

Yukon Housing Corporation

Annual Operating Plan 2021-2022

DRAFT 17 May 2021

- Outputs to be incorporated into branch plans- defined as a consequential measurement of the activity whereas the outcome is the intended result from the activity.
- **Bold activities and outcomes are new for 2021-2022**; non-bold are related to 2020-21.

Goals	Objectives	Activities	Outcomes	Lead
<p>Goal 1: Be a trusted housing partner by engaging in housing partnerships and achieving housing solutions that contribute to healthy communities.</p> <p>PARTNERSHIPS</p>	<p>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 engagement frameworks that includes:</p> <ul style="list-style-type: none"> partnership roles and responsibilities project objectives, outcomes and accountabilities; and risk assessment 	1.1.1 Implement the comprehensive engagement framework for YHC partnerships and agreements.	Clear parameters to guide decisions.	P&C Support: IMT
		1.1.2 Develop YHC story ambassadors who share northern housing successes, challenges and partnerships with partners and clients.	Increased transparency, communication and collective prioritization through National Housing Strategy, reconciliation efforts.	CR and F&RM Support: P&C, All
		1.1.3 Integrate and report on prioritized and relevant housing actions contained in the <i>Aging in Place Action Plan</i> .	Supports an intentional one government approach to housing options for Yukoners aging in place.	P&C Support All
		1.1.4 Conduct community engagements to inform future housing plans for Teslin, Ross River, Dawson, Watson Lake, Carmacks, Mayo and Pelly Crossing. <i>(link to 1.4.1)</i>	YHC has engaged communities in housing solutions and utilized feedback to inform project direction.	Sr Negotiator Support: P&C, CDM
		1.1.5 Focus the implementation of Housing with Services stream in the Community Housing initiative to establish operating frameworks to help out partners achieve tenant successes.	YHC has effective partnerships with those coordinating and delivering Housing with Services.	CR Support: P&C, F&RM
	1.2 Lead the change by fostering engagement with housing clients and stakeholders: explore opportunities to create housing solutions that address affordability, availability,	1.2.1 Work with the Safe at Home Society to increase safe, stable and affordable housing based on identified gaps.	Key actions of Safe at Home and Housing Action Plan are collaboratively addressed.	P&C Support: CR, F&RM; CDM
		1.2.2 Through the work on Community Housing - Consider a decision to revise (or not) the Social Assistance rental allowance to YHC Rent Geared to Income.	Increased clarity on rental rates for providers of Social Assistance.	P&C Support: F & RM, P&C, IMT, CR

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	suitability, stability and models that integrate housing with support services	1.2.3 Introduce the mixed income model in Whitehorse.	Resilient community housing program implemented in Whitehorse.	CR Support: F&RM, P&C, IMT
	Engagement	1.2.4 Develop and implement Community Housing program policy framework.	Community Housing Framework approved by YHC Board (and Cabinet if necessary).	CR & P&C Support: CDM, F&RM
	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.	1.3.1 Deliver on the CMHC-Yukon Bilateral Agreement: 3-year Action Plan and subsequent 3 year action plan.	Reduce housing need in Yukon through Canada Yukon Housing Benefit, increasing the community housing stock by at least 15% and repairing and renovating at least 20% of community housing stock.	F&RM Support: P&C, CDM CR
		1.3.2 Finalize the 5-year review and update of the Housing Action Plan in alignment with other YG plans and strategies.	Housing Action Plan is refocused to reflect accomplishments and remaining gaps (consistent with other YG plans and strategies).	P&C Support: All
	HAP	1.3.3 Plan and deliver the HAP Annual Forum.	Meet objective IM.2 and action b of the Housing Action Plan to foster communication, collaboration and partnerships to make partners and stakeholders informed of and involved in the ongoing initiatives of YHC.	P&C Support: CR
		1.3.4 Work with Safe at Home Society and the Coordinated Housing Access table to support success of YHC tenants. (link to 1.2)	Safe at Home Action Plan implementation continues to meet Housing Action Plan objective 1.d of Pillar #1. Improved housing outcomes for the more vulnerable YHC tenants.	CR Support: CDM, P&C
	1.4 Ensure each 'community's housing needs matter by applying local solutions, innovative housing models and best practices.	1.4.1 Survey YHC clients connected to programs. (link to 1.1.2;1.1.5;1.2.1;1.2.4;1.2.6)	Ongoing evolution of programs to ensure appropriate and effective client service delivery.	P&C Support: All
	Community Housing Needs			

