

**Office of the Auditor General of Canada  
Performance Audit  
Yukon Housing Corporation  
February 2010**

**Implementation Plan  
2010-2013**



# YUKON HOUSING CORPORATION IMPLEMENTATION PLAN

## Section #19 --- Recommendation

Upon completion of the Applicant and Tenant Online Management System, the Corporation should ensure that the applicant database for social housing is complete and accurate.

## Response

In 24 months, the Corporation will complete the multi-phased Applicant and Tenant Online Management System and ensure that the applicant database for social housing is complete and accurate.

## Implementation Strategy

This new system will manage all applicant and tenant information applicable to all social and staff housing. As of September 2009, the project was about 40% complete and YHC will continue with the existing project schedule including the construction of the software, evaluation and implementation.

Timeframe	Milestones
Winter 2009	Sign contract for final development phase.
Winter 2010	Development to be completed by March 31, 2010
Summer 2010	Input tombstone data for Whitehorse Housing Authority
Fall 2010	Implement system and then evaluate Whitehorse data for accuracy and completeness
Winter 2010	Develop Implementation Plan for communities
Winter 2011	Throughout the year, implement on a community-by-community basis including creation of tombstone data, training of staff, monitoring and follow-up
Fall 2011	Project evaluation

## Update

Contract signed in January 2010 for the final phase of software construction.

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## **Section #25 --- Recommendation**

The Corporation should ensure that the evaluation required under its agreement with Canada Mortgage and Housing Corporation is completed on time to help assess the effectiveness of its Social Housing Program. Recommendations stemming from the evaluation should be considered for implementation to help improve the Social Housing Program.

## **Response**

The contract for the evaluation has been awarded and the scheduled completion date is 31 March 2010. The Corporation will consider all recommendations contained in the final report. Options papers will be developed and presented to the Corporation's Board of Directors for their review and consideration within 18 months.

## **Implementation Strategy**

The Social Housing Program evaluation consists of 4 primary policy reviews: (1) Victims of Violence/Abuse Policy, (2) Asset Policy, (3) Pet Policy and (4) the Appeal Bylaw.

Once the consultants submit their final report, YHC staff will then utilize the information for a series of options papers which will explore the consultant's findings in greater detail. The papers will then be presented to the YHC Board of Directors for review and consideration. Based on Board decisions, staff will then develop and implement accordingly.

<b>Timeframe</b>	<b>Milestones</b>
Spring 2010	Conduct further research and analysis re the Victims of Violence/Abuse Policy and the Appeal Bylaw
Summer 2010	Submit draft options paper to senior YHC staff for review and input
Fall 2010	Submit options paper to YHC Board of Directors for review and consideration
Winter 2010	Implement decisions of the YHC Board of Directors
Winter 2011	Conduct further research and analysis regarding the Asset and Pet Policies
Spring 2011	Submit draft options paper to senior YHC staff for review and input
Summer 2011	Submit options paper to YHC Board of Directors for review and consideration

Fall 2012	Implement decisions of the YHC Board of Directors
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**Update:**

The consultants have completed the evaluation framework, a participant’s workshop and have conducted meetings with 3 local housing advisory boards.

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**Section #32 --- Recommendation**

The Corporation should document the inspection standards to be applied on its inspections of staff and social housing.

**Response**

The Corporation will document the inspection standards and it will apply them in the inspections of social and staff housing in the fiscal year 2010-11.

**Implementation Strategy**

The documentation of inspection standards are necessary to ensure that housing stock is repaired/upgraded on a consistent basis. This is especially important when financial resources are limited. The documentation of inspection standards will enhance our annual inspection reports and give the Corporation the ability to develop solid planning information for the management of our housing stock.

<b>Timeframe</b>	<b>Milestones</b>
Spring 2010	Develop initial draft inspection standards
Spring 2010	Apply draft standards during inspections scheduled for Spring 2010
Winter 2010	Analyze, review and revise inspection standards as necessary
Winter 2010	Submit draft options paper to senior YHC staff for review and input
Winter 2011	Submit proposed standards to YHC Board of Directors for review and consideration
Spring 2011	Implement decisions of the YHC Board of Directors

**Update**

Project will commence Spring 2010.

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**Section #36 --- Recommendation**

A checklist or other standardized method should be established and completed as evidence of inspections taking place. Once the new maintenance reporting system is fully implemented, it should be used to ensure that all major components of each housing unit has been inspected and to monitor and prioritize required repairs.

