

BC Housing

**2024/25 – 2026/27
Service Plan**

February 2024



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Board Chair's Accountability Statement



The 2024/25 – 2026/27 BC Housing Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. This plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of this plan and is responsible for the validity and reliability of the information presented.

All significant assumptions, policy decisions, events and identified risks, as of January 2024, have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, BC Housing's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of BC Housing's operating environment, forecast conditions, risk assessment and past performance.

Signed on behalf of the Board by:

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

Allan Seckel
Board Chair, BC Housing
February 13, 2024

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Strategic Direction

In 2024/25, the Government of British Columbia will remain focused on providing the services and infrastructure that people depend on to build a good life. Government will continue delivering results that matter to British Columbians including helping people with costs, attainable and affordable housing, strengthened health care, safer communities, and a secure, clean, and fair economy. Government will continue working collaboratively with Indigenous Peoples as it implements the Action Plan for the Declaration on the Rights of Indigenous Peoples Act and delivers initiatives that advance reconciliation in ways that make a difference in communities throughout the province.

This 2024/25 service plan outlines how BC Housing will support the government's priorities and selected action items identified in the most recent [BC Housing Mandate Letter](#).

Purpose of the Organization and Alignment with Government Priorities

Created in 1967 as the Crown corporation to deliver affordable housing across the province on behalf of the Government of British Columbia, BC Housing is governed by the British Columbia Housing Management Commission Regulation under the [Ministry of Lands, Parks, and Housing Act](#), which outlines its core mandate and powers.

BC Housing is accountable to the Minister of Housing through a Board of Commissioners appointed by the Lieutenant Governor in Council. The Board of Commissioners guides BC Housing's strategic direction and sets the goals upon which performance is evaluated. The [Governance](#) page on the BC Housing website describes accountability to government and profiles of the board, its members, and committees.

BC Housing strives to make a positive difference in people's lives and communities through safe, affordable, and quality housing. BC Housing is dedicated to supporting critical priorities, such as implementing and reporting on progress related to the [Homes for People and Belonging in BC](#) plans. These plans involve delivering and maintaining affordable housing through partnerships, providing rental assistance to households, supporting related ministries and partners in developing and delivering services for complex-care housing, and delivering critical programs and services to address homelessness across the province, such as the Homeless Encampment Action Response Team ([HEART](#)), the Homeless Encampment Action Response Temporary Housing ([HEARTH](#)), and expansion of the Supported Rent Supplement Program ([SRSP](#)).

New programs to increase housing supply, such as BC Builds and the Secondary Suites Incentive Program, will be implemented along with continuing development and delivery of [Building BC](#) and Provincial Redevelopment programs and priorities.

As a public-sector entity, BC Housing is committed to responsible operations and equitably delivering quality services across all regions of the province. This involves strategic

stewardship in financial, risk, and human resource management, with emphasis on information security, privacy protection, and safeguarding government data and networks. BC Housing will continue work toward improving the governance framework and oversight tools and addressing the outcomes and recommendations of the organizational and financial reviews, while also delivering key priorities of the Business Transformation Program, including improving operational systems and financial controls within the organization.

BC Housing continues to improve the quality of residential construction and strengthen consumer protection for buyers of new homes under the [Homeowner Protection Act](#) through licensing residential builders, ensuring new homes are covered by third-party home warranty insurance, and carrying out research and education that benefits the residential construction industry and consumers.

At the foundation of all this work is the continued commitment to advancing reconciliation with Indigenous Peoples in B.C. Central to this work is promoting equity and sustainability within all of BC Housing's operations and programs. BC Housing will continue to work toward lasting and meaningful reconciliation, in alignment with the [Declaration on the Rights of Indigenous Peoples Act](#), including the [Declaration Act Action Plan](#) and through the implementation of the [Reconciliation Strategy](#). Equity, Diversity, Inclusion and Belonging will advance through the response to the Equity Assessment and implementation of [BC Housing's Accessibility Plan](#). Strategies to minimize greenhouse gas emissions will be implemented to effectively manage climate risk, as mandated by the [Climate Change Accountability Act](#).

Operating Environment

BC Housing core service delivery is affected by numerous factors including increasing rates of homelessness, the toxic drug crisis, increasing demand for affordable housing, low vacancy rates in many rental markets, supply chain disruptions, increasing construction costs, and a challenging labour market. In addition, the need for emergency response services continues to increase due to a range of climate emergencies, such as interface wildfires, extreme heat, flooding, and landslides. These factors have affected the breadth, scope, and complexity of BC Housing's work over the past several years; however, processes and systems have not kept up with the increased demand for services.

