

# **British Columbia Housing Management Commission**

## **2023/24 – 2025/26 Service Plan**

**February 2023**



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## Board Chair's Accountability Statement



The 2023/24 – 2025/26 British Columbia Housing Management Commission (BC Housing) Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of January 27, 2023, have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, BC Housing's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of BC Housing's operating environment, forecast conditions, risk assessment and past performance.

Signed on behalf of the Board by:

A handwritten signature in blue ink that reads "Allan Seckel".

Allan Seckel  
Board Chair, BC Housing  
January 27, 2023

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## Strategic Direction

In 2023/24, public sector organizations will continue working to make life better for people in B.C., improve the services we all rely on, and ensure a sustainable province for future generations. Government will focus on building a secure, clean, and fair economy, and a province where everyone can find a good home – whether in a rural area, in a city, or in an Indigenous community. B.C. will continue working toward true and meaningful reconciliation by supporting opportunities for Indigenous Peoples to be full partners in an inclusive and sustainable province. The policies, programs and projects developed over the course of this service plan period will focus on results that people can see and feel in four key areas: attainable and affordable housing, strengthened health care, safer communities, and a secure, clean and fair economy that can withstand global economic headwinds.

This 2023/24 Service Plan outlines how BC Housing will support the government's priorities and selected action items identified in the most recent [BC Housing Mandate Letter](#).

BC Housing is governed by the British Columbia Housing Management Commission Regulation under the [Ministry of Lands, Parks and Housing Act](#), which outlines BC Housing's core mandate and powers. Our strategic direction is shaped by the Mandate Letter provided by the Minister of Housing. Key direction in the Mandate Letter includes continuing to implement BC Housing programs under the [Homes for B.C.: 30-Point Plan for Housing Affordability in British Columbia](#), delivering affordable housing through [HousingHub](#) partnerships, providing portable rental assistance to households, as well as supporting relevant ministries and partners to implement complex care housing, a model which provides enhanced integrated health and social supports for people who need a level of support that goes beyond common supportive housing models. We will continue to work in partnership with the private, non-profit and co-operative housing sectors, provincial health authorities and ministries, First Nations, other levels of government, Indigenous peoples and community groups to deliver affordable housing programs. BC Housing also continues to improve the quality of residential construction and strengthen consumer protection for buyers of new homes through its responsibilities under the [Homeowner Protection Act](#).

In 2023/24, BC Housing will work with partners including Health Authorities and the Ministries of Housing and Health to roll out the new [Supported Rent Supplement Program](#) (SRSP). This program, first announced in Budget 2022, combines rental supplements with non-clinical services administered through Health Authorities. The SRSP will support people experiencing or at risk of homelessness who can live independently with some support transition into and maintain stable housing in the private market.

In line with implementing the Province's [Declaration on the Rights of Indigenous Peoples Act](#) (DRIPA) and delivering on our strategic direction and mandate, BC Housing is committed to working in partnership with Indigenous Peoples to embrace and implement the [United](#)

[Nations Declaration on the Rights of Indigenous Peoples \(UNDRIP\)](#), the [Truth and Reconciliation Commission of Canada: Calls to Action](#) and recommendations from the [National Inquiry into Missing and Murdered Indigenous Women and Girls](#), which calls for more access to safe and culturally appropriate housing.

New housing will continue to be created across the housing continuum, from supportive housing for people experiencing homelessness to affordable rental and owner-purchased housing for middle-income British Columbians. In 2023/24, BC Housing will directly assist approximately 123,000 households<sup>1</sup> across the province through a range of programs, initiatives, and partnerships. Further information about BC Housing is provided in Appendix A, including our mandate to support consumer protections under the *Homeowner Protection Act*.

## Purpose of the Organization and Alignment with Government Priorities

BC Housing is accountable to the Minister of Housing through a Board of Commissioners appointed by the Lieutenant Governor in Council.

The Board of Commissioners guides BC Housing's strategic direction, and with support from senior executives, establish goals and strategies upon which accountability and performance are evaluated. In doing so the Board plays a role in policy-making, strategic planning and performance monitoring.

The Board delegates responsibility for the day-to-day leadership and management of BC Housing to the CEO. The "[Governance](#)" page on our website describes our accountability to government as well as profiles of the Board, its members, and committees.

BC Housing was created in 1967 to deliver on the provincial government's commitment to the development, management, and administration of housing. Through Licensing and Consumer Services, BC Housing also has responsibilities related to licensing of residential builders, home warranty insurance, and research and education to improve the quality of residential construction and consumer protection.

BC Housing's role is to assist British Columbians in greatest need of affordable housing by providing options along the housing continuum. BC Housing works in partnership with the private and non-profit sectors, provincial health authorities and ministries, First Nations, other levels of government and community groups to develop a range of housing options. BC Housing's partners have the expertise to identify the appropriate housing needs of their client groups and to deliver the support services needed for successful tenancies.

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<sup>1</sup>Estimate based on:

116,975 households as at Dec 31, 2022

2,551 Expiring units over the next 5 quarters subtracted (based on expiring operating agreements)

3,922 additional Rental Assistance Program, Shelter Aid for Elderly Renters and Canada-BC Housing Benefit recipients based on targets

4,749 new units, including target units for 2023/24.

## Operating Environment

BC Housing's breadth and scope of activities and associated funding and financing have grown substantially in recent years, driven by the Government of British Columbia making the largest investment in housing affordability in B.C.'s history — more than \$7 billion over 10 years. To ensure that our evolving organization can deliver on its expanded budget and mandate, a review was commissioned in 2022 to identify opportunities to modernize and improve financial systems, service delivery and accountability structures, and to increase organizational capacity. The recommendations from this review will serve to strengthen the capacity of BC Housing to deliver for British Columbians while also future proofing the organization.

In addition to our core programs and services, BC Housing continues to respond to a range of emergencies including significant climate events such as interface wildfires, extreme heat, and flooding and landslides; our responses include leading post-disaster building assessments to support local authorities and Indigenous communities. These emergencies are concurrent with other pressing concerns, such as increasing rates of homelessness, the toxic drug crisis, increasing demand for affordable housing, low vacancy rates in urban rental markets, supply chain disruptions and a labour market challenges. This environment presents challenges to delivering our core housing programs and responding to crisis events.

