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CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES  
OFFICE OF HOUSING AND CONSTRUCTION STANDARDS

A/Assistant Deputy Minister Responsible: Bonnie Ruscheinski

Core Business/ Program Area Description/Critical Business Processes:

The Office of Housing and Construction Standards (OHCS) delivers key mandate commitments to address affordability of BC's housing supply, promote innovative partnerships to prevent/reduce homelessness, ensuring appropriate integrated supports are available; ensures the sustainability, safety and sound structure of new developments, and fosters positive interactions between landlords and tenants through the Residential Tenancy Branch.

OHCS touches all British Columbians through the universal need for shelter and safety, and a dedicated focus on developing strategies to ensure that British Columbians have access to safe, affordable, and functional housing. We do this through market and non-market housing policy and programs, building and safety policy, development of technical codes and standards, and services for landlords and tenants. Our work affects a large segment of our economy, including construction of all types of buildings, mortgages, real estate, strata corporations, renovations, rental housing, subsidized housing and safety of buildings and technical systems.

We work with the citizens of British Columbia, the federal government, local governments, First Nations, Metis, and Inuit Peoples, community groups, non-profit societies, service organizations, businesses, building owners and managers, and industry and professional associations. Key to our success is the ability to maintain strong, collaborative relationships with interested parties, partner agencies and other levels of government.

OHCS has four work units:

- **Housing Policy (HPB)** – oversight for the province's 30-Point Housing Plan, subsidized and supportive housing, Indigenous housing and affordability for renters and owners; demographic and real estate research and analytics; legislative framework for strata properties; intergovernmental relations; program oversight of BC Housing and its approximate \$2.026B/yr. annual budget.
- **Homelessness Policy and Partnerships (HPPB)** - works across government and with community partners, coordinating responses to prevent and reduce homelessness in British Columbia through evidence-based policy, integrated data, and inclusive partnerships. Leading Ministry's mandate to implement a Provincial Homelessness Strategy and leads cross-ministry coordinated responses to homeless encampments and vulnerable populations.
- **Building and Safety Standards (BSSB)**– collaborates with partners to establish and support effective governance frameworks for buildings and technical systems. BSSB enables innovation while maintaining a commitment to balanced, socially responsible solutions in which the public can have confidence.
- **Residential Tenancy (RTB)** – policy development, legislation, compliance and front-line services to landlords and tenants in order to support successful tenancies in British Columbia.

This includes education about landlord and tenant responsibilities and formal dispute resolution services.

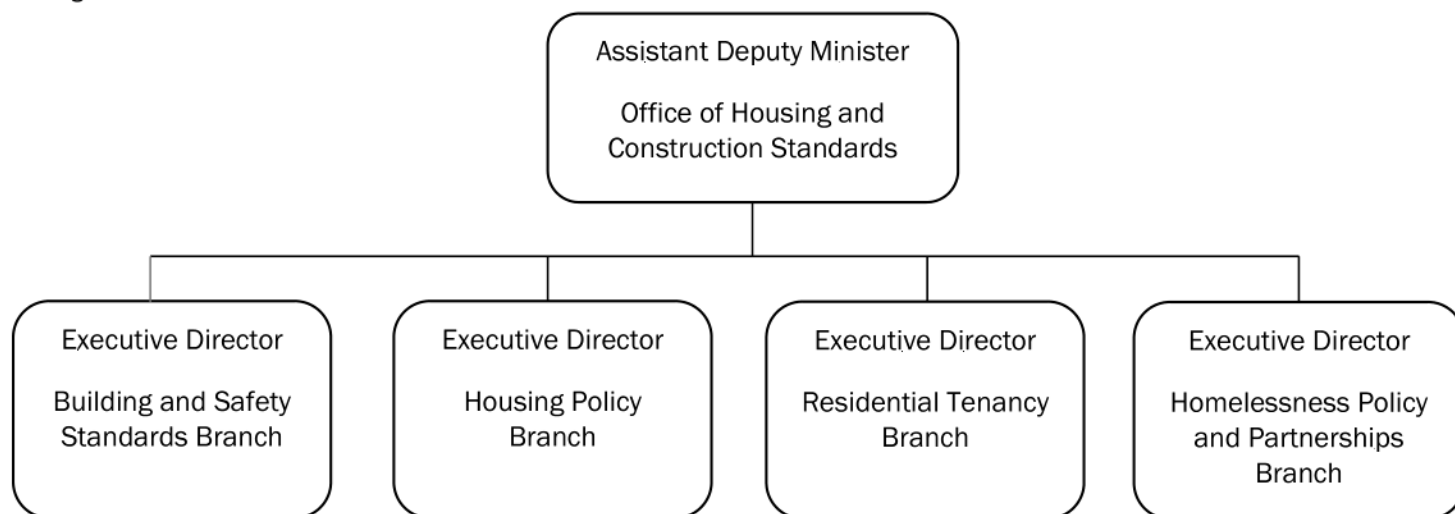
Budget: **\$652.791M** Notional Divisional Budget

Full Time Equivalent Employees (FTEs) as of November 19, 2022: 176

Related Legislation:

- *Assistance to Shelter Act*
- *Building Act*
- *Building Officials Association Act*
- *Commercial Tenancy Act*
- *Community Charter (Section 9 in relation to buildings and structures)*
- *Fire Services Act (Section 47 (2) g and (h))*
- *Homeowner Protection Act (except Part 9)*
- *Manufactured Home Park Tenancy Act*
- *Ministry of Lands, Parks and Housing Act (Sections 5(c), 8.1 and 10)*
- *Rent Distress Act*
- *Residential Tenancy Act*
- *Safety Authority Act*
- *Safety Standards Act*
- *Strata Property Act*
- *Special Accounts Appropriation and Control Act (Sections 9.3[Housing Fund]).*

Organizational Chart:





## EXECUTIVE MEMBER BIOGRAPHY



Teri Collins  
Deputy Minister  
Ministry of Housing

Teri Collins is a committed public servant with extensive experience leading and partnering on public policy initiatives and service improvements across a range of government and sector organizations. Teri's background is in public administration, and she holds a master's degree in leadership from Royal Roads University. Teri has been a member of the Attorney General's executive team since January 2022, and a member of the government's corporate executive team since 2015.

Her leadership of the Housing, Multiculturalism and Anti-Racism teams included advancing priority initiatives to address the anti-racism, housing crisis and homelessness issues, maintaining sound building safety and construction standards, and overseeing operations of the Residential Tenancy Branch.

As a former ADM in the Ministry of Health, Teri provided leadership and oversight to a number of key mandated initiatives and programs including increasing access and reducing wait times for surgical and diagnostic care, implementation of specialized services for seniors and mental health and substance use clients, accountability for provincial specialized service programs (BC Cancer, BC Emergency Health Services), hospital and community care, and the response to COVID-19.

She is passionately committed to engagement and is well known for delivering results.

## EXECUTIVE MEMBER BIOGRAPHY



Tracy Campbell  
Assistant Deputy Minister and Executive Financial Officer  
Corporate Management Services Branch  
Ministry of Attorney General  
Ministry of Public Safety and Solicitor General

Tracy leads the strategic development and delivery of key corporate services for the Ministries of Attorney General and Public Safety and Solicitor General including finance; strategic human resources; facilities management; business planning; internal communications, corporate security; and safety and risk management support.

From October 2018 to her most recent role, Tracy was the Assistant Deputy Minister of International Trade with the Ministry of Jobs, Economic Development and Competitiveness. Tracy oversaw trade and investment activities in British Columbia's international markets; international trade missions; trade strategy and policy, including international and domestic trade agreements and international marketing.

Prior to that, Tracy was the Assistant Deputy Minister and Executive Financial Officer supporting the former ministries of Municipal Affairs and Housing, Jobs, Trade and Technology, Labour and Tourism, Arts and Culture.

Tracy has a very strong client focus and brings extensive financial management experience having also held the position of Chief Financial Officer for the former ministries of Jobs, Tourism and Skills Training; International Trade; and Small Business and Red Tape Reduction.

Tracy began her professional career as a management consultant in the IT industry. She joined the BC Public Service fourteen years ago in the financial services stream, assuming progressively more senior roles within the Economy Sector.

## EXECUTIVE MEMBER BIOGRAPHY



Bonnie Ruscheinski  
Acting Assistant Deputy Minister  
Office of Housing and Construction Standards  
Ministry of Housing

Bonnie brings 17 years of experience in real estate, lands, policy, and operations in both the private and public sector to her role, including 12 years in various leadership roles with the BC Public Service. Prior to joining OHCS, Bonnie was Executive Director, Crown Lands at the Ministry of Forests where she provided strategic leadership to three program areas including the Lands Branch, Crown Land Opportunities program, and the Crown Contaminated Sites program. Bonnie has also led key initiatives and programs at the Major Investments Office and the Ministry of Citizens' Services.

Bonnie is an accredited commercial real estate appraiser with an AACI designation from the Appraisal Institute of Canada and has a strong background in real estate analysis and land policy. She has a Bachelor of Commerce degree from the University of British Columbia, and Post-graduate Certificates in Real Property Valuation and Project Management.

Bonnie is a forward-thinking strategic and operational leader and is passionate about building empowered teams who 'think outside the box' to solve complex public policy and operational issues.

Bonnie lives in Victoria with her husband Dan of 30 years and has two grown sons. In her spare time, you will find her cooking with her husband, reading, and relaxing over tea.



December 7, 2022

Honourable Ravi Kahlon  
Minister of Housing  
Parliament Buildings  
Victoria, BC V8V 1X4

Dear Minister Kahlon:

Thank you for agreeing to serve as Minister of Housing. I trust in your leadership at this critical time to deliver results for the people of British Columbia.