**Response**

The Corporation has completed the development of a standardized method, which will be used during unit inspections in 2010. The new system will be able to monitor and prioritize required repairs.

**Implementation Strategy**

The recommendation relates to the importance of every aspect of every housing unit being inspected on an annual basis. The Corporation has developed a standardized list of required categories of maintenance and capital items which is incorporated into the inspection process. This process will be implemented in Spring 2010 and then reviewed and revised if needed to ensure that inspections include every aspect of the housing unit to ensure good planning for both preventative maintenance and capital upgrades.

Timeframe	Milestones
Spring 2010	Apply newly developed standardized inspection method to Spring 2010 inspections
Summer 2010	Analyze, review and revise inspection method as necessary
Winter 2011	Finalize standardized inspection method
Spring 2011	Implement final version of standardized inspection method for Spring 2011 inspections

**Update**

Inspections are currently underway for this fiscal year and staff will use the standardized inspection method and determine the most effective way to incorporate that method into our electronic system.

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### **Section #44 --- Recommendation**

The Corporation should comply with all of its loan policies and procedures. The Corporation should also modify its processes to require documentation to support its assertion that it is not lending to applicants who are ineligible.

### **Response**

The Corporation's Board of Directors approved policy changes on December 11, 2009 to ensure that the Corporation's lending policies are relevant and up to date. Within 12 months, staff will review existing documents and identify additional documentation that will be utilized during the confirmation of eligibility process.

### **Implementation Strategy**

YHC continues to proceed on updating and amending loan program guidelines and procedures to ensure they are relevant and up to date. New guidelines will be completed and reviewed by YHC's senior staff and then presented to the Financial and Risk Management Committee and the YHC Board of Directors for review and consideration. Once approved, a plan will be prepared to ensure the effective and efficient implementation of new guidelines and procedures.

<b>Timeframe</b>	<b>Milestones</b>
Spring 2010	Review and complete first draft of new guidelines and procedures. Congruently, modify existing procedures and documents to ensure they are consistent with program policies
Summer 2010	Review and complete second draft then submit draft options paper to senior YHC staff for review and input
Fall 2010	Submit draft options paper to the Financial and Risk Management Committee for review and consideration
Winter 2010	Incorporate direction from the Financial and Risk Management Committee into the report and present the report to the YHC Board of Directors
Winter 2011	Develop implementation plan based on the decisions of the YHC Board of Directors
Spring 2011	Follow-up review of new guidelines and procedures

## Update

In December 2009 the YHC Board of Directors approved changes to existing policy, by deleting the statement “bank refused clients” and replacing it with “clients ineligible for bank financing”.

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## Section #45 --- Recommendation

The Corporation should obtain market appraisals of rural properties to help ensure that it is not being overexposed on rural mortgages. If such a practice is not considered feasible, the Corporation should consider revising its policy requiring market appraisals for rural properties and consider other means to manage the risks of overexposure on such properties.

## Response

The Corporation notes that it has a good collection record and few defaults on its loans but will review the existing processes to further improve managing the risk of overexposure. Within 12 months, an options paper will be developed and presented to the Corporation’s Financial and Risk Management Committee and then to the Board of Directors for their review and consideration.

## Implementation Strategy

YHC will integrate the implementation plan of this recommendation, rural lending policy, with the new loan policies and procedures identified in Section #44. New guidelines will be completed and reviewed by YHC’s senior staff and then presented to the Financial and Risk Management Committee and the YHC Board of Directors for review and consideration. Once approved, a plan will be prepared to ensure the effective and efficient implementation of new guidelines and procedures.

<b>Timeframe</b>	<b>Milestones</b>
Spring 2010	Review and complete first draft of new guidelines and procedures. Congruently, modify existing procedures and documents to ensure they are consistent with program policies
Summer 2010	Review and complete second draft then submit draft options paper to senior YHC staff for review and input
Fall 2010	Submit draft options paper to the Financial and Risk Management Committee for review and consideration

Winter 2010	Incorporate direction from the Financial and Risk Management Committee into the report and present the report to the YHC Board of Directors
Winter 2011	Develop implementation plan based on the decisions of the YHC Board of Directors
Spring 2011	Follow-up review of new guidelines and procedures

**Update**

Yukon Housing Corporation has adopted an arrears management policy and has successfully managed the recovery of loans issued to rural properties.