BC Housing delivers critical programs and services to address homelessness across the Province. To deliver these programs, BC Housing collaborates with people with lived experience, regional health authorities, municipal partners, Indigenous communities, and non-profit housing and service providers. Together we identify temporary and permanent accommodations where marginalized and vulnerable people can receive health and social supports. Our operating environment impacts the people we serve, our partners and staff, and our buildings, budgets, and resources.

Systemic inequities and marginalization persist. Our service plan includes strategies to address systemic discrimination and improve housing outcomes for everyone including equity and rights-seeking communities. In addition to Government direction that all Crowns adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in our operations and programs, BC Housing embeds in our work the principles of equity, diversity, inclusion and belonging (EDIB) and this is supported by our Office of EDIB. An equity assessment of the organization is underway to advance this commitment, with an equity strategy to be developed in 2023/24. We will also be implementing actions to meet BC Housing's obligations under the Province's [Accessible British Columbia Act](#) and the recent [Anti-Racism Data Act](#).

BC Housing is committed to Reconciliation with Indigenous Peoples. As a landlord, employer, partner and funder of affordable housing programs, BC Housing touches the lives of many Indigenous Peoples. Our [Reconciliation: Moving Forward Together](#) report continues to inform our Reconciliation Strategy and its holistic implementation. We are developing a Phase 2 Reconciliation Strategy that will consider the short-, medium- and long-term recommendations from this report.

We have a business area dedicated to Reconciliation, the implementation DRIPA, and partnerships with Indigenous governments and organizations. This enhanced capacity supports our work with Indigenous communities and partners as we work to decolonize our policies and processes to enable more meaningful relationships built on mutual trust and respect.

Reconciliation, GBA+ and EDIB principles are being incorporated into all the work we do, including our actions to combat climate change and promote more sustainable business practices. Through our new sustainability and resiliency framework, we are incorporating these principles into our routine updates of the [BC Housing Design Guidelines and Construction Standards](#), energy conservation programs and several research and knowledge sharing initiatives. This work aligns with the Province's [CleanBC Roadmap to 2030](#) and [Climate Preparedness and Adaptation Strategy](#), and commitments to reducing climate pollution and to safer and more resilient communities and buildings.

British Columbia continues to experience rising housing affordability pressures and challenges in maintaining, protecting, and creating a range of affordable housing options. The cost of construction and average market rents are expected to increase, while available housing supply does not meet the demand for affordable housing. In 2023/24 BC Housing will be expanding numerous programs to better respond to these cost and demand pressures.

The [Building BC](#) programs and HousingHub require a range of strategies and partnerships to ensure the timely delivery of housing. These include supporting capacity-building in the community housing sector and working with partners to ensure new housing projects move through the municipal approvals processes in a timely manner.

In addition to supplying new housing stock, BC Housing has capital asset responsibilities for social housing across the province. As the existing housing stock ages, major repairs or site redevelopments are required for many buildings to improve life-safety, and to upgrade seismic, fire safety and energy performance. A key part of the BC Government's strategy includes redeveloping provincially owned properties with aging buildings on underutilized land. Through capital renewal funding we are acquiring and investing in existing housing to ensure homes are healthy and liveable for current and future residents. We also partner with the federal government on the National Housing Strategy to leverage opportunities to finance and fund repairs, capital projects and housing operations, and to ensure cross-jurisdictional alignment on programs for optimum impact and efficiency. In addition, for new residential construction, the Licensing and Consumer Services department ensures that consumers are protected through regulating residential builders so that new homes are covered by third party home warranty insurance.



## Performance Planning

BC Housing's goals and objectives are revised for this Service Plan to improve clarity of alignment with the Province's key priorities for the Commission, and to include key strategies pertinent to the new *Transforming BC Housing* Program. Performance measures remain consistent with the previous Service Plan, except for adding a new measure under Goal 1 and removing the performance measure: Builders' rating of the effectiveness of compliance efforts to monitor and enforce licensing and home warranty insurance requirements, and the owner-builder exemption regarding home warranty insurance. New performance measures will be developed over this Service Plan period to better represent our work to achieve our revised goals and objectives.

### **Goal 1: Housing solutions are created and protected**

This goal brings together many areas where we have responsibilities, including improving the quality of existing social housing, acting on strategic redevelopment and acquisition opportunities, increasing the supply of affordable housing, providing portable rental assistance to households, strengthening consumer protections for homebuyers, and increasing the quality of residential construction. Through collaboration with sector partners, we continue to enhance our services for residents and deliver positive housing outcomes throughout British Columbia.

#### **Objective 1.1: Increase the supply of, access to, and security of affordable, and sustainable housing for people with low and moderate incomes**

BC Housing implements several programs that deliver on provincial investments to create new affordable, social, and supportive housing for low-to-moderate-income households. This includes consideration of the unique needs of a diverse range of communities such as, families, seniors, youth, 2SLGBTQIA+<sup>2</sup>, people with disabilities, Indigenous peoples, people experiencing homelessness and at risk of homelessness, women and children fleeing gender-based violence, newcomers to Canada, racialized Canadians, and those with underrepresented and marginalized identities and experiences.

With housing affordability pressures increasing in conjunction with rising homelessness and climate emergencies, BC Housing is adjusting and strengthening investments into our programs and initiatives to meet new challenges and unmet needs. This objective reflects the evolving scope of BC Housing's core work and collaborative delivery with government and community partners.

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<sup>2</sup>2SLGBTQIA+ refers to the Two Spirit, Lesbian, Gay, Bisexual, Transgender, Queer (or Questioning), Intersex, Asexual, Plus community. Plus is inclusive of all other varying sexual orientation and gender identities.

### **Key Strategies**

- Strengthen investments into BuildingBC programs to better respond to current and future market conditions.

### **Discussion**

BC Housing's programs aimed at increasing the supply of, access to, and security of, affordable and sustainable housing for those who need it most, include programs under BuildingBC, HousingHub, other capital funding and rental assistance for low-income households in the private market through the [Shelter Aid for Elderly Renters \(SAFER\)](#) program, [Rental Assistance Program \(RAP\)](#) and [Canada-BC Housing Benefit \(CBCHB\)](#) program. Increased investments will be used to deliver additional new units through BuildingBC programs including the [Community Housing Fund](#), [Indigenous Housing Fund](#), the [Women's Transition Housing Fund](#) and the [Supportive Housing Fund](#).