British Columbians continue to recover from and respond to the upheaval caused by the COVID-19 pandemic and climate related natural disasters, while global inflation is driving up costs for more households and the world's economic outlook is concerning. Now more than ever, we need to focus on building a secure, low emission, sustainable economy, and a province where everyone can find a good home – whether you live in a rural area, in a city, or in an Indigenous community. We will continue working toward true and meaningful reconciliation by supporting opportunities for Indigenous Peoples to be full partners in the inclusive and sustainable province we are building together.

Our government is committed to delivering on the mandate British Columbians gave us in 2020. Together we can make life better for people in B.C., improve the services we all rely on, and ensure a sustainable province for future generations.

As we renew our work, my priority as Premier is to deliver results that people can see and feel in four key areas:

- **Attainable and affordable housing:** In the wake of soaring prices and record migration to B.C., we will take on the important work of building new homes that are actually attainable for the middle class, while continuing our work to address the housing crisis for those in distress on our streets.

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- **Safer communities:** To address concerns about public safety, both for the people struggling with mental health and addiction on our streets, as well as the feeling that downtown centres are not as safe as they were before the pandemic, we will work with our partners at all levels of government, the justice and health care systems, the non-profit sector, and community leaders to find solutions for this complex challenge facing our province, and work overtime to seize the assets of high-level criminals.
- **Improved health care:** Amid unprecedented pressures we will continue to work to strengthen our public health care system, from family doctors to new hospitals, so care is there for each of us when we need it.
- **A sustainable, clean, secure, and fair economy:** We will continue our work investing in British Columbians, fighting racism and promoting equity, and building a clean economy that addresses our obligations to combat climate change by driving down emissions, while creating good, family supporting jobs.

Few issues are as central to our government's goal of ensuring British Columbia is a place where everyone can make a home as the need for housing itself. Our province is growing quickly – 100,000 people moved here last year, setting a 50-year record. This year, we expect similar growth. Coupled with seniors looking for affordable homes, young people looking to leave their parents' home and start life independently, and people moving to smaller communities to work remotely, demand for housing has never been higher in our province – and supply is not keeping up. We need more housing of all kinds, and urgently, but we can't do it alone. This work will require the partnership of municipalities, the federal government, First Nations, non-profit organizations, private landlords, tenants, community members, and homebuilders. Our government has already led unprecedented affordable and social housing initiatives, and yet we need to do more.

Historically, governments used to build housing for the middle class. Building homes for soldiers returning from war and their families was the start of the federal housing agency: Canada Mortgage and Housing Corporation. Tax credits drove the building of rental housing across the province through federal programs. Co-ops were funded through innovative programs fifty years ago – but now their leases are coming up.

While expanding our work to build housing for those living in the parks and on the sidewalks in our communities, we must take strong steps to get involved in delivering attainable middle-class housing for families who call our province home, for those who want to call our province home, for the people who make our province run every day, and for the seniors who helped build our province. We will face challenges in this work, but people expect us to do even more, and we must deliver for them.

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Since 2020, our government has made considerable progress on important initiatives including:

- Ongoing delivery of the 10-year housing plan to build more affordable housing, including investing \$2 billion in Housing Hub projects to build more affordable housing, passing the *Housing Supply Act* and amendments to the *Strata Property Act* to make sure housing keeps up with our growing population, capping annual rent increases below inflation, and preventing renovictions.
- Providing additional funding in Budget 2022 to prevent and address homelessness.

As a new ministry with responsibility to oversee delivery of our government's work on these important files, over the remaining period of this mandate I expect you to prioritize making progress on the following:

- Lead work to deliver the refreshed housing strategy with new initiatives that build on work already underway in urban, rural, remote and Indigenous communities. This strategy should:
  - Establish BC Builds to build housing for middle-income families, individuals, and seniors;
  - Ensure timely resolution of landlord/tenant disputes;
  - With support from the Minister of Finance, establish a rental housing acquisition fund;
  - Introduce legislation establishing new tools for local governments to help them better regulate short term rentals in their communities;
  - Introduce laws to legalize secondary suites province-wide and expand the number of units allowed to be built in cities using single-family home development permit processes; and
  - Include an effective flipping tax to fight increased costs caused by short-term flipping by investors.
- Work with Indigenous partners to identify and deliver on Indigenous housing priorities for the province.
- With support from the Minister of Municipal Affairs, lead work across government to simplify and speed up provincial housing approval processes, working toward 'one-stop' provincial permitting – and support municipalities to streamline development approvals through the continued implementation of the Development Approvals Process Review.
- Implement the *Housing Supply Act* and work with municipalities facing the highest housing needs to set housing targets and fast-track construction and redevelopment of affordable homes for people with a range of incomes.

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- Lead government's work to better coordinate services to deliver improved outcomes for people living in Vancouver's Downtown Eastside, with support from the Ministers of Mental Health and Addictions, Health, Social Development and Poverty Reduction, and Public Safety and Solicitor General, as well as Indigenous Peoples, external partners, and others.
- Expand on the new homelessness supports launched in Budget 2022, including long-term housing to address encampments.
- Support the Minister of Transportation and Infrastructure to implement transit-oriented development to advance sustainable communities along transit corridors to help achieve our housing and affordability goals, including targets for non-market units and non-profit housing.

To assist you in meeting the commitments we have made to British Columbians, you are assigned a Parliamentary Secretary for Rural Development. You will work closely together and ensure your Parliamentary Secretary receives appropriate support to deliver on the priorities outlined in the mandate letters issued to them.

Our work together must continue to evolve to meet the changing needs of people in this province. Issues not contemplated by this letter will come forward for government action and I ask you to bring such matters forward for consideration by the Planning and Priorities Committee of Cabinet, with the expectation that any proposed initiatives will be subject to the usual Cabinet and Treasury Board oversight and include measurable outcomes for British Columbians. Your ministry's priorities must reflect our government's overall strategic plan as determined by Cabinet.

British Columbians expect their elected representatives to work together to advance the public good. That means seeking out, fostering, and championing good ideas regardless of their origin. I expect you to reach out to elected members from all parties as you deliver on your mandate. Further, you will build thoughtful and sustained relationships both with title holders and through public and stakeholder engagement plans that incorporate diverse perspectives early in the policy development process. Federal partnerships and resources will be particularly important and, on behalf of our government, you will engage with the federal government on advancing priorities to improve the lives of British Columbians.

As a Cabinet, we will uphold the highest standards of ethics, collaboration, and good conduct in service of the public, and as a Minister of the Crown, you are expected to review, understand, and act according to the *Members' Conflict of Interest Act*. You will establish a collaborative working relationship with your Deputy Minister, and the public servants under their direction, who provide the professional, non-partisan advice that is

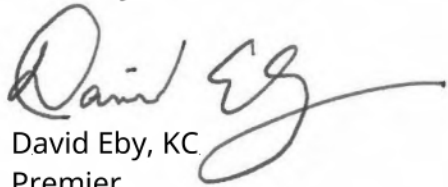
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fundamental to delivering on our government's priorities. Your Minister's Office must meet the highest standards for integrity and provide a respectful, rewarding environment for all staff.

The rural and urban challenges that we face are urgent and complex. In response, we must be forward-thinking, strategic, and ready to work across disciplines and old divisions in new ways. Labour shortages are a major issue globally, and British Columbia is no exception, including in the public service. Maintaining the BC Public Service as an employer of excellence will be key to retaining and recruiting the diverse professionals we rely on to deliver essential services, advice, and analysis.

At the core of this work is listening and responding to the priorities of people in B.C. Together, we can deliver results in very real ways – ways that people can see, feel, and touch, and that change their lives for the better. Thank you for doing this important work with me.

Sincerely,

A handwritten signature in dark ink, appearing to read "David Eby", with a long, sweeping horizontal line extending to the right.

David Eby, KC  
Premier





December 7, 2022

Roly Russell, MLA  
Parliamentary Secretary for Rural Development  
Parliament Buildings  
Victoria, BC V8V 1X4

Dear Parliamentary Secretary Russell:

Thank you for agreeing to continue to serve as Parliamentary Secretary for Rural Development. I trust in your leadership at this critical time to deliver results for the people of British Columbia.

British Columbians continue to recover from and respond to the upheaval caused by the COVID-19 pandemic and climate related natural disasters, while global inflation is driving up costs for more households and the world's economic outlook is concerning. Now more than ever, we need to focus on building a secure, low emission, sustainable economy, and a province where everyone can find a good home – whether you live in a rural area, in a city, or in an Indigenous community. We will continue working toward true and meaningful reconciliation by supporting opportunities for Indigenous Peoples to be full partners in the inclusive and sustainable province we are building together.

Our government is committed to delivering on the mandate British Columbians gave us in 2020. Together we can make life better for people in B.C., improve the services we all rely on, and ensure a sustainable province for future generations.

As we renew our work, my priority as Premier is to deliver results that people can see and feel in four key areas:

- **Attainable and affordable housing:** In the wake of soaring prices and record migration to B.C., we will take on the important work of building new homes that are actually attainable for the middle class, while continuing our work to address the housing crisis for those in distress on our streets.

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- **Safer communities:** To address concerns about public safety, both for the people struggling with mental health and addiction on our streets, as well as the feeling that downtown centres are not as safe as they were before the pandemic, we will work with our partners at all levels of government, the justice and health care systems, the non-profit sector, and community leaders to find solutions for this complex challenge facing our province, and work overtime to seize the assets of high-level criminals.
- **Improved health care:** Amid unprecedented pressures we will continue to work to strengthen our public health care system, from family doctors to new hospitals, so care is there for each of us when we need it.
- **A sustainable, clean, secure, and fair economy:** We will continue our work investing in British Columbians, fighting racism and promoting equity, and building a clean economy that addresses our obligations to combat climate change by driving down emissions, while creating good, family supporting jobs.

As Parliamentary Secretary, you will assist the Minister of Housing in carrying out ministerial duties in the House and speaking on the government's behalf when issues arise in the absence of the Minister. You will also play an important role in engaging British Columbians by representing the Minister at public events, delivering speeches on behalf of the Minister, or acting as a spokesperson for the government's position. You will reach out to stakeholders, businesses, civil society, and people across B.C. to better understand their perspectives and bring their views to the Minister.

