

# Strategy2030

Taking Action to Build  
a Better Future

Strategic Plan  
2025–2030





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## Territorial Acknowledgement

Since 1967, BC Housing has operated on the traditional territories and ancestral homelands of Indigenous Peoples across British Columbia. We recognize that Indigenous Peoples' history and connection to these lands was disrupted because of colonization. To this day colonization continues to cause harm and intergenerational impacts on Indigenous People across our shared lands.

As a landlord, employer and funder of housing programs and services, BC Housing bears responsibility for decolonizing our relationship with Indigenous Peoples. BC Housing is committed to adopting the Truth and Reconciliation Commission of Canada's Calls to Action and implementing the *Declaration on the Rights of Indigenous Peoples Act* (Declaration Act). We humbly acknowledge that Indigenous People have taken care of and stewarded these lands from time immemorial. We are committed to strong Indigenous partnerships and relationships based on principles of Indigenous reconciliation.

# Introduction from the Board Chair and CEO

We are pleased to present Strategy2030, our 5-year plan to enhance how we deliver homes and housing services for people in British Columbia.

The Government of B.C. has dramatically expanded housing programs and services over the last decade as part of an unprecedented investment in affordable housing in response to the housing crisis. Between 2016 and 2024, we delivered more than 30,000 homes to people on behalf of the Province, working collaboratively with private and non-profit organizations, provincial ministries and health authorities, First Nations, other levels of government and community groups.

In 2023 we prepared an interim strategy, Foundations 2025, to evolve our ways of working and adapt to the increasing complexity of the housing landscape.

Strategy2030 builds on the progress we've made from Foundations 2025. It guides us to become a responsive and resilient organization that is well-positioned to deliver the homes and housing services people need for the future.

Our plan aims to improve the experience of our clients and our providers as we facilitate access to housing solutions across B.C. We will strive to balance the need to grow housing supply while meeting high quality standards by strengthening accountability and making best use of every dollar. We will enable our success by streamlining processes,

empowering our people and embracing innovation to enhance services and meet future challenges.

Strategy2030 deepens our commitment to advancing Indigenous reconciliation; implementing equity, diversity, inclusion, and belonging; and addressing sustainability. These foundational frameworks are embedded in the outcomes we are seeking and the actions we will take.

We recognize that this plan is being launched during a period of economic uncertainty and fiscal constraint. Strategy2030 also guides us to focus our resources on actions that will have the greatest impact on the challenges we need to address.

We developed Strategy2030 in consultation with employees and with input gathered from housing providers, organizations and communities we work with. These important relationships are integral to our work and will help drive the positive change our strategy is seeking to achieve. Together, we will create a meaningful impact on the lives of the people we serve.



**Vincent Tong**  
CEO, BC Housing



**Allan Seckel, KC**  
Board Chair

Strategy2030 guides us to become a responsive and resilient organization that is well-positioned to deliver the homes and housing services that people need.

## Our Strategy At-a-Glance

Strategy2030 sets out our five-year-plan to advance our vision and deliver our mission and purpose. It has five interconnected pillars. Two pillars focus on service delivery: increasing the supply and quality of homes and housing services for the people we serve. Three pillars enable us to improve service delivery by modernizing our ways of working and strengthening our capabilities.

Under each pillar we define the strategic outcomes we will deliver, and the strategic actions we will take to deliver them. Overarching Key Performance Indicators (KPIs) will measure our results.

### Our foundation

Indigenous reconciliation; equity, diversity, inclusion, and belonging; and sustainability and resilience are foundational

to Strategy2030. Outcomes and actions to advance these commitments are embedded in every pillar. This reinforces shared ownership of these commitments and their centrality to achieving our vision, mission and purpose.

### How we will be successful

The dedication and commitment of our employees will be key to our success. Strategy2030 will ensure we are aligned and deliberate in our efforts and equip our employees to implement change. We will realize our outcomes through collaboration with housing providers, agencies, governments and communities across B.C. Strategy2030 defines the actions we will take to strengthen our ability to work together to achieve shared objectives.



#### **Vision: Our North Star**

Everyone has a place to call home.