### **Objective 1.2: Improve the quality of existing social housing and ensure its long-term provision**

BC Housing's existing social housing stock continues to age. To ensure that social housing continues to meet the needs of our diverse population and improve livability for residents, BC Housing is working with partners to acquire, renovate and redevelop affordable rental and social housing stock as it approaches the end of its economic life.

### **Key Strategies**

- In partnership with the City of Vancouver, provincial and federal partners, develop the Single Room Occupancy (SRO) Renewal and Replacement Strategy to replace SRO units with self-contained housing units, with appropriate supports as needed.
- Evolve BC Housing's Design Guidelines and Construction Standards to ensure that they reflect best practices and improve livability for residents by promoting resiliency, quality, social inclusion, safety, accessibility, equity, sustainability, and climate adaptation.
- Preserve and expand BC Housing's non-market housing stock through strategic redevelopment opportunities throughout the province.

### **Discussion**

The social housing stock is aging, and many buildings are approaching a time when major components require replacement or repair, and modernization of the stock is appropriate. Therefore, while increasing the supply of housing is an important focus of the Province and BC Housing, it is equally important that existing social housing be maintained to ensure it remains in good condition for current and future residents, to meet targets for greenhouse emission reductions, and to ensure that the public investment in the infrastructure is protected. BC Housing supports improvements and preservation of existing social housing stock through energy retrofits and building envelope upgrades, works with housing providers to identify priority capital renewal projects and provides funding for maintenance and rehabilitation through various programs. We also continue to work with community housing sector partners to understand and establish responses to their capacity needs.

## Performance Measures

Performance Measures	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
[1a] Number of affordable and supportive housing homes completed, including affordable rental and social housing (including HousingHub)	3,990	3,000	3,000	3,000
[1b] Number of homes completed – other capital funding	510	420	TBD	TBD <sup>3</sup>
[1c] Number of households receiving rental assistance through SAFER, RAP and Canada-British Columbia Housing Benefit	33,000	35,000	36,000	38,000
[1d] Facility Condition Index (FCI) of BC Housing's Portfolio	16% to 21%	16% to 21%	16% to 21%	16% to 21%

Data source: BC Housing's Central Property System database for measures [1a] and [1b]

Data source: BC Housing's Subsidy Management and Assisted Rental Tool (SMART) database. Programs reflected in measure [1c] include the Shelter Aid for Elderly Renters program, the Rental Assistance Program and the Canada-BC Housing Benefit.

Data source: Physical building condition assessments of building systems, sub-systems and components are tracked by BC Housing and used to calculate the Facility Condition Index [1d]

## Discussion

BC Housing delivers several programs which increase the supply of, access to and security of, affordable and sustainable housing.

Measure 1a identifies the number of homes completed annually under Building BC and related programs launched since 2017, specifically: Affordable Rental Housing; Rapid Response to Homelessness; Deepening Affordability of Investment in Housing Innovation/Provincial Investment in Affordable Housing; Community Housing Fund; Women's Transition Housing Fund; Supportive Housing Fund; Indigenous Housing Fund; Homelessness Action Plan; HousingHub; COVID-19 Action Plan, Canada Mortgage and Housing Corporation (CMHC) Rapid Housing Initiative and the Permanent Housing Plan.

Measure 1b is a new performance measure. It was added to recognize and report on the number of homes completed with capital funding outside of the BuildingBC and HousingHub programs, including Community Partnership Initiative; Federal Social Infrastructure Fund; Group Home Program; Housing Endowment Fund; Investment in Housing Innovation; Mental Health Housing; Provincial Investment in Affordable Housing and the Provincial Matching of Federal Investment in Affordable Housing, amongst others.

<sup>3</sup> Targets for these programs are set annually based on funding availability and project progress.

Targets for 1a and 1b are based on the completion of homes created through acquisition or new construction. Targets for 2024/25, 2025/26 and 2026/27 were reviewed and adjusted based on project progress.

Measure 1c identifies the number of households receiving portable rental assistance primarily in the private market. Targets for 1c are based on anticipated uptake for these programs.

The 2022/23 forecast has been adjusted based on current trends. The impact of changes in the rental market since 2020/21 combined with the static eligibility requirements and rent ceilings for SAFER and RAP has resulted in a decrease in enrollment in both programs. Work on advertising and promotion will continue to ensure that those eligible are aware of the program, however with current program parameters significant growth is unlikely. A review of SAFER and RAP has been undertaken and recommendations for improving the program will be considered in this fiscal year.

2023/24 through to 2025/26 targets are based on static uptake for SAFER and RAP and slight increases to reflect the roll out of the CBCHB (including the SRSP) based on the annual funding envelope from CMHC for CBCHB.

Measure 1d is an indication of the condition of a building: a lower percentage corresponds to a better building condition. The FCI calculation is the cost of a building's renewal and replacement needs divided by its replacement cost, expressed as a percentage. The FCI is used to assist with investment decisions and strategic directions regarding capital planning and rehabilitation budgets for social housing. Without adequate continued investment in the existing social housing stock, its long-term sustainability decreases and the FCI rises over time.

The FCI is calculated using a five-year projected average of the condition of the social housing stock owned by the Provincial Rental Housing Corporation<sup>4</sup>. This approach is an industry standard and supports effective maintenance and rehabilitation planning. Increased Provincial funding to the Capital Renewal Fund to preserve the existing social housing stock has allowed us to set targets at 16 to 21 percent over the three-year period.

## **Goal 2: People experiencing, or at risk of, homelessness have access to diverse supportive housing options**

Homelessness – including encampments, Indigenous homelessness, and youth homelessness – is a complex issue resulting from systemic failures and has numerous causal factors. Extreme weather events including flooding, fires and extreme heat can further exacerbate an already strained housing system and homelessness response programs. BC Housing works collaboratively across governments and with partner organisations to respond to homelessness and plan for the needs of people experiencing or at risk of experiencing homelessness while working on prevention.

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<sup>4</sup> BC Housing administers the Provincial Rental Housing Corporation (PRHC), created in 1961. The Corporation holds property for social and other low-cost housing in British Columbia.

## **Objective 2.1: Collaborate on and deliver supportive housing programs and services to prevent the cycle of homelessness**

BC Housing works with the Ministry of Housing and other partners to create and identify temporary and permanent accommodations where people can receive health and social supports.