You will work with your Minister to help advance these shared responsibilities:

- Support the Minister of Housing's efforts to address the housing challenges in rural, remote, and First Nations communities to support people and economic growth.
- Engage directly with communities and provide regional perspectives to the work of government, with a focus on reflecting the unique needs of rural, remote, and First Nations communities, and implementing supports when needed.
- Continue to support the Minister of Citizens' Services to deliver high-speed connectivity throughout the province, with a goal of connecting all regions to the high-speed network.
- Support the Minister of Post-Secondary Education and Future Skills and engage with sector partners to continue to expand access to skills training for people in rural, remote, and First Nations communities.

- Support the Minister of Health's work to strengthen ambulance services in rural communities.

Your Minister is responsible and accountable for their ministry and their mandate; all key decisions will be made by them. You will understand your Minister's policy goals, develop a deep understanding of the issues, build thoughtful and sustained relationships both with title holders and through public and stakeholder engagement plans, and provide your best advice to the public service as they develop options for decision by the Minister.

You will collaborate with your Minister, ministry, and the Premier's Office to develop a workplan to guide your efforts, including detail on how the professional public service will support your work.

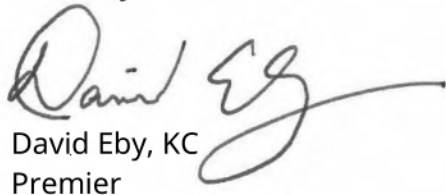
All members are expected to review, understand, and act according to the *Members' Conflict of Interest Act* and conduct themselves with the highest level of integrity. As a Parliamentary Secretary, your conduct will reflect not only on you, but on your Minister and our government.

You will establish a collaborative working relationship with your Minister, your Minister's staff, and the public servants who provide the professional, non-partisan advice that is fundamental to delivering on our government's priorities.

The rural and urban challenges that we face are urgent and complex. In response, we must be forward-thinking, strategic, and ready to work across disciplines and old divisions in new ways. Labour shortages are a major issue globally, and British Columbia is no exception, including in the public service. Maintaining the BC Public Service as an employer of excellence will be key to retaining and recruiting the diverse professionals we rely on to deliver essential services, advice, and analysis.

At the core of this work is listening and responding to the priorities of people in B.C. Together, we can deliver results in very real ways – ways that people can see, feel, and touch, and that change their lives for the better. Thank you for doing this important work with me.

Sincerely,



David Eby, KC  
Premier



November 26, 2020

Honourable David Eby  
Attorney General  
Parliament Buildings  
Victoria, British Columbia V8V 1X4

Dear Attorney General Eby:

Thank you for agreeing to serve British Columbians as Attorney General and Minister responsible for Housing. You are taking on this responsibility at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic.

COVID-19 has turned the lives of British Columbians upside down. None of us expected to face the challenges of the past number of months, yet British Columbians have demonstrated incredible resilience, time and time again. We will get through the pandemic and its aftereffects by building on this resilience and focusing on what matters most to people.

British Columbians voted for a government focused on their priorities: fighting the COVID-19 pandemic, providing better health care for people and families, delivering affordability and security in our communities, and investing in good jobs and livelihoods in a clean-energy future.

I expect you – and the work of your ministry – to focus on the commitments detailed in our platform, *Working for You*, along with the following foundational principles:

- **Putting people first:** Since 2017, our government has focused on making decisions to meet people's needs. That focus drove our work in our first term and will continue to be our priority. British Columbians are counting on the government to keep them safe and to build an economic recovery that works for everyone, not just those at the top. Keeping people at the centre of everything we do means protecting and enhancing the public services people rely on and working to make life more affordable for everyone.
- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. The unanimous passage of the *Declaration on the Rights of Indigenous Peoples Act* was a significant step forward in this journey. True

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reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move toward self-determination. Our government – and every ministry – must remain focused on creating opportunities for Indigenous peoples to be full partners in our economy and providing a clear and sustainable path for everyone to work toward lasting reconciliation.

- **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. Our government has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every ministry has a role in this work. While our caucus elected a record number of women, more work remains to address gender equity. Delivering on our commitments to address racial discrimination will require a commitment by all of government to ensure increased IBPOC (Indigenous, Black and People of Colour) representation within the public service, including in government appointments. Our efforts to address systemic discrimination must also inform policy and budget decisions by reviewing all decisions through a Gender-Based Analysis Plus (GBA+) lens.
- **A better future through fighting climate change:** In 2018, our government launched our CleanBC climate action plan. CleanBC puts British Columbia on the path to a cleaner, better future by building a low-carbon economy with new clean-energy jobs and opportunities, protecting our air, land and water and supporting communities to prepare for climate impacts. It is every Minister's responsibility to ensure your ministry's work continues to achieve CleanBC's goals.
- **A strong, sustainable economy that works for everyone:** We will continue our work to support British Columbians through the pandemic and the 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. Our plan will train the workforce of tomorrow, help businesses hire and grow and invest in the infrastructure needed to build our province.

The pandemic has reminded us that we're strongest when we work together. Delivering on our commitments to people will require a coordinated effort with your cabinet and caucus colleagues, supported by the skilled professionals in the public service. You will also support your cabinet colleagues to do their work, particularly where commitments cross ministry lines.

British Columbians expect their elected representatives to work together to advance the broader public good despite their partisan perspectives. That means seeking out, fostering and championing good ideas, regardless of their origin. I expect you to reach out to elected members from all parties as you deliver on your mandate. Further, you will build thoughtful and sustained relationships through public and stakeholder engagement plans that connect with people to incorporate their perspectives early in the policy development process. These plans must include measurable outcomes and ensure active dialogue and ongoing outreach in your ministry's actions and priorities.

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Over the course of our mandate, I expect you will make progress on the following items:

- Work with the Minister of Public Safety and Solicitor General, Indigenous communities, and the BC First Nations Justice Council to advance the First Nations Justice Strategy and to improve access to culturally appropriate justice, including continuing to establish Indigenous Justice Centres across the province.
- Work with the Minister of Public Safety and Solicitor General and the Minister of Mental Health and Addictions to fast track the move toward decriminalization by working with police chiefs to push Ottawa to decriminalize simple possession of small amounts of illicit drugs for personal use. In the absence of prompt federal action, develop a made-in-B.C. solution that will help save lives.
- Advance recommendations from the findings of the Cullen Commission and the German Report to fight money laundering.
- To make life more affordable for renters – particularly during the hardship caused by COVID-19 – deliver a freeze on rent increases until the end of 2021, and then make permanent the actions our government took to limit rent increases to the rate of inflation.
- Lead work to continue delivering our government's 10-year housing plan, Homes for B.C., and the affordable housing it's bringing to tens of thousands of British Columbians, including working in partnership to create 114,000 affordable homes.
- Lead government's efforts to address homelessness by implementing a homelessness strategy.
- Deliver more affordable housing through Housing Hub partnerships by providing additional low-interest loans; expanding partnerships with non-profit and co-op housing providers to acquire and preserve existing rental housing; and tasking the Hub with identifying new pathways to home ownership through rent-to-own or other equity-building programs.
- Build on our government's work to require new buildings and retrofits to be more energy efficient and cleaner by supporting local governments to set their own carbon pollution performance standards for new buildings.
- Bring in "right-to-charge" legislation that will enable installation of electric vehicle charging infrastructure in more strata and apartment buildings.
- Lead work on the next iteration of the BC Building Code, working with the Parliamentary Secretary for Accessibility to ensure that it includes changes that will make new buildings more accessible for all people.
- Support the work of the Minister of Finance to control the rising cost of strata insurance by building on work already done to close loopholes and enhance regulatory powers and acting on the forthcoming final report of the BC Financial Services Authority. If rates have not corrected by the end of 2021, explore a public strata insurance option.

.../4

- Support the Minister of Indigenous Relations and Reconciliation to deliver the action plan required under DRIPA to build strong relationships based on recognition and implementation of the inherent rights of Indigenous peoples protected in Canada's constitution.
- Support the work of the Minister of Mental Health and Addictions to provide an increased level of support – including more access to nurses and psychiatrists – for B.C.'s most vulnerable who need more intensive care than supportive housing provides by developing Complex Care housing.
- Support the work of the Minister of Indigenous Relations and Reconciliation to bring the federal government to the table to match our funding to build much-needed housing for Indigenous peoples both on and off reserve.

To assist you in meeting the commitments we have made to British Columbians, you are assigned a Parliamentary Secretary for Anti-Racism Initiatives. You will work closely together and ensure your Parliamentary Secretary receives appropriate support to deliver on the following priorities, outlined in the mandate letter issued to them:

- Conduct a full review of anti-racism laws in other jurisdictions and launch a stakeholder consultation to inform the introduction of a new *Anti-Racism Act* that better serves everyone in B.C.
- Work with B.C.'s new Human Rights Commissioner and other stakeholders to introduce legislation that will help reduce systemic discrimination and pave the way for race-based data collection essential to modernizing sectors like policing, health care and education.
- Honour the Japanese-Canadian community by providing lasting recognition of the traumatic internment of more than 22,000 Japanese-Canadians during World War II in libraries, communities and at the BC Legislature.

Our work as a government must continually evolve to meet the changing needs of people in this province. Issues not contemplated in this letter will come forward for government action and I ask you to bring such matters forward for consideration by the Planning and Priorities Committee of cabinet, with the expectation that any proposed initiatives will be subject to the usual cabinet and Treasury Board oversight. Your ministry's priorities must reflect our government's overall strategic plan as determined by cabinet.