#### **Mission: What we do**

Provide access to safe, quality, accessible, and affordable housing.



#### **Purpose: Why we do it**

Promote strong inclusive communities where people can thrive.

# Vision Mission Purpose

## 5 STRATEGIC PILLARS



Homes  
that people  
need



Services that  
have a meaningful  
impact



People  
empowered to  
be their best



Modern and  
streamlined business  
operations



Leading the  
way

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## 3 KEY COMMITMENTS

Indigenous  
reconciliation

Equity, diversity, inclusion  
and belonging

Sustainability and  
resilience



## About BC Housing

Established in 1967, BC Housing is a Crown Corporation responsible for delivering housing solutions across British Columbia on behalf of the provincial government. We develop, manage, and administer a variety of subsidized housing options, including emergency shelters, rent assistance, and affordable home ownership. Additionally, we work to enhance the quality of residential construction, strengthen consumer protection for new-home buyers, and conduct research and education that benefit both the industry and consumers.



# About BC Housing

## Who we serve

We are dedicated to serving people in our communities who are in need. Through our efforts, we strive to create strong, inclusive communities where everyone can thrive. Those we serve include buyers of new homes; Indigenous people; equity-seeking people; low-income seniors and families; people with disabilities; women and children at risk of violence; and people experiencing or at risk of homelessness. In 2024 we helped more than 121,000 households in communities across British Columbia.

## How we do it

We fulfill our mandate through the passion, dedication, and hard work of our employees and the people we work with across the housing sector to serve our clients with compassion and professionalism every day. BC Housing collaborates with over 800 housing providers in the private and non-profit sectors, provincial health authorities and ministries, other levels of government, First Nations and community groups to develop and deliver programs and services.





# Our Values

As we were developing Strategy2030, we engaged employees to identify the core values we need to achieve our strategic outcomes and advance our vision, mission and purpose now and in the future. These values and related behaviours strengthen our culture and ready us for change.



## Integrity

We are accountable and strive to build trust.

- Follow-through on commitments, tasks and responsibilities
- Be accountable for our work, decisions and actions
- Build trust through consistent, reliable behaviour



## Service

We demonstrate excellence in serving our clients.

- Deliver consistent quality in every service interaction
- Listen actively and openly
- Offer clear, concise and accurate information



## Compassion

We lead with respect, empathy, and understanding.

- Hear and acknowledge perspectives, emotions and experiences of others
- Show kindness in words and actions
- Offer support and resources



## Innovation

We build solutions for the future.

- Explore and adopt new processes, tools and technology
- Seek out new ideas and perspectives
- Be proactive in sharing ideas, feedback and insights

# Key Commitments

Our organizational commitment to Indigenous reconciliation; equity, diversity, inclusion, and belonging; and sustainability and resilience unites us, shapes our culture and compels us to make greater impact for our clients, sector and employees. Strategy2030 embeds these principles in the outcomes we are aiming to achieve and the strategic actions we will take organization-wide.



## Indigenous reconciliation

We are committed to reconciliation with Indigenous communities, acknowledging the unique cultures, histories, rights, laws, and governments of First Nations, Métis, and Inuit Peoples. Meaningful relationships will be at the centre of our work, and we will strive to nurture Indigenous cultures, diversity, protocols, needs and experiences as we move forward together. To find out more about our Indigenous reconciliation journey visit [our website](#).

While Indigenous reconciliation and equity are interconnected, the work of Indigenous reconciliation is distinct as it seeks to correct systemic inequity to Peoples that have rights and title under section 35 of the Canadian Constitution, the Declaration Act and affirmed in a growing body of case law. BC Housing employs distinct strategies and approaches to acknowledge this.

## Equity, diversity, inclusion and belonging

As an employer and service provider, we strive to implement equity, diversity, inclusion and belonging across our organization in all that we do. We recognize the importance of being proactive to reduce barriers for equity-seeking communities and people to accessing funding, services, employment opportunities and career advancement.