### **Key Strategies**

- Work with residents, housing providers, and fire officials on mitigation strategies to reduce and prevent fires from occurring in housing sites and improve overall safety.
- Support the Ministry of Housing in their work with other ministries and partners to implement complex care housing for people who have overlapping mental health challenges, substance use issues, trauma, and brain injuries and who experience homelessness.
- Implement, monitor and evaluate the new Supported Rent Supplement Program's ability to meet the needs of people experiencing or at risk of homelessness, and those living in supportive housing, by providing the opportunity to live in market housing with supports.

### **Discussion**

As additional pressures from the rising costs of living and climate emergencies continue to strain the housing system it is essential that we deliver coordinated, integrated, strategic approaches that target the root causes of homelessness.

Under this objective, BC Housing will work with other government agencies and partners to deliver targeted programs. Increased investments will be used to deliver additional units under the Supportive Housing Fund, Complex Care Housing, the Homelessness Action Plan with integrated health, social, cultural, community and housing stability supports, the SRSP and the Permanent Housing Plan, expanding our existing supportive housing continuum and increasing choice for those living in supportive housing. We will also work with our housing providers, operational areas and people with lived experience to ensure that we are responding in a way that meets the diverse and dynamic needs of people experiencing or at risk of homelessness and provides them with safe and appropriate temporary and permanent accommodations.

## **Objective 2.2: Better meet the needs of those experiencing homelessness and in encampments**

Homelessness is a complex issue that requires a multi-faceted response, taking into consideration the physical, social and mental health needs of individuals. BC Housing continues to work with its partners to develop and deliver programs and strategies to support people experiencing homelessness and break the cycle through prevention.

**Key Strategies**

- In collaboration with Ministry of Housing and key partners, develop and implement immediate operational responses and develop longer-term strategies to prevent and better respond to homelessness and encampments.
- Support the Ministry of Housing to refine and strengthen the Provincial Integrated Support Framework (ISF) and embed the ISF vision into the new Supported Rent Supplement Program as well as incorporate best practice in Coordinated Access and Assessment, while respecting and adapting to regional differences in services and partnerships.
- Support partners in the creation and implementation of encampment fire education and prevention strategies under the Provincial Encampment Fire Safety Working Group.

**Discussion**

BC Housing is committed to working collaboratively with its partners to deliver robust and integrated services for those experiencing homelessness, including social, financial, cultural and health supports. We will continue to build and strengthen municipal and cross-government partnerships developed in 2022 through rapid encampment response in communities across the province. Partners will build on the experience and learning from the new Supported Rent Supplement Program to accelerate implementation of new homelessness response programs.

**Performance Measures**

Performance Measure	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
[2a] Percentage of homeless individuals who accessed housing and remained housed after 6 months	94%	92%	93%	94%

Data source: The Housing Registry's Housing Connections software.

**Discussion**

Measuring the percentage of homeless individuals who access supportive housing and remain housed six months after placement enables BC Housing to monitor and assess the performance outcomes of programs and initiatives intended to break the cycle of homelessness. The longer an individual is housed, the greater the likelihood they will remain housed.

Measure 2a focuses on the number of individuals experiencing homelessness who have remained housed six months from the date in which they moved into their home. Only clients whose housing status can be verified at the six-month anniversary of being housed are included in this measure. The 2022/23 forecast has exceeded initial performance targets, and targets have been increased for subsequent years to better benchmark the performance of the Commission against this measure. The targets and metrics for the performance measure will continue to be reviewed and updated annually to ensure it reflects progress towards BC Housing's goals.

## **Goal 3: Be a high performing organization that can adapt and scale in response to housing need**

The scope and breadth of BC Housing's core work and mandate has expanded rapidly in recent years. There is a need to adapt and scale current systems, policies, and structures to ensure BC Housing has appropriate governance and organizational capacity to deliver its mandate and work, and to be resilient in response to increasing complexities in the housing system and increasing needs for BC Housing services and programs.

### **Objective 3.1: Embed equity analysis and leading equity principles into operations, programs, policies, and strategies**

To effectively deliver on its mandate, BC Housing must align its work with the principles of equity, diversity, inclusion and belonging, and apply a deep equity analysis to BC Housing's business operations, programs, policies, and strategies. Understanding our baseline state through an equity assessment, meeting our obligations to the *Accessible British Columbia Act* and capacity-building through education and training are key strategies to advancing this work.

#### **Key Strategies**

- Operationalize findings from the 2022/23 equity assessment to develop an equity strategy that will reduce systemic barriers and guide BC Housing in evolving our organizational policies, processes, standards, and approaches to be culturally safe and inclusive for all staff.
- Provide staff education through programming and communications about embedding the principles and application of EDIB, Reconciliation and sustainability into operations.
- Through the Reconciliation Learning Roadmap Framework, implement an Indigenous pedagogical approach for job-specific learning objectives and plans.
- Develop an Indigenous recruitment strategy that will better enable BC Housing to attract, recruit and retain Indigenous talent.
- Complete a review of BC Housing's social procurement policies and practices and implement recommendations to embed principles of Truth and Reconciliation, GBA+, EDIB and sustainability.

## Discussion

BC Housing seeks to create an inclusive environment that is safe and accessible to all. To achieve this objective, BC Housing takes a principles-based approach to fostering equity, diversity, inclusion and belonging. BC Housing's Office of EDIB seeks to lead change and advance work that applies a deep equity analysis to BC Housing's business operations, programs, policies and strategies. The focus areas that fall under the Office of EDIB are GBA+, including accessibility, youth, seniors, 2SLGBTQIA+ and Indigenous, Black and People of Colour (IBPOC) as well as promoting anti-oppression and addressing ableism, racism, and other systemic discriminations.

Informed by the equity assessment commenced in 2022/23, BC Housing will develop an equity strategy to evolve our policies, processes, and standards to better align with the principles of EDIB. Reconciliation is also a key area of focus, and BC Housing will continue to integrate this lens into organizational processes to ensure our policies and practices are culturally safe and inclusive.

## Objective 3.2: Modernize and strengthen our corporate governance and operating systems

Following an external review of BC Housing's governance and organizational capacity, several opportunities to adapt, scale and improve corporate governance structures, operating systems and digital tools will be imbedded into the organisation throughout 2023/24 and beyond.

### Key Strategies

- Develop an updated governance structure and accountabilities.
- Align BC Housing's strategic planning and risk management frameworks with best practices to strengthen our governance and modernize and improve key processes and practices of the organization.
- Revitalize BC Housing's People Strategy to sustain a culture of engagement and inclusion for all employees.
- Develop Information Technology strategies to realize the goals of the *Transforming BC Housing* program and support the sector in managing risk.