All cabinet members are expected to review, understand, and act according to the *Members' Conflict of Interest Act* and conduct themselves with the highest level of integrity. As a minister of the Crown, your conduct will reflect not only on you but on cabinet and our government. You are responsible for providing strong, professional and ethical leadership within cabinet and your ministry. You will establish a collaborative working relationship with your deputy minister and

.../5

the public servants under their direction who provide the professional, non-partisan advice that is fundamental to delivering on our government's priorities. You must ensure your minister's office meets the highest standards for integrity and provides a respectful and rewarding environment for all staff.

My commitment to all British Columbians is to do my level best to make sure people's lives are better, safer and more affordable. I believe the challenges we face can and will be overcome by working together. By way of this letter, I am expressing my faith that people can expect the same commitment from you.

Sincerely,

A handwritten signature in black ink, reading "John J. Horgan", followed by a long horizontal flourish.

John Horgan  
Premier



## Ministry of Housing

### 2022/23 Estimates Debates Note

Last updated Date: December 6, 2022

## MANDATE LETTER STATUS UPDATE

### KEY MESSAGES:

- On November 26, 2020, mandate letters were given to the Attorney General and Minister responsible for Housing and the Parliamentary Secretary for Anti-racism initiatives.
- The mandate letters identify both government-wide and ministry specific priorities for implementation. Work is currently underway on implementing these priorities (see Tables 1 and 2).
- The Ministry's key priorities included indigenous justice, addressing money laundering, creating more affordable and supportive housing, reducing homelessness, and combating racism and systemic discrimination.
- The Ministry also has a supporting role in other Ministries' mandate letter items, such as controlling the rising cost of strata insurance (Ministry of Finance).

### BACKGROUND:

- The Ministry of Housing is responsible for providing British Columbians with access to more affordable, safe and appropriate housing through policy and programs, technical codes and standards, and services for landlords and tenants.

|   |                   |
|---|-------------------|
| Contact: Erin Anderson, Director, Partnerships and Planning | Tel: 778 698-8238 |
|---|-------------------|

**Table 1: Progress Status of Mandate Letter Items (Ministry of Housing)**

| MANDATE LETTER<br>ACCOUNTABILITY   | STATUS   |
|--|--|
| To make life more affordable for renters – particularly during the hardship caused by COVID-19 – deliver a freeze on rent increases until the end of 2021, and then make permanent the actions our government took to limit rent increases to the rate of inflation. | <b>Completed</b> - Complete with Bill 7 Tenancy Statutes Amendment Act 2021 passed in Spring 2021<br><br>Advice/Recommendations; Intergovernmental Communications                    |
| Lead work to continue delivering our government's 10-year housing plan, Homes for B.C., and the affordable housing it's bringing to tens of thousands of British Columbians, including working in partnership to create 114,000 affordable homes.                    |  |
| Lead government's efforts to address homelessness by implementing a homelessness strategy.   | <b>Substantially completed</b> – Through the Homelessness Policy and Partnerships Branch, MAG has led the development of a Provincial Homelessness Strategy with partner ministries. |

|  |  |
|--|--|
|  | <p>Budget 2022 included \$633 million in funding for the Homelessness Strategy components over three years; including Youth Transitions (MCF) - \$35M, Homelessness Supports (HLTH/AG) - \$170M, Permanent Housing Plan (AG)- \$264M and Complex Care Housing (MMHA) - \$164M.</p> <p>Advice/Recommendations; Intergovernmental Communications</p> |
| <p>Deliver more affordable housing through Housing Hub partnerships by providing additional low-interest loans; expanding partnerships with non-profit and co-op housing providers to acquire and preserve existing rental housing; and tasking the Hub with identifying new pathways to home ownership through rent-to-own or other equity-building programs.</p> | <p>Advice/Recommendations</p>  |

|  |   |
|--|---|
|  | Approximately \$2.7 million in funding will be provided in 2022/23 to increase HousingHub staffing. |
| Build on our government's work to require new buildings and retrofits to be more energy efficient and cleaner by supporting local governments to set their own carbon pollution performance standards for new buildings. | Cabinet Confidences   |
| Bring in "right-to-charge" legislation that will enable installation of electric vehicle charging infrastructure in more strata and apartment buildings.   |   |

|  |  |
|--|--|
|  |  |
| Lead work on the next iteration of the BC Building Code, working with the Parliamentary Secretary for Accessibility to ensure that it includes changes that will make new buildings more accessible for all people.  | Advice/Recommendations; Intergovernmental Communications   |
| Support the work of the Minister of Mental Health and Addictions to provide an increased level of support – including more access to nurses and psychiatrists – for B.C.’s most vulnerable who need more intensive care than supportive housing provides by developing Complex Care housing. | <p><b>In Progress</b> - This is led by Ministry of Mental Health and Addictions (MMHA).</p> <p>Through the Homelessness Policy and Partnerships Branch, MAG is supporting the work of MMHA to develop and deliver Complex Care housing as part of a comprehensive Provincial Homelessness Strategy.</p> <p>This work is supported by a joint cabinet committee on Housing and Homelessness, as well as policy, engagement and implementation working groups.</p> |
| Support the work of the Minister of Indigenous Relations and Reconciliation to bring the federal government to the table to match our funding to build   | <b>In Progress</b> - This is led by Ministry of Indigenous Relations and Reconciliation (MIRR).  |

|  |  |
|--|--|
| <p>much-needed housing for Indigenous peoples both on and off reserve.</p> | <p>Government has begun engaging in discussions with Canada at the ADM level. Following initial ADM discussions in the spring of 2022, a working group has been established between HPB, MIRR, Indigenous Services Canada, and CMHC.</p> <p>The working group is working in partnership to collect data and complete a needs analysis to better inform where the \$550 million will have the biggest impact.</p> |
|--|--|

# **Ministry of Attorney General and Minister Responsible for Housing**

## **2022/23 – 2024/25 Service Plan**

**February 2022**



For more information on the Ministry of Attorney General and Minister Responsible for Housing  
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Published by the Ministry of Attorney General and Minister Responsible for Housing



## Minister's Accountability Statement



The *Ministry of Attorney General and Minister Responsible for Housing 2022/23 – 2024/25 Service Plan* was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared.

A handwritten signature in black ink, appearing to be 'D. Eby'.

Honourable David Eby, QC  
Ministry of Attorney General and Minister Responsible for Housing  
February 11, 2022

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## **Purpose of the Ministry**

The Ministry of Attorney General and Minister Responsible for Housing works in partnership with the Ministry of Public Safety and Solicitor General to advance a shared vision of a safe, secure, just and resilient British Columbia. The Ministry works to keep communities safe and provide certainty, proportionality and, above all, fairness when dealing with criminal, civil and family law matters and to protect people, especially those who are most vulnerable. The Ministry, while dealing with these matters, is focused on promoting confidence in the integrity of the sector and ensuring continued public participation and support.

The Ministry is responsible for legal services including sheriff and court administration services, legal aid, prosecution services, administrative tribunals, civil and family justice services, protection and promotion of human rights, and providing legal advice to Government. It is also responsible for providing British Columbians access to more affordable, safe and appropriate housing through policy and programs, technical codes and standards, and services for landlords and tenants, as well as promoting multi-culturalism and leading anti-racism initiatives through the Parliamentary Secretary for Anti-Racism Initiatives.<sup>1</sup>

## **Strategic Direction**

In 2022/2023, the Government of British Columbia will continue its whole-of-government response 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 ministry'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.

B.C.'s economy has rebounded from the impacts of the COVID-19 pandemic that began in 2020, despite significant pandemic variant and climate-related events. A strong health response, high vaccination rates, increased infrastructure investments and supports for British Columbians struggling through the pandemic has helped the province rebound. While the recovery has broadened over the past year, it remains uneven with sectors like tourism, hospitality and live recreation events not fully recovered. The path of the ongoing economic recovery in B.C. and its trading partners remains highly uncertain. However, rebuild efforts from the November 2021 floods are expected to provide some support to economic activity in the province. The Economic Forecast Council (EFC) estimates that B.C. real GDP expanded by 5.1 per cent in 2021 and expects growth of 4.2 per cent in 2022 and 2.7 per cent in 2023. Meanwhile for Canada, the EFC

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<sup>1</sup> The Attorney General and Minister Responsible for Housing is also responsible for a number of agencies, boards, commissions and tribunals (see Appendix A).

projects national real GDP growth of 4.1 per cent in 2022 and 2.8 per cent in 2023, following an estimated gain of 4.7 per cent in 2021. As such, B.C.'s economic growth is expected to be broadly in line with the national average in the coming years. The pandemic has increased risks to B.C.'s economic outlook, such as the emergence of further variants of concern, inflationary supply chain disruptions, extended travel restrictions, and the continued impact of the slower recovery in some sectors of the B.C. economy. Further risks include ongoing uncertainty regarding global trade policies, and lower commodity prices.

This 2022/23 service plan outlines how the Ministry of Attorney General and Minister Responsible for Housing will support the government's priorities including the foundational principles listed above and selected action items identified in the Minister's Mandate Letter and the Parliamentary Secretary for Anti-Racism Initiatives' Mandate Letter.

## Performance Planning

### Goal 1: The justice sector in British Columbia is fair

Fairness in the justice and public safety sector is bolstered by improving the public's access to justice, including affordable, effective and lasting resolution to civil and family disputes, as well as criminal legal proceedings. A fair justice system protects the public, including the disadvantaged and victims of crime.

### Objective 1.1: Increased access to justice

#### Key Strategies

- Support the integrated network of independent community legal clinics to provide a range of specialized legal services
- Continue to advance the Courthouse Capital Asset Management Plan, including courthouse replacement and renovations
- In response to changes brought about by COVID-19, complete a Justice Recovery Initiative to ensure continual operation of the justice system during and after the pandemic, enhance the delivery of justice services, and improve access to justice for British Columbians over the long term
- Enhance efforts to modernize the courts and justice system, including changes to legislation and policy, and align with the [Justice and Public Safety Sector Digital Strategy](#)

| Performance Measure  | 2019/20<br>Baseline | 2021/22<br>Forecast | 2022/23<br>Target | 2023/24<br>Target | 2024/25<br>Target |
|--|---------------------|---------------------|-------------------|-------------------|-------------------|
| 1.1 Number of substantive client service activities provided | 53,167              | 42,527              | 43,312            | 48,815            | 54,319            |

Data source: Family Justice Services Division (FJSD), Ministry of Attorney General.