Like other jurisdictions, British Columbia continues to experience growing pressures on housing affordability, facing ongoing challenges in maintaining, protecting, and creating affordable options. Increases in construction costs and interest rates put pressure on average market rents intensifying the situation while housing supply falls short of meeting the increasing demand for housing. There is an urgent need for more housing across the system, coupled with reliable, responsive, equitable services to support clients.

As the core provider of social and affordable housing in B.C., it is crucial for BC Housing to support strong and meaningful relationships with Indigenous Peoples across the housing landscape and ensure Indigenous leadership, input, and participation in this space. Indigenous people are disproportionately represented among people experiencing

homelessness and are more likely to experience challenges finding suitable, affordable housing both on and off reserve. This work is ongoing, and BC Housing has begun to address systemic inequities that continue to affect Indigenous Peoples by implementing its Reconciliation Strategy, extending housing collaborations with First Nations and Indigenous organizations, and continuing work to provide safe, culturally appropriate services.

British Columbia already feels the effects of a changing climate. Western Canada is on average one to two degrees warmer than it was in the 1940s. Summers are longer, hotter, and heat waves are more intense and frequent¹. Severe flooding is more likely as the climate warms, as is the likelihood of longer and more intense forest fire seasons. BC Housing acts to address this unfolding crisis by mitigating greenhouse gas emissions and fostering resilient housing to the unavoidable changes². In addition to supplying new housing stock, BC Housing has capital asset responsibilities for social housing across the province with major repairs or site redevelopments for many buildings to improve life safety as the existing housing stock ages, upgrading seismic, fire safety, and energy performance.

BC Housing's breadth, scope of activities and associated funding and financing have grown in recent years, driven by the Government of British Columbia making the largest investment in housing affordability in B.C.'s history — more than \$12 billion over the next 10 years to support housing priorities. The resulting growth requires a more robust and efficient organizational approach, particularly in areas of finance, enterprise and human resource management, and information security, raising the requirements for data-driven decision-making and reporting.

Economic Statement

B.C.'s economy posted modest growth last year as interest rate increases weighed on the economy, and employment continued to expand, supported by immigration. Inflation in the province continued to ease and the Bank of Canada has not raised its policy interest rate since July 2023. The impact of higher rates on borrowing costs and elevated household debt led to lower consumer spending and reduced home sales. Lumber, natural gas and coal prices declined in 2023, reducing the value of the province's goods exports. Meanwhile, there was a record number of housing starts in the province in 2023. There is uncertainty over the transmission of high interest rates to the residential construction sector and the duration of slower growth for the rest of the economy in B.C. and among trading partners. The Economic Forecast Council (EFC) estimates that B.C. real GDP expanded by 0.9 percent in 2023 and expects growth of 0.5 percent in 2024 and 2.1 percent in 2025. Meanwhile for Canada, the EFC estimates growth of 1.1 percent in 2023 and projects national real GDP growth of 0.5 percent in 2024 and 1.9 percent in 2025. As such, B.C.'s economic growth is expected to be broadly in line with the national average in the coming years. The risks to B.C.'s economic outlook continue to centre around interest rates and inflation, including the risk of price increases stemming from geopolitical conflicts, the potential for interest rates remaining higher for longer, and uncertainty around the depth and timing of the impact on housing markets.

¹ BC Government: <https://cleanbc.gov.bc.ca/>, March 2023

² BC Housing's [Sustainability and Resilience Strategy](#), May 2023

Further risks include ongoing uncertainty regarding global trade policies, lower commodity prices, climate change impacts and the volatility of immigration levels.

Performance Planning

Goal 1: People in British Columbia have access to attainable and affordable housing

BC Housing is committed to helping address the homelessness and housing affordability challenges in B.C. through implementing innovative solutions to develop new housing adapted to diverse needs and improving the quality of both new and existing housing stock.

Objective 1.1: Increase the supply of affordable sustainable housing for people with low to middle incomes

BC Housing will increase the supply of affordable housing in communities throughout the province for individuals, families, seniors, youth, 2SLGBTQIA+³ people, people with disabilities, Indigenous people, and those with underrepresented and marginalized identities and experiences.