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<p>Goal 2: Community housing renewal and rebalancing by addressing aging infrastructure and shifts in housing needs, priorities and programming.</p> <p>Housing Renewal</p>	<p>1.5 With our partners, leverage economic development opportunities which increases the availability, flexibility, and equitability of housing in all communities.</p> <p>Economic Development Partnerships</p>	<p>1.5.1 Create new housing and economic development opportunities through a new partnership model between CMHC and YHC.</p>	<p>New housing stock developed directly by YHC or supported by YHC through CMHC: Northern Carve Out fund.</p>	<p>CDM Support: F&RM, CR</p>
		<p>1.5.2 Review and restructure the Municipal Matching Rental Construction Grant (MMRCG).</p>	<p>Revised MMRCG that better accommodates distinct community municipal matching programs and constraints to increase the number of MMRCG projects in communities outside Whitehorse.</p>	<p>F&RM Support: P&C</p>
	<p>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.</p> <p>Sustainable Housing through One Government</p>	<p>2.1.1 Develop YHC's plan to divest aging housing stock.</p>	<p>Plan developed to ensure flexibility and consistency in YHC's delivery of housing territory-wide. Rebalance and Renewal capital budget fully used to recapitalize stock per the plan.</p>	<p>CDM Support: F&RM, CR, Sr Neg</p>
		<p>2.1.2 Partner with other YG departments to establish legal requirements to retire tangible, long lived assets as part of Yukon Government's Asset Retirement Obligations.</p>	<p>Compliant with PS3280 Public Sector Accounting Board Standard for financial reporting.</p>	<p>F&RM Support: CDM and YG</p>

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		2.1.3 Work with CMHC on the identification of territorial housing gaps and options for the CMHC Co-Investment Fund. <i>(link to 1.5.1)</i>	YHC/CMHC agreement on initiatives to be supported through the Co-Investment Fund. Partnerships leveraged to increase investment and to close gaps.	Sr Neg, Support: CDM, P&C, F&RM
	2.2 Highlight preventative maintenance excellence for Yukon housing Corporation capital assets. Asset Management/ Preventative Maintenance	2.2.1 Outline asset management work flow process to identify opportunities for data controls and sharing, automation potential and additional information required for decision making.	YHC employees have a common and consistent understanding of what data is mandatory and that the process is supported.	CDM Support: IMT, P&C
		2.2.2 Develop and uphold a process to ensure consistent data entry to support accurate recording of asset use in Yardi.	Asset use ratios are monitored and effective performance targets are set.	IMT Support: CDM, CR, P&C, F&RM
		2.2.3 YHC staff receive training on their work process to enable consistent data entry, extraction and use.	Improved collaboration and system understanding by all staff at individual branch, division and corporation.	IMT Support: All
		2.2.4 Undertake upgrades to YHC stock to reduce operating and maintenance costs. <i>(linked to 2.1.1)</i>	Identified upgrades completed and monitoring of future savings in Operating and maintenance costs.	CDM Support: F&RM, CR