Note: The activity level in 2020/21 had been impacted by COVID-19 restrictions and requirements and return to normal activity levels are projected to occur over the FY22 to FY24 period. The performance measure covers all FJSD substantive client service activities (such as interviews, assessment of issues and needs, mediation services, children in mediation services, and activities to produce reports for the court pursuant to s.211 of the *Family Law Act* such as home visits and observations of a child). This performance measure does not include administrative activities such as booking appointments, short phone calls, and written or email correspondence.

## **Linking Performance Measure to Objective**

The Ministry delivers services that promote the timely and just resolution of family disputes arising from separation and divorce in a manner consistent with the best interests of children. The Ministry also provides assistance with other civil (non-family) issues. These services improve access to justice by providing parties with opportunities to resolve some or all of their issues before they engage in a court-based adversarial process. Activities include interviews to determine issues, assessment of family circumstances and screening for violence, mediation services, children in mediation services, Parenting After Separation courses, self help resource room assistance and activities to produce reports for the court pursuant to s.211 of the *Family Law Act* such as home visits and observations of a child.

## **Discussion**

Targets for 2022/23 and onwards have been reduced in large part due to changed assumptions about the timing of return to in-person services, particularly for the Self-Help Resources Rooms. When re-opened for in-person services, we expect that the number of walk-in clients will take some time to return to pre-pandemic levels as people continue to be cautious about resuming increased interpersonal interactions.

## **Objective 1.2: Improved outcomes for Indigenous people through strengthened partnerships with Indigenous leadership and communities**

### **Key Strategies**

- In partnership with the Ministry of Public Safety and Solicitor General, the Federal Government and Indigenous communities, work with the BC First Nations Justice Council to advance the BC First Nations Justice Strategy, and work with the Métis Nation BC Justice Council to develop, endorse and advance the Métis Justice Strategy
- Improve access to culturally appropriate justice services, including expanding the network of Indigenous Justice Centres across the province
- Reduce Indigenous over-representation in the criminal justice system through ongoing policy review and changes, educating employees, expansion of Indigenous courts, and outreach and partnerships with Indigenous communities
- Support Government to deliver the action plan required under the *Declaration on the Rights of Indigenous Peoples Act* to build strong relationships based on recognition and implementation of the inherent rights of Indigenous peoples protected in Canada's constitution

| Performance Measure(s)  | 2020/21<br>Baseline | 2021/22<br>Forecast | 2022/23<br>Target | 2023/24<br>Target | 2024/25<br>Target |
|---|---------------------|---------------------|-------------------|-------------------|-------------------|
| 1.2 Number of Indigenous clients supported at Indigenous Justice Centres <sup>1</sup> | 254                 | 380                 | 455               | 655               | 655               |

Data source: BC First Nations Justice Council data from Indigenous Justice Centres (IJC) in Prince George, Prince Rupert and Nicola Valley/Merritt.

<sup>1</sup>BC First Nations Justice Council, 2020/21 based on 3 IJCs. 2021/22 includes additional clientele from the opening of the Virtual IJC (VIJC) in October 2021 (6 months of data). 2022/23 includes a full year of operation for the VIJC and 2023/24 and 2024/25 include additional clientele from 2 new IJCs.

## Linking Performance Measure to Objective

In 2019/20 three Indigenous Justice Centres were established and opened in Prince George, Prince Rupert and Merritt. While each centre offers unique supports tailored to the local Indigenous community, individuals are able to access a number of services, including legal advice and representation for criminal and child protection matters; advocacy and support in dealing with agencies such as the police and the Ministry of Children and Family Development; referrals to relevant agencies and services such as counselling or employment support; information towards better transitions from jail and integration into the community; and restorative justice options to better support and address the needs of those impacted by a crime.

This measure reflects Government's work with Indigenous leadership and communities to increase access to justice for Indigenous peoples through delivery of local and culturally relevant services. These centres are part of a broader First Nations Justice Strategy that was launched in March 2020. This strategy was created in consultation with First Nations communities throughout B.C. and reflects their vision and priorities to transform B.C.'s justice system.

## Goal 2: Safe, affordable and appropriate housing for all British Columbians

Ensuring British Columbians have access to safe, affordable, and appropriate housing is a key priority for the Ministry.

### Objective 2.1: Reduce homelessness through permanent housing and services in partnership with provincial ministries, agencies and local governments

#### Key Strategies

- Take immediate action to support communities in responding to encampments by working closely with our partners to provide life and safety supports, outreach services, as well as shelter and housing

- Lead government's efforts to address homelessness by implementing a homelessness strategy including the development and implementation of a scattered-site model<sup>2</sup> of housing with wrap around supports
- Support the work of the Ministry of Mental Health and Addictions to provide an increased level of support – including more access to nurses and psychiatrists – for B.C.'s most vulnerable who need more intensive care for mental health and addictions than supportive housing provides
- Support collaboration and Indigenous-led development of actions to address the specific needs of Indigenous people in urban and rural communities, both on and off-reserve
- Support efforts of local governments and non-profits to address homelessness and support vulnerable people at the community level

**Performance Measure: Reduce the number of people experiencing homelessness in B.C.**

This new performance measure is in development as part of the forthcoming Homelessness Strategy to be released in 2022/23.

**Linking Performance Measure to Objective**

The Province will launch its comprehensive and mandated Homelessness Strategy in 2022/23, which will include new data to measure homelessness as well as an Evaluation Framework to measure the impacts of the Strategy actions. Through this Strategy and Evaluation Framework, government will be able to establish a baseline and track progress on reducing homelessness across the Province. There are numerous factors outside of the ministry's control that influence rates of homelessness, however, the Evaluation Framework aims to track progress of multiple ministry plans included under the Homelessness Strategy.

**Discussion**

These performance measures will be adjusted to reflect the release of the Homelessness Strategy in 2022/23. The Strategy will provide a new baseline and metrics to measure impact through an Evaluation Framework.

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<sup>2</sup> Scattered-site supportive housing programs assist individuals experiencing – or at risk of experiencing – homelessness in transitioning from the streets, shelters or inadequate housing to long-term housing in the community through the use of rent supplements and the provision of a range of supports to meet their needs.



## Objective 2.2: Increased security of tenure and supply of affordable market rental, non-profit, co-op, student and supported housing, and improved options for middle-income British Columbians to experience homeownership

### Key Strategies

- Continue to implement the recommendations of the Rental Housing Task Force
- Deliver government's 10-year housing plan, [Homes for B.C.](#), and the affordable housing it's bringing to tens of thousands of British Columbians, including working in partnership to create 114,000 affordable homes
- Deliver more affordable housing through [HousingHub](#) partnerships by providing additional low-interest loans; expanding partnerships with non-profit and co-op housing providers to acquire and preserve existing rental housing; and tasking the Hub with identifying new pathways to home ownership or other equity-building programs
- Support the work of the Ministry of Indigenous Relations and Reconciliation to bring the federal government to the table to match British Columbia's funding to build much-needed housing for Indigenous peoples both on and off reserve
- Support the Ministry of Municipal Affairs to bring down the costs of housing for people by streamlining and modernizing development permitting and approvals

| Performance Measure(s)   | 2018/19<br>Baseline | 2021/22<br>Forecast | 2022/23<br>Target | 2023/24<br>Target | 2024/25<br>Target |
|--|---------------------|---------------------|-------------------|-------------------|-------------------|
| 2.2 Number of affordable and supportive housing units completed by BC Housing including affordable rental and social housing (including HousingHub) <sup>1</sup> | 4,180               | 4,500               | 3,000             | 3,000             | 3,000             |

Data source: BC Housing

<sup>1</sup> 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.

### Linking Performance Measure to Objective

These measures describe Government's contribution towards creating and facilitating more affordable housing through provincial programs. Creating more affordable housing increases housing options for British Columbians who need it most.

### Discussion

This measure identifies the number of affordable and supportive housing units completed and ready for occupancy by residents, including units created through Building BC and HousingHub programs. Targets are based on the completion of new units created through acquisition or new construction. The targets for completed units are the funded units that represent incremental

progress toward building affordable housing. 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.

### Objective 2.3: Enhanced safety, occupant health and accessibility, and sustainability of the built environment

#### Key Strategies

- Enable installation of electric vehicle charging infrastructure in more strata and apartments
- Lead work on the next iteration of the BC Building Code, including changes that will make new buildings more accessible for all people
- Establish regulations under the Building Act and Fire Services Act, including the BC Building, Plumbing and Fire Codes (BC Codes)
- Support CleanBC by developing a regulatory framework for existing buildings to complement highest efficiency equipment standards, enabling local government to set carbon pollution standards for new buildings, and transitioning the voluntary BC Energy Step Code to a regulated code requirement by 2022
- Collaborate with partners to establish and support effective governance for buildings and technical systems
- Reduce and eliminate technical variations between BC Codes and model National Codes to help decrease construction costs and reduce barriers to manufacturing, operation, inspection, education and timing

| Performance Measure(s)  | 2019/20 Baseline | 2021/22 Forecast | 2022/23 Target  | 2023/24 Target  | 2024/25 Target  |
|---|------------------|------------------|---|---|---|
| 2.3 CleanBC: Number of local governments referencing the Energy Step Code in bylaws and policies <sup>1</sup> | 38               | 59               | To be revisited following implementation of regulatory amendments | To be revisited following implementation of regulatory amendments | To be revisited following implementation of regulatory amendments |

Data source: Ministry of Attorney General and the Minister Responsible for Housing in cooperation with the Energy Step Code Council and member local governments representing the Union of BC Municipalities and the Planning Institute of British Columbia.