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**Section #50 --- Recommendation**

The Corporation should identify and fully assess the significant risks it faces when lending under the Joint Venture Program. It should develop specific strategies such as using sensitivity analysis to determine various probable outcomes. It should also develop action plans that clearly outline how it plans to limit its financial exposure to the risks identified.

**Response**

The Corporation recently developed and continues to refine its Risk Management Framework. Within nine months, a risk mitigation strategy and action plan template for major projects will be presented to the Corporation’s Financial and Risk Management Committee and then to the Board of Directors for their review and consideration.

**Implementation Strategy**

Sections 50 & 88 focus on risk management therefore YHC staff will combine the two recommendations into a singular work plan so that the end product is consistent, effective and efficient. The analysis will determine the functional components that YHC may recommend for inclusion into YHC’s Integrated Risk Management Framework, in conjunction with existing YHC risk management processes and procedures. The project will include internal reviews by both YHC senior staff and the Financial and Risk Management Committee. The report will then be presented to the YHC Board of Directors for their review and consideration.



Timeframe	Milestones
Summer 2010	Staff will initiate a review of Treasury Board’s Integrated Risk Management Framework and a cross jurisdictional review of housing corporations and their integrated risk management frameworks including identified strategies, action and mitigation plans, and sensitivity analysis.
Summer 2010	Submit draft options paper to senior YHC staff for review and input
Fall 2010	Submit draft options paper to the Financial and Risk Management Committee YHC Board of Directors for review and consideration
Winter 2011	Incorporate direction from the Financial and Risk Management Committee into the report and present the report to the YHC Board of Directors
Ongoing	Implement decisions of the YHC Board of Directors

**Update**

In January 2010, the YHC Board of Directors directed staff to initiate a review of Treasury Board of Canada’s Integrated Risk Management Framework as a well as a cross jurisdictional review of Integrated Risk Management Frameworks utilized by housing corporations. Both of these directions from the Board have been initiated.

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**Section #55 --- Recommendation**

The Corporation should work with the Public Service Commission and individual departments to bring staff housing management plans into line with future needs.

**Response**

In March 2009, the President of the Corporation began to chair a committee of Deputy Ministers charged with a review of staff housing. Corporation staff will continue to work with the Public Service Commission, individual departments and the interdepartmental Human Resource Managers Advisory Committee and will identify within 18 months, current and future employee housing needs.

## Implementation Strategy

YHC will work in partnership with PSC and senior staff from user departments to determine needs, both short and long term, and develop options to meet those needs. This process will also include the involvement of the Human Resource Managers Advisory Committee (HRMAC) and the Deputy Ministers Review Committee (DMRC).

<b>Timeframe</b>	<b>Milestones</b>
Fall 2009	Presentation to the interdepartmental Human Resource Managers Advisory Committee (HRMAC) on Staff housing
Winter 2010	Data collection from departments gathered through HRMAC on current needs
Summer 2010	Analysis of data collection on current needs and identification on information gaps and future needs
Summer 2010	Develop profile of staff housing needs by community
Summer 2010	Preparation of initial review for presentation to HRMAC
Fall 2010	Presentation to the Deputy Ministers Review Committee (DMRC) for direction re capital planning
Fall 2010	Submit draft options paper to the Financial and Risk Management Committee YHC Board of Directors for review and consideration
Winter 2011	Incorporate direction from the Financial and Risk Management Committee into the report and present the report to the YHC Board of Directors for review and consideration
Spring 2011	Implement decisions of the YHC Board of Directors based on resources and capital budget approval.

## Update

YHC has made a presentation to the Human Resources Managers Advisory Committee (HRMAC) and initiated data collection from departments; and HRMAC has provided information to YHC for review and consideration.

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## Section # 59 --- Recommendation

The Public Service Commission and the Corporation should comply with the Government's Staff Accommodation Policy. If the Corporation is to be involved directly in allocating staff housing, the Government's Staff Accommodation Policy should be changed to clarify this involvement.

## Response

The Public Service Commission recognizes that the Staff Accommodation Policy is out of date. It is most practicable for the Yukon Housing Corporation to work directly with departments to determine the appropriate allocation of staff of staff housing. The Public Service Commission will abolish this policy when the Yukon Housing Corporation develops a Staff Housing Policy to replace it.

