

# Organizational Structure



# Corporate Governance

## Board of Commissioners

BC Housing is responsible to the Minister Responsible for Housing through a Board of Commissioners. The government appoints the Board to oversee policy implementation and direction and, in cooperation with senior management, to set strategic direction. The Board also monitors BC Housing’s performance based on the province’s planning and reporting principles. The Board delegates responsibility for the day-to-day leadership and management to the Chief Executive Officer.

The Board incorporates best practices into its governance procedures as guided by the Best Practice Guidelines on Governance and Disclosure for Public Sector Organizations.

## Standing Committees of the Board of Commissioners

The following three standing committees support the role of the Board of Commissioners in fulfilling its obligations and oversight responsibilities.

**1**  
**Audit and Risk Management Committee**  
Ensures that the audit process, financial reporting, accounting systems, management plans and budgets, and the system of corporate controls and risk management are reliable, efficient and effective.

**2**  
**Corporate Governance Committee**  
Ensures that BC Housing develops and implements an effective approach to corporate governance. This enables the business and affairs of the Commission to be carried out, directed and managed with the objective of enhancing value to government and the public.

**3**  
**Human Resources Committee**  
Provides a focus on senior management human resource and compensation issues.

## Standards of Conduct

The Standards of Conduct guide the conduct for the board, employees, consultants and contractors and suppliers. The Board of Commissioners adheres to the following standards of conduct when exercising its powers and performing the functions of the organization:

- To act honestly, in good faith and in the best interests of BC Housing;
- To exercise care, skill and diligence in decision making; and
- To follow ethical standards in order to avoid real or apparent conflict of interest between Commissioners’ private interests and the interests of BC Housing.

# Rebuilding a life at Friendship Lodge

Gary didn't know the man who attacked him with a knife. But that incident triggered a chain of events that left Gary suicidal and unable to cope.

His physical injuries from the attack healed; but what Gary didn't realize was that he had extreme post-traumatic stress disorder. "I'd been a drinker for many years, but never out of control. You don't want to admit that you're crazy so I started drinking more. Then I started taking drugs."

Gary ended up in hospital, close to death. From there, he went to a short-term mental health and addiction facility and then to a detox centre. In December 2009, he moved into his current home at Prince George Native Friendship Centre's Friendship Lodge. This 30-unit complex funded by BC Housing provides affordable homes and a supportive atmosphere to help residents transition to greater stability.

At 59, Gary dreams of finding his own place. "Somewhere just out of town with a garden." In the meantime, he knows he has stable and affordable housing, and can continue to heal at Friendship Lodge. "It's been a big influence in my life. I wouldn't be alive and doing as well as I am without the Lodge."

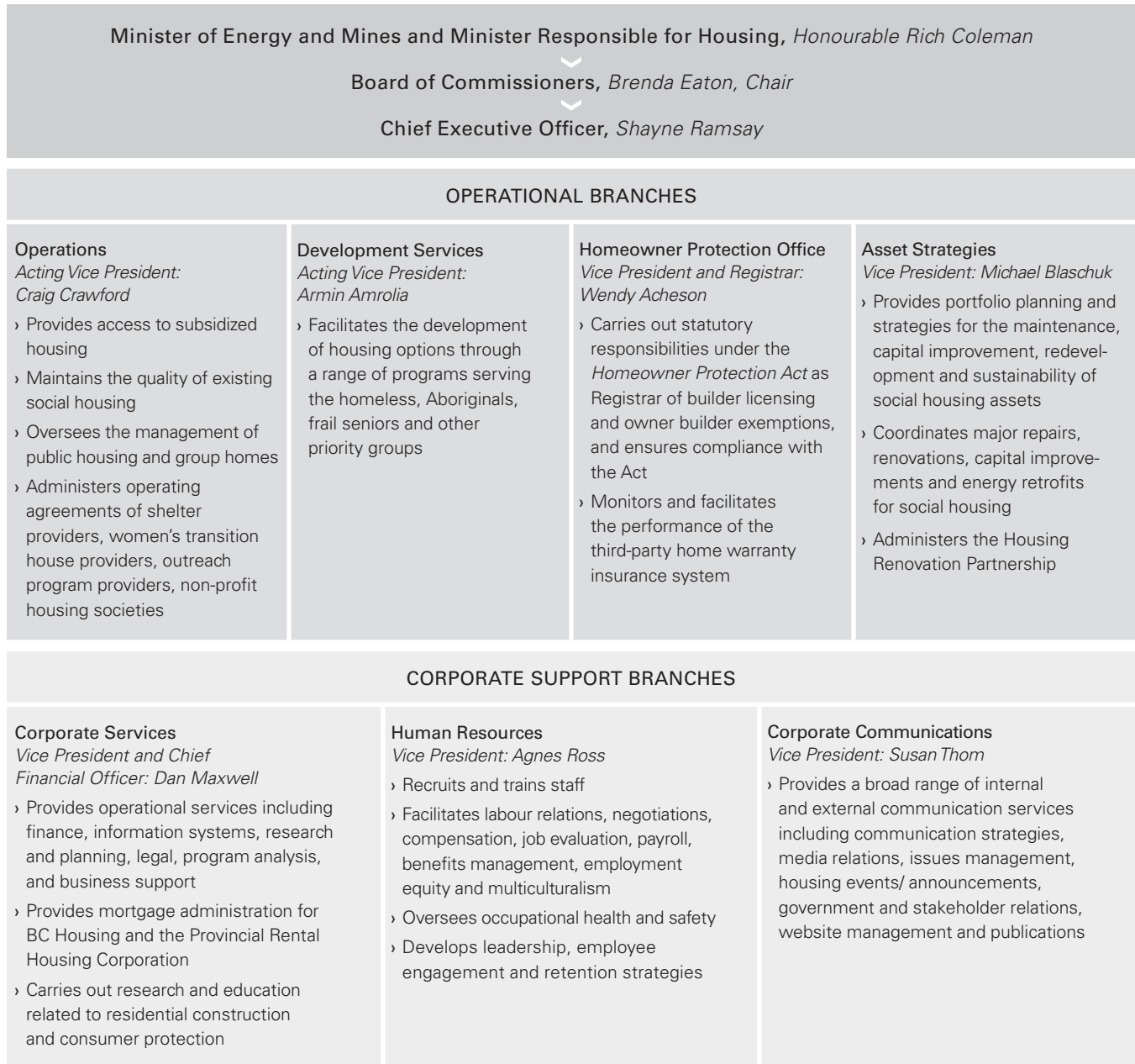
"It's been a big influence in my life. I wouldn't be alive and doing as well as I am without the Lodge."