<sup>1</sup> Excludes City of Vancouver, as it is not regulated under the *Building Act*.

#### Linking Performance Measure to Objective

The construction of more energy efficient buildings designed to better address and reduce greenhouse gas emissions in communities help meet climate action commitments and enhance sustainability of the built environment.

In 2022, the British Columbia Building Code will require higher levels of energy efficiency for all new buildings, matching or exceeding local government requirements under the Energy Step Code and changing the number of local governments voluntarily adopting standards more stringent than the BC Building Code.

Development of regulatory amendments related to this and the introduction of carbon standards for new buildings is ongoing. Revisiting performance measures once the regulatory schemes supporting these changes are in place will allow the Ministry to craft meaningful measures based on final policy design.

### **Goal 3: B.C.'s Communities and institutions are free from racism**

Advancing equity and social justice is the cornerstone of new strategies to combat racism, reduce systemic barriers, and build understanding and respect for one another across British Columbia's diverse society.

#### **Objective 3.1: Champion anti-racism across government, address systemic discrimination, and support communities to respond to public incidents of racism and hate**

##### **Key Strategies**

- Work to introduce a new Anti-Racism Act that better serves everyone in BC
- Work to reduce systemic discrimination and pave the way for race-based data collection essential to modernizing sectors like policing, health care and education
- Engage communities through the [Resilience BC Anti-Racism Network](#) and related initiatives to provide them with information, supports and training they need to respond to, and prevent future incidents of, racism
- Support communities to build intercultural interaction, trust and understanding, and challenge racism, hate and systemic barriers
- Honour the Japanese-Canadian community by providing lasting recognition of historical wrongs

| Performance Measure(s)  | 2017/18 Baseline | 2021/22 Forecast | 2022/23 Target | 2023/24 Target | 2024/25 Target |
|---|------------------|------------------|----------------|----------------|----------------|
| 3.1 Number of B.C. communities engaged in projects that build intercultural trust and understanding and reduce racism and systemic barriers | 45               | 50               | 50             | 50             | 50             |

### **Linking Performance Measure to Objective**

This measure reflects provincial support for community-led engagements that work to build intercultural trust and understanding, combat racism and promote diversity and inclusion in B.C. communities.

## Financial Summary

| Core Business Area   | 2021/22<br>Restated<br>Estimates <sup>1</sup> | 2022/23<br>Estimates | 2023/24<br>Plan  | 2024/25<br>Plan  |
|--|---|----------------------|------------------|------------------|
| <b>Operating Expenses (\$000)</b>  |   |                      |                  |                  |
| Justice Services   | 159,237                                       | 170,576              | 172,566          | 172,566          |
| Prosecution Services   | 159,555                                       | 167,852              | 168,570          | 168,838          |
| Court Services   | 129,131                                       | 135,111              | 135,421          | 135,424          |
| Legal Services   | 32,084  | 28,399               | 28,399           | 28,399           |
| Agencies, Boards, Commissions & other Tribunals                          | 43,746  | 43,753               | 43,753           | 43,753           |
| Multiculturalism and Anti-Racism   | 1,916   | 1,916                | 1,916            | 1,916            |
| Executive and Support Services   | 29,232  | 33,980               | 33,773           | 33,775           |
| Judiciary  | 89,547  | 92,325               | 92,174           | 92,174           |
| <i>Crown Proceeding Act</i>  | 24,500  | 24,500               | 24,500           | 24,500           |
| Independent Investigations Office  | 9,093   | 9,093                | 9,093            | 9,093            |
| Housing  | 576,465                                       | 652,791              | 678,574          | 704,681          |
| Housing Endowment Fund   | 12,884  | 12,884               | 12,884           | 12,884           |
| Public Guardian and Trustee  | 0   | 0                    | 0                | 0                |
| <i>Public Inquiry Act</i>  | 5,111   | 850                  | 0                | 0                |
| <b>Total</b>   | <b>1,272,501</b>                              | <b>1,374,030</b>     | <b>1,401,623</b> | <b>1,428,003</b> |
| <b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b> |   |                      |                  |                  |
| Agencies, Boards, Commissions & other Tribunals                          | 10  | 10                   | 10               | 10               |
| Executive and Support Services   | 12,955  | 13,944               | 2,210            | 2,160            |
| Judiciary  | 1,020   | 770                  | 770              | 770              |
| Public Guardian and Trustee Operating Account                            | 363   | 363                  | 363              | 363              |
| <b>Total</b>   | <b>14,348</b>                                 | <b>15,087</b>        | <b>3,353</b>     | <b>3,303</b>     |
| <b>Capital Plan (\$000)</b>  |   |                      |                  |                  |
| Housing  | 388,942                                       | 433,225              | 251,938          | 208,712          |
| <b>Total</b>   | <b>388,942</b>                                | <b>433,225</b>       | <b>251,938</b>   | <b>208,712</b>   |

<sup>1</sup> For comparative purposes, amounts shown for 2021/22 have been restated to be consistent with the presentation of the 2022/23 Estimates.

\* Further information on program funding and vote recoveries is available in the Estimates and Supplement to the Estimates accessible from the [Ministry of Finance's website](#).

## Electoral Boundaries Commission

While the Electoral Boundaries Commission operates independently from the Ministry of Attorney General and Minister Responsible for Housing, their budget vote is the responsibility of the Ministry. Therefore, they are not considered one of the core business areas accountable to the Ministry, but they are included in the Resource Summary of this service plan.

| Core Business Area                     | 2021/22<br>Restated<br>Estimates <sup>1</sup> | 2022/23<br>Estimates | 2023/24<br>Plan | 2024/25<br>Plan |
|--|---|----------------------|-----------------|-----------------|
| <b>Operating Expenses (\$000)</b>      |   |                      |                 |                 |
| <i>Electoral Boundaries Commission</i> | 0   | 2,194                | 147             | 0               |

<sup>1</sup> For comparative purposes, amounts shown for 2021/22 have been restated to be consistent with the presentation of the 2022/23 Estimates.

\* Further information on program funding and vote recoveries is available in the Estimates and Supplement to the Estimates accessible from the [Ministry of Finance's website](#).

## Capital Expenditures

| Major Capital Projects (over \$50 million)   | Targeted<br>Year of<br>Completion | Project<br>Cost to<br>Dec 31,<br>2021 (\$m) | Estimated<br>Cost to<br>Complete<br>(\$m) | Approved<br>Anticipated<br>Total Cost<br>(\$m) |
|--|-----------------------------------|---|---|--|
| Stanley New Fountain Hotel   | 2022                              | 51  | 18  | 69   |
| Through the Affordable Rental Housing (ARH) program, this five-storey, 142-unit mixed-use building, located at 23-51 W. Cordova Street in Vancouver, is developed under a three-party agreement between the Provincial Rental Housing Corporation, Westbank Corp. and non-profit organization, PHS Community Services Society. This innovative partnership will replace old, poorly functioning buildings with new social and market rental housing in Vancouver's Downtown Eastside. The ARH program establishes housing for people who have a low-to-moderate income but may not be eligible for subsidized housing, providing access to rents equal to, or lower than, average rates in the private-market. |                                   |   |   |  |
| 6585 Sussex Avenue Housing Development   | 2022                              | 43  | 32  | 75   |
| Located in the Metrotown neighbourhood of Burnaby, this 14-storey, 125-unit Affordable Rental Housing (ARH) development provides housing for low to moderate income households who may not be eligible for subsidized housing. The ARH program provides access to rents equal to, or lower than, average rates in the private-market. A total of 25 units will be accessible and adaptable for people with disabilities. The project is being developed by 6511 Sussex Heights Developments Ltd. (Thind Properties) in partnership with the operator and non-profit organization, The New Vista Society.   |                                   |   |   |  |

|   |      |    |     |     |
|---|------|----|-----|-----|
| Clark & 1st Avenue Housing Development  | 2024 | 7  | 102 | 109 |
| This 10-storey, 97-unit, mixed-use, Affordable Rental Housing (ARH) building is being developed by BC Housing Management Commission, in partnership with Vancouver Coastal Health and the City of Vancouver. It will serve low-to moderate-income households, and include a social enterprise space for local residents, focusing on Indigenous healing and wellness through employment and alignment with culturally informed treatment. The ARH program establishes housing for people who may not be eligible for subsidized housing but fall within the low-to-moderate income threshold, providing access to rents equal to, or lower than, average rates in the private-market. The building will be operated by S.U.C.C.E.S.S. Affordable Housing Society. Vancouver Coastal Health will also operate a Withdrawal Management Centre and 20 short-term transitional housing units, with The City of Vancouver operating a Commercial Retail Unit focusing on Indigenous healing and wellness through employment. |      |    |     |     |
| 13583 81st Ave Development  | 2023 | 19 | 31  | 50  |
| Habit Housing Society is partnering with BC Housing to develop 100 units of affordable rental housing for families and youth on their site at the corner of 81st Avenue and King George Boulevard in Surrey under the Community Housing Fund and the Affordable Rental Housing program. The development will provide four floors of rental housing and two floors for programs in demand such as youth services, immigrant settlement services, mental health services, parent support services and services for local at-risk groups.  |      |    |     |     |
| Crosstown Development   | 2023 | 7  | 65  | 72  |
| Cool Aid Society is redeveloping this site, located at 3020 Douglas Street and 584 Burnside Road East in Victoria, in partnership with the Province, under the Community Housing Fund (CHF) and Supportive Housing Fund (SHF) programs. The project will be a 6-storey mixed-use building with 54 SHF units, 100 CHF units, as well as commercial spaces and a childcare centre that will be supported by funding from the Ministry of Children and Family Development (MCFD). The CHF unit mix includes a number of studio and one-bedroom units which allows for this mixed-use project to provide opportunities for SHF residents to move into independent rental as is desirable and appropriate.   |      |    |     |     |
| 58 W. Hasting Street Development  | 2024 | 1  | 157 | 158 |
| This project is a partnership between BC Housing, the Vancouver Chinatown Foundation (VCF), the City of Vancouver (CoV), Vancouver Coastal Health (VCH), and Canada Mortgage and Housing Corporation (CMHC). The 231-unit mixed-use development will consist of income assistance and affordable rental units, plus an integrated health unit and commercial retail space. The site is located on the southwest corner of East Hastings Street and Columbia Street in the Downtown Eastside area of Vancouver, close to transportation, commercial shops, and community facilities. The project addresses housing need for low and moderate-income singles and families in Vancouver's Downtown East Side with a mix of mainly studios, 1-bedroom and 2-bedroom units. The building will be a 10-storey concrete mixed-use development with underground parking. Health services, commercial and office units will be located on the first three floors of the building and the remaining area will be housing units.   |      |    |     |     |