## Implementation Strategy

YHC and the Public Service Commission will collaborate on the development of a new policy which includes the preparation of a draft policy for consideration by the YHC Board of Directors. The draft policy will then incorporate the decisions of the YHC Board of Directors and will be presented to Cabinet for review and consideration. Cabinet is the authority for the removal and approval of Yukon Government policies.

<b>Timeframe</b>	<b>Milestones</b>
Summer 2010	Meet with PSC to set up framework for a YHC based Staff Housing Policy.
Summer 2010	Prepare a draft YHC based Staff Housing Policy
Fall 2010	Submit draft policy to YHC Board of Directors for review and consideration
Fall 2010	Draft Cabinet Submission based on decisions of YHC Board of Directors
Winter 2010	Present draft policy to the Policy Review Committee
Winter 2011	Submission sent to Cabinet for review and consideration
Spring 2011	Implementation of Cabinet decisions

## Update

Work on this project will commence Summer 2010.

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## Section #61 --- Recommendation

The Corporation should consult with the Government to consider either updating the *Government Employee Housing Plan Act* to reflect existing market values or eliminating the plan.

## Response

Within 24 months, the Corporation will complete a review of policy issues regarding the *Government Employee Housing Plan Act*. This review will occur in conjunction with other inter-related activities regarding staff housing needs.

## Implementation Strategy

YHC staff will undertake a thorough review of applicable policy issues along with housing data (historical, current and future modeling) to determine relevancy of the *Government Employee Housing Plan Act* or other delivery methods.

<b>Timeframe</b>	<b>Milestones</b>
Summer 2010	Clarify the objectives of the legislation and identify applicable policy issues
Fall 2010	Undertake inter-departmental consultations and information gathering
Winter 2011	Undertake analysis of: (1) the likely effect/impact of updating the <i>Act</i> to reflect existing market values; (2) the likely effect of repealing the <i>Act</i> ; and (3) assess the costs and benefits of each approach
Winter 2011	Consider alternative means for achieving the same results including non-legislative approaches
Spring 2011	Submit draft options paper to senior YHC staff for review and input
Fall 2011	Submit draft options paper to the Financial and Risk Management Committee for review and consideration
Winter 2011	Incorporate direction from the Financial and Risk Management Committee into the report and present the report to the YHC Board of Directors for review and consideration
Winter 2012	Present the policy review paper and associated documentation to the Minister Responsible for Yukon Housing Corporation for review and consideration by the Legislation Overview Committee

## Update

In January 2010 Policy Branch did a preliminary review of the *Government Employee Housing Plan Act* and identified several areas requiring detailed research and analysis including: employee eligibility, buy-back housing price,

estate settlement, disposal of the housing unit, and synergies / compatibility with other housing programs.

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**Section #67 Recommendation**

The Corporation should include in its strategic plan specific and measurable goals and objectives to achieve its legislative and public policy mandate, analysis and selection of alternative ways to achieve objectives, performance indicators and targets, expected quality and level of service to be provided to clients, identified risks, and its competitive strengths and weaknesses.

**Response**

The Corporation will develop a draft Strategic Plan within the next 24 to 36 months for consideration by the Board of Directors, which addresses the issues in this recommendation.

**Implementation Strategy**

Will reflect extensive research and analysis; along with the integration of other work including performance measurements and the systematic development of integrated housing strategies. Upon completion, individual components of the draft Strategic Plan will be integrated into a working document and presented for review and consideration and will feature prominently in a strategic planning retreat conducted by the YHC Board of Directors. The project will conclude with the adoption and implementation of a new strategic plan.

<b>Timeframe</b>	<b>Milestones</b>
Ongoing	Implementation of Section #98 which deals with performance measurements
Ongoing	Implementation of Section #72 which deals with integrated housing studies
Summer 2011	Report on expected quality and level of service
Fall 2011	Report on the identification of risks
Winter 2011	Report on competitive strengths and weaknesses
Winter 2012	Interim Report to YHC Board of Directors
Spring 2012	Report on integrated housing strategies
Summer 2012	Report on specific and measurable goals and objectives to achieve legislative and public policy mandate
Summer 2012	Report on alternate ways to achieve objectives

Fall 2012	Draft Strategic Plan reviewed by senior YHC staff
Winter 2012	Strategic Planning retreat for YHC Board of Directors
Winter 2013	Report on performance indicators and targets
Winter 2013	Final review and approval of Strategic Plan by the YHC Board of Directors

## Update

YHC has initiated a cross-jurisdictional review of performance measurements utilized by housing corporations.

