

**CHIEF EXECUTIVE OFFICER  
OF  
BRITISH COLUMBIA HOUSING MANAGEMENT COMMISSION  
("BC Housing")**

**TERMS OF REFERENCE  
(the "Terms of Reference")**

**Appointment**

The Chief Executive Officer (the "CEO") of BC Housing is appointed by and reports to the Board of Commissioners (the "**Board**").

**Purpose**

The CEO holds the most senior executive position within BC Housing and oversees its business and operations. The CEO leads the implementation of the strategic plan as defined by the Board in alignment with the Provincial housing policy framework, the mandate of the organization, direction from the Board, expectations of the shareholder, and the needs of clients.

These Terms of Reference establish the CEO's responsibilities and duties as delegated to them by the Board.

**Accountability**

While working closely with the Board, the CEO is not a member of the Board but is accountable to the Board and the Board Chair, the Committees overseen by the Board, the Shareholder and BC Housing's stakeholders.

The CEO is responsible for effectively leading BC Housing and fulfilling the responsibilities outlined in BC Housing's governance framework, mandate, and legal obligations. The CEO upholds the highest standards of integrity, ethics, and accountability in all of BC Housing's activities and decision-making processes.

The performance evaluation of the CEO is the responsibility of the Governance and Human Resources Committee.

**Duties and Responsibilities**

In exercising their function, the CEO has a number of key responsibilities. Subject to the powers and duties of the Board, the CEO's duties and responsibilities are as follows:

### **Leadership**

The CEO is responsible for leading the operations of BC Housing, including:

- leading and managing BC Housing on a day-to-day basis in accordance with the parameters established by the Board;
- demonstrating integrity and ethical leadership including the Province's commitment to taxpayer accountability;
- providing leadership to the Executive Committee and all employees, and enabling a high performing, resilient and adaptable workforce;
- ensuring that BC Housing builds strong, sustainable relationships with Indigenous communities that are grounded in mutual trust and respect, and the principles of reconciliation;
- leading the development of strategic relationships with the non-profit and private sectors, communities, the three levels of government and others to effectively deliver mandated plans and programs;
- leading collaborative relationships with the Ministry of Housing in the development of housing policy and program design; and
- fostering a corporate culture that promotes ethical practices and encourages individual integrity and social responsibility.

### **Strategic and Corporate Planning and Reporting**

The CEO is responsible for strategic and corporate planning and reporting, including:

- leading the preparation of Service Plans and capital and operating budgets for approval by the Board;
- leading the development of the strategic plan and establishing and leading the implementation of corporate strategies, policies, plans and programs that are consistent with the mandate of BC Housing, directions of the Board, and the needs of the Province, partners and stakeholders;
- reporting to the Board regarding the performance of BC Housing and progress towards achieving established goals and objectives; and
- advising the Board on matters of policy, planning and priorities and other issues that are fundamental to the mission and direction of BC Housing, including implications of proposed new initiatives and potential impacts for governments, clients, partners, and other stakeholders.

### **Financial**

The CEO is responsible for financial management and strategies, including:

- directing and monitoring the corporation’s activities in a manner that ensures that provincial assets are safeguarded and optimized;
- controlling all expenditures to achieve efficient allocation of resources;
- leading the development and implementation of strategies to mitigate corporate risk and ensuring the financial viability of BC Housing;
- ensuring the integrity of BC Housing’s internal control and management systems;
- providing and presenting key financial information to the Board and Committees that assist the Board and Committees to fulfill their mandates and carry out their key duties and responsibilities;
- delegating financial expense authority to BC Housing employees in accordance with the Financial Expense Authority Policy; and
- in cases of emergency or urgency, and with the approval of the Chair of the Board (or designate), the CEO (or designate) has the authority to make financial commitments in excess of those set in the Financial Expense Authority Policy.

With respect to capital projects, the Board delegates to the CEO the powers and authorities to review and approve all capital project submissions that fall within BC Housing’s mandate and with a value of up to \$20 million in contributions from the Province, unless they are deemed by the CEO to be significant for the Board to review due to material or reputational risks. The CEO may further delegate these powers and authorities.

### **Human Resources**

The CEO is responsible for overseeing key aspects of human resources, including:

- ensuring continuity of Board policy and acting as the primary point of contact between the Board and the Executive Management and staff of BC Housing;
- establishing organizational and staffing plans and appropriate delegation and decision-making frameworks to support the accomplishment of corporate goals and objectives;
- providing direction to the Executive Committee and staff of BC Housing to ensure overall effectiveness in meeting policy and program objectives, and ensuring that BC Housing conducts its operations and financial activities with integrity and in accordance with applicable legislative, regulatory and policy requirements;

- leading the establishment of progressive management and human resources policies and practices to ensure a motivated work force and a sound and supportive employee relations climate;
- Prior to appointment Vice-Presidents, reviewing their appointment with the Chair and Chair of the Governance and Human Resources Committee of the Board; and
- Annually establishing and maintaining a Board reviewed plan for senior management development and succession.

### **Communications**

The CEO is responsible for communicating key information and decisions, including:

- Communicating decisions of the Board to senior management and staff of BC Housing;
- Together with the Board Chair, acting as the primary spokesperson for BC Housing for matters related to BC Housing's operations when requested by the Minister of Housing and overseeing BC Housing's interfaces with the public and stakeholders; and
- Rigorously exchanging information with the Board Chair, including to maintain a close liaison regarding communication strategies with government and other stakeholders and review material issues and ensure the Chair and other Commissioners are provided with relevant and timely information.