

## **Office of the Auditor General of Canada report on the state of housing for vulnerable Yukoners Yukon Housing Corporation and Health and Social Services Work Plan**

### **Preamble**

The Yukon Housing Corporation (Corporation) and the Department of Health and Social Services' (Department) have developed a Work Plan to address the 2022 recommendations made by the Office of the Auditor General of Canada (OAG). The Plan has been informed by internal and external engagement with housing partners to guide improvements in meeting the core housing needs of Yukon's most vulnerable. As an evergreen document, the Work Plan will continue to evolve as it is implemented.

In October 2022, the Corporation and Department held a *Yukon Together for Housing Summit* to showcase innovative housing solutions within the Yukon and Canada, and advance some of the draft actions developed in response to the OAG recommendations. Further to the Summit, the Corporation and Department elicited feedback on the draft actions through questionnaires, which invited organisations to provide more in-depth thoughts on actions to address three of the recommendations. As part of individual meetings with Yukon First Nations, the OAG findings and response actions were also discussed with feedback requested.

Housing partners did not suggest significant revisions to the actions themselves, but rather wished to be included in the implementation of the actions. Our partners want to be involved in the development of housing policies and the evaluation of those policies. They also want to receive the resulting data and information on a regular basis. There is general agreement that this will support evidence-based decisions among governments and housing delivery agents and support collaborative relationships. This approach will help housing partners to provide services to clients and will also help the Corporation and the Department in creating more streamlined services for our clients and housing partners. This feedback is reflected in specific actions such as 31.3, 87.1 and 87.2, but will also be reflected in the implementation of all applicable actions.

Housing partners who contributed to engagement feedback include:

- Federal departments including CMHC
- Yukon First Nations
- Non-Government Organizations that provide services to vulnerable Yukoners
- Yukon municipalities
- Reaching Home Community Advisory Board members
- Housing developers
- Consultants
- Banks

Through discussions, three key policy areas that YHC and HSS will continue to develop in conjunction with partners include:

- **31.2** Amending the prioritization system and eligibility requirements in the Community Housing Operational Policies;
- **40.4** Conducting an in-depth analysis of eligibility and subsequent waitlist to better understand demand/need for YHC's rent-geared-to income program; and,
- **90.2** Identify key indicators and complete an evaluation for the Community Housing Framework that takes into account data derived from housing partners from across the housing continuum.

At the Housing Summit, there was rich discussion on the role of hotels and motels in the housing continuum for vulnerable Yukoners. Yukon government is committed to continuing those discussions, including integrating input as part of the analysis and response to needs of vulnerable Yukoners under Recommendation 62. This includes through collaboration with housing partners to understand current housing needs (62.2) and needs analysis for housing with services (62.3).

Since the release of the audit and the Corporation and Department's update provided to the OAG in August 2022, the Government of Yukon has started to implement Community Housing to address the previous outdated service model for Yukon Housing Corporation's public housing (social housing). As Community Housing begins to replace the social housing service model throughout the territory, there will be further engagement to support the Client-centred approach.

The Corporation's expanding scope from non-market and affordable housing to one that spans all areas of the housing continuum – inclusive of supportive housing through to land/housing development, may position the government to better coordinate across departments and with partners to ensure we achieve the desired outcomes, including meeting the core housing needs of the most vulnerable. The delivery of adequate, suitable, and affordable housing for Yukoners will continue to be a key pillar for the Yukon government as the Work Plan is implemented in response to the OAG Report on Yukon Housing.

\* **Winter** (January to March); **Spring** (April to June); **Summer** (July to September); **Fall** (October to December)