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## Section #72 --- Recommendation

The Corporation should develop integrated housing strategies, reflective of its mandate, which includes identifying housing needs compared with existing supply. The Corporation should also describe, as part of its strategic plan, how it plans to address identified gaps in housing and over a planned time frame.

## Response

The Corporation will commence the development of integrated housing studies based on over-arching principles to be approved by the Board of Directors within 12 months. Components of the integrated housing strategies may include seniors housing, affordable housing, energy efficient housing, and so on. These will be presented to the Board of Directors in the Corporation's Draft Strategic Plan within 24 months as the fiscal framework of the Corporation permits.

## Implementation Strategy

YHC staff will undertake a thorough review of common principles that could be considered as starting points in development of housing strategy and will then expand the review to consider additional principles that might be appropriate in a Yukon / Northern context. Staff will analyze the housing market, assess trends, develop a statement of issues and prioritize those issues. Goals will be developed to address the issues and focus direction on developing practical, measurable objectives, consistent with the principles. A document containing draft principles, prioritization of issues, goals and objectives, will be produced in this first phase, for approval by the Board of Directors.

Following approval of the above framework, specific strategies will be developed to achieve the goals and objectives. This will include analyzing the feasibility of

a particular approach, the availability of financial resources and staff expertise and time, the potential impact of the approach in relation to the overall aims and objectives of the strategy (and other alternative approaches); consistency with other actions identified in this or related strategies and the Corporation’s other plans and corporate objectives.

Timeframe	Milestones
Spring 2010	Review common principles such as “appropriate and affordable” and “sustainable” among others, and also consider additional principles that might be appropriate in a Yukon / Northern context
Fall 2010	Analyze the Yukon housing market, assess trends, develop a statement of issues and prioritize those issues
Winter 2011	Develop goals and objectives
Spring 2011	Submit draft paper to senior YHC staff for review and input
Spring 2011	Submit draft paper to the Financial and Risk Management Committee for review and consideration
Spring 2011	Incorporate direction from the Financial and Risk Management Committee into the report and present the report to the YHC Board of Directors for review and consideration
Fall 2011	Develop specific strategies
Winter 2012	Submit draft paper to senior YHC staff for review and input
Winter 2012	Submit draft paper to the Financial and Risk Management Committee for review and consideration
Spring 2012	Incorporate direction from the Financial and Risk Management Committee into the strategies and present to the YHC Board of Directors for review and consideration
Spring 2012	Incorporate direction from the YHC Board of Directors and present the finalized strategies to the YHC Board of Directors in the Corporations draft Strategic Plan

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**Section #75 --- Recommendation**

For those applicants collecting social assistance who have not contacted the Corporation for more than a month, the Corporation should confirm with the Government’s Department of Health and Social Services, whether, based on the

Department’s knowledge of the applicant’s circumstances, the applicant is still in need of social housing or should be removed from the wait list.

**Response**

In consultation with the departments of Justice and Health and Social Services, the Corporation will, within nine months, complete a review of processes regarding clients on the social housing waiting list.

**Implementation Strategy**

YHC and the Department of Health and Social Services will work in partnership and undertake a thorough analysis followed by the implementation of effective and efficient operating policies and procedures.

Timeframe	Milestones
Winter 2010	YHC & HSS undertake an interim process to have waitlisted tenants reviewed by H&SS prior to removal from waitlist until the review is completed
Summer 2010	Undertake meetings with the departments of Justice and Health and Social Services to review processes on waitlisted social housing tenants being removed from the waitlist
Fall 2010	Prepare analysis and complete review, including any resulting recommendations to be brought forward to YHC and the Department of Health and Social Services senior staff
Fall 2010	Present the policy review paper to the YHC Board of Directors for their review and consideration
Ongoing	Work in partnership with the Department of Health and Social Services on implementation

**Update**

Officials with Yukon Housing Corporation and the Department of Health and Social Services have initiated meetings and have developed and implemented interim procedures on the removal of clients from the waitlist until the completion of the project.

