

**PROTOCOL AGREEMENT AND  
LETTER OF PERFORMANCE EXPECTATIONS 2020 – 2021**

**Between  
The Minister Responsible for the Yukon Housing Corporation  
and  
The Board of Directors, Yukon Housing Corporation**

---

**Purpose**

This agreement sets out the Yukon government's performance expectations for the Yukon Housing Corporation and the roles and responsibilities of the Minister responsible for the Yukon Housing Corporation, the Corporation's Board of Directors and its President in the work of the Corporation. It has been negotiated for the 2020-21 fiscal year, in order to fulfill the requirements of section 10 of the *Housing Corporation Act* and to support strong corporate governance and the achievement of the Government's public policy objectives.

**Definitions**

The following terms are used throughout this Agreement:

"Agreement"	means the Protocol Agreement and Letter of Performance Expectations
"Board"	means the Board of Directors of the Yukon Housing Corporation
"Chair"	means the Chair of the Yukon Housing Corporation Board of Directors
"Corporation"	means the Yukon Housing Corporation
"Director"	means a Member of the Board of Directors of the Yukon Housing Corporation

- “Government” means the Government of Yukon
- “Minister” means the Minister Responsible for the Yukon Housing Corporation
- “President” means the President of the Yukon Housing Corporation

### **Performance Expectations**

Government has provided the following direction to the Yukon Housing Corporation:

- To deliver housing programs and initiatives related to the provision of housing in the Yukon as set out in the *Housing Corporation Act*, the *Housing Development Act* and the *Government Employee Housing Plan Act*.

As an agent of Government, the Corporation is subject to other applicable Yukon laws, including, but not limited to, the *Corporate Governance Act*, the *Financial Administration Act*, the *Public Service Act* and the *Access to Information and Protection of Privacy Act*.

The Mandate identified in the new Strategic Plan 2018/19 to 2022/23 is:

- To deliver housing programs and 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.

To achieve its mandate, and in response to Government’s general direction, policies and fiscal plan, the Corporation will partner and engage with Yukon residents as it delivers on the Corporation’s priorities and the Government’s statement of enduring priorities:

- Our people-centred approach to wellness helps Yukoners thrive.
- Our strategic investments build healthy, vibrant, sustainable communities.

- Our strong government-to-government relationships with First Nations foster reconciliation.
- Our diverse, growing economy provides good jobs for Yukoners in an environmentally responsible way.

In guiding the achievement of the Annual Operating Plan and meeting the objectives of the Strategic Plan, the Corporation will pay particular attention to building on the following Government priorities specific to its mandate:

- Work with the private sector, other governments, non-governmental organizations and other partners to review and refresh the Housing Action Plan.
- Continue to work with community partners and Health & Social Services to demonstrate effective housing models with supports that respond to people's needs.
- Work with all communities and support Energy, Mines and Resources and Community Services to recommend approaches to land development that enables affordable land and housing options.
- Work with Yukon First Nations to ensure they have equitable access to funding through the federal Indigenous Housing Strategy and the Low Carbon Economy Fund.
- Reduce carbon footprint in support of Yukon Housing Corporation, Yukon Government, and federal government initiatives.
- Prioritize program funding towards a range of innovative and affordable housing programs, including mixed use and private sector options, to meet community needs.
- Strive for sustainable and resilient community housing through modernization of the staff housing program and transformation and renewal of the social housing program.
- Examine gaps and transitions throughout the housing spectrum to ensure alignment with the changing needs of communities and the expectations of Yukon people.

- Engage people in rural Yukon to maximise their probability of success through Yukon Housing programs to help create healthy and vibrant Yukon communities.
- Report on the progress of the 5-year Strategic Plan through outcomes-based evaluations in the annual report.
- Continue to review alternative governance models to address the role of the Community Housing Advisory Boards.
- Undertake an organizational review to ensure the Corporation is positioned to implement the 5-year Strategic Plan and the Corporation's functional needs.

### **Role and Responsibilities**

To assist in the achievement of Government's performance expectations, this section sets out the roles and general responsibilities of the Minister, the Board, the Chair and the President in the work of the Corporation.

#### *Minister*

The Minister is the key link between Government and the Corporation and is accountable to the Legislative Assembly for the Corporation. The Minister is responsible for the statutory, regulatory and public policy framework in which the Corporation operates.

