

**BC Housing**

**2022/23 – 2024/25  
Service Plan**

**February 2022**



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## Board Chair's Accountability Statement



The 2022/23 – 2024/25 BC Housing Service Plan was prepared under the Board of Commissioners' 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 February 2022 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.

A handwritten signature in black ink that reads "Cassie J. Doyle". The signature is written in a cursive, flowing style.

Cassie J. Doyle  
Board Chair

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## Strategic Direction and Alignment with Government Priorities

In 2022/23, public sector organizations will continue to align with and support the Government of British Columbia's efforts in responding to the COVID-19 pandemic with a focus on protecting the health, social and economic well-being of British Columbians. Building on our economic, environmental, and social strengths while looking to seize opportunities to improve outcomes for all British Columbians will be an important aspect of each Crown Agency's work as we respond to COVID-19 and recover from devastating floods and wildfires. The policies, programs and projects developed over the course of this Service Plan period will align with the five foundational principles established by Government in 2020: putting people first, working toward lasting and meaningful reconciliation, supporting equity and anti-racism, ensuring a better future through fighting climate change and meeting our greenhouse gas reduction targets, and supporting a strong, sustainable economy that works for everyone.

This Service Plan outlines how BC Housing will support the government's priorities including the foundational principles listed above and selected action items identified in the most recent [BC Housing Mandate Letter](#).

In 2022/23, BC Housing will continue to work in partnership with the private, non-profit and co-operative housing sectors, provincial health authorities and ministries, other levels of government, Indigenous peoples and community groups to deliver affordable housing programs. 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 2022/23, BC Housing will assist approximately 120,000 households 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*.

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 also committed to working in partnership with Indigenous peoples to embrace and implement the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and the Truth and Reconciliation Commission of Canada (TRC): Calls to Action.

In addition to the priorities described above, our strategic direction is shaped by the Mandate Letter provided by the Attorney General and Minister Responsible for 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](#), supporting relevant partner ministries in the development and implementation of a homelessness strategy, delivering more affordable housing through HousingHub partnerships, as well as supporting relevant ministries and partners with the implementation of complex care housing, which will provide an enhanced level of integrated health and social supports for people who need a level of support that goes beyond the current housing model.

## Operating Environment

As well as delivering on our core programs and services, BC Housing continues to respond to the public health and provincial states of emergency declared for the COVID-19 global pandemic as well as the provincial and local states of emergency declared in response to significant climate events including wildfires, extreme heat, and mass flooding. These emergencies are concurrent with the opioid crisis, rising homelessness, increasing demand for affordable housing, and a tight labour market. This environment presents challenges to delivering our housing programs and responding to crisis events.

Our work to mitigate and respond to the emergencies includes collaborating with the Ministry of Attorney General and Minister Responsible for Housing and other partner ministries on co-ordinated policy, and operational and emergency responses across the province. BC Housing collaborates on community-based activities with people with lived expertise, regional health authorities, municipal partners, Indigenous communities, and non-profit housing and service providers. Together we are identifying temporary and permanent accommodations where vulnerable people can receive health and social supports.

The concurrent states of emergencies and related future risks impact the people we serve, our partners and staff, and our buildings. Systemic inequities and marginalization continue to become more evident. Our performance plan includes addressing systemic discrimination and improving housing outcomes for everyone. The principles of Equity, Diversity, Inclusion and Belonging (EDIB) are embedded in our work and supported by BC Housing's Office of EDIB. An equity assessment is underway to advance this commitment.

BC Housing is committed to Reconciliation with Indigenous peoples. As a landlord, employer and funder of affordable housing programs, BC Housing touches the lives of many Indigenous peoples. Our [Reconciliation: Moving Forward Together](#) report informs our Reconciliation Strategy and its holistic implementation. We recently created a business area dedicated to Reconciliation and Equity strategies. This enhanced capacity will support our work with Indigenous communities and partners as we embrace opportunities to continue to build good relations.

Through our new [sustainability and resiliency framework](#), we are incorporating EDIB principles into our work on updating 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*, which commits to reducing climate pollution and to cleaner and more resilient construction.

British Columbia continues to experience rising housing affordability pressures and challenges to protecting and creating a new a range of housing options. The cost of construction and average market rents are expected to keep increasing, while available housing supply does not meet the demand for affordable housing.

The Building BC programs and HousingHub require a range of strategies 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.

BC Housing has ongoing capital asset responsibilities for social housing across the province. As the existing housing stock continues to age, major repairs or site redevelopments are required for many buildings to improve life-safety, and upgrade seismic, fire safety and energy performance. Through capital renewal funding, we invest in existing housing to ensure good conditions for current and future residents.

The impacts of the pandemic and other concurrent events, including the tight labour market, are also felt within our organization. BC Housing's People Strategy supports strong employee engagement, retention, and recruitment, and helps to build the learning and leadership capacity needed to deliver on our mandate and respond to crises. We are applying our learning from the pandemic experience and increasing understanding of Equity, Diversity, Inclusion and Belonging to our own business practices and planning. This includes looking at technological solutions to support hybrid and flexible approaches to doing our work. Our People Strategy will be particularly important in addressing workload pressures and new staffing requirements related to the delivery of our core programs and services and the expectation to provide temporary and permanent housing solutions in response to emergent events.