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## **Section #77 --- Recommendation**

The Corporation and the Department of Health and Social Services should review the basis for establishing rent for the social housing units.

## **Response**

The Corporation and the Department will undertake an analysis of rental assessments for social assistance clients by the end of the second quarter in the fiscal year 2010-2011

## **Implementation Strategy**

The primary issue related to the rental assessments for tenants on social assistance is ensuring that the rent structure does not hinder social assistance clients with some working income to make the transition from being on social assistance to being self-supporting through working income. The Corporation will work in partnership with the Department of Health and Social Services to review the related program processes. This review will include new processes from both the Corporation and the Department.

<b>Timeframe</b>	<b>Milestones</b>
Winter 2010	Undertake joint review
Spring 2010	Prepare analysis and complete review, including any resulting recommendations to be brought forward to YHC and the Department of Health and Social Services senior staff
Fall 2010	Present the policy review paper to the YHC Board of Directors for their review and consideration
Ongoing	Work in partnership with the Department of Health and Social Services on implementation

## **Update**

Corporation staff met with staff of the Department of Health and Social Services for initial discussion on the primary issue and has established clear identification of some of the issues which require further analysis.

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## Section #82 --- Recommendation

Once they are developed, the Corporation should use its integrated housing strategies as the basis for preparing its capital plan. The Corporation should also review its options for realigning the housing stock to provide appropriate types of housing identified in the integrated housing strategies.

## Response

Within 30 months, the Corporation will use the integrated housing strategies it has developed, along with information from other sources, to determine the best approach to address the specific housing needs of Yukoners, within the fiscal framework of the Corporation.

## Implementation Strategy

YHC staff will use the integrated housing strategies, along with information from other sources, to develop its capital plan for 2013-14 and following years.

<b>Timeframe</b>	<b>Milestones</b>
Spring 2012	Review information from other sources such as community demographics, local economies, construction industry capacity, etc. as may be applicable for developing the next year's capital plan
Spring 2012	Revise and / or develop capital plan narratives and proposed budget
Summer 2012	Submit draft capital plan to senior YHC staff for review and input
Summer 2012	Submit draft capital plan to the Financial and Risk Management Committee for review and consideration
Summer 2012	Incorporate direction from the Financial and Risk Management Committee into the draft capital plan and present to the YHC Board of Directors for review and consideration
Summer 2012	Submit capital plan narratives to Finance
Fall 2012	Submit 2013-14 proposed capital budget to Finance

## Update

Project will commence in 2012

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## **Section #88 --- Recommendation**

The Corporation should identify, assess, and rank the significant risks it faces, including the significant additional risks arising in the construction projects stemming from the funding under the federal Economic Action Plan. It should then develop specific strategies and action plans that clearly outline how it plans to mitigate those risks that it determines need to be addressed. In addition, the Financial and Risk Management Committee should monitor and report regularly to the Board of Directors on whether the Corporation is addressing risks appropriately and efficiently.

## **Response**

The Corporation will continue to refine and implement its recently introduced integrated risk management framework. Within nine months, a risk mitigation strategy and action plan template for major projects will be presented to the Corporation's Financial and Risk Management Committee and then to the Board of Directors for review and consideration. Corporation staff recently began and will continue to formally report on risk management to the Financial and Risk Management Committee which, in turn, reports on risk to the Board of Directors.

## **Implementation Strategy**

Sections 50 & 88 focus on risk management therefore YHC staff will combine the two recommendations into a singular work plan so that the end product is consistent, effective and efficient. The analysis will determine the functional components that YHC may recommend for inclusion into YHC's Integrated Risk Management Framework, in conjunction with existing YHC risk management processes and procedures. The project will include internal reviews by both YHC senior staff and the Financial and Risk Management Committee. The report will then be presented to the YHC Board of Directors for their review and consideration.

