

Office of the Auditor General of Canada report on the state of housing for vulnerable Yukoners Yukon Housing Corporation and Health and Social Services draft action plan and status update

Preamble

The draft action plan is an interim document to highlight actions identified by the Yukon Housing Corporation (Corporation) and the Department of Health and Social Services (Department) to date, as part of the Government of Yukon’s response to the OAG report on Housing in Yukon. The document will be further developed into a work plan by November 2022 as part of the Corporation’s and the Department’s commitment to the Office of the Auditor General (OAG).

Even then, the work plan will be an evergreen document and will continue to evolve based on the Yukon government’s response to affordable housing and housing with services. In implementing the action plan elements, the Corporation and the Department will engage and work with Yukon First Nation governments, Indigenous organizations, municipal governments and private and non-governmental organizations delivering housing and housing with support services.

Part of the Yukon government’s response is also outlined in the Cooperation Memorandum of Understanding between the Corporation and Department, signed by the Honourable Ranj Pillai, Minister responsible for the Yukon Housing Corporation and the Honourable Tracy-Anne McPhee, Minister of Health and Social Services.

The actions reflect key initiatives that respond to the OAG recommendations based on implementation status.

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

Updated: August 19, 2022

Completed	In progress	To be started	Ongoing
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Recommendation	Response	Draft Actions	*Draft Timeline	Status
<p>31. The Yukon Housing Corporation 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"> - 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); - implement the new Community Housing Tenant Selection Policy, including eligibility criteria, and the subsequent removal of the current prioritization system (2022); - continue to work with community and government partners to understand and appropriately support Yukoners most in need (ongoing) (linked to paragraph 40); and - 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). 	<p>31.1 The YHC/HSS ADM Steering Committee on Housing to review YHC’s rent assessment and eligibility, including those on social assistance.</p>	<p>Winter 2023 (Start)</p> <p>Fall 2023 (Completed)</p>	<p>To be started</p>
		<p>31.2 Amend the prioritization system and eligibility requirements with the Community Housing Operational Policies.</p>	<p>Summer 2022 (Start)</p> <p>Fall 2023 (Completed)</p>	<p>In progress</p>
		<p>31.3 Work with partners to determine how to evaluate Community Housing programs for those most in need and include the application of performance indicators.</p>	<p>Winter 2023 (Start)</p> <p>Winter 2024 (Completed)</p>	<p>To be started</p>
		<p>31.4 Complete the next 5-year Social Housing Program Evaluation starting in 2024, including a new evaluation framework and performance indicators.</p>	<p>Spring 2023 (Start)</p> <p>Winter 2024 (Completed)</p>	<p>To be started</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>40.1 Update the Integrated Housing Strategy (IHS), informed by the community needs assessments.</p>	<p>Winter 2023 (Start) Summer 2023 (Completed)</p>	<p>To be started</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>40.2 Generate estimates of the value of maintenance and capital items during annual inspections to derive- 5-year capital and maintenance deficits.</p>	<p>Summer 2022 (Start) Fall 2022 (Completed)</p>	<p>In progress</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>40.3 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>Spring 2022 (Start) Winter 2023 (Completed)</p>	<p>In progress</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>40.4 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 2022 (Start) Spring 2023 (Completed)</p>	<p>In progress</p>

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		40.5 The Integrated Housing Plan and accompanying reports will inform Capital Asset Management Plans to better align stock with identified needs.	Fall 2023 (Start) Winter 2024 (Completed)	To be started
		40.6 Collaborate with federal partners to optimize resources to support delivery of current housing priorities.	Ongoing	Ongoing
48. The Yukon Housing Corporation 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.	<p>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.</p> <p>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.</p>	48.1. Improve staff training on work order management information system and establish appropriate mechanisms for accountability.	Fall 2022 (Started) Spring 2023- (Completed)	In progress
		48.2. Review and enhance YHC's system to track and report major and emergency repairs.	Fall 2022 (Start) Spring 2023 (Completed)	In progress
		48.3. Explore how maintenance standards connect to the goals of Community Housing.	Winter 2023 (Start) Fall 2023 (Completed)	To be started

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		48.4. Continue to conduct energy efficiency and accessibility upgrades to the existing portfolios in accordance with the low carbon economy fund (LCEF) and commitments under the Northern Carve Out Fund.	Ongoing	Ongoing
62. The Department of Health and Social Services should, in consultation with housing partners, undertake regular and comprehensive needs analysis, including a review of the use of hotels as temporary accommodation, and take appropriate action to meet client needs.	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. Needs analyses will include access to housing with services for vulnerable populations and review of accommodations accessed by individuals on social assistance. Based on the needs analysis and forecasting, the department will take appropriate action to meet the housing with services needs of Yukoners.	62.1 Develop a Social Supports Branch Quarterly Housing Report to support analysis and decision-making pertaining to housing needs.	Spring 2022	Complete
		62.2 Collaborate with housing partners to integrate data from the Coordinated Access By Name List, Yukon Housing Corporation's waitlist, and Point in Time Count, etc., to establish common understandings of housing needs.	Fall 2022	In progress
		62.3 Complete a needs analysis for housing with services – particularly supportive housing – using population level data and	Fall 2022	In progress