Key Strategies

- Increase the supply of housing units for people with low to moderate incomes through partnerships with private and non-profit sectors, provincial health authorities and ministries, other levels of government, and community groups.
- Work with the Ministry of Housing to significantly expand the construction of social, co-op, and supportive housing throughout B.C.
- Establish and implement [BC Builds](#) to build housing for middle-income families, single people, and seniors following principles of cross-agency leadership, use of under-utilized public lands, innovative tools, and building innovation opportunities.
- Launch the [Secondary Suite Incentive Program \(SSIP\)](#), funding as many as 3,000 homeowners to create new affordable rental housing in their communities.
- Strengthen Indigenous partnerships to support, manage, and develop more housing on and off-reserve while sharing with each other best practices in residential asset management.

Discussion

BC Housing strives to boost the supply of affordable housing through a collaborative approach, working with municipalities, non-profit partners, and the federal government to increase funds available to projects, and deliver additional units through Building BC programs⁴. The implementation of new programs, such as BC Builds and SSIP, allows the development of new units that meet a wider range of needs.

³2SLGBTQIA+ refers to the Two-Spirit, Lesbian, Gay, Bisexual, Transgender, Queer (or Questioning), Intersex, Asexual, Plus community. Plus is inclusive of all other varying sexual orientations and gender identities.

⁴ Main programs are [Community Housing Fund \(CHF\)](#), [Indigenous Housing Fund \(IHF\)](#), the [Women's Transition Housing Fund \(WTHF\)](#) and the [Supportive Housing Fund \(SHF\)](#), among others.

Along with the Reconciliation Strategy, BC Housing extends its collaboration to First Nations and Indigenous organizations, aiming to develop new housing units both on and off reserves. This initiative strengthens asset management and capacity-building activities, positively affecting the quality of Indigenous housing.

Objective 1.2: Improve housing quality to ensure it remains in good condition for current and future residents

As existing housing stock ages, major components require replacement or repair to ensure good conditions in the future and to support the longevity of housing's useable lifespan. BC Housing will continue to protect and preserve previous investments in new housing to improve livability for tenants and extend the service life of existing housing stock.

Key Strategies

- Improve the quality of existing housing stock through rehabilitation or repair to ensure housing remains safe, accessible, and well maintained.
- Advance the revitalization and densification of aging BC Housing stock through the Provincial Redevelopment Program.
- Ensure new and existing housing stock can remain resilient to the effects of climate change through renovations, upgrades, and enhanced design guidelines and standards.

Discussion

BC Housing improves housing quality through targeted measures for both existing and future housing stock. As housing stock ages, it must be proactively renewed and repaired to ensure it remains in good condition for current and future residents. Capital investment into existing social housing stock protects public investment in the infrastructure and helps meeting targets for greenhouse emission reductions.

As climate change increases the frequency of emergency events, an integrated approach to the responses is necessary. Investments in technical projects related to the quality and sustainability of residential construction play an active role in shifting industry practices toward CleanBC's goals.

Capital investment into existing social housing stock protects public investment in the infrastructure, helping to meet targets for greenhouse emission reductions.

Performance Measures

Performance Measure	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
[1a] Number of affordable and supportive housing homes completed ⁵	3,420	4,500	4,500	4,500
[1b] Facility Condition Index (FCI) of BC Housing's Portfolio	19%	less than 21%	less than 21%	less than 21%
[1c] Percent reduction in greenhouse gas emissions from 2010 levels	20%	Reduction of 25% to 30%	Reduction of 30% to 35%	Reduction of 35% to 40%

Data source

[1a] BC Housing's Central Property System database for measures.

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

[1c] Provided directly from utility companies and compiled by an external consultant. The targets for this measure are based on calendar year, in accordance with legislative requirements under the Climate Change Accountability Act.

Discussion

Measure 1a identifies the number of homes completed under all funding programs. These programs include Building BC and related programs⁶, and includes homes completed under the previous "Number of homes completed – other capital" performance measure included in the 2023-24 service plan. These performance measures were combined to more clearly and concisely report on the total number of homes completed. Targets for 1a are based on the completion of units created through acquisition or new construction. The forecasted units are based on known projects and estimated projects anticipated from recent funding calls to be awarded in 2024. Forecasts will be revised once further details are known.

Measure 1b 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

⁵ Including affordable rental, co-op, and social housing. "Co-op" has been added to the description of the measure for accuracy, as the programs listed in the discussion section are open to both non-profit rental and co-op applications. The total numbers reported in previous years will have included co-ops, but the description of the measure did not explicitly note that until now.