<b>Timeframe</b>	<b>Milestones</b>
Spring 2010	Staff will initiate a review of Treasury Board's Integrated Risk Management Framework and a cross jurisdictional review of housing corporations and their integrated risk management frameworks
Summer 2010	Submit draft options paper to senior YHC staff for review and input
Fall 2010	Submit draft options paper to the Financial and Risk Management Committee YHC Board of Directors for review and

	consideration
Winter 2010	Incorporate direction from the Financial and Risk Management Committee into the report and present the report to the YHC Board of Directors
Ongoing	Implement decisions of the YHC Board of Directors

## Update

In January 2010, the YHC Board of Directors directed staff to initiate a review of Treasury Board of Canada’s Integrated Risk Management Framework as a well as a cross jurisdictional review of Integrated Risk Management Frameworks utilized by housing corporations. Both of these directions from the Board have been initiated. With respect to current construction projects, the following is a list of projects and anticipated completion dates: Children’s Receiving Home Summer, 2010; Faro Seniors Building Summer, 2010; Whitehorse 6-plex Fall 2010, 2010; Family Focused Housing project Fall, 2010; Watson Lake Seniors Building Fall, 2010; Teslin Seniors Building Fall, 2010.

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## Section #98 --- Recommendation

The Corporation should establish appropriate performance indicators --- including short-term and longer term targets --- gather performance data, use the data to compare indicators to targets and to help link outputs to desired results, assess the Corporation’s performance, and evaluate its programs.

## Response

The Corporation has recently begun discussing performance measurements with the Northwest Territories and Nunavut Housing Corporations. These discussions will assist with the development of the Corporation’s overall performance measurement framework. The Corporation will introduce performance measurements in 24-36 months, thereby providing the Corporation time to identify and create meaningful measurements and targets.

## Implementation Strategy

Is based on the collection and analysis of information gained through a cross jurisdictional review, the development of test performance measurements, collection and analysis of the relevancy of the draft performance measurements,

selection of performance measurements, followed by the ongoing collection of data, analysis and reporting through YHC’s Annual Report.

<b>Timeframe</b>	<b>Milestones</b>
Fall 2010	Complete review of performance measurements with NWT and Nunavut Housing Corporations
Fall 2010	Complete cross-jurisdictional review of housing corporations and their performance measurements
Winter 2010	Present draft set of performance measurements to the Financial and Risk management Committee
Winter 2011	Incorporate direction from committee into presentation to the YHC Board of Directors
Spring 2011	Implement performance measurements approved by the YHC Board of Directors
Spring 2012	Collect and analyze data
Fall 2012	Present recommended performance measurements to the Financial and Risk Management Committee
Winter 2012	Incorporate direction from committee into presentation to the YHC Board of Directors
Winter 2013	Integrate with YHC’s Strategic Plan as well as YHC’s 2013-14 Capital and O&M budgets
Winter 2013	Test to ensure that data collection requirements are in place and functioning
Spring 2013	Implementation

## **Update**

YHC has initiated a cross-jurisdictional review of performance measurements utilized by housing corporations.

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## **Section #104 --- Recommendation**

The Corporation should ensure that

- When new information systems are being implemented, developments are properly planned and monitored and the data entered is checked for accuracy:

- Any system being replaced is maintained concurrently until the new system is functioning properly;
- Its information systems report complete, timely, and reliable information; and
- Financial statements and internal financial reports are completed on time.

## Response

Recruitment for additional staff within the Finance Systems and Administration Branch has been initiated. This will assist the Corporation in the areas of Information Technology and Finance to ensure that reporting is complete, accurate and reliable. The Department of Finance is also providing financial stewardship to the Corporation as the transition from the previous organizational structure is completed.

## Implementation Strategy

<b>Timeframe</b>	<b>Milestones</b>
Winter 2010	Work with software developers to produce timely and reliable interim financial reports from the new information system
Winter 2010	Hire a professional accountant to assist in bringing financial statements and reports up-to-date
Winter 2010	Fill senior finance and systems position vacancies
Winter 2010	Processing of financial information and account reconciliation is up-to-date and maintained on an ongoing basis
Spring 2010	Commence production of interim financial statements and reports for senior YHC staff, the Finance and Risk Management Committee and the YHC Board of Directors
Spring 2010	Complete audit working papers to support the 2009-10 financial statements
Summer 2010	Work with the Auditor General of Canada to complete their audit of the 2009-10 financial statements

## Update

Requirements for interim financial reporting have been discussed with the software developers and the format of financial reports has been provided to them. A professional accountant (CA) has been hired to commence work on

February 8, 2010. Competition for the Director's position closed on January 9, 2010 screening has been done and interviews are scheduled for the week of February 15<sup>th</sup> 2010. Competition for the Manager, Financial Planning position closed in January 29, 2010 and screening is in process. Competition for the Manager, Information Systems will be posted on February 10, 2010.

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