## Sustainability and resilience

Our [Sustainability and Resilience Strategy](#) guides us to include sustainability and resiliency practices in our work. It aims to protect our staff, tenants, and investments from climate change shocks such as wildfires or extreme heat and stresses such as sea level rise. This strategy is also driving innovation and leadership decisions across the housing and construction sectors.



## The Housing Landscape in B.C.

Accessing housing continues to be a significant challenge for people in B.C. In recent years, the province has experienced population growth that has outpaced the supply of housing, while market forces have driven owner-occupied and rental costs to levels that are unaffordable for many. There is also an inadequate supply of the right types of housing, which has left more and more people in unsuitable homes, or with no home at all. Addressing the need for suitable and affordable housing across the province remains a top priority. Strategy2030 provides a platform for BC Housing to work with all levels of government, Indigenous organizations, non-profit organizations and the private sector to address these challenges.

# The Housing Landscape in B.C.

## A growing and more complex housing need

Population groups that are growing faster than the overall population face greater barriers to secure housing. The number of seniors aged 75+ is expected to increase by 30% from 2024 to 2030. In addition, B.C.'s Indigenous population is anticipated to grow faster than the non-Indigenous population, with a potential increase of 56% by 2041.

The 2023 Report on Homeless Counts in B.C. identified 11,352 individuals experiencing homelessness, up from 8,665 in 2020/21. The actual numbers are likely much higher. At the same time, mental health and addiction issues are increasing the need for complex care services. Isolation and loneliness continue to be a problem for many people of all ages in British Columbia.

## Equity-seeking populations are at greater risk

The housing crisis has deepened inequality, and this trend will likely accelerate with economic uncertainty. Those seeing the most severe impacts include seniors, Indigenous Peoples, women and children affected by violence, people of colour, 2SLGBTQIA+ people, people with disabilities, and people for whom English is not their first language.

## Housing supply challenges

Despite significant investment from all orders of government, according to Canada Mortgage and Housing Corporation's (CMHC) 2023 estimates, B.C. is projected to have a housing supply gap of up to 610,000 units by 2030, though slower population growth would narrow that gap.<sup>1</sup> Both the non-profit and private sectors face significant barriers to meeting the current housing need in B.C., including decades of housing under-supply, lengthy approval processes, high development costs, and tight labour conditions. Economic uncertainty will continue to disrupt supply chains important for housing construction, likely leading to further delays and additional costs.



# The Housing Landscape in B.C.

## Sustainability and resilience

Climate change is forcing adaptation across the sector. Flooding and wildfires are becoming significant issues in various regions of B.C. and are leading to rising home insurance rates, which may impact overall affordability. Available “greenfield” land for new home construction may be at greater risk of climate change effects. Additionally, wildfire smoke can hinder construction activities due to limitations on outdoor work.

## Partnerships with Indigenous communities

Embedding the principles of Indigenous reconciliation into housing delivery is a necessity, through strong partnerships and collaboration, and fulfilling our commitment to adopt and implement policies and practices based on the United Nations Declaration on the Rights of Indigenous Peoples.

## Economic environment

While moderating interest rate and rental price growth is relieving some housing pressure, deep housing affordability challenges remain for many. Growing global economic uncertainty will likely have the biggest impact on those who are already struggling financially.

<sup>1</sup> Following revised 2024 immigration targets, the Parliamentary Budget Officer estimates this gap could decrease by about 45% nationally, resulting in a revised supply gap of 335,500 units for B.C.





## Our Strategy

We are modernizing the way we work to better serve people in British Columbia. Strategy2030 guides us to become a responsive and resilient organization that is well-positioned to deliver the homes and housing services that people need.