## Discussion

In 2021, the Province commissioned Ernst & Young to conduct a review to identify how BC Housing can best deliver on its expanded budget and mandate. The review identified 26 findings and 44 recommendations across five themes: governance, strategic planning and business integration, human resources, program design, and project administration processes. In response, BC Housing is undertaking a *Transforming BC Housing* Program of activities that will cover this Service Plan period and beyond. The activities will focus on addressing the recommendations from this review with the goal of improving and modernizing BC Housing's processes, practices, and systems, while applying a digital-first approach that places people at the centre while implementing new technology solutions to modernize our systems and processes.



**Performance Measures**

<b>Performance Measure</b>	<b>2022/23 Forecast</b>	<b>2023/24 Target</b>	<b>2024/25 Target</b>	<b>2025/26 Target</b>
[3a] Employee Engagement index	Top Quartile of benchmarked employers	Top Quartile of benchmarked employers	Top Quartile of benchmarked employers	Top Quartile of benchmarked employers

Data source: BC Housing’s annual employee engagement survey.

**Discussion**

This measure is based on BC Housing’s annual Employee Engagement survey conducted by a third party that gathers feedback on key indicators of employee engagement. The survey is designed to gauge the extent to which BC Housing has been successful in building a culture of employee engagement and to identify opportunities for improvement. The survey framework is based on five key indicators of engagement, measuring employee’s levels of comfort and satisfaction in each of these key areas: meaningful work; talent, skill, and knowledge; equity, safety and belonging; autonomy and impact; and balance, trust, and respect. These indicators are linked to BC Housing’s goal of being a high-performing organisation.

Results are benchmarked against other private and public sector employers of similar and larger size throughout North America using standard industry survey instruments. Targets are set at placing BC Housing in the top quartile of benchmarked employers to ensure that employee engagement continues to be an important focus within the organization and supported by the People Strategy.

**Goal 4: Deep Indigenous partnerships that advance Truth and Reconciliation and the implementation of DRIPA.**

In line with the Province’s commitment to Reconciliation and implementation of the *Declaration on the Rights of Indigenous Peoples Act*, BC Housing works in partnership with Indigenous communities and organizations to help create more affordable housing and to increase self-determination in the Indigenous housing sector. BC Housing is also developing a Reconciliation Strategy in collaboration with Indigenous housing and community partners to identify areas of work and new performance measures to track our commitment to meaningful reconciliation.

**Objective 4.1: Forge and sustain positive relationships with Indigenous Peoples to enable the realization of their goals**

BC Housing has worked with Indigenous partners to create affordable housing since the Commission was created over 50 years ago, with relationships evolving significantly over time. This objective reflects BC Housing’s changing role and how we will take further steps to strengthen community and relationships with the Indigenous housing sector. BC Housing is

also listening and learning from the sector to improve existing provincial housing programs and services.

### **Key Strategies**

- Create and introduce the Sustained Indigenous Relationship Framework, including quarterly regional tables with representatives from First Nations and Indigenous regional organizations.
- Finalize BC Housing's multi-year Reconciliation Strategy.
- Develop Indigenous engagement policies and processes to support operational activities.
- Continue to advance the several Memoranda of understanding (MOUs) with First Nations to formalize protocols for working together on housing solutions and help improve the quality of existing housing.

### **Discussion**

BC Housing continues its journey towards Reconciliation with Indigenous Peoples and is developing a Phase 2 Reconciliation Strategy, that will consider the short-, medium- and long-term recommendations from the [Reconciliation: Moving Forward Together report](#). Reconciliation requires a deep reckoning with the truth, commitment to justice, and ongoing efforts to build relationships that enable meaningful change. This work must be at a pace that allows for building and sustaining relationships with Indigenous People and communities, and that results in co-creation and walking this path together.

## **Objective 4.2: Have culturally safe and inclusive programs and services for Indigenous partners and clients**

As part of our commitment to Reconciliation, we work with Indigenous community partners to ensure our programs, services and spaces are safe and inclusive for all and are built on a foundation of trust, understanding and respect between Indigenous partners and BC Housing.

### **Key Strategies**

- In collaboration with Indigenous partners, review funding program requirements to determine effectiveness, and where possible modify requirements to facilitate enhanced outcomes.
- Leverage and create opportunities to advance employment, skills training, and business development for Indigenous peoples through programs and business activities and ensure procurement processes are Indigenous-focused.

### **Discussion**

This objective builds upon work in the 2022/23 Service Plan to review and adapt program requirements, design standards and work pace to be culturally inclusive in collaboration with Indigenous partners. As our journey towards Reconciliation continues, we continue deepening partnerships with Indigenous peoples and organisations, and adapting our programs, business activities and procurement strategies to ensure they are culturally safe, inclusive and offer real opportunities for engagement.

## Performance Measures

Performance Measure	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
[3a] Progressive Aboriginal Relations certification	Gold	Gold	Gold	Gold

Data source: The Canadian Council for Aboriginal Business. BC Housing's current PAR certification is valid from 2021/22 to 2023/24. Certification occurs every three years, with the next one scheduled to happen in 2024/25.

### Discussion

Performance is measured through the Progressive Aboriginal Relations (PAR) Certification, whereby our broad range of initiatives and partnerships with Indigenous organizations are assessed by an independent third-party organization, the Canadian Council for Aboriginal Business (CCAB). CCAB assesses our commitment to the Indigenous sector in four areas: leadership; employment; business development; and community relationships. Assessment results are certified at a bronze, silver, or gold level. BC Housing is the only social housing provider in Canada to be certified under the PAR program. Carrying out initiatives to meet the PAR Certification assists BC Housing in advancing BC Housing's relationship with Indigenous peoples and communities across the province.

Although the certification process occurs every three years, our work to promote stronger Indigenous partnerships is ongoing in all business areas and is informed by the recommendations from the Reconciliation: Moving Forward Together report. BC Housing's current plans, initiatives and collaboration efforts support the goal of continuous improvement, and we continue to assess and update our performance measures to ensure they accurately reflect progress against the recommendations.