## Performance Planning

### Goal 1: Improved housing outcomes for British Columbians

This goal brings together many areas where we have responsibilities, including increasing the supply of housing, providing opportunities for greater housing stability for people experiencing homelessness, as well as the work of Licensing and Consumer Services in strengthening consumer protections for homebuyers and increasing the quality of residential construction.

Improved housing outcomes refer to the work we do to make a positive difference in people's lives. This work includes addressing youth homelessness and tent encampments for people experiencing homelessness, delivering housing for Indigenous peoples, and supporting greater housing affordability. This also includes our work that improves the quality of life for residents by creating homes that are healthy, safe, accessible, and achieve specific equity and social outcomes using Gender Based Analysis Plus (GBA+) analysis. Improved housing outcomes also include aligning our work with the [Climate Change Accountability Act](#), the provincial [CleanBC](#) and [Climate Preparedness and Adaptation](#) strategies, which promote construction that is energy efficient, has low carbon emissions, and is good quality and durable.

#### **Objective 1.1: Increase the supply of secure, affordable and sustainable housing for people with low and moderate incomes through Building BC and HousingHub, and through providing rental assistance in the private market**

BC Housing implements a range of programs that deliver on provincial investments to create new affordable, social and supportive housing for low- to moderate-income households, including families, seniors, youth, people with disabilities/disabled people, Indigenous peoples, people experiencing homelessness and at risk of homelessness, and women and children fleeing gender-based violence. This is carried out through [Building BC](#) programs such as the [Community Housing Fund](#), [Women's Transition Housing Fund](#), [Indigenous Housing Fund](#), and [Supportive Housing Fund](#). These programs will create more homes for households in B.C., including applicants waiting for housing on the Housing Registry.<sup>1</sup>

Through [HousingHub](#), BC Housing develops, facilitates, and supports partnerships across the housing sector to create market-based and affordable housing for middle-income households without the need for ongoing subsidies. HousingHub delivers affordable housing through the [Provincial Rental Supply](#) program and [Affordable Home Ownership Program](#). HousingHub works with a range of affordable housing partners including non-profit and co-op organizations, private developers, faith groups, property owners, federal and local governments, and Indigenous organizations. BC Housing will continue to work closely with the Ministry of Attorney General and Minister Responsible for Housing and the Ministry of Finance to monitor, assess and track the progress of the successful implementation of the HousingHub program.

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<sup>1</sup> As of December 31, 2021, there were over 24,000 households on the Housing Registry.

BC Housing also delivers rent supplements to 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](#) (CA-BC HB) program.<sup>2</sup>

## Key Strategies

- Continue to deliver new housing supply towards Building BC program targets in partnership with non-profit, co-operative, community and Indigenous organizations.
- Deliver more affordable housing through HousingHub partnerships.
- Continue to develop and implement emergency responses to the COVID-19 pandemic, such as temporary housing, in partnership with the Ministry of Attorney General and Minister Responsible for Housing and other partner ministries.
- Support the Ministry of Attorney General and Minister Responsible for Housing in the development and implementation of a homelessness strategy.
- Provide culturally-appropriate housing that is also healthy and resilient to climate impacts, to recognize the over representation of Indigenous peoples and other marginalized groups within the homeless population and living in non-market housing, and to further self-determination within the Indigenous housing sector.
- Ensure effective management and maintenance of BC Housing’s directly managed housing stock including strategic redevelopment opportunities.
- Evolve BC Housing’s Design Guidelines and Construction Standards to ensure that they promote social inclusion, equity, sustainability, climate adaptation and resiliency.
- 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](#).

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<sup>2</sup>Some rent supplements under the *Canada-BC Housing Benefit* program include those in non-profit housing.

| Performance Measures   | 2021/22<br>Forecast | 2022/23<br>Target | 2023/24<br>Target | 2024/25<br>Target |
|--|---------------------|-------------------|-------------------|-------------------|
| 1.1a Number of affordable and supportive housing homes completed, including affordable rental and social housing (including HousingHub) <sup>1</sup> | 4,500               | 4,500             | 3,000             | 3,000             |
| 1.1b Number of households receiving rental assistance in the private market <sup>2</sup>   | 37,700              | 40,000            | 43,000            | 45,000            |

<sup>1</sup>Data source: BC Housing’s Central Property System database. Programs reflected in measure 1.1 include: *Rapid Response to Homelessness, Affordable Rental Housing, Community Housing Fund, Indigenous Housing Fund, Supportive Housing Fund, Women’s Transition Housing Fund, Homelessness Action Plan, Provincial Investment in Affordable Housing, Community Partnership Initiatives, Housing Endowment Fund, Housing Priority Initiatives, Investment in Affordable Housing, Provincial Rental Supply Affordable Home Ownership Program* and other provincial programs.

<sup>2</sup>Data source: BC Housing’s Subsidy Management and Assisted Rental Tool (SMART) database. Programs reflected in measure 1.1b include the *Shelter Aid for Elderly Renters* program, the *Rental Assistance Program* and the *Canada-BC Housing Benefit*.

## Linking Performance Measure to Objective

These measures describe BC Housing’s contribution towards creating and facilitating more affordable housing through provincial programs.

## Discussion

Measure 1.1a identifies the number of affordable and supportive housing homes completed and ready for occupancy by residents, including homes created through Building BC and HousingHub programs. Targets are based on the completion of new homes created through acquisition or new construction. Targets for 2022/23 and 2023/24 were reviewed and adjusted based on project progress. Reporting of this measure in the 2022/23 Annual Service Plan Report will include the number of homes meeting a range of criteria indicating better outcomes for residents and related to the goal description. Reporting can include information about affordability, unit accessibility, Indigenous housing, unit-type mix, and homes designed to meet energy sustainability and resiliency targets in BC Housing’s Design Guidelines and Construction Standards.