Recommendation	Response	Actions	Timeline
<p>31. The <b>Yukon Housing Corporation</b> should conduct a review of rent assessment for those on social assistance, housing eligibility requirements, and its prioritization system to ensure that there is access for those in most need of housing and benefits.</p>	<p>Agreed. The corporation provides a range of services and programs that address diverse needs across Yukon's housing continuum. However, improvements will continue to be made under the 2021 Community Housing Framework and will include:</p> <ul style="list-style-type: none"> <li>- review how rents are determined for all tenants to improve program clarity and, where possible, consistency between programs based on unique program mandate (in the 2022–23 fiscal year);</li> <li>- implement the new Community Housing Tenant Selection Policy, including eligibility criteria, and the subsequent removal of the current prioritization system (2022);</li> <li>- continue to work with community and government partners to understand and appropriately support Yukoners most in need (ongoing) (linked to paragraph 40); and</li> <li>- continue to work with community and government partners to provide housing solutions that are responsive to needs of Yukoners across the housing continuum (linked to paragraph 87).</li> </ul>	<p>31.1 The Yukon Housing Corporation (YHC)/Health and Social Services (HSS) ADM Steering Committee on Housing to review YHC's rent assessment and eligibility, including those on social assistance.</p>	<p><b>Fall 2023</b></p>
		<p>31.2 Amend the prioritization system and eligibility requirements in the Community Housing Operational Policies.</p>	<p><b>Spring 2024</b></p>
		<p>31.3 Complete the next 5-year Social Housing Program Evaluation in 2024.</p>	<p><b>Winter 2024</b></p>

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<p>40. The Yukon Housing Corporation should update its needs analysis across its housing portfolio to identify gaps compared to existing supply and funding levels and take specific actions. This should include realigning the housing stock to meet identified needs, calculating a 5-year deficit for capital and maintenance, and aligning its capital asset and maintenance plans to address gaps and carry out these actions over a planned time frame.</p>	<p>Agreed. The corporation will immediately resume work on the Integrated Housing Strategy to continue identifying housing needs and gaps based on what is currently available. This will provide the necessary gap analysis to strategically determine priority gaps and align funding. Recent Community Housing Needs Assessments and other tools, such as the University of British Columbia’s Housing Assessment Resource Tool, will be used to inform this work and improve broader awareness by our community and government partners, including the federal government, over this next fiscal year.</p> <p>This will also be used to inform the corporation’s future strategic approach to realigning the housing stock and the capital asset and maintenance plan. Through this work, the corporation will be positioned to implement priority capital plans over the coming years and to triage the non-emergency repairs based on maintenance standards.</p>	<p>40.1 Update the Integrated Housing Strategy (IHS), informed by community needs assessments.</p>	<p>Winter 2024</p>
		<p>40.2 Generate estimates of the value of maintenance and capital items during annual inspections to derive 5-year capital and maintenance deficits.</p>	<p>Winter 2023</p>
		<p>40.3 Continue meeting with representatives from the Housing Assessment Resource Tool (HART) project to integrate Yukon housing needs data into a broad understanding of housing need in the territory.</p>	<p>Ongoing</p>
		<p>40.4 Conduct an in-depth analysis of eligibility and subsequent waitlist to better understand demand/need for YHC’s rent-geared-to income program.</p>	<p>Summer 2023</p>
		<p>40.5 The Integrated Housing Plan and accompanying reports will inform Capital Asset Management Plan to better align stock with identified needs.</p>	<p>Winter 2024</p>

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		40.6 Continue to work with federal partners on existing and new funding programs and initiatives to align housing resources with Yukon housing needs as informed by community needs assessments and the Integrated Housing Strategy.	<b>Ongoing</b>
48. The <b>Yukon Housing Corporation</b> should ensure that it has appropriate systems and practices in place to identify, document, and complete major and emergency repairs in a timely manner and increase accessibility and energy efficiency of their housing stock.	Agreed. The corporation's ability to meet Yukoners' needs requires us to evolve and adapt to meet changing needs. This in turn requires us to document all emergency and major repairs.	48.1 In our effort to increase accessibility and energy efficiency, create a responsive maintenance system and a reliable software system for documenting maintenance, including major and emergency repairs.	<b>Winter 2024</b>
	The corporation will pursue appropriate process improvements, including potential software system enhancements, to assist tracking repair needs. This will include the realignment of community maintenance with reporting and budget structures within this next fiscal year. As a result, the corporation will be better positioned to improve timely responses.	48.2 Continue to conduct energy efficiency and accessibility upgrades to YHC's existing housing in accordance with Our Clean Futures.	<b>Ongoing</b>
62. The <b>Department of Health and Social Services</b> should, in consultation with housing partners, undertake regular and comprehensive needs analysis, including a	Will consult with housing partners to undertake regular and comprehensive needs analysis and develop a framework for forecasting housing with service needs within the year.	62.1 Develop a Social Supports Branch Quarterly Housing Report to support analyses and decision-making pertaining to housing needs.	<b>Spring 2022</b>
	Needs analyses will include access to housing with services for vulnerable populations and review of accommodations accessed by individuals on social	62.2 Collaborate with housing partners to integrate data from the Coordinated Access By Name List and other housing related services to establish a common understanding of current housing needs.	<b>Fall 2022</b>