## Goal 5: Housing and services are equitable, people-centred, and accessible to all

Delivering safe, affordable, and quality housing requires deep collaboration with and learning alongside our tenants and housing partners. Through engagement, research, and knowledge mobilization, we are driving changes in how we deliver our services to support equitable outcomes, to ensure that our services and programs meet the needs of diverse populations and are accessible, meaning that we are removing barriers and increasing inclusion for everyone.

### Objective 5.1: Foster equitable, people-centred housing and services with our partners

BC Housing is working with its non-profit partners to ensure our services and programs reflect the needs of diverse populations and actively consider and operationalise principles of EDIB.

### Key Strategies

- Develop and introduce client-centered tenant relocation standards to ensure consistency in how relocations are performed and to reduce the adverse impacts of these moves for vulnerable tenants in the community housing sector.
- Develop an accessibility plan to identify, remove and prevent barriers to individuals with disabilities engaging with BC Housing, including establishing a process to receive public feedback on the plan.
- Initiate implementation of the requirements set out in the *Anti-Racism Data Act*.

### Discussion

Developing and delivering services and programs that are safe, inclusive, and accessible to all requires active consideration and application of the principles EDIB, as well as opportunities for feedback and dialogue with the communities we serve. We are engaging with tenants and the public to improve tenant relocation practices and deliver an accessibility plan.

This objective builds upon work from the 2022/23 Service Plan, and BC Housing continues to work with partners to embed these practices into our work. The new tenant relocation standards will ensure that trauma and culturally informed principles are applied to developing individualized tenant relocation plans based on the client’s need. This holds the operator more accountable for reducing harm caused by the relocation process and ensures tenants are appropriately supported throughout.

### Performance Measures

Performance Measure	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
[5a] Percentage of clients reporting satisfaction with the quality, accessibility, and safety of their housing	75% or higher	75% or higher	75% or higher	75% or higher

Data source: BC Housing’s tenant engagement survey.

### Discussion

This is a measure to determine whether BC Housing tenants are satisfied with their housing and receiving the services and support they need. Feedback from tenants living in BC Housing directly managed homes is obtained through a survey that occurs every two years.

Results from the survey, which is conducted every two years by a third party, are analyzed by location and demographics, including disaggregated data as part of our implementation of the *Anti-Racism Data Act*, to provide important insight into the experiences of tenants living in our directly managed buildings. The survey results are used to strengthen and improve the services available to tenants. The measure reports on the percentage of tenants indicating that they are either “very satisfied” or “satisfied” with their overall housing situation. Future targets are set at 75% percent or higher based on historical performance.

## Goal 6: Leader in sustainable and resilient housing

BC Housing is committed to aligning its business activities with the targets set out in CleanBC and the [Climate Change Accountability Act](#), as well as the provincial [Climate Preparedness and Adaptation Strategy](#). We are working with our partners to lead improvements in the sustainability and resiliency of existing housing, transforming the built environment through sustainable design, and focusing on reducing and eliminating, when possible, the negative impacts of climate change on social housing tenants and clients.

### Objective 6.1: Advance the development of healthy, sustainable, low-carbon, resilient and innovative buildings

BC Housing works towards improving the energy efficiency of social housing buildings, lowering utility costs, and reducing greenhouse gas pollution. We have a robust set of energy management programs and will continue to reduce our greenhouse gas emissions, as we have done significantly in the last ten years. We also regularly update our Building Design Guidelines and Construction Standards to include new climate adaptation measures such as passive cooling, air filtration, protection of trees and green spaces and others. BC Housing's Research Centre is actively engaged in developing and mobilizing the social housing and residential construction sectors' capacity to design and construct built environments that meet the needs of the changing climate while also ensuring resident comfort and safety.

#### Key Strategies

- Administer provincial energy efficiency programs for social housing providers, such as the [CleanBC- Social Housing Incentive Program](#), and the [Energy Efficiency Retrofit Program](#).
- Invest in technical projects in partnership with industry and all levels of government related to the quality and sustainability of residential construction.

#### Discussion

We recognize that buildings can be built to provide and maintain a reliable, healthy, livable space for the occupants under future climate scenarios and natural hazards like earthquakes, to promote social connectedness and to advance sustainability and climate justice.

We are committed to changing building practices so that the homes that exist today and the homes that will be built in the future can withstand the increasing negative impacts of extreme weather events driven by the changing climate. This includes implementing low carbon and resilience approaches in new design and major retrofits of affordable housing buildings through innovative designs targeting the higher steps of the BC Energy Step Code and use of passive technologies, resiliency measures, and low carbon building materials.

## **Objective 6.2: Increase community resilience through social connections and emergency preparedness initiatives**

As the Province continues to respond to emergency events including flooding, interface wildfires and extreme weather, BC Housing works to ensure tenants are protected from the negative impacts of climate change.

### **Key Strategies**

- Evaluate and improve BC Housing's Extreme Heat and Wildfire Smoke Response Plan, including collaboration with the Ministry of Emergency Management and Climate Readiness, Ministry of Health, health authorities, and other sector and government partners as well as engaging with tenants to include their lived experience in the refinement of the response plan.
- Develop new response plans specific to climate hazards such as more extreme wildfires, flooding, extreme wind, water shortages, and landslides.
- Pilot new community development activities that focus on emergency preparedness and enhancement of social connections to improve community resilience.

### **Discussion**

The frequency of emergency events including flooding, fires and extreme heat is increasing as the effects of climate change become apparent and requires coordinated preparation and responses to protect tenants from the negative impacts of climate change.

This objective builds upon work undertaken in 2022/23 through the [Extreme Heat and Wildfire Smoke Response Plan](#). BC Housing will apply learnings to improve responses to future climate emergencies in collaboration with health organisations, the Ministry of Emergency Management and Climate Readiness, municipal and Indigenous governments, and local community organisations.

## **Objective 6.3: Facilitate the residential construction industry to cost effectively deliver sustainable, resilient, equitable housing, at a scale that meets the needs of BC**

In collaboration with the residential construction industry, non-profit housing sector, utilities service providers and other partners, BC Housing engages in projects that support building innovation as well as low-carbon and resilient construction and renovation. BC Housing also offers many training and education programs to the construction industry and affordable housing providers that contribute to this objective.

### **Key Strategies**

- Build capacity within the residential construction industry and the social housing sectors through research and education on integrating low-carbon, adaptive, and resilient solutions into building design and renovation.
- Work with partners and stakeholders in the housing sector to share knowledge and build capacity so that new and existing stock can remain comfortable, safe and resilient

to the impacts of climate change through initiatives such as the [Mobilizing Building Adaptation and Resilience](#) project and [Local Energy Efficiency Partnerships](#).