Measure 1.1b identifies the number of households receiving rental assistance in the private market. Targets for 1.1b are based on anticipated up-take for these rent assistance programs.

## Objective 1.2: Provide opportunities for greater housing stability for people experiencing homelessness

This objective focuses on housing stability as a key component to breaking the cycle of homelessness. Homelessness – including tent encampments, Indigenous homelessness, and youth homelessness – is a complex issue and there are a number of factors that may cause an individual to experience homelessness. These include structural factors (e.g., poverty, discrimination, lack

of affordable housing, the impact of colonization on Indigenous peoples), individual/relationship factors (e.g., traumatic events, family violence and abuse, mental health issues, addiction issues, or other physical and health issues), and system failures that reinforce or perpetuate homelessness (e.g., historic and ongoing racism and other forms of discrimination, barriers to accessing public systems, transitioning out of child welfare programs, or discharging from hospitals or correctional institutions). One, or a combination of these factors can cause homelessness.

BC Housing will continue to work with the Ministry of Attorney General and Minister Responsible for Housing to support the development and implementation of a provincial homelessness strategy. BC Housing also works in partnership with service providers and housing operators to ensure people achieve and maintain stable housing. For example, supportive housing is operated by non-profit housing societies that provide support services to people at risk of homelessness to help them maintain their housing. These support services can include 24/7 staffing, life skills training, employment preparation, meal programs and referrals to other community resources.

**Key Strategies**

- With the Ministry of Attorney General and Minister Responsible for Housing, health and community partners, implement strategies to respond to and prevent homelessness, including youth homelessness and tent encampments for homeless people.
- Support the Ministry of Attorney General and Minister Responsible for Housing in their work with other ministries and partners to implement complex care housing, which will provide an enhanced level of integrated health and social supports for people requiring higher intensity supports than those currently provided in supportive housing.
- Support outreach and communication with people experiencing homelessness, including those living in encampments, in order to facilitate connecting individuals with appropriate housing options.
- Work with the Ministry of Attorney General and Minister Responsible for Housing to implement lease extensions and find long-term permanent housing solutions that meet the needs of individuals residing in temporary accommodations that opened as part of the COVID-19 response.

| <b>Performance Measure</b>  | <b>2021/22 Forecast</b> | <b>2022/23 Target</b> | <b>2023/24 Target</b> | <b>2024/25 Target</b> |
|---|-------------------------|-----------------------|-----------------------|-----------------------|
| 1.2 Percentage of homeless individuals accessing housing who remain housed six months after placement | 83%                     | 84%                   | 86%                   | 87%                   |

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

## Linking Performance Measure to Objective

Measuring the percentage of homeless individuals accessing supportive housing and remaining 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.

### Discussion

Measure 1.2 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. Targets are reviewed every year and are adjusted based on the number of supportive housing units expected to be available.

### Objective 1.3: Ensure buyers of new homes are protected through strengthening consumer protections and compliance with the *Homeowner Protection Act*

This objective focuses on BC Housing’s responsibility to strengthen consumer protection for buyers of new homes and to regulate the industry to improve the quality of residential construction.

### Key Strategies

- Ensure that builders are qualified and upgrade their skills through a wide range of available continuing professional development.
- Continue to ensure that there is a fair playing field and protection for consumers by achieving a high level of compliance with mandatory licensing and home warranty insurance requirements.
- Work collaboratively with other industry regulators to monitor the home warranty insurance system in order to ensure efficacy, fairness, and better outcomes for consumers.
- Carry out research to anticipate and mitigate housing and construction risks and inform improvements to the quality of residential construction and support better outcomes for owners, residents, builders, and other industry stakeholders including insurers.

| Performance Measure  | 2021/22 Forecast | 2022/23 Target | 2023/24 Target | 2024/25 Target |
|--|------------------|----------------|----------------|----------------|
| 1.3 Builders’ rating of BC Housing’s efforts to monitor and enforce compliance with mandatory builder licencing and home warranty insurance requirements and the owner-builder exemption | 80% or higher    | 80% or higher  | 80% or higher  | 80% or higher  |

Data source: Annual Licensed Residential Builder Survey. The survey question is worded as follows: “How would you rate the effectiveness of BC Housing’s efforts to monitor and enforce compliance with the mandatory builder licencing and home warranty insurance requirements and the owner-builder exemption?”

## **Linking Performance Measure to Objective**

This is a measure of the overall health of the builder licensing, home warranty insurance and owner-builder authorization system, whereby compliance issues are dealt with quickly and effectively by Licensing and Consumer Services. Assessment of performance is best done by industry participants (licensed residential builders) that operate their businesses within the regulatory framework.

### **Discussion**

Targets are based on past trends, recognition that reducing instances of non-compliance continues to be an area for business improvement, and strategic initiatives underway to enhance compliance efforts each year over the three-year service planning period. Targets are reviewed every year and are adjusted based on historical performance.

The wording for this performance measure has been revised slightly from last year's Service Plan to provide clarity around the measure.

## **Goal 2: Strengthen BC Housing service programs and community housing sector capacity**

This goal takes into account BC Housing's directly managed housing, the non-profit and co-op housing sector, and building the capacity of this sector.