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review of the use of hotels as temporary accommodation, and take appropriate action to meet client needs.	assistance. Based on the needs analysis and forecasting, the department will take appropriate action to meet the housing with services needs of Yukoners.	62.3 Complete a needs analysis for housing with services – particularly supportive housing – using population level data and integrating real-time program data as possible.	<b>Summer 2023</b>
		62.4 Explore the possibility of expanding the PiT count to gather additional data for more in-depth analyses.	<b>Winter 2023</b>
		62.5 Finalize a framework for forecasting Housing with Services needs.	<b>Winter 2023</b>
64. The <b>Department of Health and Social Services</b> should ensure that agreements with third-party providers are comprehensive and are monitored for key deliverables.	In November 2021, the department contracted an independent consultant to review its agreement management processes. The review was completed in January 2022. The department is strengthening its agreement management and began updating agreements as they came due, starting 1 April 2022.  This work is linked closely to recommendation 91 and the actions the department is taking to integrate performance measurement in its delivery of programs and services.	64.1 Complete an independent review of the department's Agreement Management processes	<b>Winter 2022</b>
		64.2 Update third-party agreements to ensure they are comprehensive and monitored.	<b>Winter 2022</b>
		64.3 Implement recommendations from independent review on enhancing Agreement Management processes.	<b>Ongoing</b>
79. The <b>Yukon Housing Corporation and the Department</b>	The corporation and the department will immediately improve the strategic role of the Joint Deputy Ministers Committee on Housing. To	79.1 Establish multi-year MOU between Ministers.	<b>Summer 2023</b>

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<p><b>of Health and Social Services</b> should ensure that there is governance and oversight in place by effectively working together and with other housing partners to demonstrate meaningful progress, resolve problems, and achieve results.</p>	<p>support this, the corporation and the department will enter into a multi-year memorandum of understanding (MOU), by fall 2022, to formalize cooperation and coordination to improve access and resolve problems.</p>	<p>79.2 Conduct review of partnership framework to ensure alignment with the MOU and to support recommendations for future partnership agreements.</p>	<p><b>Spring 2023</b></p>
	<p>Key MOU elements will include:</p> <ul style="list-style-type: none"> <li>• roles and assignment of responsibilities</li> <li>• mechanisms for engagement with partners</li> <li>• short- and long-term priorities and actions</li> <li>• coordinated approach to information management</li> <li>• reporting and communication of progress and results</li> </ul>	<p>79.3 YHC and HSS to initiate the necessary work to address 5.15 of Putting People First.</p>	<p><b>Completion – to be determined</b></p>
	<p>Implementation of the MOU will be supported by the Joint Corporation/ Department ADM Steering Committee on Housing and working groups formed to implement actions from the MOU. Short-</p>	<p>79.4 Review Terms of Reference of the Joint YHC and HSS ADM Steering Committees.</p>	<p><b>Fall 2022</b></p>



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	<p>and long-term housing priorities will include Government of Yukon priorities identified through approved strategic plans and report recommendations, such as the Housing Action Plan and Putting People First, including the planning of Putting People First recommendation 5.15—Align Government of Yukon housing initiatives under one provider. The corporation and the department are committed to working together in a more coordinated and effective way to help Yukoners meet their housing needs on a timely basis.</p>	<p>79.5 YHC/HSS ADM Steering Committee on Housing to agree on short- and long-term priorities and associated timelines.</p>	<p><b>Spring 2023</b></p>
<p><b>87. The Yukon Housing Corporation and the Department of Health and Social Services</b> should work together and with housing partners to identify gaps and improve information systems to provide relevant, accurate,</p>	<p>As key elements of the memorandum of understanding referenced in the joint response to recommendation 79, the corporation and the department will coordinate relevant information management, reporting and communication of results, and engagement with partners.</p> <p>This work will be complemented by the establishment of performance indicators for the corporation and the department, as noted in response to recommendations 90 and 91.</p>	<p>87.1 YHC and HSS establish an interdepartmental Housing Working Group to work with other YG departments to better understand, and respond to, the housing system from land development to Community Housing.</p> <p>87.2 Liaise with Yukon First Nations (YFNs) self-governments, Yukon municipalities, community groups, universities, and the Federal government to share information and data on housing in the Yukon:</p> <ul style="list-style-type: none"> <li>- develop a common understanding of all housing needs;</li> <li>- inform subsequent housing priorities for housing providers.</li> </ul>	<p><b>Ongoing</b></p> <p><b>Ongoing</b></p>