- Create a portfolio of materials geared to the homeowner/consumer audience based on existing research publications and technical reports to further understanding of the built environment requirements for sustainability and resiliency.
- Implement training to ensure that Licensed Residential Builders are trained to build to Step 3 of the Step Code.

**Discussion**

BC Housing plays an active role in shifting industry practices towards Clean BC’s goals of all new buildings to be zero carbon by 2030 and transforming existing buildings to new low carbon and resiliency standards, through our technical research and education for the residential construction industry. Our research, publications and training programs, including Learning-on-Demand, increasingly cover more and more topics specific to sustainable and resilient buildings.

Implementing mandatory training for Licensed Residential Builders works toward ensuring that all Licensed Residential Builders will be trained to meet these standards over the Service Plan period.

**Performance Measures**

Performance Measure	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
[6a] Percent reduction in greenhouse gas emissions from 2010 levels	15-20%	Reduction of 20% to 25%	Reduction of 25% to 30%	Reduction of 30% to 35%

Data source: Provided directly from utility companies and compiled by an external consultant. The targets for this measure are based on calendar year, in accordance with legislative requirements *under the Climate Change Accountability Act*.

**Discussion**

This measure tracks our progress in reducing greenhouse gas emissions and maintaining a carbon neutral status as required by the *Climate Change Accountability Act* (formerly the *Greenhouse Gas Reductions Target Act*) and is a key indicator of progress towards our sustainability goals. It includes emissions from the entire housing portfolio of buildings owned or leased by the Provincial Rental Housing Corporation, emissions from BC Housing fleet vehicles, and is aligned with provincial reporting requirements. It does not include emissions from buildings owned by the non-profit housing providers or municipalities. Detailed actions taken to meet this goal are described in the annual [Climate Change Accountability Report](#).

Targets are set to achieve a 20 percent or more reduction in greenhouse emissions from the 2010 level. These targets are aligned with the longer-term target set for the public sector in CleanBC, which is 50 percent greenhouse gas reductions by 2030. The targets account for anticipated changes to the housing portfolio over the three-year Service Plan period.

# Financial Plan

## Financial Summary

\$000s	2022/23 Forecast	2023/24 Budget	2024/25 Plan	2025/26 Plan
<b>Revenue</b>				
Provincial Contribution <sup>5</sup>	1,880,434	2,546,458	2,457,098	2,416,322
Federal Contribution	161,988	163,439	153,103	163,185
Tenant Rent	38,558	39,743	39,605	39,605
Other <sup>6</sup>	35,639	70,698	95,041	95,010
Portfolio Investment Income	4,000	4,000	4,000	4,000
<b>Total Revenue</b>	<b>2,120,619</b>	<b>2,824,338</b>	<b>2,748,847</b>	<b>2,718,122</b>
<b>Expenses</b>				
Grants	966,439	1,560,828	1,447,836	1,343,943
Housing Subsidies	779,828	835,559	846,407	909,810
Rental Assistance	114,449	121,093	124,743	134,680
Salaries and Labour	96,539	117,392	121,670	124,547
Operating Expenses	79,595	66,645	63,620	59,372
Building Maintenance	26,038	30,324	30,324	30,324
Office and Overhead	17,455	19,699	19,699	19,699
Utilities	12,021	13,308	13,913	14,556
Grants in lieu of Property Taxes	10,577	12,082	12,612	13,168
Research and Education	2,120	1,436	1,436	1,436
Interest Expense	15,558	45,972	66,587	66,587
<b>Total Expenses</b>	<b>2,120,619</b>	<b>2,824,338</b>	<b>2,748,847</b>	<b>2,718,122</b>
<b>Annual Surplus (Deficit)</b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>
<b>Total Liabilities</b>	<b>1,920,329</b>	<b>3,479,203</b>	<b>4,596,886</b>	<b>4,390,788</b>
<b>Accumulated Surplus (Deficit)</b>	<b>209,656</b>	<b>209,656</b>	<b>209,656</b>	<b>209,656</b>
<b>Capital Expenditures</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>

Note: The above financial information was prepared based on current Public Sector Accounting Standard.

<sup>5</sup> 2023/24 includes funding of \$1.413 billion provided directly by the provincial government to BC Housing, \$1.096 billion from the Housing Priority Initiatives Special Account, \$12.9 million from the Housing Endowment Fund, and \$24.6 million from other partnering ministries/agencies.

<sup>6</sup> This includes revenues from other sources including builder licencing fees.



## Key Forecast Assumptions, Risks and Sensitivities

The following assumptions have been used in the forecast:

- Provincial and Federal contributions match existing approvals;
- Interest rates for mortgage take-outs and renewals are based on Provincial Treasury forecasts;
- Rental assistance take-up is expected to increase; and
- Construction activity for new builds and renovations will match planned schedules, which include anticipated construction delays.

Risks and sensitivities considered:

- Future rate increases in electricity, natural gas, water and sewer, and property taxes have been considered. Various measures, such as building energy retrofits and the bulk purchase of natural gas, have been implemented to help offset this impact.
- Mortgage renewals are staggered and have longer terms in place to offset the risk of rising interest rates.

## Management's Perspective on Financial Outlook

In response to B.C.'s growing housing crisis, new initiatives are being introduced by the Province in Budget 2023, which includes the creation of additional affordable housing units beyond the target set in Budget 2018, additional measures to respond to existing and projected urgent homeless needs, improvement and expansion of provincially owned aging rental stock, and financial incentives for homeowners to accelerate the creation of Accessory Dwelling Units. Accordingly, with increasing financial resources provided directly from the Province for these initiatives, BC Housing will see record-high investments to the housing portfolio in the next three years. To fulfill its fiscal responsibility as a Crown Agency, BC Housing remains focused on continuous improvement in internal governance and operational efficiency to achieve the best value for money in handling public funds and making sure that unit targets are met.

The long-lasting COVID-19 impacts on the logistics and labour markets, fast rising construction and financing costs and inflationary operating cost pressures remain the major challenges that negatively affect BC Housing in achieving its goals. Financial resources secured in Budget 2023 will ease some of these cost pressures, while BC Housing also enhances its financial sustainability by applying value engineering in construction projects and building strong financial partnership with municipalities, federal and local government and non-profit housing service providers. BC Housing's continuous efforts in renewing the aging housing stock, both provincially and non-profit owned, helps to reduce utility consumption and offset rising energy costs.