While some social housing<sup>3</sup> is managed by BC Housing, the vast majority is managed by the non-profit and co-op housing sector. The non-profit and co-op housing sector has grown in both size and sophistication; its positive impacts in communities through the provision of affordable housing are considerable. In British Columbia, as well as nationally, a culture of innovation, social entrepreneurship and business transformation is emerging in the sector.

### **Objective 2.1: Support a people-centered approach to enhancing services for tenants with directly managed housing as well as within the broader social housing sector and marginalized communities**

This objective focuses on how programs and services are delivered to drive positive outcomes for tenants living in social housing. Work to support this objective is carried out by BC Housing as well as the non-profit and co-op housing sector, and it often includes tenant support services. For example, in housing directly managed by BC Housing, tenants can access housing and health

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<sup>3</sup>Social housing is defined as a housing development that government subsidizes and that either government, a non-profit, or co-op housing partner owns and/or operates. Community housing and social housing are used interchangeably. BC Housing directly manages 5,500 social housing homes while the non-profit and co-op housing sector manage more than 63,000 social housing homes.

services, education and development opportunities for students, and participate in community gardens through the People, Plants and Homes program.

### Key Strategies

- Guided by the principles of Equity, Diversity, Inclusion and Belonging, incorporate lessons learned during the pandemic response around the importance of food security, cultural and community supports.
- Develop and implement strategies to provide tenants with a greater voice and inclusion in programs and initiatives that impact them.
- Implement a tenant relocation strategy to guide BC Housing and to support the community housing sector in carrying out tenant relocations due to renovations or redevelopment that safely support tenants, inform budgeting and deliver on BC Housing’s goals of asset renewal and increased affordable housing supply.
- Develop and implement a provincial plan to protect residents of directly managed and non-profit housing from the adverse effects of climate change.
- Collaborate with non-profit housing providers when developing housing to explore innovative uses of space to improve tenant outcomes, such as daycare and other communal spaces, and economic development opportunities for residents.

| Performance Measure   | 2021/22 Forecast | 2022/23 Target | 2023/24 Target | 2024/25 Target |
|---|------------------|----------------|----------------|----------------|
| 2.1 Percentage of clients reporting satisfaction with the quality and safety of their housing | 75% or higher    | N/A            | 75% or higher  | N/A            |

Data source: BC Housing’s tenant engagement survey. The survey question from which the measure is derived is worded as follows: “How would you rate BC Housing’s overall performance in meeting your housing needs?”

### Linking Performance Measure to Objective

This is a measure to determine whether BC Housing directly managed 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.

### Discussion

Results from the survey, which is conducted every two years by a third party, are analyzed by location and demographics 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.

**Objective 2.2: Collaborate and support our non-profit and co-operative housing partners to ensure long-term provision of social and affordable housing**

This objective focuses on BC Housing’s collaboration and partnerships that increase sector capacity and accountability to drive positive outcomes for clients, tenants and partners. Specifically, there is ongoing collaboration and dialogue with the sector to identify current challenges, opportunities, new practices and processes to better support housing provider capacity. Work to support this objective is carried out sector-wide through partnerships with Housing Partnerships Canada and BC Non-Profit Housing Association, for example, as well as ongoing relationships with more than 800 housing providers across the province. These day-to-day relationships involve the development of new housing projects and the administration of operating agreements for existing housing, budget setting, financial and operational reviews.

**Key Strategies**

- Collaborate with sector organizations, including the BC Non-Profit Housing Association (BCNPHA), Co-op Housing Federation of BC (CHF BC) and Aboriginal Housing Management Association (AHMA) to support landlords and tenants through training, education, research and services on a number of strategic initiatives, including protecting social housing tenants from the adverse effects of climate change.
- Implement findings from the review of BC Housing’s operational review process to support non-profit capacity and accountability.
- Develop and implement educational opportunities for BC Housing and the community housing sector to build understanding and competencies to adopt the principles of Equity, Diversity, Inclusion and Belonging.
- Support the sector with technology modernization and cybersecurity protections with services provided by BC Housing.

| Performance Measure   | 2021/22 Forecast | 2022/23 Target  | 2023/24 Target | 2024/25 Target |
|---|------------------|-----------------|----------------|----------------|
| 2.2 Percentage of non-profit and co-op housing providers positively rating BC Housing’s capacity building efforts | N/A              | Baseline<br>TBD | TBD            | TBD            |

Data source: TBD

## Linking Performance Measure to Objective

This is a new measure on BC Housing’s work in building non-profit and co-op housing sector capacity as well as non-profit and co-op’s relationship with BC Housing. A survey will be conducted to elicit feedback from the non-profit and co-op housing sector.

### Discussion

A baseline will be developed in 2022/23 and reporting of this measure will begin in 2023/24. The measure is developed as an Overall Service Index Measure, which synthesizes non-profit and co-ops housing providers’ responses to questions focusing on different areas of capacity building.

## Objective 2.3: Improve the quality of existing social housing through new provincial investments

The social housing stock is aging and many buildings are approaching a time when major building components require replacement or repair. 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. To achieve these priorities, BC Housing works with housing providers to identify priority capital renewal projects and provides funding for maintenance and rehabilitation through various programs.