# Our Strategy

## How we developed our strategy

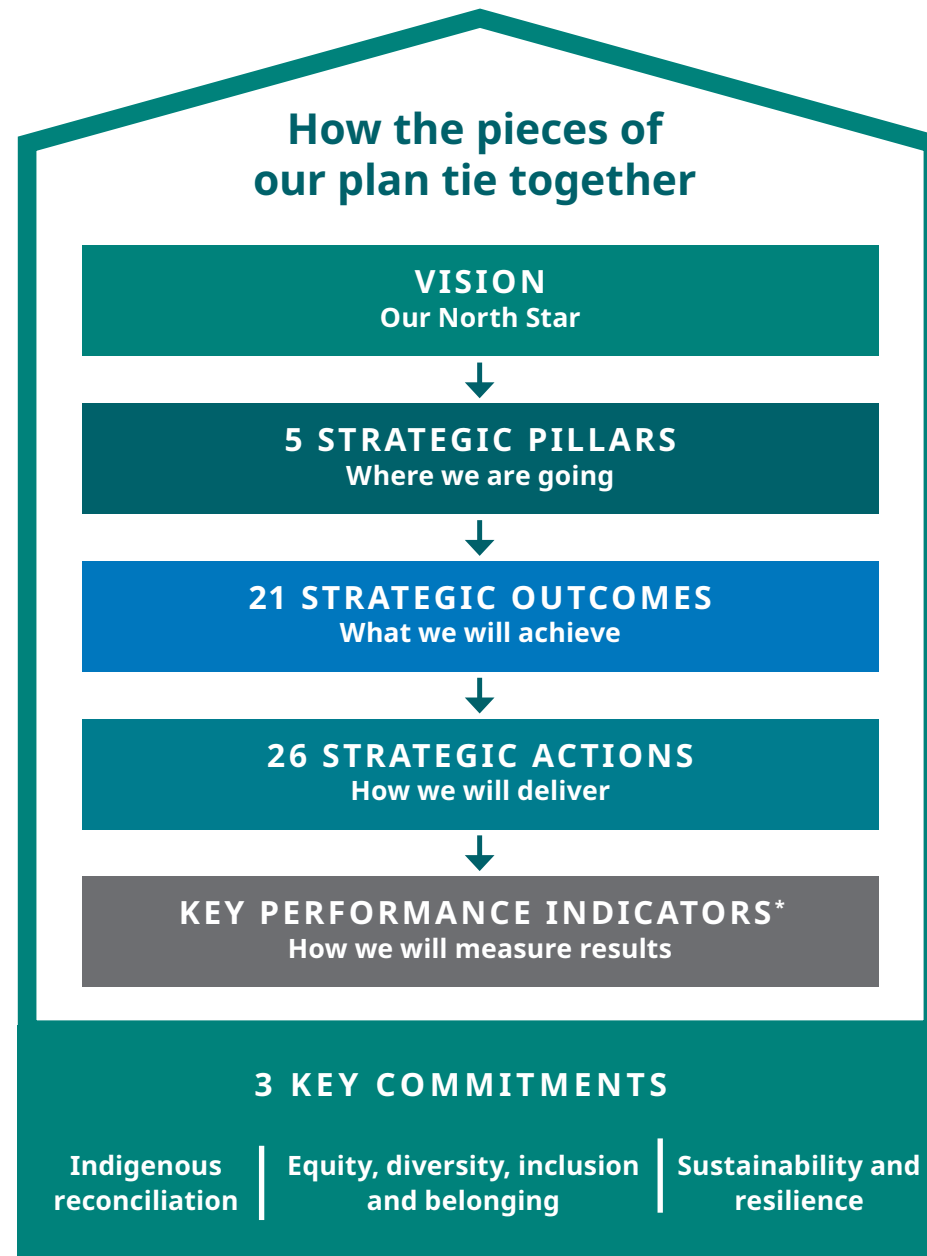
Strategy2030 is informed by research and the knowledge of our employees, the organizations and communities we work with, and the people we serve.

We reviewed data and conducted workshops and surveys with employees and key interest-holders in the housing sector. We also drew from knowledge shared through past engagements, including with Indigenous organizations and communities as part of Indigenous reconciliation strategy development. These insights shaped Strategy2030.



\* This document provides initial KPIs. As we implement we will refine and add KPIs to track our progress and keep us accountable.

## How the pieces of our plan tie together





## Homes that people need

We will increase the supply and quality of housing for the people we serve.

Population growth and market forces in recent decades have led to an inadequate supply of suitable housing that people in B.C. can afford. We are committed to increasing the supply of housing that meets the needs of the people we serve and our quality standards while providing value for money. We will focus on strengthening our delivery model to enhance efficiency and effectiveness, and accelerate delivery.