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	<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>2.3.1 Develop sustainable approaches to support First Nations capacity development.</p>	<p>First Nations self-governments housing development operations have increased capacity.</p>	<p>Sr Neg Support: CDM, P&C</p>
	<p>2.4 Support community needs by prioritizing their housing requirements through capital maintenance and construction projects.</p> <p>Asset Management, Capital Rehabilitation and Construction</p>	<p>2.4.1 Work with HPW to support construction of the Old Crow 10 plex mixed-use project.</p>	<p>Building and lot design is completed.</p>	<p>CDM Support: CR</p>
		<p>2.4.2 Construct a triplex in the communities of Whitehorse, Watson Lake and Mayo under the Federal Rapid Housing Initiative funding agreement.</p>	<p>Three additional units added to each of Whitehorse, Watson Lake and Mayo.</p>	<p>CDM Support: CR, F&RM, P&C</p>
		<p>2.4.3 Design and construct a duplex at 925 7th ave in Dawson City using funds from the Federal Carve-Out funding agreement.</p>	<p>Two additional units added to Dawson City housing stock.</p>	<p>CDM Support: CR, F&RM, P&C</p>
		<p>2.4.4 Complete preliminary conceptual design work for the old Korbo vacant land in Dawson City.</p>	<p>Conceptual design completed to support future development of a community housing project.</p>	<p>CDM Support: CR, P&C, Sr Neg</p>
		<p>2.4.5 Complete the construction of the mixed use mixed income building at 4th and Jeckell in Whitehorse.</p>	<p>Project is completed and houses YHC tenants from the waitlist.</p>	<p>CDM Support: CR, F&RM, P&C</p>

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		2.4.6 Complete Watson Lake Housing First and Men's shelter design.	Housing First and Men's shelter projects are tender ready for the 2022-21 construction season.	CDM Support: CR, F&RM, P&C, Sr Neg
		2.4.7 Secure appropriate land and design a 6 plex community housing project for Carcross.	Community engaged, land is secured and 6 plex is tender ready with design for 2022-23 construction.	CDM Support: Sr Neg, CR F&RM
	2.5 Manage our carbon footprint by maximizing energy efficiency, preventative maintenance, retrofits, and accessibility/flexible housing options through capital construction and programs. Energy Efficiency	2.5.1 Execute planned YHC LCEF energy efficiency projects.	YHC stock upgrades completed.	CDM Support: CR F&RM
		2.5.2 Support Yukon First Nations to maximize fund stacking opportunities through the First Nations Energy Efficiency Program.	Increased opportunities for First Nations self-governments to address relevant community housing needs.	Sr Neg Support: F&RM, P&C
		2.5.3 Create implementation plan for identified actions from <i>Our Clean Future</i> and incorporate into YHC actions and budget as necessary.	YHC reduction of Green House Gas Emissions by 899 metric tonnes/ year.	P&C Support: CDM F&RM, IMT
		2.5.4 Coordinate building science functions with Energy Solutions Centre, Yukon U, 3rd party providers.	Better aligned delivery, more coordinated approach, more consistent client service.	P&C Support: Partner agencies
	2.6 Modernize the staff and social housing portfolio by improving social outcomes and fiscal/environmental sustainability. Community Housing	2.6.1 Implement priority areas of Transformation to Community Housing. <i>(link with objective 1.2 and 1.1.3-4; 1.3.2, 1.3.4)</i>	Client outcomes being monitored for expected improvements in housing outcomes.	CR Support: P&C, All
		2.6.2 Increase effectiveness in service delivery and client satisfaction to align with Transformation to Community Housing principles. <i>(link to 1.2.1; 1.2.5; 1.2.6; 1.4.1)</i>	Improved client satisfaction and outcomes in service delivery.	VPs Support: All
		2.6.3 Complete privacy assessment and implementation of video monitoring in YHC units.	Improved building safety and security for clients, visitors and staff.	IMT & CDM Support: P&C, CR

