



Yukon Housing Corporation

Annual Operating Plan 2017/18

<u>Departmental Goals</u>	<u>Performance Measure</u> <i>Input at Interim Report Time</i>	<u>Activities</u>	<u>Outputs/ Outcome</u>	<u>Timing</u>	<u>Responsible Branches</u>
Business Plan Priorities – 2017-2020: (Goals 1-5)					
Housing Action Plan: Safe, adequate, affordable housing that meets the needs of families and individuals, particularly vulnerable populations.		Work with First Nations, community partners and other Government of Yukon departments to develop models for sustainable community development plans that support implementation of the Housing Action Plan for Yukon.	<ul style="list-style-type: none"> • Annual Housing Forum which includes First Nations, community partners, and housing stakeholders resulting in an Implementation Plan • Online “one stop shop” directory of housing information • Radon testing for YHC housing units and development of a plan for any required mitigation. Continue a public awareness campaign. 	Fall 2017 Spring 2017 Winter 2017/18	CPL/P&C P&C CDM/CPL
		Negotiate a funding agreement with Canada that reflects Yukon’s housing priorities in the National Housing Strategy.	<ul style="list-style-type: none"> • Bilateral funding agreement for funding with Canada that meets the housing needs of Yukoners <ul style="list-style-type: none"> ○ Agreement supports <i>Poverty Reduction Strategy</i> and <i>Mental Wellness Strategy</i> ○ Agreement has flexibility to use funding for affordable housing with an emphasis on rural Yukon 	Winter 2017/18	P&C / Exec
		Extend and expand the Municipal Matching Rental Construction Program to support development of housing in more communities.	<ul style="list-style-type: none"> • More communities accessing Municipal Matching Rental Construction grant 	Fall 2017	CPL
		Undertake community needs assessments in order to make effective use of federal funding to support housing.	<ul style="list-style-type: none"> • An integrated housing strategy that includes data to help assess options and support informed decision making 	Ongoing	Ops/ P&C

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			<ul style="list-style-type: none"> Community visits to improve uptake of YHC programs Programs and affordable housing funding commitments that meet the needs of First Nations, municipalities, and other partners based upon community assessments 		Ops/ P&C Ops/ FSA
Provision of staff and social housing in a manner that promotes economic growth in Yukon communities.		Explore innovative solutions to provide social, staff and affordable housing options in communities, including private sector and mixed market housing models.	<ul style="list-style-type: none"> Social and staff housing conversions from single-family to multi-unit dwellings to increase housing capacity, address over-housing and improve cost effectiveness Contracting and procurement practices that ensure local businesses have opportunities and foster community capacity development 	Ongoing Winter 2017/18	CDM FSA /CDM
		Perform a review of staff and social housing programs in communities.	<ul style="list-style-type: none"> Options/proposals for new social housing projects Development of a staff housing action plan Revised Housing Income Limit that improves affordable housing options Staff housing construction in Ross River Rent-gear-to-income review 	Ongoing Fall 2017 Summer 2017 Fall 2017 Fall 2017	Ops/P&C Ops/ P&C P&C/ Ops CDM P&C / Housing Ops
Homelessness: Vulnerable populations have safe, adequate		Through cooperation between the Department of Health and Social Services and the Yukon Housing Corporation, increase housing for	<ul style="list-style-type: none"> Housing First model introduced Participation as YG representative in 20,000 Homes Initiative led by Canadian Alliance to End Homelessness 	Ongoing	P&C/ Ops Housing Ops

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housing that meets their needs		vulnerable populations using a Housing First Model.			
		Support the planning and implementation of the “Safe At Home” plan to end homelessness, in partnership with Yukon First Nations, Yukon Anti-Poverty Coalition and City of Whitehorse	<ul style="list-style-type: none"> • Launch of Safe At Home Plan to End Homelessness 	Summer 2017	P&C/Ops
		Explore opportunities to invest federal funding in options to address homelessness in rural communities	<ul style="list-style-type: none"> • Federal strategies that include northern solutions to homelessness and affordable housing 	Winter 2017/18	Ops/ Corporate
Energy retrofit programs promote affordable housing, and reduce energy consumption and greenhouse gas emissions, while stimulating local economies.		Work with Property Management Division (HPW), Energy Solution Centre (EMR) and Climate Change Secretariat (Environment Yukon) to establish a flexible and accessible energy retrofit program supported by federal funding	<ul style="list-style-type: none"> • Partnership with Energy Solution Centre on energy programs. • Assistance with implementation of the Climate Change Action Plan for Yukon and report on results • Carbon Pricing impact assessment 	Ongoing	CPL CDM/CPL FSA/P&C
		Begin energy assessments on Yukon Housing Corporation housing stock starting with the communities where exterior retrofits have been identified for 17/18 fiscal year. Establish a retrofit plan and undertake energy retrofits as required.	<ul style="list-style-type: none"> • Energy audits which support the prioritizing of energy upgrades and baseline data for social and staff housing • Retrofits that increase energy efficiency and the reduction of greenhouse gas emission of staff and social housing stock 	Fall/ Winter 2017/18 Ongoing	CDM