⁶ Programs included: Affordable Rental Housing; Rapid Response to Homelessness; Deepening Affordability of Investment in Housing Innovation/Provincial Investment in Affordable Housing; Community Housing Fund; Women's Transition Housing Fund; Supportive Housing Fund; Indigenous Housing Fund; Homelessness Action Plan; HousingHub and BC Builds programs focused on middle income housing; Canada Mortgage and Housing Corporation Rapid Housing Initiative and the Permanent Housing Plan. Other funding programs such as Community Partnership Initiative; Federal Social Infrastructure Fund; Group Home Program; Housing Endowment Fund; Investment in Housing Innovation; Mental Health Housing; Provincial Investment in Affordable Housing and the Provincial Matching of Federal Investment in Affordable Housing, amongst others.

replacement needs divided by its replacement cost, expressed as a percentage. The FCI is used to assist with investment decisions and strategic directions regarding capital planning and rehabilitation budgets for social housing. Without adequate continued investment in the existing social housing stock, its long-term sustainability decreases and the FCI rises over time.

The FCI is calculated using a five-year projected average of the condition of the social housing stock owned by the Provincial Rental Housing Corporation (PRHC). 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 less than 21% over the three-year period.

Measure 1c tracks progress in reducing greenhouse gas emissions and maintaining a carbon neutral status as required by the Climate Change Accountability Act⁷ and is a key indicator of progress toward sustainability goals. It includes emissions from the entire housing portfolio of buildings owned or leased by PRHC⁸, and is aligned with provincial reporting requirements. Detailed actions taken to meet this goal are described in BC Housing's annual Climate Change Accountability Report. Targets are set to achieve 50% reduction in greenhouse emissions from the 2010 level by 2030, aligned with the longer-term goal set for the public sector in CleanBC.

Goal 2: Housing services are reliable, responsive, equitable, and accessible

BC Housing works collaboratively with governments and partner organizations to deliver services to clients throughout the province. Through engagement, research, and knowledge mobilization, BC Housing continuously reviews services to support equitable outcomes, ensuring that services and programs meet the needs of diverse populations, and are accessible and inclusive for everyone.

Objective 2.1: Enhance services delivered to clients and tenants

BC Housing provides services to multiple clients and partners, including tenants, applicants for housing programs, vulnerable populations (such as those experiencing or at risk of homelessness), government agencies, non-profit partners, private developers, among others. BC Housing will continue to improve services to meet clients' needs.

Key Strategies

- Fully implement HEART and HEARTH programs to support people in encampments to move indoors in partnership with the Ministry of Housing and priority local communities.
- Expand the new SRSP that implements the Province's Integrated Support Framework (ISF) to help people successfully transition and remain stably housed in market rental units.

⁷ Formerly the Greenhouse Gas Reductions Target Act.

⁸ Not including emissions from buildings owned by the non-profit housing providers or municipalities.

- Support expansion of the complex-care housing initiative, led by the Ministry of Mental Health and Addictions, to provide housing and supports to people with an elevated level of need in communities across the province.
- Improve service delivery by implementing a new operational review process of non-profit partners. Components to be reviewed include client services, client satisfaction and complaints, community co-operation, service-provider networking, and community relations.
- Enhance [BC Housing's Extreme Heat and Wildfire Smoke Response Plan](#) to protect tenants from the negative effects of climate change, developing responses in collaboration with health organizations, the Ministry of Emergency Management and Climate Readiness, municipal and Indigenous governments, and other partners.

Discussion

While BC Housing provides services to many, it plays a key role in delivering services to those experiencing or at risk of homelessness by collaborating with partners to develop and deliver programs and strategies to support people experiencing homelessness and break the cycle through prevention. Through the new HEART and HEARTH programs and rolling-out Phase 2 of the new SRSP, the Ministry of Housing and BC Housing are partnering with priority local communities to resolve complex encampments and strengthen local homelessness response, including targeted support for communities in Vancouver's Downtown Eastside.

Delivering quality housing services requires deep collaboration with and learning alongside tenants and housing partners. BC Housing is deploying a new operational review process that allows BC Housing to confirm that contracted service providers meet BC Housing's standards. The new operational review process will also provide data to inform resources for the sector.

BC Housing's Extreme Heat and Wildfire Smoke Response Plan presents a set of actions to protect tenants and staff, from co-ordinated actions among different partners to supporting the non-profit sector through educational activities.

Performance Measures

Performance Measure	2022/23 Baseline	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
[2a] Number of households receiving rental assistance	30,355	30,000	35,000	36,000	38,000
[2b] Percentage of homeless individuals who accessed housing and remained housed after 6 months	92%	92%	93%	94%	94%
[2c] Percentage of clients reporting satisfaction with the quality, accessibility, and safety of their housing	76%	75%	75% or higher	75% or higher	75% or higher

Data source

[2a] BC Housing's Subsidy Management and Assisted Rental Tool (SMART) database. Programs reflected in measure include the Shelter Aid for Elderly Renters program, the Rental Assistance Program, and the Canada-BC Housing Benefit.