### Key Strategies

- Deliver BC Housing programs that help improve the quality, sustainability, climate change adaptation and resiliency, life-safety and accessibility of existing social housing.
- Conduct research and education for the residential construction industry that supports the industry transformation towards sustainable, equitable and resilient building practices.
- Update and evolve BC Housing’s Design Guidelines and Construction Standards on a regular basis to reflect best practices and improve livability for residents.

| Performance Measure                                    | 2021/22 Forecast | 2022/23 Target | 2023/24 Target | 2024/25 Target |
|--|------------------|----------------|----------------|----------------|
| 2.3 Facility Condition Index of BC Housing’s Portfolio | 16% to 21%       | 16% to 21%     | 16% to 21%     | 16 to 21%      |

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 (FCI).

## Linking Performance Measure to Objective

The Facility Condition Index (FCI) 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, the FCI rises over time.

## **Discussion**

The FCI is calculated using a five-year projected average of the condition of the social housing stock. 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.

The wording for this performance measure has been revised slightly from last year's Service Plan to provide clarity around the measure.

## **Goal 3: Strong Indigenous partnerships and relationships based on principles of Reconciliation and the *Declaration on the Rights of Indigenous Peoples Act***

In line with the Province's commitment to Reconciliation and implementation of the *Declaration on the Rights of Indigenous Peoples Act* (DRIPA), 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 recognizes that Indigenous peoples are over-represented within the homeless population and are more likely to live in inadequate housing.

In 2018/19, British Columbia became the first province in Canada to invest provincial housing funds in Indigenous communities. Significant new levels of provincial housing investments under the Building BC and other programs provided new opportunities, including in First Nations communities/on reserves and Treaty Nations. BC Housing is now working to develop new relationships with First Nation communities and Indigenous peoples across the province to create affordable and supportive housing.

BC Housing is committed to ongoing dialogue with Indigenous partners to address the unique perspectives and needs of different Indigenous organizations and communities. BC Housing has begun the development of a Reconciliation Strategy as part of our commitment to work with the Ministry of Attorney General and Minister Responsible for Housing to adopt policies and practices based on the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and the Calls to Action of the Truth and Reconciliation Commission (TRC) within our specific mandate and context. The development and implementation of the Reconciliation Strategy will help BC Housing to identify areas of work and new performance measures to track our commitment to meaningful Reconciliation.

The wording for this goal has been changed since last year's Service Plan to better reflect BC Housing's commitment to implement DRIPA.

**Objective 3.1: Advance BC Housing’s relationship with Indigenous peoples and communities in British Columbia through Reconciliation**

BC Housing has been working 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 it can take further steps to help build capacity and self-reliance within the Indigenous housing sector. BC Housing is also listening and learning from the sector to improve existing provincial housing programs and services. BC Housing engages widely with Indigenous communities and First Nations, the Aboriginal Housing Management Association (AHMA) and other Indigenous leadership organizations to help facilitate change.

**Key Strategies**

- Develop a multi-year plan, considering short, medium and long-term recommendations arising from the *Reconciliation: Moving Forward Together* report, which will inform BC Housing’s Reconciliation Strategy.
- Develop an engagement plan to prioritize discussions with Indigenous peoples, organizations and First Nations to collaborate on program funding structures to ensure it fulfills DRIPA legislation in the context of BC Housing’s mandate.
- Develop an engagement plan to work with Indigenous Nations, communities and organizations to evolve BC Housing policies and practices based on principles of Reconciliation and decolonization.
- In collaboration with Indigenous partners, review and adapt program requirements, design standards and work pace to be culturally inclusive.
- Collaborate with Indigenous communities and First Nations to create housing options.
- 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.
- In partnership with AHMA, co-design a meaningful process to further our work in building capacity and self-reliance within the Indigenous housing sector in B.C.
- Improve housing conditions in First Nations communities and on reserves through partnerships in asset management, capital planning and homeowner education.
- Deliver education and training sessions to BC Housing staff and partners on implementing UNDRIP and TRC recommendations.

| Performance Measure                                      | 2021/22 Forecast | 2022/23 Target | 2023/24 Target | 2024/25 Target |
|--|------------------|----------------|----------------|----------------|
| 3.1 Progressive Aboriginal Relations (PAR) 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.

## **Linking Performance Measure to Objective**

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, depending on how the organization has demonstrated its performance. 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.

## **Discussion**

Although the certification process occurs every three years, our work to promote stronger Indigenous partnerships is ongoing in all business areas and will be informed by the findings and recommendations from the *Reconciliation: Moving Forward Together* report. BC Housing's current plans, initiatives and collaboration efforts support the goal of continual improvement each year. BC Housing's Gold certification result demonstrates an active and ongoing commitment to supporting the Indigenous housing sector and our Indigenous housing partners. The next certification process will occur again in 2024. Benchmarking is conducted on a national level against other Canadian companies participating in the PAR Certification program.

**Goal 4: Strengthened organizational performance through alignment with principles of Truth and Reconciliation, Equity, Diversity, Inclusion and Belonging (EDIB), sustainability and resiliency as well as lessons learned from the COVID-19 pandemic**

This goal seeks to drive changes in how we deliver on our services while addressing social and environmental injustices, reducing our negative contributions to global warming, managing impacts of climate change, and being better prepared to manage other risks, such as earthquakes and pandemics.