Gary lives at Prince George Native Friendship Centre's Friendship Lodge.

# Organizational Chart

The following chart highlights BC Housing's key service areas and the responsibilities and accountabilities in each area (as of June 2011).



## Relationship to the Provincial Rental Housing Corporation

The Provincial Rental Housing Corporation (PRHC) was incorporated in 1973 under the *Business Corporations Act* and exists solely as BC Housing's land-holding company. It holds provincially-owned social housing properties (public housing), and leases residential properties to non-profit societies and co-operatives. As of March 31, 2011, PRHC held properties with an original cost of \$1.09 billion.

The Minister Responsible for Housing is the sole shareholder of PRHC. Because of its relationship with BC Housing, PRHC is administered by BC Housing. To ensure the appropriate governance links between the two entities, senior management of BC Housing serve as PRHC's Directors. PRHC does not employ any staff.

# New Opportunities Made Possible

Life is looking great for Tina\*. She and her three sons moved out of their public housing unit for a new home with lots of space for the boys to play. While living in subsidized housing, Tina completed a bachelor degree in business administration and then found a job in her field. She feels if she and her family stayed in public housing, they would be taking up space another family needs more.

Tina's life is now a far cry from May 2006 when she moved into public housing. At the time, her youngest child was just a month old and their old home was infested with rats. When her infant son turned three months, she returned to school, first getting her diploma and then her degree. The single mom's home with BC Housing meant she always knew she would have enough money to feed and clothe her children and they would have a safe place to live.

"Living in public housing meant a better quality of life and that we could afford a few extras," said Tina. "My experiences with public housing have shown me there are opportunities and services available that people can rely on."

\*Name changed to protect the client's privacy.



"The single mom's home with BC Housing meant she always knew she would have enough money to feed and clothe her children and they would have a safe place to live."

# Operating Context

Our success in meeting our goals, objectives, strategies and measures is influenced by many factors. The following is a summary of the internal and external operating context over the past year. A risk-management approach is used to assess challenges and opportunities, and to determine the appropriate strategies for responding.