[2b] The Housing Registry's Housing Connections software.

[2c] BC Housing's tenant engagement survey.

Discussion

Measure 2a identifies the number of households receiving portable rental assistance primarily in the private market. The effect of changes in the rental market since 2020/21, combined with the static eligibility requirements and rent ceilings for [Shelter Aid for Elderly Renters \(SAFER\)](#) and [Rental Assistance Program \(RAP\)](#), has resulted in a decrease in enrolment in both programs. The 2023/24 forecast has been adjusted based on current trends. Targets beyond 2024/25 are based on static uptake for SAFER and RAP, due to static eligibility requirements and rent ceilings for both programs, as well as the roll out of the [Canada-BC Housing Benefit \(CBCHB\)](#) (including the SRSP), which has not seen as much uptake as anticipated. A review of RAP and SAFER, including program parameters and eligibility, is underway with BC Housing and the Ministry of Housing, and recommendations for improvement will be considered to support increased uptake of both programs.

Work to advertise and promote RAP and SAFER will continue to ensure that eligible people are aware of the program; however, with current program parameters, significant growth is unlikely. A review of SAFER and RAP has been undertaken and recommendations for improving the program will be considered.

Measure 2b focuses on the number of individuals experiencing homelessness who have remained housed six months from the date in which they moved into their home⁹. Measuring

⁹ Only clients whose housing status can be verified at the six-month anniversary of being housed are included in this measure.

the percentage of individuals experiencing homelessness who access supportive housing and remain housed six months after placement is an important indicator of the success of a housing program because of the cyclical nature of homelessness. People often experience homelessness more than once over the course of their lives, and the longer a person is housed, the greater the likelihood they will remain housed.

The 2023/24 forecast has exceeded initial performance targets, and targets have been increased for subsequent years to better benchmark the performance against this measure. Targets and metrics will be reviewed as part of BC Housing's continued work to ensure the performance measure reflects progress toward BC Housing's goal of enhancing living conditions and creating more support for people experiencing homelessness.

Measure 2c focuses on whether BC Housing tenants¹⁰ are satisfied with their housing and receiving the services and support they need and reports the percentage of tenants indicating that they are either "very satisfied" or "satisfied" with their overall housing situation. Feedback is obtained through a survey conducted by a third party that occurs every two years. Results from the survey are analyzed by location and demographics, including disaggregated data as part of implementation of the Anti-Racism Data Act, to provide important insight into the experiences of tenants living in BC Housing directly managed buildings. The survey results are used to strengthen and improve the services available to tenants. Future targets are set at 75% percent or higher based on historical performance.

Goal 3: BC Housing is a high performing, flexible, agile and inclusive organization

BC Housing is committed to leveraging opportunities to adapt, scale, and improve corporate governance structures, operating systems, and digital tools.

Objective 3.1 Embed the principles of reconciliation, equity, diversity, inclusion, and belonging into BC Housing's work

BC Housing promotes an inclusive environment that is safe and accessible to all. The focus areas are GBA+, including accessibility, youth, seniors, 2SLGBTQIA+ people, and Indigenous, Black and people of colour (IBPOC), as well as promoting anti-oppression and addressing ableism, racism, and other systemic discriminations.

Key Strategies

- Implement [BC Housing Reconciliation Strategy](#) activities to further embed the principles of equity and reconciliation into BC Housing's work.
- Develop an equity strategy and implement BC Housing's Accessibility Plan to promote equity, diversity, inclusion and belonging.

¹⁰ Only for tenants living in BC Housing directly managed residences.

- Increase support provided to non-profit partners with a training and education actions, streamlining processes, and exploring opportunities for shared sector services.

Discussion

Reconciliation requires a deep reckoning with the truth, commitment to justice, and ongoing efforts to build relationships that enable meaningful change. BC Housing is committed to including the principles of reconciliation into its work and will be implementing a multi-year Reconciliation Strategy, building off a comprehensive review and engagement with Indigenous communities, organizations, First Nations, and partners, with initiatives such as enhancing Indigenous recruitment and retention, and continuing to partner with First Nations and Indigenous organizations to implement housing solutions.