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		Explore opportunities to share and implement building science, innovation and technology applications for northern construction	<ul style="list-style-type: none"> • Industry support in Yukon communities through partnerships, training, standards development and testing supported by research • Building science roundtable of Yukon agencies to develop partnerships and opportunities. • Participation in Northern Research Committee with CMHC/Nunavut/NWT and Polar research group (INAC) 	Ongoing Winter 2017/18 Winter 2017/18	CPL
Community-centered, accessible and appropriate housing solutions to allow Yukoners to age in place in their communities.		Work with Yukoners to create solutions that promote aging in place, with a priority on development of new housing in those rural communities that do not currently have purpose built seniors social housing.	<ul style="list-style-type: none"> • Contract in place for the design and construction of duplexes in Carmacks 	Winter 2017/18	CDM
		Provide opportunities to improve accessible housing through the Rental/Secondary Suite Loan Program and Home Repair Loan Program, including subsidies and forgivable grants for Yukoners with lower incomes.	<ul style="list-style-type: none"> • Marketing strategy and advertising of lending/grants programs 	Fall 2017	P&C/CPL
		Establish standards and identify opportunities to convert YHC housing stock to improve accessibility in order to support aging in place and mobility needs.	<ul style="list-style-type: none"> • Plan to ensure accessible units in all communities 	Fall 2017	CDM/CPL

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Strategic Plan Core Activities - 2013-2018: (Goals 4-5)					
Work to continually improve the Corporation's organizational effectiveness and accountability framework to ensure the effective and efficient delivery of the Corporation's established and newly created programs		Develop a 5-year YHC strategic plan that aligns with the Housing Action Plan and envisions a variety of affordable housing options across the territory to support sustainable and vibrant communities.	<ul style="list-style-type: none"> 5-Year Strategic Plan 	Winter 2017/18	BOD/ Exec.
		Ensure that the Corporation's governance and accountability framework is clearly articulated, consistent with all applicable legislation and provides for operational clarity, including consistency in program delivery procedures and guidelines	<ul style="list-style-type: none"> Privacy management program for YHC Legislative review work plan (<i>Housing Corporation Act, Housing Development Act, Government Employee Housing Plan Act</i>) Mandate review with alternative governance models identified 	Spring 2017 Summer 2017 (Legislation in 2019) Winter 2017/18	FSA P&C Exec/BOD
		Map the Corporation's organizational structure and current business process models, identify gaps and areas for improvement and establish appropriate change management strategies	<ul style="list-style-type: none"> Installation and implementation of new information management system YHC organizational structure review and alignment 	Fall 2017 Fall 2017	FSA HR /FSA

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		Review the mandate of the Whitehorse Housing Authority and other community housing advisory boards to ensure clarity in their relationship with the YHC Board	<ul style="list-style-type: none"> Community Housing Advisory Board recommendations based on surveys and analysis 	Winter 2017/18	Housing Ops / P&C
		Improve client service by creating consistent and understood client service standards both internally and externally.	<ul style="list-style-type: none"> Client Service workshops for staff to help build on current best practices Establishment of Client Service Standards and inter-branch agreements 	Summer 2017 Fall 2017	HR/CPL Ops/ Corporate
		Working in partnership with EMO, develop emergency management plans for single and multi-unit buildings and identify opportunities for hazard mitigation.	<ul style="list-style-type: none"> Emergency management plans and mitigation measures 	Fall 2017	CDM/P&C
Ensure adequate human resources planning and capacity to support the strategic goals and operational plans of the Corporation		Establish a proactive approach to YHC's human resources needs in order to ensure human resource alignment with the strategic and operational goals and objectives	<ul style="list-style-type: none"> Core Competencies in PPP/PDPs Staff engagement framework Branch Succession Plans Annual training plans 	Ongoing Spring 2017 Fall 2017 Ongoing	HR
		Continue to foster a shared responsibility amongst all employees to ensure a safe, healthy and respectful work environment	<ul style="list-style-type: none"> Health and safety awareness within YHC 	Ongoing	Exec.

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		Establish appropriate training programs, including orientation training for all employees, YHC Board and Community Housing Board members that would be delivered on a consistent basis	<ul style="list-style-type: none"> • Training needs assessment based on PPPs and PDPs • Training opportunities • Annual Board evaluation that identifies training needs 	Ongoing	Exec./HR/ BOD