In order to meet these responsibilities and support the achievement of Government's performance expectations, the Minister will:

- Work with the Board to establish annual performance expectations to be set out in the Protocol Agreement and Letter of Performance Expectations.
- Respond to public inquiries regarding Government direction to the Board.

- Receive and review policy advice and financial recommendations from the Board that require the approval of Cabinet, Management Board and/or the Legislature and take appropriate actions in response.
- Maintain effective communication with the Board, generally through the Chair and President, and advise the Board of Government decisions and directives that may materially affect the business of the Corporation.
- Monitor the performance of the Corporation in respect to the Government of Yukon Performance Plan to fulfill its mandate and meet Government's expectations and direction.

## Board

The Board is responsible for the stewardship of the Corporation. To meet its fiduciary and stewardship obligations, the Board directs and controls the Corporation's affairs in accordance with applicable Yukon laws and Government policies. It guides the Corporation's strategic direction, its financial performance and the policies that govern the Corporation's housing assets.

The Board is accountable to the Minister, the Yukon Legislative Assembly and the public for its performance, the exercise of statutory responsibilities, its governance practices and the expenditure of public money. It is responsible to the Minister for ensuring that the Corporation meets its strategic and fiscal goals and Government's performance expectations.

To meet these responsibilities, the Board will:

- Act to advance the public interest within the mandate of the Corporation, adhering to the principles of integrity, respect, efficiency and client service.
- Approve the Corporation's Annual Operating Plan and monitor progress on its implementation to ensure the Corporation delivers on government's priorities.

- Make Recommendations to the Minister an annual budget proposal to meet the Corporation's mandate in accordance with the schedule set by Government and approve reports to the Minister and Management Board on the Corporation's financial position and expenditures as required by Government and Legislation.
- Ensure an external audit is conducted of the Corporation's finances each year and regularly assess its risk management systems and practices.
- Establish and monitor policies to effectively manage the Corporation's liabilities, protect its assets and make effective use of the resources provided to achieve its mandate.
- Evaluate the President's performance based on quantitative and qualitative measures and provide recommendations to the Premier and Minister as part of the annual performance review process.
- Participate in the selection of a new President as a member of the hiring committee.
- Maintain bylaws, policies and procedures that support the effective operation of the Board and annually evaluate its performance in meeting its governance responsibilities.
- Report to the Minister through its annual report and other appropriate mechanisms on the Corporation's financial performance and its achievements in meeting the Government's priorities specific to its mandate.

Chair

The Chair is responsible for providing leadership for the Board. With direction from the Board, the Chair represents the Board and its interests, as well as the interests of the Corporation, in dealing with the Minister, the President, clients and the community.

The Chair will:

- Plan, lead and manage Board meetings and other Board work.
- Communicate on behalf of the Board to the Minister on a twice-a-year basis.
- Work with the President to ensure the Board has the information and advice it needs to make informed decisions and to provide quality advice to the Minister.
- Ensure Board members have training and other opportunities to effectively carry out their responsibilities.
- Foster a positive working relationship among Board members and between the Board and the President.
- Maintain an effective working relationship with the President to keep the Minister apprised of the Corporation's activities and any new initiatives or emerging issues that could substantially impact Government interests.

### *President*

The President of the Yukon Housing Corporation is responsible for managing the Corporation's daily operations under the Board's stewardship and strategic direction and in keeping with Government's direction to the Board and its performance expectations in the context of an outcomes-based evaluation framework.


The President is accountable to the Board and to the Minister and Government for the operations of the Yukon Housing Corporation.

To meet these responsibilities, the President will:

- Provide leadership, management and control of the Corporation's day-to-day operations within the applicable legal, regulatory and policy frameworks and in keeping with the direction from the Board, the Minister and Government.
- Support the Board in discharging its responsibilities, meeting the Corporation's fiscal goals, meeting the commitments in its Annual Operating Plan and achieving performance expectations as set out in the Government of Yukon Performance Plan 2018 and the 5 year Strategic Plan "Bringing the Future into Focus".
- Working with the Chair, advise the Minister of the Corporation's activities, plans and communications with partners and the public.
- Maintain effective communication with the Board and its Chair, with departmental, business, community and intergovernmental partners and clients.

### Effective Date and Signature


This Agreement is effective upon signing by both parties and may be revised at the request of either party.



---

The Honourable Pauline Frost  
Minister Responsible for the  
Yukon Housing Corporation

July 20, 2020  
Date



---

Lawrie Crawford  
Chair, Board of Directors  
Yukon Housing Corporation

July 20, 2020  
Date