BC Housing is committed to reducing systemic barriers by evolving organizational policies, processes, standards, and approaches to be culturally safe and inclusive and advancing through the response to the Equity Assessment. BC Housing will also commence implementation of its Accessibility Plan in collaboration with the external BC Housing Accessibility Advisory Committee and People with Disabilities/Disabled People Employee Resource Group.

Following the [Housing Executive Roundtables](#) project, BC Housing is taking a multifaceted approach to address the challenges in the sector. In particular, BC Housing will initiate an evaluation of current sector training and educational supports, improving processes for financial review and budget approval and exploring opportunities for shared sector services, which may include procurement (e.g. a shared purchase program for equipment), cybersecurity, and technology and professional services.

Objective 3.2 Modernize and strengthen corporate governance and operating systems

In response to internal and external reviews, and with the support of the Ministry of Housing, BC Housing is committed to modernizing processes, systems, and tools to better meet the needs of clients, partners, and stakeholders.

Key Strategies

- Complete implementation of governance enhancements maturing strategic planning, enterprise risk, and financial management capabilities.
- Finalize the performance management framework (PMF) to align success definition throughout the organization and ensure it is effectively measured.
- Develop an IT strategic roadmap and data governance framework to improve privacy and cybersecurity risk management, enable better data-driven decision making and reporting, and minimize technical debt.

Discussion

The size, scope, and complexity of the work undertaken by BC Housing has changed over the past 10 years and the maturity of BC Housing's business practices, processes, and systems has

not kept pace. This has resulted in a decreased ability to respond to change, keep pace with technological advancements and leverage existing data and information. BC Housing is committed to increasing agility to improve response and to enable the delivery of housing solutions more efficiently.

New governance frameworks, oversight tools, and roadmaps will lay the foundation to meet current and future needs faster and more efficiently.

Performance Measures

Performance Measure	2022/23 Baseline	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
[3a] Progressive Aboriginal Relations certification	Gold status ¹¹	Not applicable	Gold status	Not applicable	Not applicable
[3b] Employee Engagement index	Top Quartile of benchmarked employers	Top Quartile of benchmarked employers	Top Quartile of benchmarked employers	Top Quartile of benchmarked employers	Top Quartile of benchmarked employers

Data source:

[3a] The Canadian Council for Aboriginal Business.

[3b] BC Housing’s annual employee engagement survey.

Discussion

Performance metric 3a measures the Progressive Aboriginal Relations (PAR) Certification, whereby BC Housing’s 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 commitment to the Indigenous sector in four areas: leadership; employment; business development; and community relationships. Assessment results are certified at a bronze, silver, or gold level. BC Housing is the only social housing provider in Canada to be certified under the PAR program. Carrying out initiatives to meet the PAR Certification assists BC Housing in advancing relationships with Indigenous peoples and communities across the province. Although the certification process occurs every three years, work to promote stronger Indigenous partnerships is ongoing in all business areas and is informed by the recommendations from the [Reconciliation: Moving Forward Together](#) report.

Performance metric 3b measures BC Housing’s annual employee engagement through a survey conducted by a third party that gathers feedback on key indicators. 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

¹¹ BC Housing’s current PAR certification is valid from 2021/22 to 2023/24. Certification occurs every three years, with the next scheduled to happen in 2024/25.

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.

Financial Plan

Financial Summary

\$000s	2023/24 Forecast	2024/25 Budget	2025/26 Plan	2026/27 Plan
Revenues				
Provincial Contribution ¹²	2,449,654	2,794,984	2,585,860	2,615,733
Federal Contribution	188,084	203,446	182,178	183,737
Tenant Rent	40,546	40,779	40,640	40,640
Other ¹³	69,733	72,242	72,815	72,783
Portfolio Investment Income	4,000	4,000	4,000	4,000
Total Revenue	2,752,017	3,115,451	2,885,493	2,916,893
Expenses				
Grants	1,445,478	1,766,565	1,467,649	1,509,089
Housing Subsidies	880,467	900,544	966,444	952,485
Rental Assistance	120,976	136,094	137,223	139,167
Salaries and Labour	106,962	119,608	121,182	122,787
Operating Expenses	71,532	63,836	63,462	63,077
Building Maintenance	29,142	30,609	30,609	30,609
Office and Overhead	21,897	21,678	21,678	21,678
Utilities	12,638	13,014	13,444	13,891
Grants in lieu of Property Taxes	10,359	11,604	11,903	12,211
Research and Education	1,782	1,115	1,115	1,115
Interest Expense	50,784	50,784	50,784	50,784
Total Expenses	2,752,017	3,115,451	2,885,493	2,916,893
Annual Surplus (Deficit)	0,000	0,000	0,000	0,000
Total Debt	2,330,407	2,714,672	4,196,545	3,585,254
Accumulated Surplus (Deficit)	208,344	208,344	208,344	208,344
Capital Expenditures	5,000	5,000	5,000	5,000

Note: The above financial information was prepared based on current Generally Accepted Accounting Principles.