# Homes that people need

We will increase the supply and quality of housing for the people we serve.



## Outcomes - What we will achieve

- The people we serve have access to housing that is accessible, inclusive, sustainable and resilient, and meets their needs.
- Our delivery models enable the efficient, effective and accelerated provision of housing that represents value for money.
- Our housing developments contribute to building stronger communities.
- The interests and priorities of Indigenous Peoples are reflected in our housing solutions.



## Strategic Actions – How we will deliver

- Meet provincial housing delivery commitments.
- Improve the performance of housing stock.
- Streamline and strengthen housing delivery processes and systems.
- Embed the principles of Indigenous reconciliation in housing solutions.
- Deepen the integration of equity, diversity, inclusion and belonging in housing solutions.
- Promote best practices in the residential construction sector through research and education.



## Key Performance Indicators – How we will measure results

- Number of affordable and supportive housing units completed
- Facility Condition Index (FCI) of BC Housing's portfolio
- Percent reduction in greenhouse gas emissions from 2010 levels



## Services that have a meaningful impact

We will deliver reliable and responsive services to the people we serve, ensuring quality and accountability in all that we do.

People in B.C. face ongoing challenges accessing housing services and a growing number need supports and complex care. Equity-seeking populations are at greatest risk. We aim to increase the accessibility and quality of our services, provide inclusive services that are responsive to people's needs, and build strong and accountable service models with providers to enhance delivery.





# Services that have a meaningful impact

We will deliver reliable and responsive services to the people we serve, ensuring quality and accountability in all that we do.



## Outcomes - What we will achieve

- Our programs and services are accessible and equitable.
- The principles of Indigenous reconciliation are embedded in our programs and services.
- The people we serve live in healthy, inclusive, sustainable, safe and resilient environments that are responsive to their needs.
- Our service provider accountability framework enables efficient and effective service delivery.



## Strategic Actions – How we will deliver

- Work with governments, First Nations, Indigenous organizations, and service providers to deliver quality housing services that are inclusive, safe, accessible, and support sustainability and resilience.
- Improve the accessibility, transparency, and equity of our programs, policies, practices, and systems.
- Enhance the client and provider experience by re-engineering business processes and systems, and reducing bureaucracy.
- Strengthen service provider capacity and joint accountability.
- Enhance our relationships with First Nations, regional and municipal governments, Indigenous organizations, health service providers, and other social service providers.



## Key Performance Indicators – How we will measure results

- Number of households receiving rental assistance
- Percentage of homeless individuals who accessed housing and remained housed after 6 months
- Percentage of clients reporting satisfaction with the quality, accessibility, and safety of their housing



## People empowered to be their best

We will promote a culture where all employees feel connected, engaged, and supported to do their best work.

Our people are key to our success. To attract and retain the talent we need we must support all employees to thrive. We aim to empower our employees to achieve our mission by strengthening their capabilities, providing opportunities for growth, and building an inclusive culture where all employees are engaged and feel a sense of belonging.







# People empowered to be their best

We will promote a culture where all employees feel connected, engaged, and supported to do their best work.



## Outcomes - What we will achieve

- Our employees feel safe and have a sense of belonging.
- Our employees have the capacity and capabilities to make informed decisions and deliver optimal results.
- Our employees have opportunities to grow and achieve their potential.
- Our employees have the knowledge and training to advance Indigenous reconciliation.
- Our employees are equipped with the skills and education to advance equity, diversity, inclusion and belonging, and sustainability and resilience.
- We have a highly engaged workforce and continue to be an employer of choice.



## Strategic Actions – How we will deliver

- Improve the employee experience for all our staff.
- Build capabilities for the future, with a focus on financial and digital literacy, planning, and change management.
- Increase participation and leadership opportunities for Indigenous and equity-seeking employees.
- Enhance talent acquisition and management to build capacity and support employee performance, growth and development.
- Strengthen employee cultural competency and capacity to advance Indigenous reconciliation at all levels of the organization.
- Build employee competency and capacity for equity, diversity, inclusion and belonging, and sustainability and resilience at all levels of the organization.