In order to achieve this goal, BC Housing must align our work with the principles of Equity, Diversity, Inclusion and Belonging (EDIB). BC Housing’s Office of Equity, Diversity, Inclusion and Belonging (OEDIB) 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 OEDIB are Reconciliation, GBA+, including accessibility, youth, seniors, 2SLGBTQIA+<sup>4</sup> and Indigenous, Black and People of Colour (IBPOC) as well as promoting anti-oppression and addressing ableism, racism and other systemic discriminations. The development and implementation of the equity assessment will help BC Housing to identify areas of work and new performance measures to track our commitment to align our work with the principles of EDIB.

This is coordinated with the work underway to develop Reconciliation, and Sustainability and Resilience Strategies. BC Housing is also working with health authorities, non-profit housing partners, and local governments to analyze and apply lessons learned from the COVID-19 pandemic to improve our business practices and operations. New performance measures arising out of the new Sustainability and Resilience Strategy will be created in the coming years and will be incorporated into future Service Plans.

The wording of this goal has been changed since last year’s Service Plan for clarity.

**Objective 4.1: Achieve a high level of employee engagement**

BC Housing’s employees play a critical role in organizational performance. Employee engagement is a productivity indicator based on employee satisfaction and motivation. Promoting employee engagement fosters an environment of creativity, innovation, organizational excellence and improved service to our tenants and clients. A significant contributor to an engaged workforce is access to leadership, learning and growth opportunities, which serve to meet business objectives as well as the personal aspirations of employees. An engaged employee is one who is fully involved in, and enthusiastic about their work, and who will act in a way that will support the organization in meeting its goals and objectives. The engagement of BC Housing’s employees in the context of transformational cultural change has already begun, for example by integrating principles of EDIB and Reconciliation into our work and business practices. This work aligns with the Province’s three-year diversity and inclusion strategy for

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<sup>4</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.

the BC Public Service, [Where We All Belong](#). It ensures the BC Public Service is reflective of our province and inclusive of Indigenous peoples, racialized communities, immigrants, people with disabilities/disabled people and the 2SLGBTQIA+ community.

### Key Strategies

- Continue to lead collaboration through the OEDIB to enhance programs, policies and business practices to be in alignment with Reconciliation and equity principles.
- Complete an equity assessment of BC Housing’s corporate processes, policies and culture, and develop an implementation plan to assist with the creation of an equity strategy that will address long-standing inequities and allow BC Housing to measure the ways that systemic and structural barriers impact operations and service delivery.
- Develop an approach for the creation and implementation of an accessibility strategy.
- Provide staff education on the principles and application of EDIB, Reconciliation and sustainability principles and goals into regular operations.
- Leverage data and technology as an asset to help staff drive business solutions. This will include expanding the scope of disaggregated data gathered for demographic analysis to better understand operational and service delivery impacts.
- Enhance communications and engagement opportunities for employees with their colleagues, tenants, clients and the community housing sector.
- Transform into a digital organization, supporting digitization of internal processes and improved online access to our programs and services.
- Reimagine work by continuing to enhance diverse work arrangements and focusing on how, when and where work is being done to support employee experience and well-being.

| Performance Measure           | 2021/22 Forecast                      | 2022/23 Target                        | 2023/24 Target                        | 2024/25 Target                        |
|-------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| 4.1 Employee engagement index | Top Quartile of benchmarked employers |

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

### Linking Performance Measure to Objective

This measure is based on BC Housing’s annual staff survey conducted by a third party that gathers feedback on different aspects of the work environment. 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. For the 2021 survey, a sixth indicator was added, focused on BC Housing’s response to the COVID-19 pandemic in relation to employee wellbeing.

## Discussion

Results are benchmarked with other employers through the use of 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](#).

### **Objective 4.2: Support provincial climate goals by actively contributing to low-carbon, healthy and future-proof housing**

BC Housing is committed to working towards improving the 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 detail our climate actions in the [Climate Change Accountability Report](#) (formerly the Carbon Neutral Action Report) as required by the *Climate Change Accountability Act*.

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. Under the *Homeowner Protection Act* mandate, we establish and maintain expertise in building science, conduct research and cooperate with other organizations to establish best practices for building low-carbon energy efficient homes that meet BC Energy Step Code requirements.

Through our Research Centre we are also promoting housing that is designed and operated with occupants' health in mind, including improving indoor air quality, eliminating toxic materials, designing buildings for better social interactions, and considering access to natural light and nature. Work also continues on a new Sustainability and Resiliency Strategy that will be implemented in the 2022/23 year. Key elements of this strategy will include updating BC Housing's Design Guidelines and Construction Standards to better protect homes from the impacts of climate change, advancing sustainability requirements in new construction and renovation projects, and increasing staff capacity for innovation. Implementing the strategy will help BC Housing to identify areas of work and new performance measures to track our commitment to align our work with the principles of sustainability and resilience.

### **Key Strategies**

- Implement the new Sustainability and Resiliency Strategy.
- Implement low carbon and resilience approaches in new design and major retrofits of affordable housing buildings by reducing greenhouse gas emissions through innovative designs targeting the higher steps of the BC Energy Step Code, resiliency measures, and using low carbon building materials.
- Support the improvement and preservation of existing social housing stock through energy retrofits and building envelope upgrades.

- Build capacity within the construction industry and the social housing sectors through research and education on integrating low-carbon, adaptive, and resilient solutions into building design and renovation.
- Continue to be a leader in helping the building design and construction industry in its transformation towards sustainable, equitable, and resilient building practices, including the development and dissemination of training curricula for licensed builders about how to build homes that meet BC Energy Step Code requirements.
- Invest in technical projects in partnership with industry and all levels of government related to the quality and sustainability of residential construction.

| Performance Measure  | 2021 Forecast           | 2022 Target             | 2023 Target             | 2024 Target             |
|--|-------------------------|-------------------------|-------------------------|-------------------------|
| 4.2 Percent reduction in greenhouse gas emissions from 2010 levels | Reduction of 25% to 30% | 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 performance measure are based on calendar year, in accordance with legislative requirements.