¹² 2024/25 includes funding of \$1.716 billion provided directly by the provincial government to BC Housing, \$1.046 billion from the Housing Priority Initiatives Special Account, \$12.9 million from the Housing Endowment Fund, and \$20.4 million from other partnering ministries/agencies.

¹³ This includes revenues from other sources including builder licencing fees.

Key Forecast Assumptions, Risks and Sensitivities

The following assumptions have been used in the forecast:

- Provincial and federal contributions match existing approvals.
- Interest rates for mortgage take-outs and renewals are based on B.C. Provincial Treasury forecasts.
- Rental assistance for Canada-BC Housing Benefit 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 increases in inflationary costs and mortgage renewals have been considered. Various measures, such as building energy retrofits to reduce utility consumptions and tendering mortgage renewals with proper terms to offset the risk of rising interest rates.

Management's Perspective on Financial Outlook

In the upcoming fiscal year, new investment from the BC Builds initiative will significantly expand BC Housing's programs with a suite of tools to initiate construction of new units of middle income, and market price rental housing. As introduced in Budget 2023, other new initiatives involve the new purpose-built Complex Care units, the Secondary Suites Incentive Program, and the revitalization of aging rental stock owned by the province. These initiatives are set to be initiated in the upcoming fiscal year.

Similar to the past few years, BC Housing and its non-profit housing service provider partners continue to face challenges from rising inflationary costs and elevated interest rates. These factors impede the ability to effectively maintain housing units, deliver satisfactory services to clients, and hinder efforts to make rent more affordable. The complexity of homeless issues has given rise to significant safety concerns for staff from non-profit partners involved in addressing these challenges. BC Housing continues to work with the provincial government and non-profit housing service provider partners to identify new funding sources and improve efficiency in addressing the inflationary costs.

Appendix A: Mandate Letter from the Minister Responsible



June 30, 2023

Allan Seckel
Chair, Board of Directors
BC Housing Management Commission
1701 - 4555 Kingsway
Burnaby BC V5H 4V8

Dear Allan Seckel:

On behalf of Premier Eby and the Executive Council, I would like to extend my thanks to you, your board members and your organization's leadership for your dedication, expertise, and service to the people of British Columbia.

Public sector organizations – including Crowns, Health Authorities and Post Secondary Institution Boards – support British Columbians by delivering vital public services and are accountable to the public through their responsible Minister. Your leadership in advancing and protecting the public interest strengthens trust in public institutions.

You are serving British Columbians at a time when people in our province continue to recover from and respond to the upheaval caused by the COVID-19 pandemic, an ongoing toxic drug crisis, climate-related natural disasters, and global inflation that is driving up costs. Now more than ever, we need to focus on building a prosperous, low-carbon, sustainable economy, and a province where everyone can find a good home – in rural areas, in cities, and in Indigenous communities.

This mandate letter, which I am sending in my capacity as Minister responsible for BC Housing Management Commission, sets out overarching principles relevant to the entire public sector and specific direction on priorities and expectations for your organization for the remainder of Government's term.

Government and public sector organizations must continue to advance results that people can see and feel in these key areas: strengthened health care, safer communities, attainable and secure housing, and a clean and fair economy that delivers affordability and prosperity.

**Office of the
Minister of Housing**

Website:
www.gov.bc.ca/housing

Mailing Address:
PO Box 9074 Stn Prov Govt
Victoria BC V8W 9E9
Phone: 236 478-3970

Location:
Parliament Buildings
Victoria BC V8V 1X4
Email: HOUS.Minister@gov.bc

In doing so, you will continue working towards lasting and meaningful Reconciliation by supporting opportunities for Indigenous Peoples to be full partners in the province we are building together, and delivering on specific commitments as outlined in the *Declaration on the Rights of Indigenous Peoples Act* action plan.

As required by the *Climate Change Accountability Act*, please ensure your organization implements targets and strategies for minimizing greenhouse gas emissions and managing climate risk, including achieving carbon neutrality each year and aligning with the CleanBC target of a 50% reduction in public sector building emissions and a 40% 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.

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. As part of this work, your organization is expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure gender equity is reflected in your operations and programs.

