Increased new builds in communities with targeted needs and comparative disadvantages. - All new builds at EnerGuide 85.		
	2.5 Manage our carbon footprint by maximizing energy efficiency, preventative maintenance, retrofits, and accessibility/flexible housing options through capital construction and programs.	Continue energy audits for YHC stock and complete retrofits based upon results. Complete energy upgrades/retrofits for YHC stock under federal Low Carbon Economy fund (approx. 25 units).	- Energy savings and reduced greenhouse gas emissions. - Units retrofitted to increase energy savings and reduce green house gas emission. - Units retrofitted for improved accessibility.	Quarters 1-4 Dependent on approval of federal funding	CDM CDM
	2.6 Modernize the staff and social housing portfolio by increasing fiscal and environmental sustainability.	Implement the Staff Housing Action Plan including: - Statistical analysis of rental rates - Targeted stakeholder engagement - Policy changes	- New approach to staff housing presented for consideration. - Increase private sector involvement in providing housing in rural Yukon.	Quarters 1-4 Quarters 2-3	PC w/ HOPS PC w/HOPS

		<p>Refine rent supplement program framework and procedures to align with Canada Housing Benefit.</p> <p>Social housing modernization plan, supported by:</p> <ul style="list-style-type: none"> - Rent Geared to Income Review - Social Housing Evaluation - Client surveys 	<ul style="list-style-type: none"> - Framework and procedures to support a consistent, fair and efficient rent supplement program that meets client needs and enables access to federal funding. - Recommendations for new approach to delivery of social housing that will reduce disparity, reduce barriers and increase access to affordable housing. 	<p>Quarters 1-4</p> <p>Quarters 1-4</p>	<p>PC w/HOPS</p>
<p>Goal 3: Strengthen corporate stewardship by aligning operational activities to achieve government priorities through client service and program delivery.</p>	<p>3.1 Embrace a culture of staff engagement excellence by prioritizing staffing stability, corporate continuity and change management.</p>	<p>Pilot approaches to dealing with sticky issues, such as change management strategies.</p> <ul style="list-style-type: none"> - Innovation hub completed with a “sticky issue” and recommendations tested. 	<ul style="list-style-type: none"> - Responsive and engaged staff. - Staff retention. - Increase Employee Engagement scores. 	<p>Quarter 3</p>	<p>Executive /w HR</p>
		<p>Develop a corporate succession plan.</p>	<ul style="list-style-type: none"> - Corporate continuity (knowledge transfer), change management, corporate resilience, knowledgeable staff, staff retention, career development. 	<p>Quarter 1</p>	<p>HR</p>

	<p>3.2 Strengthen organizational resilience and capacity by prioritizing initiatives that foster learning and improvement for staff, leadership and the board.</p>	<p>Develop training paths for staff.</p> <p>Identify new core competencies and integrate with PDPs/PPPs.</p> <p>Develop a YHC approach to support representative public service plan:</p> <ul style="list-style-type: none"> - E.g. Opportunities for secondment positions within YHC for First Nations. <p>Develop a framework to respond to staff who have experienced traumatic work events.</p>	<ul style="list-style-type: none"> - Improved capacity of staff towards meeting career goals. - Staff development opportunities provided to improve core competencies. - Increased First Nation representation in Yukon Housing Corporation. - Ability to effectively respond to and recover from traumatic events (staff resilience). 	<p>Quarters 1-4</p> <p>Quarter 1</p> <p>Quarters 1-4</p> <p>Quarter 3</p>	<p>Executive</p> <p>Executive</p> <p>HR</p> <p>HR w/ support from HOPS, CDM, CPL</p>
	<p>3.3 Invest in staff by building general housing knowledge, empowering the “every door is the right door” understanding, and connecting effectively to the</p>	<p>Develop a corporate philosophy that supports ‘every door is the right door.’</p> <ul style="list-style-type: none"> - Develop staff knowledge of YHC programs and services. - Develop a client service plan. - Rebalance work loads to prioritize client service. 	<ul style="list-style-type: none"> - Front line staff have the knowledge and ability to respond to questions on the full range of housing topics. - Service that is consistent and responsive to client needs. - Teamwork and social connectivity that supports a ‘one government’ approach. 	<p>Quarters 1-4</p>	<p>Executive</p>

	Corporation's housing program and external housing initiatives.				
	3.4 Promote cultural awareness within the organization that reflects Yukon First Nation history, culture and traditional knowledge.	Introduce mandatory cultural awareness training for YHC staff. – e.g. First Nations 101, blanket exercise	- Increased cultural awareness and sensitivity, resulting in a respectful workplace and improved client service.	Quarters 1-4	Executive w/ support from HR
	3.5 Develop a performance evaluation framework that establishes program priorities, objectives and outcomes that demonstrates a focus on client service excellence and the Corporation's capacity requirements to meet clients' housing needs.	Develop a performance evaluation framework: - Integrate corporate logic model into operational planning and policy development - Develop measures of strategic outcomes - Improve data collection, retrieval and reporting through Voyager software	- Evaluation framework incorporates data across program areas - Strategic Plan on track for implementation. - Operational priorities are linked to corporate goals. - Ability to assess whether goals are being achieved. - Programming decisions based upon sound data and evaluation criteria.	Quarters 1-4	FSA w/ support from HOPS and CPL
	3.6 Perform an organizational review and refresh with a	Complete a corporate-wide organizational review informed by:	- Efficacious organizational structure that serves the public good.	Quarters 1-4	HR/PC

	<p>“one government” lens by establishing target clients and outcomes linked to program objectives, capacity requirements and fiscal realities.</p>	<ul style="list-style-type: none"> - Legislative review - Governance model review - Strategic Plan - GY Performance Plan - National Housing Strategy 			
	<p>3.7 Modernize the roles of community housing managers in rural Yukon, including delivery of staff and social housing, housing programs, and territorial agent services.</p>	<p>Host workshops to build capacity for improved client service among community housing managers:</p> <ul style="list-style-type: none"> - Community liaison - Territorial Representative services - ‘Every door is the right door’ 	<ul style="list-style-type: none"> - Improved service for community clients, measured through client surveys. - Increased uptake of programs in communities. 	<p>Quarters 2-3</p>	<p>HOPS w/ support from CDM, FSA, CPL, PC, HR</p>