### Linking Performance Measure to Objective

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*), *CleanBC* and *Climate Preparedness and Adaptation* strategies. 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 office paper, and is aligned with provincial reporting requirements. Detailed actions taken to meet this goal are described in the annual Climate Change Accountability Report.

### Discussion

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 take into account anticipated changes to the housing portfolio over the three-year Service Plan period.

## Financial Plan

### BC Housing's Summary Financial Outlook

| (\$000)                              | 2021/22<br>Forecast | 2022/23<br>Budget | 2023/24<br>Plan  | 2024/25<br>Plan  |
|--------------------------------------|---------------------|-------------------|------------------|------------------|
| <b>Total Revenue</b>                 |                     |                   |                  |                  |
| Provincial Contribution <sup>1</sup> | 1,794,601           | 2,025,980         | 1,476,871        | 1,447,256        |
| Federal Contribution                 | 171,385             | 159,208           | 163,439          | 153,103          |
| Tenant Rent                          | 37,117              | 36,885            | 36,558           | 36,558           |
| Other <sup>2</sup>                   | 22,236              | 20,938            | 33,742           | 33,712           |
| Portfolio Investment Income          | 4,000               | 4,000             | 4,000            | 4,000            |
| <b>Total Revenue</b>                 | <b>2,029,339</b>    | <b>2,247,011</b>  | <b>1,714,610</b> | <b>1,674,629</b> |
| <b>Total Expenses</b>                |                     |                   |                  |                  |
| Grants                               | 952,120             | 1,090,985         | 658,701          | 613,766          |
| Housing Subsidies                    | 720,086             | 746,499           | 692,985          | 686,945          |
| Rental Assistance                    | 132,033             | 137,467           | 156,003          | 164,111          |
| Salaries and Labour                  | 85,162              | 98,622            | 104,558          | 108,532          |
| Operating Expenses                   | 78,451              | 110,974           | 28,350           | 26,678           |
| Building Maintenance                 | 24,652              | 20,180            | 20,180           | 20,180           |
| Office and Overhead                  | 15,389              | 16,310            | 16,310           | 16,310           |
| Utilities                            | 10,039              | 10,925            | 11,197           | 11,477           |
| Grants in lieu of Property Taxes     | 9,674               | 11,178            | 11,472           | 11,775           |
| Research and Education               | 1,104               | 1,235             | 1,235            | 1,235            |
| Interest Expense <sup>3</sup>        | 629                 | 2,637             | 13,620           | 13,620           |
| <b>Total Expenses</b>                | <b>2,029,339</b>    | <b>2,247,011</b>  | <b>1,714,610</b> | <b>1,674,629</b> |
| <b>Net Income</b>                    | <b>-</b>            | <b>-</b>          | <b>-</b>         | <b>-</b>         |
| <b>Total Liabilities</b>             | <b>1,560,395</b>    | <b>2,401,953</b>  | <b>3,144,284</b> | <b>2,621,074</b> |
| <b>Accumulated Surplus</b>           | <b>203,910</b>      | <b>203,910</b>    | <b>203,910</b>   | <b>203,910</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 Generally Accepted Accounting Principles.

<sup>1</sup> 2022/23 includes funding of \$1.210 billion provided directly by the provincial government to BC Housing, \$785.7 million from the *Housing Priority Initiatives Special Account*, \$12.9 million from the *Housing Endowment Fund*, and \$17.1 million from other partnering ministries/agencies.

<sup>2</sup> This includes revenues from other sources including builder licencing fees and interest revenues.

<sup>3</sup> This includes interest costs incurred for HousingHub borrowing facility.

## Revenues

Over 97 percent of BC Housing's revenues are contributions received from the provincial and federal governments.

### ***Provincial Contributions***

In 2022/23, BC Housing is budgeting to receive total provincial contributions of \$2.026 billion.

These contributions include \$1.210 billion provided directly by the Ministry of Attorney General and Minister Responsible for Housing to BC Housing, \$785.7 million from the *Housing Priority Initiatives (HPI) Special Account*, \$12.9 million from the *Housing Endowment Fund*, and \$17.1 million from other partnering ministries/agencies.

Of the \$1.210 billion directly provided by the Ministry of Attorney General and Minister Responsible for Housing, \$433.2 million will be invested in priority capital projects through Building BC and other capital programs; the remaining \$777.0 million is primarily for funding operating and support costs for a variety of housing programs and initiatives.

The *HPI Special Account* will provide a total of \$785.7 million in 2022/23, \$530.7 million in 2023/24 and \$538.0 million in 2024/25. Each year, \$191.4 million of these funds will provide for ongoing operating and support costs for new and existing housing projects. A further \$594.3 million in 2022/23, \$339.3 million in 2023/24 and \$346.6 million in 2024/25 will fund capital grants to non-profit societies for new projects to increase the supply of affordable housing units throughout the province and for the maintenance and rehabilitation of their existing social housing stock.