## Appendix A: Agencies, Boards, Commissions and Tribunals

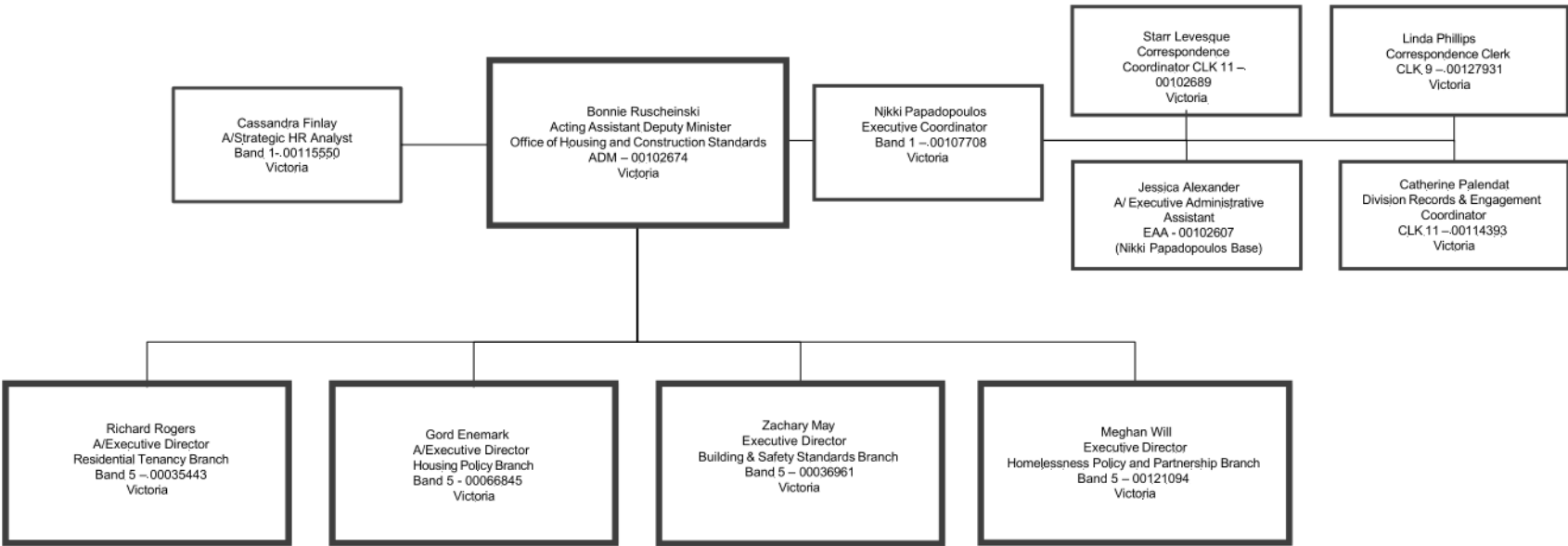
As of February 2022, the Minister of Attorney General and Minister Responsible for Housing is responsible and accountable for the following:

- [Applied Science Technologists and Technicians of BC](#)
- [Association of BC Forest Professionals](#)
- [British Columbia Ferry Commission](#)
- [BC Family Maintenance Agency](#)
- [BC Housing Management Commission](#)
- [BC Human Rights Tribunal](#)
- [British Columbia Institute of Agrologists](#)
- [British Columbia Review Board](#)
- [British Columbia Utilities Commission](#)
- [British Columbia Safety Authority \(Technical Safety BC\)](#)
- [Building Code Appeal Board](#)
- [Building Officials Association of British Columbia](#)
- [Civil Resolution Tribunal](#)
- [College of Applied Biology](#)
- [Community Care and Assisted Living Appeal Board](#)
- [Employment Standards Tribunal](#)
- [Engineers and Geoscientists BC](#)
- [Environmental Appeal Board](#)
- [Financial Services Tribunal](#)
- [Forest Appeals Commission](#)
- [Health Professions Review Board](#)
- [Hospital Appeal Board](#)
- [Independent Investigations Office of BC](#)
- [Industry Training Appeal Board](#)
- [Investigation and Standards Office](#)
- [Judicial Council of the Provincial Court of BC](#)
- [Labour Relations Board](#)
- [Legal Services Society](#)
- [Mental Health Review Board](#)
- [Notaries Public Foundation and Board of Examiners](#)
- [Oil and Gas Appeal Tribunal](#)
- [Property Assessment Appeal Board](#)
- [Public Guardian and Trustee of British Columbia](#)
- [Safety Standards Appeal Board](#)
- [Surface Rights Board](#)
- [Workers' Compensation Appeal Tribunal](#)



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# Assistant Deputy Minister's Office



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|                      |                                      | 2022-Nov-19 |               |
|----------------------|--------------------------------------|-------------|---------------|
|                      | Division                             | Headcount   | FTE Burn      |
| <b>Housing</b>       | ADM Office                           | 7           | 7.00          |
|                      | Building & Safety Standards Branch   | 17          | 15.64         |
|                      | Homelessness Policy and Partnerships | 9           | 8.78          |
|                      | Housing Policy Branch                | 22          | 21.36         |
|                      | Residential Tenancy Branch           | 121         | 108.35        |
| <b>Housing Total</b> |                                      | <b>176</b>  | <b>161.13</b> |

**Headcount:** The number of existing staff as of November 19th, 2022, regardless of hours worked.

**FTE Burn:** an employee utilization measure calculated from CHIPS payroll transactions.

FTE Burn is a formula that accumulates hours paid associated to specific type of earnings in a pay period and dividing by 70 hours.

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## MINISTRY OF ATTORNEY GENERAL

The mission of the Ministry of Attorney General is to administer justice and provide legal advice to government; support inclusive communities that value multiculturalism and anti-racism; and to provide leadership in meeting the housing needs of all British Columbians by establishing building and safety codes, supporting residential tenants, landlords, and homeowners, and enabling a range of market and non-market housing choices.

### MINISTRY SUMMARY

(\$000)

|   | Estimates<br>2021/22 <sup>1</sup> | Estimates<br>2022/23 |
|---|-----------------------------------|----------------------|
| <b>VOTED APPROPRIATIONS</b>   |                                   |                      |
| Vote 15 — Ministry Operations.....  | 554,901                           | 581,587              |
| Vote 16 — Judiciary.....  | 89,547                            | 92,325               |
| Vote 17 — <i>Crown Proceeding Act</i> .....                                   | 24,500                            | 24,500               |
| Vote 18 — Independent Investigations Office.....                              | 9,093                             | 9,093                |
| Vote 19 — Housing.....  | 576,465                           | 652,791              |
| <b>STATUTORY APPROPRIATIONS</b>   |                                   |                      |
| Housing Endowment Fund Special Account.....                                   | 12,884                            | 12,884               |
| Public Guardian and Trustee Operating Account Special Account.....            | 10,756                            | 10,763               |
| Less: Transfer from Ministry Operations Vote.....                             | (10,756)                          | (10,763)             |
| <i>Public Inquiry Act</i> .....   | 5,111                             | 850                  |
| <b>OPERATING EXPENSES</b>   | <u>1,272,501</u>                  | <u>1,374,030</u>     |
| <b>CAPITAL EXPENDITURES <sup>2</sup></b>                                      | 14,348                            | 15,087               |
| <b>LOANS, INVESTMENTS AND OTHER REQUIREMENTS <sup>3</sup></b>                 | —                                 | —                    |
| <b>REVENUE COLLECTED FOR, AND TRANSFERRED TO, OTHER ENTITIES <sup>4</sup></b> | —                                 | —                    |

#### NOTES

<sup>1</sup> For comparative purposes, figures shown for the 2021/22 operating expenses; capital expenditures; loans, investments and other requirements; and revenue collected for, and transferred to, other entities are restated to be consistent with the presentation of the 2022/23 *Estimates*. A reconciliation of restated operating expenses and capital expenditures is presented in Schedule A.

<sup>2</sup> A listing of estimated capital expenditures by ministry is presented in Schedule C.

<sup>3</sup> A summary of loans, investments and other requirements by ministry is presented in Schedule D.

<sup>4</sup> A summary of revenue collected for, and transferred to, other entities by ministry is presented in Schedule E.