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<p>and timely information to support decision making and to report on the planning, delivery, and results related to housing in Yukon.</p>	<p>Reporting on the outcomes of related strategic plans, such as the Housing Action Plan 2015–2025, will also be implemented by November 2022 and updated annually. Ongoing monitoring of performance will enable the corporation and the department to identify Yukoners’ needs and take effective action.</p>	<p>87.3 Support full implementation of Coordinated Access with tools such as the By Name List, so that the full spectrum of supportive housing and Community Housing needs are captured, and housing access is coordinated.</p>	<p><b>Ongoing</b></p>
		<p>87.4 Conduct community assessments of all Yukon communities with an established reporting cycle and publish an annual summary, including recommendations to inform decision making and resource allocation - YHC and HSS to use this summary to inform a coordinated approach to programming and priorities.</p>	<p><b>Winter 2024</b></p>
		<p>87.5 Publish the Housing Action Plan (HAP) three-year action plan report for 2019-2022.</p>	<p><b>Summer 2022</b></p>
<p><b>90. The Yukon Housing Corporation</b> should establish appropriate performance indicators—including short-term and long-term targets and outcome measures at the program level—as well as develop and</p>	<p>Agreed. The corporation knows that collective communication, collaboration, and efficiency to support Yukon’s housing issues require reliable data, program monitoring, and evaluation. This supports all housing partners to plan and respond well to current and future housing priorities. Work is currently underway to establish a program evaluation framework for Community Housing, with corresponding performance indicators linked to outcomes and targets. This is a natural next step given the recent Yukon Housing Corporation Board</p>	<p>90.1 Review YHC’s Community Housing – Rent-Geared-to-Income and Canada-Yukon Housing Benefit programs and apply an evaluation framework with key indicators and associated reporting timelines.</p>	<p><b>Fall 2024</b></p>
		<p>90.2 Identify key indicators and complete an evaluation for the Community Housing Framework that takes into account data derived from housing partners from across the housing continuum.</p>	<p><b>Winter 2024</b></p>

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implement a program evaluation framework to assess the achievement of desired results.	approval of the Community Housing Framework and the forthcoming development and implementation of the corporation's 2023–24 to 2027–28 strategic plan.  This work will also be reflected in funding agreements as they are established or renewed and any new partnership agreements. Collectively, this will enable the corporation to assess and report on the achievement of the desired results.	90.3 Develop capacity related to data gathering, indicators and evaluation through internal and external sources to further enhance the culture of evidence based decision making within the YHC.	<b>Ongoing</b>
		90.4 Develop the next 5-year strategic plan that is informed by recommendations and findings of the 2022 OAG report.	<b>Fall 2023</b>
<b>91. The Department of Health and Social Services</b> should establish appropriate performance indicators—including	Agreed. Enhancing performance measurement is an ongoing departmental commitment, as demonstrated through the role of the Population and Public Health Evidence and Evaluation Branch and requiring social services program areas to collect and analyze program-level data. As	91.1 Develop monitoring and evaluation frameworks for housing-related programs.	<b>Spring 2023</b>
		91.2 Integrate enhanced performance monitoring into funding agreements with third party housing providers.	<b>Winter 2022</b>

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<p>short-term and long-term targets and outcome measures at the funding agreement and program level—as well as conduct regular program and housing provider evaluations to assess and report on achievement of desired results.</p>	<p>recommended in Putting People First, the Quadruple Aim is being used when developing performance indicators. The Quadruple Aim is intended to focus on improving patient experience, health outcomes, management of costs, and system effectiveness, and providing better experiences for care providers.</p> <p>The department is currently establishing program-level monitoring and evaluation frameworks, including performance indicators with short-term and long-term targets. This work is further reflected in funding agreements as they are established or renewed and in recent evaluations of funded housing with services programs. Collectively, this enables the department to assess and report on achievement of desired results and take targeted action as necessary.</p>	<p>91.3 Develop a timeline for completing evaluations on programs not recently evaluated, starting with the Whitehorse Emergency Shelter.</p>	<p><b>Winter 2023</b></p>