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<p>Goal 3: Strengthen corporate stewardship by aligning operational activities to achieve government priorities through client service and program delivery.</p> <p>Corporate Stewardship</p>	<p>3.1 Embrace a culture of staff engagement excellence by prioritizing staffing stability, corporate continuity and change management.</p> <p>Staff Engagement</p>	<p>3.1.1 Collate all branch staff succession plans into a YHC overarching succession plan framework.</p>	<p>Ensure consistent excellence in programs and delivery.</p>	<p>HR Support: All</p>
		<p>3.1.2 Voyager enhancements using a community of practice to support data gathering.</p>	<p>Improved data collection for program implementation and evaluation.</p> <p>Better data to support program decision-making to improve client outcomes.</p>	<p>IMT Support: All</p>
		<p>3.1.3 Embed YHC changes through formalized practices, processes and communications for small and large scale YHC initiatives.</p>	<p>Changes at YHC based on transparent processes, staff inclusion and clarity and cultural revisions as required.</p>	<p>HR Support: P&C, All</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>Organizational Resilience</p>	<p>3.2.1 Capacity development at YHC reflects the PSC People Plan including:</p> <ul style="list-style-type: none"> • Promoting training opportunities; • Leadership training including the Leadership Pathways; and • Cross-Training 360 assessment. 	<p>Employees know that they are supported in their learning and development.</p> <p>Staff trained appropriately to support excellence in program delivery.</p>	<p>HR Support: All</p>
		<p>3.2.2 Complete PPPs/PDPs in a meaningful way for all staff and include YHC identified mandatory training.</p>	<p>Employees know they are supported and their skills are highly regarded and depended upon.</p> <p>Staff and the corporation continue to benefit from appropriate training.</p>	<p>HR Support: All</p>
		<p>3.2.3 Provide effective onboarding of new frontline staff.</p>	<p>Staff are welcomed and have the appropriate tools to start new job.</p>	<p>HR Support: All</p>
		<p>3.2.4 Staff receive appropriate training in:</p> <ul style="list-style-type: none"> • Training in Voyager: New support group – version 2.0 <ul style="list-style-type: none"> ○ Usability; and ○ Train the trainer. 	<p>Better client service and program delivery as a result of:</p> <ul style="list-style-type: none"> • Improved staff knowledge of Yardi workflows; and • Staff being equipped with access to current Yardi materials (documentations, videos and 	<p>IMT Support All</p>

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			conferences) from Yardi Client Central for further self-study.	
		3.2.5 YHC resource awareness for traumatic event responses.	Employees know the resources they can access to increase their safety.	HR Support: All
		3.2.6 Strategic plan development for long term FTE capacity and development re Putting People First, National Housing Strategy, etc. (linked to 1.1.2, 1.1.5, 3.6.1)	Staff confidently able to meet client needs and successfully deliver new or expanded programs and services.	HR Support: P&C, F&RM
		3.2.7 Ensure all staff are aware of mental health supports and supervisors receive mental health training.	Staff are aware of mental health supports available. Supervisors with mandatory mental health training and are better equipped to support staff.	
	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. Every door is the right door	3.3.1 Define and use "Every Door is the Right Door" meaning and relationship to client services throughout YHC.	A common understanding result in better organizational clarity and client service improvements.	P&C, EXEC Support: All
		3.3.2 Client Service Promise: <ul style="list-style-type: none"> • Build training model; and • New onboarding tool. 	Staff understand client service expectations, have tools to deliver and are delivering excellent client service.	HR Support: All
	3.4 Promote cultural awareness within the organization that reflects Yukon First Nation history, culture and traditional knowledge.	3.4.1 Develop and implement a customer promise translated to local indigenous language(s).	Staff are better equipped to provide service to clients in a manner that respects Yukon First Nations cultural heritage.	HR Support: CR
		3.4.2 Mandatory cultural awareness training.	Broad staff awareness of Yukon First Nations history and culture.	HR Support: All