## Key Performance Indicators – How we will measure results

- Employee Engagement index



## Modern and streamlined business operations

We will build business practices, processes, and systems that are efficient and effective.

BC Housing's rapid growth highlighted the importance of responsive, resilient processes and systems that can adapt to changing needs. We are committed to building integrated, data-driven operations and adopting the tools and practices that enable better service delivery and demonstrate value for money.





# Modern and streamlined business operations

We will build business practices, processes, and systems that are efficient and effective.



## Outcomes - What we will achieve

- We are efficient and effective at delivering our services and mitigating risk.
- Our employees have the tools and supports they need to do their work.
- Our enterprise operations are integrated, data-driven, scalable, and secure.
- We measure our performance to ensure organizational accountability and value for money.
- The principles of Indigenous reconciliation are embedded in our operational processes and practices.
- Our operational processes and practices are aligned with equity, diversity, inclusion and belonging, and sustainability and resilience.



## Strategic Actions – How we will deliver

- Adopt digital solutions and upgrade legacy systems.
- Strengthen governance and financial management across the organization.
- Implement a data strategy that enhances decision-making and reporting.
- Mature enterprise planning, prioritization, and risk management.
- Enhance our organizational performance management framework.
- Streamline operational processes and practices while:
  - applying the principles of Indigenous reconciliation; and
  - aligning with equity, diversity, inclusion and belonging, and sustainability and resilience.



## Key Performance Indicators – How we will measure results

- Partnership Accreditation in Indigenous Relations Certification



## Leading the way

We will demonstrate leadership in the housing sector by embracing research, innovation and technology.

To build for the future we need a culture that supports innovative approaches to solving problems. We will explore and deploy new models, technologies and practices over time to enhance housing solutions and improve outcomes.





# Leading the way

We will demonstrate leadership in the housing sector by embracing research, innovation and technology.



## Outcomes - What we will achieve

- We deploy innovative approaches to plan and deliver housing solutions.
- Our culture embraces new ways of thinking, encourages curiosity, and supports novel approaches to problem solving.
- Our research insights support better outcomes and inform public policy.
- We are nationally and internationally recognized for our expertise.



## Strategic Actions – How we will deliver

- Create and implement an innovation strategy that focuses our research and development and fosters a culture of curiosity.
- Explore new models, methods, technology and practices to enhance our performance and promote sustainability and resilience.
- Develop innovative ways to advance Indigenous reconciliation within our operations and the broader housing sector.
- Design new approaches to strengthen equity, diversity, inclusion and belonging in our work.
- Cultivate new partnerships that enhance our value and position us as experts in the housing sector.
- Build communities of practice and networks that support innovation efforts.



## Key Performance Indicators – How we will measure results

- To be determined

# Financial Overview

As a public-sector entity, BC Housing is committed to responsible operations and equitably delivering quality services across all regions of the province. Our budget is set by the Government of B.C., which provides clear direction that we carry out our mandate while achieving value for money. We are launching Strategy2030 during a period of economic uncertainty in the province and internationally, and have identified resource constraints as a risk to strategy execution. Over the five years of Strategy2030, we will seek to reallocate resources to strategic actions that will make the greatest impact and work with the Ministry of Housing and Municipal Affairs to identify opportunities to fund long-term improvements.



# Glossary

**Accessibility:** Accessibility is the work we do to ensure that all people can participate in society on an equal basis with others. Accessibility seeks to improve access by changing the way we design buildings, policies, programs, as well as the assumptions and attitudes we hold, to improve opportunities for equal participation.

**Adequate housing:** Housing that does not require any major repairs, according to residents. Major repairs include those to defective plumbing or electrical wiring, or structural repairs to walls, floors or ceilings.

**Affordable housing:** In Canada, housing is considered “affordable” if it costs less than 30% of a household’s before-tax income. Affordable housing is a broad term that can include housing provided by the private, public and non-profit sectors, and may be rental, ownership, co-operative ownership, temporary or permanent.

**Belonging:** The level of security and comfortability that a person experiences when they are accepted, included, and supported. At work, feelings of belonging support engagement, performance, and well-being.