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		integrating real-time program data as possible.		
		62.4 Explore possibility to expand the Point in Time count to allow more in-depth needs analysis.	Winter 2023	To be started
		62.5 Finalize a Framework for Forecasting Housing with Services needs.	Winter 2023	In progress
64. The Department of Health and Social Services should ensure that agreements with third-party providers are comprehensive and are monitored for key deliverables.	<p>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.</p> <p>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.</p>	64.1 Complete an independent consultant review of the department Agreement management processes.	Winter, 2022	Complete
		64.2 Update third-party agreements to ensure comprehensive and monitored.	Winter, 2022	Complete
		64.3 Implement contractor recommendations for enhanced Agreement management.	Winter, 2023	In progress
79. The Yukon Housing Corporation and the	The corporation and the department will immediately improve the strategic role of the Joint	79.1 Establish multi-year MOU between Ministers.	Summer 2022 (Start)	Complete

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Department of Health and Social Services 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.	Deputy Ministers Committee on Housing. To 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.		Summer 2023 (Complete)	
	Key MOU elements will include: <ul style="list-style-type: none"> • roles and assignment of responsibilities • mechanisms for engagement with partners • short- and long-term priorities and actions • coordinated approach to information management • reporting and communication of progress and results 	79.2 Review of partnership framework to ensure alignment with the MOU and to support future partnership agreements.	Fall 2022 (Start) Winter 2023 (Complete)	To be started
	Implementation of the MOU will be supported by the Joint Corporation/ Department ADM Steering	79.3 YHC and HSS to initiate the necessary work to address 5.15 of Putting People First.	Summer 2023 (Start) Completion - to be determined	
		79.4 Review Terms of Reference of the Joint YHC and HSS ADM Steering Committees.	Fall 2022 (Start and Complete)	To be started

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	<p>Committee on Housing and working groups formed to implement actions from the MOU. Short- 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 SC to agree on short- and long-term priorities and associated timelines.</p>	<p>Winter 2023 (Start and Complete)</p>	<p>To be started</p>
<p>87. The Yukon Housing Corporation and the Department of Health and Social Services should work together and with housing partners to identify gaps and improve information systems to provide relevant, accurate, and timely information to support decision making</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>87.1 YHC and HSS work with other YG departments through an interdepartmental Housing Working Group to better understand, and respond to, the housing system from land development to Community Housing.</p>	<p>Fall, 2022 (Start)</p>	<p>Ongoing</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. Reporting on the outcomes of related strategic</p>	<p>87.2 Liaise with FN self-governments, municipalities, community groups, universities and the Federal Government to share information and data on housing in the Yukon:</p>	<p>Ongoing</p>	<p>Ongoing</p>

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<p>and to report on the planning, delivery, and results related to housing in Yukon.</p>	<p>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>	<ul style="list-style-type: none"> - develop a common understanding of all housing needs; - inform subsequent housing priorities for housing providers. 		
		<p>87.3 Fully implement Coordinated Access such as a By Name List, such that housing needs for supportive housing and social housing are reflected through one list (without duplication or gaps) and housing access is coordinated.</p>	<p>Ongoing</p>	<p>Ongoing</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</p> <ul style="list-style-type: none"> - YHC and HSS to use this summary to inform a coordinated approach to programming and priorities. 	<p>Summer 2022</p>	<p>Ongoing</p>
		<p>87.5 Publish HAP three-year action plan report for 2019-2022.</p>	<p>Summer, 2022</p>	<p>Complete</p>

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<p>90. The Yukon Housing Corporation should establish appropriate performance indicators—including short-term and long-term targets and outcome measures at the program level—as well as develop and implement a program evaluation framework to assess the achievement of desired results.</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 approval of the Community Housing Framework and the forthcoming development and implementation of the corporation’s 2023–24 to 2027–28 strategic plan.</p> <p>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.</p>	<p>90.1 Review all YHC programs to ensure they include an evaluation framework with associated reporting timelines.</p>	<p>Winter, 2023 (Start)</p> <p>Summer, 2024 (Complete)</p>	<p>In progress</p>
		<p>90.2 Hire a Data and Program Evaluation Analyst position.</p>	<p>Summer 2022 (Start and Complete)</p>	<p>In progress</p>
		<p>90.3 Develop the next 5-year strategic plan that is informed by recommendations and findings of the 2022 OAG report.</p>	<p>Fall, 2022 (Start)</p> <p>Fall, 2023 (Completed)</p>	<p>To be started</p>
<p>91. The Department of Health and Social Services should establish</p>	<p>Agreed. Enhancing performance measurement is an ongoing departmental commitment, as demonstrated through the role of the Population</p>	<p>91.1 Develop monitoring and evaluation frameworks for housing-related programs.</p>	<p>Winter, 2023</p>	<p>In progress</p>

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<p>appropriate performance indicators—including 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>and Public Health Evidence and Evaluation Branch and requiring social services program areas to collect and analyze program-level data. As 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>91.2 Integrate enhanced performance monitoring into funding agreements with third party housing providers.</p>	<p>Winter, 2022</p>	<p>Complete</p>
		<p>91.3 Develop a timeline for completing evaluations on programs not recently evaluated, starting with the Whitehorse Emergency Shelter.</p>	<p>Fall, 2022</p>	<p>In progress</p>

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