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	First Nations	3.4.3 Preference all competitive staffing actions to Aboriginal applicants in accordance with PSC's <i>Hiring Preference Pilot</i> .	YHC staffing actions are aligned with YG People Plan.	HR Support: All
	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. Performance Framework	3.5.1 Operationalize the approved Evaluation Framework through reporting and systems.	Data aligns with and accurately reports on branch and program activities to fulfill the requirements of the evaluation framework.	F&RM Support: IMT, P&C
		3.5.2 Review and implement corporate and operational processes improvements to enhance YHC service efficiencies and productivity.	YHC staff and management have a clear understanding of internal processes and communications changes for responsiveness to clients, internal communications and other performance metrics.	All Support: IMT
		3.5.3 Develop and implement budget and reporting improvements to support strategic, multi-year decision-making and priorities.	Public confidence through credible financial information and systems that demonstrate financial health and effectively managed finances.	F & RM Support: All
		3.5.4 Develop individual branch work flow processes and integrate with enterprise information system.	Improved ability to quickly produce high quality, required information for reporting purposes.	IMT Support: F&RM
		3.5.5 Develop appropriate metrics to inform analysis required for operational and policy decisions. (linked with 3.1.3)	Easy and consistent access to data supports short to long term policy developments.	IMT Support: All
		3.5.6 Refresh the approach to the Strategic Plan Evaluation Framework based on recommendations from Yukon government's Evaluation Branch. (link with 3.5.4)	Program evaluation resulting in a report with clear, understandable information on YHC's performance.	P&C & F&RM Support: All
		3.6 Perform an organizational review and refresh with a "one government" lens by establishing target clients and	3.6.1 Branches operationalize the organizational review based on priorities from senior leadership. (linked to 1.1.3, 1.1.4, 2.5.2)	<ul style="list-style-type: none"> • Greater responsiveness to community needs; • Enhanced client service; Improved fiscal sustainability.

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	<p>outcomes linked to program objectives, capacity requirements and fiscal realities.</p> <p>Organizational Review</p>	<p>3.6.2 Branches to participate in process mapping with contractor and implement approved recommendations.</p>	<p>Updated processes that allow staff to be more effective and efficient.</p>	<p>All</p>
	<p>3.7 Modernize roles of community housing managers in rural Yukon, including delivery of staff and social housing, housing programs and territorial agent services.</p> <p>Community Housing</p>	<p>3.7.1 Capitalize on strengths of community housing managers to delivery excellent client services and complete internal transformation of Territorial Agent Duties by updating the memorandum of understanding.</p> <p><i>(links to 2.6.2)</i></p>	<p>Territorial duties clearly defined to support excellent client service through up to date memorandum of understanding with other government departments.</p>	<p>CR Support: All</p>
Section 4: Addressing the pandemic situation (Covid-19)	<p>COVID</p> <p>4.1 Adapt YHC business to mitigate the pandemic impact on YHC operations.</p>	<p>4.1.1 Establish IT/IM Framework for current and future application development.</p>	<p>Framework used across organization to implement programs and systems quickly and efficiently, even in the case of a global pandemic.</p>	<p>IMT Support: All</p>
		<p>4.1.2 Staff support – mental health and wellness.</p>	<p>Business continuity maintained.</p>	<p>HR Support: All</p>
	<p>COVID</p>	<p>4.1.3 Continue to support staff who are able to work remotely in a more formalized way, utilizing PSC's YG-wide Remote Work Policy.</p>	<p>Requests to work remotely are assessed consistently, in a manner that maintains operations requirements and client service.</p>	<p>HR Support: All</p>
		<p>4.1.4 Emergency planning and evaluation.</p>	<p>Business continuity maintained.</p>	<p>P&C Support: All</p>
		<p>4.1.5 Ensure all staff who are working from home have completed work from home health and safety checklists in place.</p>	<p>Employees and their supervisors are confident that work from home spaces are safe.</p>	<p>HR Support: All</p>
		<p>4.1.6 Return to work plan:</p>	<p>Business continuity maintained.</p>	<p>HR Support: All</p>

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		Permanent changes, adopting operational changes–taking innovative changes and keeping them (full branch application).		
		4.1.2 4.1.7 Front-end Client Service under Covid-19 – Review and inventory the lessons to be learned from the pandemic.	Lessons learned and operations changed based on pandemic experience.	VPs Support: All
		4.1.8 Monitor budget allocations in response to Covid -19.	Budget allocation spent according to programs outcomes.	F&RM Support: All