## Appendix A: Mandate Letter from the Minister Responsible



# BRITISH COLUMBIA

April 14, 2021

Cassie J. Doyle  
Chair, Board of Directors  
BC Housing Management Commission  
1701 - 4555 Kingsway  
Burnaby BC V5H 4V8

Dear Cassie Doyle:

On behalf of Premier John Horgan and the Executive Council, I would like to extend my thanks to you and your board members for the dedication, expertise and skills with which you serve the people of British Columbia.

Every public sector organization is accountable to the citizens of British Columbia. The expectations of British Columbians are identified through their elected representatives, the Members of the Legislative Assembly. Your contributions advance and protect the public interest of all British Columbians. Through your work, you are supporting a society in which the people of this province can exercise their democratic rights, trust and feel protected by their public institutions.

You are serving British Columbians at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment and ongoing engagement between public sector organizations and government. It will require all Crown agencies to adapt to changing circumstances and follow Public Health orders and guidelines as you find ways to deliver your services to citizens.

This mandate letter, which I am sending in my capacity as Minister Responsible for Housing on behalf of the Executive Council, communicates expectations for your organization. It sets out overarching principles relevant to the entire public sector and provides specific direction to BC Housing about priorities and expectations for the coming fiscal year.

I expect that the following five foundational principles will inform your agency's policies and programs:

- **Putting people first:** We are committed to working with you to put people first. You and your board are uniquely positioned to advance and protect the public interest and I expect that you will consider how your board's decisions maintain, protect and enhance the public services people rely on and make life more affordable for everyone.

.../2

- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government’s unanimous passage of the *Declaration of the Rights of Indigenous Peoples Act* was a significant step forward in this journey – one that all Crown agencies are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, Crown agencies must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate.
- **Equity and anti-racism:** Our province’s history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every public sector organization has a role in this work. All Crowns are expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of British Columbia will help achieve effective and citizen-centred governance.
- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land and water and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including the CleanBC target of a 50 per cent reduction in public sector building emissions and a 40 per cent reduction in public sector fleet emissions by 2030. Your organization is expected to work with government to report out on these plans and activities as required by legislation.
- **A strong, sustainable economy that works for everyone:** I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of British Columbia within the guidelines established by the Provincial Health Officer and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social and governance factors and contribute to this future.

The Crown Agencies and Board Resourcing Office, Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2021/22. The Governing in the Public Interest online certificate program is now available, and all board members are encouraged to complete this new offering.

As the Minister Responsible for Housing, I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives and performance measures in your 2021/22 Service Plan:

- In coordination with the Ministry of Attorney General and the Crown Agency Secretariat, continue to implement, support and report on BC Housing programs included in *Homes for B.C.: A 30-Point Plan for Housing Affordability in British Columbia* as well as subsequent government commitments in Budgets 2019 and 2020 to create more permanent affordable and social housing, including those with the 10-year targets under the Building BC programs:
  - 14,350 units through the Community Housing Fund
  - 1,500 units through the Women’s Transition Housing Fund
  - 1,750 units through the Indigenous Housing Fund
  - 2,500 units through the Supportive Housing Fund
- Support the Ministry of Attorney General, in collaboration with other relevant ministries, in the development and implementation of a homelessness strategy – including development and continued delivery of permanent supportive housing, emergency shelter and homelessness outreach programs.
- Deliver more affordable housing through Housing Hub partnerships by:
  - providing low-interest construction loans;
  - expanding partnerships with non-profit and co-op housing providers to acquire and preserve existing rental buildings; and
  - developing new home ownership program streams through the affordable homeownership program (AHOP), and other new equity-building programs.
- Support the Ministry of Attorney General and Minister responsible for Housing in their work with the Ministry of Mental Health and Addictions and other ministries and partners to explore and develop new models of higher intensity supports than those currently provided in supportive housing.

Each board member is required to sign the Mandate Letter to acknowledge government’s direction to your organization. The signed Mandate Letter is to be posted publicly on your organization’s website in spring 2021.

Cassie J. Doyle

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I look forward to continuing to work with you and your board colleagues to build a better British Columbia.

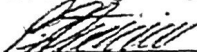
Yours truly,



David Eby, QC  
Attorney General and  
Minister Responsible for Housing



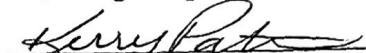
Cassie J. Doyle, Chair  
BC Housing Management Commission



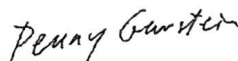
Perry Staniscia, Board Member  
BC Housing Management Commission



Aaron Sumexheltza, Board Member  
BC Housing Management Commission



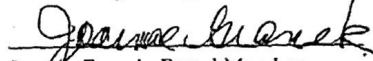
Kerry Pateman, Board Member  
BC Housing Management Commission



Penny Gurstein, Board Member  
BC Housing Management Commission



Barb Carle-Thiesson, Board Member  
BC Housing Management Commission



Joanne Granck, Board Member  
BC Housing Management Commission



Sonia Sahota, Board Member  
BC Housing Management Commission

Enclosure

pc: The Honourable John Horgan, Premier

Lori Wanamaker  
Deputy Minister to the Premier, Cabinet Secretary and  
Head of the BC Public Service

Heather Wood  
Deputy Minister and Secretary to Treasury Board  
Ministry of Finance

Douglas S. Scott  
Deputy Minister, Crown Agencies Secretariat  
Ministry of Finance

Richard J. M. Fyfe, QC  
Deputy Attorney General and  
Deputy Minister Responsible for Housing

Cassie J. Doyle  
Chair, Board of Directors  
BC Housing Management Commission

Penny Gurstein  
Member, Board of Directors  
BC Housing Management Commission

Perry Staniscia  
Member, Board of Directors  
BC Housing Management Commission

Barb Carle-Thiesson  
Member, Board of Directors  
BC Housing Management Commission

Aaron Sumexheltza  
Member, Board of Directors  
BC Housing Management Commission

Joanne Granek  
Member, Board of Directors  
BC Housing Management Commission

Kerry Pateman  
Member, Board of Directors  
BC Housing Management Commission

Sonia Sahota  
Member, Board of Directors  
BC Housing Management Commission

Shayne Ramsay  
Chief Executive Officer  
BC Housing Management Commission