### ***Federal Contributions***

In 2022/23, federal contributions are forecasted to be \$159.2 million, increasing to \$163.4 million in 2023/24 and then decreasing to \$153.1 million in 2024/25. This contribution includes funding for existing programs under the *Social Housing Agreement* and decreases when projects reach the end of their operating agreement. Also included in federal contribution is funding under the *CMHC-British Columbia Bilateral Agreement under the 2017 National Housing Strategy*, which provides \$64.0 million in 2022/23 for the *BC Priorities Housing Initiative*, the *Canada Community Housing Initiative* and the *Canada – BC Housing Benefit*. Funding under these programs increases to \$76.5 million in 2023/24 and \$89.4 million in 2024/25.

### ***Other Contributions***

The remaining revenues are from tenant rent, investment income and other sources including builder licensing fees. Licensing and Consumer Services is fully self-supported from the collection of builder licensing fees that are anticipated to generate approximately \$5.6 million in revenue annually. This revenue will fund costs associated with the licensing and home warranty insurance system, as well as technical research and education in residential construction and consumer protection.

## Expenditures

BC Housing's expenditures are largely comprised of grants, housing subsidies, rental assistance, administration costs, operational costs and building maintenance costs.

Grants and housing subsidies make up the majority of BC Housing's expenditures. Grants are one-time funding for new construction or renovation of subsidized housing, which fluctuate year-over-year depending on project construction schedule. Housing subsidies are for ongoing operational and support costs and are provided to non-profit societies.

Rental assistance helps eligible renters with monthly rent payments in the private market. Due to British Columbia's aging population and enhancements introduced to the *Rental Assistance Program* and *Shelter Aid for Elderly Renters* programs in 2018, it is expected that rental assistance will increase in future years. Funding from federal government through the *National Housing Strategy* also contribute to the growth in rent assistance.

Administration costs are made up of salaries and labour paid to BC Housing employees, office and overhead costs incurred in administering the housing portfolio, as well as research and education costs. These costs are expected to increase as additional staff are required to deliver and administer new projects and programs.

Operational costs include building operating expenses, utilities, interest, and grants in lieu of property taxes. Building maintenance costs are expected to remain constant annually. Increases are expected in utilities, interest as well as grants in-lieu of property taxes.

## 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 raising interest rates.

## Management Perspective on Financial Outlook

In response to the challenges presented by the COVID-19 pandemic and rising homelessness, BC Housing secured temporary spaces across the province to support the homeless and vulnerable populations and provide resources and supports for housing providers to safely maintain services. Through the creation and implementation of a long-term housing strategy, BC Housing

will continue to provide shelter and support services throughout 2022/23 for temporary spaces that were created as part of the provincial government’s pandemic response. Measures include securing permanent housing solutions for clients currently living in the temporary spaces and extending leases of existing temporary spaces to make sure the vulnerable populations remain housed during the pandemic. Also, the strategy will extend temporary initiatives, such as the provision of meals, cleaning, security, and personal protective equipment for the non-profit sector to safely maintain services during the pandemic.

In addition to new investments into programming, fast rising construction costs, and inflationary operating cost pressures, such as rising costs of food, insurance premiums, property taxes, and other operating and maintenance costs, have grown within existing housing programs. In addition, homelessness is becoming more pervasive and complex, while mental health and addictions issues have worsened. All of this has had a direct impact on both BC Housing and non-profit partners delivering affordable housing and associated supports to the most vulnerable people in B.C. To mitigate the risks, BC Housing will work with the provincial and federal governments and non-profit housing providers to make sure housing programs are financially viable and affordable for British Columbians.

Over the next three years BC Housing will also continue to make progress on building the homes that British Columbians need by investing \$1.7 billion towards the Building BC programs to construct new units. Operating funding will also be provided to ensure projects remain affordable and include support services for people who require them. Two billion dollars in development financing through HousingHub will continue to encourage developers and community groups to build new homes for middle-income households and pass the construction costs savings derived from lower interest rates to the tenants and prospective homeowners.

### **Provincial Rental Housing Corporation**

The net income projected for the Provincial Rental Housing Corporation (PRHC) is primarily the result of gain on sales generated from the sale and purchase of land and buildings.

### **PRHC’s Summary Financial Outlook**

| <b>(\$000)</b>    | <b>2021/22<br/>Forecast</b> | <b>2022/23<br/>Budget</b> | <b>2023/24<br/>Budget</b> | <b>2024/25<br/>Budget</b> |
|-------------------|-----------------------------|---------------------------|---------------------------|---------------------------|
| <b>Net Income</b> | 129,208                     | 2,943                     | 7,595                     | 8,428                     |

## **Appendix A: Additional Information**

### **Corporate Governance**

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

The Board of Commissioners oversees policy implementation and direction and, in cooperation with senior management, sets 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 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:

[www.bchousing.org/about/governance](http://www.bchousing.org/about/governance).

### **Organizational Overview**

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, 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.

Visit BC Housing's website for more information on the organization: [www.bchousing.org](http://www.bchousing.org).

## **Appendix B: Crown Mandate Letter from the Minister Responsible**



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.

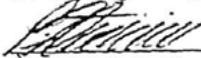
Yours truly,



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



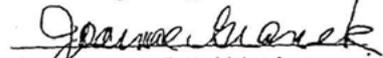
Kerry Pateman, Board Member  
BC Housing Management Commission



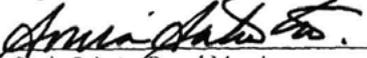
Penny Gurstein, Board Member  
BC Housing Management Commission



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