EXTERNAL FACTORS	CHALLENGES	OPPORTUNITIES AND STRATEGIC RESPONSES
Strength of the Economic Recovery	<p>Higher incidence of housing need and greater demand on programs</p> <p>Fluctuating level of home construction activity affecting revenue collected from new and renewal builder licensing fees</p>	<ul style="list-style-type: none"> <li>▪ Leveraged resources through partnerships</li> <li>▪ Developed and implemented new strategies to deliver programs and services more efficiently and cost effectively</li> <li>▪ Continued to identify opportunities to create more options along the housing continuum</li> <li>▪ Adjusted level of program delivery related to our responsibilities under the <i>Homeowner Protection Act</i>, e.g., research and education</li> </ul>
Pressures in the Rental Housing Market	Very little purpose-built rental housing is being constructed, and can be unaffordable for many people	<ul style="list-style-type: none"> <li>▪ Preserved and protected existing affordable rental housing, including single room occupancy hotels, through strategic acquisitions</li> <li>▪ Leveraged federal infrastructure funding for new rental housing through the <i>Seniors' Rental Housing</i> initiative</li> <li>▪ Partnered with non-profit housing providers to create more affordable rental housing</li> </ul>
Homelessness	To break the cycle of homelessness so that individuals, with outreach and supports, can successfully move from the street and shelter system into stable housing with supports	<ul style="list-style-type: none"> <li>▪ Delivered homeless outreach and emergency shelter gateway services</li> <li>▪ Established partnerships with local governments and housing providers for new supportive housing</li> <li>▪ Continually improved integration of programs and services</li> <li>▪ Monitored and reported outcomes</li> </ul>
Not-In-My- Back-Yard (NIMBY)	Community opposition can emerge when developing new housing as a result of fear and uncertainty	<p>Worked with housing partners to:</p> <ul style="list-style-type: none"> <li>▪ Ensure that surrounding communities learn more about the developments</li> <li>▪ Enable general public and local governments to deal with opposition and move towards acceptance of housing projects</li> </ul>
Strong Demand for Affordable Housing	The demand for affordable housing exceeds the supply of resources as indicated by the more than 12,000 applicants currently listed in <i>The Housing Registry</i>	<ul style="list-style-type: none"> <li>▪ Gave priority to those in greatest need</li> <li>▪ Improved housing application and selection processes</li> <li>▪ Improved ability to match applicants with suitable housing</li> <li>▪ Piloted new models of support services in public housing buildings</li> </ul>

EXTERNAL FACTORS	CHALLENGES	OPPORTUNITIES AND STRATEGIC RESPONSES
Aging Social Housing Portfolio	Some of the buildings that make up the social housing portfolio are aging, require repair, and their mortgages are beginning to expire; also some developments are located on large parcels of land in central locations that could potentially accommodate more housing	<ul style="list-style-type: none"> <li>▪ Created a portfolio management framework that incorporates best practices for governance, portfolio planning, information management systems, investment analysis and stakeholder engagement</li> <li>▪ Utilized the <i>Housing Renovation Partnership</i> to renovate and retrofit social housing in greatest need of repair throughout the province</li> </ul>
Non-profit Sector Sustainability	B.C.'s social housing stock is supported by a large and diverse group of housing providers with a range of portfolios, experience and capacity	<ul style="list-style-type: none"> <li>▪ Worked with the BC Non-Profit Housing Association and the Co-operative Housing Federation of BC to promote sharing of resources, expertise, research and best practices that will benefit the sectors</li> </ul>
Enhanced Federal-Provincial Relationship	Participation from the federal government helps to respond more effectively to growing demand for affordable housing and the needs of the housing sector	<ul style="list-style-type: none"> <li>▪ Created partnerships with the federal government for the delivery of new programs, e.g., <i>Seniors' Rental Housing initiative</i>, <i>Housing Renovation Partnership</i></li> </ul>
Aboriginal Capacity Building	The number of Aboriginal people living off-reserve who are homeless or in core housing need is higher than the incidence of need in the larger population	<ul style="list-style-type: none"> <li>▪ Worked with the Aboriginal Housing Management Association to ensure the on-going successful transition and management of the devolved off-reserve Aboriginal housing portfolio</li> <li>▪ Created new housing through the <i>Aboriginal Housing Initiative</i></li> </ul>
Environmental Sustainability	As much of the existing housing stock has been constructed over the past two to three decades, there are challenges associated with reducing greenhouse gas emissions in these buildings	<ul style="list-style-type: none"> <li>▪ Carried out energy audits and retrofits on social housing buildings</li> <li>▪ Implemented our <i>livegreen: Housing Sustainability Plan</i> that is focused on sustainability improvements in new and existing social housing</li> </ul>
Effective Management Strategies	BC Housing and housing providers share a common interest in establishing effective program management strategies that strive for innovation and harmonization	<ul style="list-style-type: none"> <li>▪ Worked with housing providers to implement effective strategies</li> <li>▪ Identified opportunities to strengthen our relationship with non-profit housing providers</li> </ul>

# Mission's first supportive housing development

The first development funded by the *Housing Renovation Partnership* to celebrate its opening was Rivendell in Mission. It is also that city's first supportive housing development, completing a continuum of care for Mission.

Located outside of Mission's downtown district, Rivendell has 44 self-contained apartments. Each room includes a two-piece washroom, while the common areas include shared bathing rooms, a kitchen, dining area, and recreation rooms.

The *Housing Renovation Partnership* is a \$365 million joint investment which includes funding through Canada's Economic Action Plan and the Province of British Columbia. In the case of Rivendell, the two levels of government provided \$865,905 for renovations to the former residential care facility.

Rivendell now provides transitional housing where people receive the support they need to move beyond shelters to a more permanent and stable form of housing. Support services for the tenants are provided through 24/7 staff coverage provided by Mission Community Services Society.



Rivendell is a 44-unit transitional supportive housing development in Mission for individuals who are homeless or at risk of homelessness.

“Rivendell now provides transitional housing where people receive the support they need to move beyond shelters to a more permanent and stable form of housing.”