## Affordable housing

A theme arising during our engagements was the challenge around the term “affordable housing”. While many of our programs aim to help people in B.C. afford their housing, the term now has different meanings and the standard measure of housing affordability — that shelter costs are no greater than 30% of a household’s total before-tax income — does not account for other important considerations for how and where people live or their overall wellbeing.

For this reason, Strategy2030 strategic pillars, outcomes and actions do not refer to affordable housing but use other terms to define the type and quality of the housing we aim to deliver, such as “homes that people need,” accessible, inclusive, and sustainable.

# Glossary

**Cultural safety:** Cultural safety ensures individuals feel respected and empowered. It addresses power imbalances, systemic inequities, and historical injustices affecting marginalized groups. It requires organizational change to foster environments where identities can be expressed without fear of discrimination, exclusion, or harm. Cultural safety is defined not by the dominant group but by those who experience the services or workplace culture.

**Diversity:** Groups may be diverse but an individual is not. Diversity includes all the ways that people differ from each other. Diversity alone is not a strategy but a recognition that everyone regardless of age, national origin, gender, sexual orientation, disability, physical appearance, race, etc., has value.

**Equity/equitable:** Fairness and justice as distinguished from equality. Where equality means providing the same to all, equity refers to the effort to provide different levels of support based on individual or group needs to achieve fairness in outcomes.

**Equity-seeking/rights-seeking/equity-deserving groups:**

Groups who have historically been denied equal access to employment, education, and other opportunities, and includes members of an Indigenous community; persons of Black/African Descent; immigrants and refugees; persons with disabilities; racialized communities (non-Indigenous, non-white); women; members of the 2SLGBTQIA+ community.

**Housing provider:** An organization, society, or other entity that operates places to live for renters with low incomes.

**Inclusion:** Although diverse, some groups do not include all voices. Inclusion implies everyone is considered and valued in processes, activities, decision and policy-making in a way that shares power.

**Indigenous Peoples:** Indigenous Peoples is a collective name for the original peoples of North America and their descendants. The Canadian Constitution recognizes three groups of Indigenous Peoples: First Nations, Inuit and Métis. These are three distinct peoples with unique histories, languages, cultural practices and spiritual beliefs. “First Nations people” include Status and non-Status Indians.



# Glossary

**Indigenous reconciliation:** Indigenous reconciliation is about acknowledging the harms and ongoing impacts of colonialism and actively interrogating established policies, processes, practices and systems to reverse the inequalities and discrimination facing Indigenous Peoples today. Indigenous reconciliation refers to efforts to acknowledge, address, and heal the harms caused by colonialism, through truth-telling, policy changes, and systemic reform.

**Non-profit housing:** A housing development that a community-based, non-profit housing partner operates and may also own.

**Quality housing:** Housing that meets standards of safety, comfort and livability, including being in good repair and structurally sound, weathertight and free of dangerous hazards, and having adequate electrical, water, heating and cooling. BC Housing also considers accessibility, inclusion, sustainability, durability and fostering strong communities as quality goals.

**Safety/safe housing:** Housing that is free of hazards or risks, and doesn't harm the health of its occupants.

**Secure housing:** Housing where residents have legal protection against forced eviction, harassment and other threats.

**Service provider:** An individual, group or organization that helps with a person's needs related to health and housing.

**Suitable housing:** Suitable housing has enough bedrooms for the size and make-up of resident households, according to guidelines outlined in National Occupancy Standard.

**Sustainable housing:** Housing designed, built and operated using techniques, materials and technologies that result in houses that are highly energy efficient, make efficient use of resources, have low environmental impact, are healthy to live in, are affordable, and produce as much energy as they consume on an annual basis.

**Sustainability and resilience:** The ability to meet present needs without harming future generations, while also being able to survive, adapt, and thrive despite various stresses and shocks. For BC Housing, this means building and operating housing that prevents environmental degradation and ensures people can meet their basic human needs, while also being designed to withstand stresses and shocks, including those caused by extreme weather driven by climate change.



**BC Housing's  
Strategic Plan  
2025–2030**

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