British Columbians expect that public sector organizations operate in a responsible manner to deliver quality services equitably in all regions of the province. This requires strategic stewardship of planning, operations, and policies in the areas of financial, risk, and human resource management including information security and privacy protection.

The protection of government data and networks is a priority, especially where it concerns personal information of British Columbians. Public sector organizations must maintain up to date systems and effective cybersecurity practices, including maintaining current information management and cybersecurity policies, guidelines and standards; evaluating your organization against industry standards; and maintaining appropriate security and privacy practices. The Office of the Chief Information Officer within the Ministry of Citizens Services is available to support and offer guidance to your organization in any of these areas.

Public sector organizations must also implement and maintain an effective fraud risk management strategy. The Office of the Comptroller General and the Risk Management Branch in the Ministry of Finance are available for consultation.

The Crown Agencies Secretariat (CAS) in the Ministry of Finance supports public sector organizations to operate effectively, in the public interest, and aligned with government's strategic direction and priorities. Within CAS, the Crown Agencies and Board Resourcing Office (CABRO) will continue to support you and your board on recruitment, appointments and professional development, as well as ensuring Board composition and governance reflects the diversity of our province. CAS can support you in public sector governance best practices, policy and planning.

In addition to continuing to make progress on your [2021 mandate letter](#), I expect you to ensure the important priorities and areas of focus listed in this letter are incorporated into the practices of your organization and develop plans to address the following new priorities within your approved budget:

- Deliver BC Housing priorities to implement, and report on, progress related to the *Homes for People* action plan, and the *Belonging in BC: A collaboration plan to prevent and reduce homelessness*. This includes:
 - Supporting the establishment of BC Builds to build housing for middle-income families, individuals, and seniors.
 - Continued development and delivery of Building BC programs and priorities.
 - Support the delivery of more homes and services near transit.
 - Supporting development and leading delivery of the Secondary Suites program.
 - Revitalizing and densifying aging BC Housing social housing stock.
 - Developing and delivering supports and services as outlined in the *Belonging in BC* homelessness plan including playing a key role in the delivery of the Supported Rent Supplement Program including accompanying non-clinical aspects of the Integrated Support Framework.
 - Partner in the implementation of Encampment Response Framework that includes the Homeless Encampment Actions Response Teams (HEART) and Homeless Encampment Action Response Temporary Housing (HEARTH), through partnerships and through continuing to deliver permanent supportive housing, emergency shelter and homeless outreach programs.
 - Supporting the Ministry of Mental Health and Addictions and the Ministry of Housing in the development and delivery of Complex Care Housing.
- Develop and implement a new governance framework and oversight tools.
 - Address the outcomes and recommendations of the organizational and financial reviews of BC Housing, strengthen and enhance accountability, clarify roles and responsibilities, and position BC Housing and the Ministry of Housing to deliver on the government's strategic housing priorities.
 - Deliver on key priorities of the Business Transformation Program, including improving operational systems and financial controls within the organization.
- Work with Indigenous partners, in collaboration with the Ministry of Housing and other relevant ministries, to support access to housing and cultural supports, address housing needs, and deliver Indigenous housing priorities.
- Improve outcomes for people living in Vancouver's Downtown Eastside, including implementation of the *Supporting the Downtown Eastside: Provincial Partnership Plan* in collaboration with other relevant partners.

Each board member is asked to sign this letter to acknowledge this direction from government to your organization. The signed letter is to be posted publicly on your website by summer 2023.

I look forward to continuing to work with you and your Board colleagues to meet the high standards set for us by all British Columbians.

Sincerely,



Ravi Kahlon
Minister of Housing

Date: June 30, 2023

Enclosure

cc: Honourable David Eby, KC
Premier

Shannon Salter
Deputy Minister to the Premier, Cabinet Secretary and Head of the BC Public Service

Teri Collins
Deputy Minister
Ministry of Housing

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

Mary Sue Maloughney
Associate Deputy Minister, Crown Agencies Secretariat
Ministry of Finance


Vincent Tong
Chief Executive Officer
BC Housing



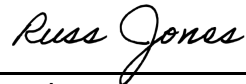
Allan Seckel Chair, BC
Housing
Date: July 20, 2023



Jill Kot
Board Member, BC Housing
Date: July 20, 2023



Sheila Taylor
Board Member, BC Housing
Date: July 20, 2023



Russ Jones
Board member, BC Housing
Date: July 20, 2023



Mark Sieben
Board Member, BC Housing
Date: July 20, 2023



Clifford White
Board Member, BC Housing
Date: July 20, 2023