## MINISTRY OF ATTORNEY GENERAL

## SUMMARY BY CORE BUSINESS

(\$000)

|  | 2021/22              | 2022/23 ESTIMATES    |                             |                  |
|--|----------------------|----------------------|-----------------------------|------------------|
| OPERATING EXPENSES   | Net                  | Gross                | External Recoveries         | Net              |
| <b>Core Business</b>   |                      |                      |                             |                  |
| Justice Services.....  | 159,237              | 173,878              | (3,302)                     | 170,576          |
| Prosecution Services.....  | 159,555              | 167,853              | (1)                         | 167,852          |
| Court Services.....  | 129,131              | 137,964              | (2,853)                     | 135,111          |
| Legal Services.....  | 32,084               | 28,699               | (300)                       | 28,399           |
| Agencies, Boards, Commissions and Other Tribunals.....             | 43,746               | 64,877               | (21,124)                    | 43,753           |
| Multiculturalism and Anti-Racism.....                              | 1,916                | 1,918                | (2)                         | 1,916            |
| Executive and Support Services.....                                | 29,232               | 33,982               | (2)                         | 33,980           |
| Judiciary.....   | 89,547               | 92,325               | —                           | 92,325           |
| <i>Crown Proceeding Act</i> .....                                  | 24,500               | 24,500               | —                           | 24,500           |
| Independent Investigations Office.....                             | 9,093                | 9,095                | (2)                         | 9,093            |
| Housing.....   | 576,465              | 652,793              | (2)                         | 652,791          |
| Housing Endowment Fund Special Account.....                        | 12,884               | 12,884               | —                           | 12,884           |
| Public Guardian and Trustee Operating Account Special Account..... | —                    | 23,716               | (23,716)                    | —                |
| <i>Public Inquiry Act</i> .....                                    | 5,111                | 850                  | —                           | 850              |
| <b>TOTAL OPERATING EXPENSES</b> .....                              | <u>1,272,501</u>     | <u>1,425,334</u>     | <u>(51,304)</u>             | <u>1,374,030</u> |
| <b>CAPITAL EXPENDITURES</b>  | Capital Expenditures | Capital Expenditures | Receipts and P3 Liabilities | Net              |
| <b>Core Business</b>   |                      |                      |                             |                  |
| Agencies, Boards, Commissions and Other Tribunals.....             | 10                   | 10                   | —                           | 10               |
| Executive and Support Services.....                                | 12,955               | 13,944               | —                           | 13,944           |
| Judiciary.....   | 1,020                | 770                  | —                           | 770              |
| Public Guardian and Trustee Operating Account Special Account..... | 363                  | 363                  | —                           | 363              |
| <b>TOTAL</b> .....   | <u>14,348</u>        | <u>15,087</u>        | <u>—</u>                    | <u>15,087</u>    |

## MINISTRY OF ATTORNEY GENERAL

## VOTE DESCRIPTIONS

(\$000)

Estimates  
2021/22Estimates  
2022/23

## VOTE 15 — MINISTRY OPERATIONS

This vote provides for the programs, operations, and other activities described in the voted appropriations under the following core businesses: Justice Services; Prosecution Services; Court Services; Legal Services; Agencies, Boards, Commissions and Other Tribunals; Multiculturalism and Anti-Racism; and Executive and Support Services.

## JUSTICE SERVICES

## Voted Appropriation

|                       |         |         |
|-----------------------|---------|---------|
| Justice Services..... | 159,237 | 170,576 |
|-----------------------|---------|---------|

**Voted Appropriation Description:** This sub-vote provides for the administration, management, and transformation of justice services throughout the province, including administrative justice reform; Indigenous justice, public, criminal, civil, and family law reform; and broad justice system policy development to support a more accessible, efficient, and effective justice system. This sub-vote also provides for legal aid, human rights, poverty law services, and other publicly-funded legal counsel services; development and management of legislation; access to justice services; support for the federal/provincial/territorial process for discussion of national justice issues and negotiations between the various levels of government; the *Professional Governance Act*; the investigations of matters relating to the administration of the *Correction Act* and court services; services to locate individuals and assets; maintenance enforcement and services associated with inter-jurisdictional support court orders; information and alternative-to-court dispute resolution services for separating and divorcing parents and their children; preparation of Provincial and Supreme Court ordered parenting assessments and views of the child reports in *Family Law Act* matters; parenting after separation programs; developing and promoting non-adversarial dispute resolution options within the justice system and throughout the government; and public legal education and information coordination. Costs may be recovered from ministries, the Legal Services Society (Legal Aid BC), the federal government, and parties external to government for activities described within this sub-vote.

## PROSECUTION SERVICES

## Voted Appropriation

|                           |         |         |
|---------------------------|---------|---------|
| Prosecution Services..... | 159,555 | 167,852 |
|---------------------------|---------|---------|

**Voted Appropriation Description:** This sub-vote provides for the operation of Crown counsel services, including approval and conduct of criminal prosecutions and appeals of offences; advice to government on all criminal law matters; and responsibility for all other matters mandated by the *Crown Counsel Act*. Costs may be recovered from the Victim Surcharge Special Account to enable compliance with the *Victims of Crime Act*. Costs may also be recovered from ministries and the federal government for activities described within this sub-vote.

## COURT SERVICES

## Voted Appropriation

|                     |         |         |
|---------------------|---------|---------|
| Court Services..... | 129,131 | 135,111 |
|---------------------|---------|---------|

**Voted Appropriation Description:** This sub-vote provides for court registry operations, court administration, juror support services, document service and warrants, prisoner escort, and court security support to the Court of Appeal, Supreme Court, and Provincial Court. Costs may be recovered from ministries and public bodies for activities described within this sub-vote; from the federal and municipal governments for costs related to ticket enforcement, circuit courts, and other justice-related initiatives; from contracted bailiffs for civil execution services; and from parties or the public for costs associated with activities described within this sub-vote.

## LEGAL SERVICES

## Voted Appropriation

|                     |        |        |
|---------------------|--------|--------|
| Legal Services..... | 32,084 | 28,399 |
|---------------------|--------|--------|

**Voted Appropriation Description:** This sub-vote provides for legal and related services, including legal advice; representation in civil litigation; and drafting, preparing, filing, and publishing statutes, regulations, and Orders in Council to the province and various agencies, boards and commissions, and other organizations. This sub-vote also provides for administration of Orders in Council and appeals to the Executive Council. Costs may be recovered from ministries, Crown agencies, boards and commissions, and other organizations for activities described within this sub-vote.

# MINISTRY OF ATTORNEY GENERAL

## VOTE DESCRIPTIONS

(\$000)

|   | Estimates<br>2021/22 | Estimates<br>2022/23 |
|---|----------------------|----------------------|
| <b>AGENCIES, BOARDS, COMMISSIONS AND OTHER TRIBUNALS</b>  |                      |                      |
| <b>Voted Appropriations</b>   |                      |                      |
| Agencies, Boards, Commissions and Other Tribunals.....  | 43,745               | 43,752               |
| British Columbia Utilities Commission.....  | 1                    | 1                    |
|   | <u>43,746</u>        | <u>43,753</u>        |
| <p><b>Voted Appropriations Description:</b> This sub-vote provides for the costs of the British Columbia Ferry Commission and partial funding of the Public Guardian and Trustee Operating Account. This sub-vote also provides for the operation, administration, and support services of the following tribunals: British Columbia Human Rights Tribunal; British Columbia Review Board; British Columbia Utilities Commission; Building Code Appeal Board; Civil Resolution Tribunal; Community Care and Assisted Living Appeal Board; Employment Standards Tribunal; Environmental Appeal Board; Financial Services Tribunal; Forest Appeals Commission; Health Professions Review Board; Hospital Appeal Board; Industry Training Appeal Board; Labour Relations Board; Mental Health Review Board; Oil and Gas Appeal Tribunal; Property Assessment Appeal Board; Safety Standards Appeal Board; and Surface Rights Board; including budgeting, expenditure management, human resources, information and systems management, performance management, appointments coordination, fees and expenses of appointees, and their governing legislation. Costs may be recovered from ministries, health authorities, regulated entities, Crown agencies, boards, commissions and other tribunals, other levels of government, parties external to government, public bodies, organizations, and individuals for activities described within this sub-vote.</p> |                      |                      |
| <b>MULTICULTURALISM AND ANTI-RACISM</b>   |                      |                      |
| <b>Voted Appropriation</b>  |                      |                      |
| Multiculturalism and Anti-Racism.....   | 1,916                | 1,916                |
| <p><b>Voted Appropriation Description:</b> This sub-vote provides for policy development, research, and the administration and delivery of multiculturalism and anti-racism programs and services. Programs and services include branch operations, support for the Resilience BC Anti-Racism Network, public education, community engagement, and other programming that supports intercultural interaction, racism and hate prevention, addressing systemic barriers, and building community responsiveness. Costs may be recovered from ministries, Crown corporations and agencies, other levels of government, external organizations, licensees, and individuals for activities described within this sub-vote.</p>   |                      |                      |
| <b>EXECUTIVE AND SUPPORT SERVICES</b>   |                      |                      |
| <b>Voted Appropriations</b>   |                      |                      |
| Minister's Office.....  | 1,104                | 1,121                |
| Corporate Services.....   | 28,128               | 32,859               |
|   | <u>29,232</u>        | <u>33,980</u>        |
| <p><b>Voted Appropriations Description:</b> This sub-vote provides for the office of the Attorney General and Minister Responsible for Housing; executive direction of the ministry, including the Deputy Attorney General's office; Associate Deputy Minister's office; general services to support program delivery; policy development; and management services for the ministry and the Ministry of Public Safety and Solicitor General, including information and systems management and service planning. This sub-vote also provides for other initiatives sponsored by the Attorney General and the ministry and for the Parliamentary Secretary for Anti-Racism Initiatives. Costs may be recovered from ministries, Crown agencies, boards and commissions, other levels of government, organizations, and individuals for activities described within this sub-vote.</p>   |                      |                      |
| <b>VOTE 15 — MINISTRY OPERATIONS</b>  | <b>554,901</b>       | <b>581,587</b>       |

## MINISTRY OF ATTORNEY GENERAL

## VOTE DESCRIPTIONS

(\$000)

|   | Estimates<br>2021/22 | Estimates<br>2022/23 |
|---|----------------------|----------------------|
| <b>VOTE 16 — JUDICIARY</b>  |                      |                      |
| This vote provides for the programs, operations, and other activities described in the voted appropriations under the following core business: Judiciary.   |                      |                      |
| <b>JUDICIARY</b>  |                      |                      |
| <b>Voted Appropriations</b>   |                      |                      |
| Superior Courts.....  | 21,078               | <b>21,000</b>        |
| Provincial Courts.....  | 68,469               | <b>71,325</b>        |
|   | <u>89,547</u>        | <u><b>92,325</b></u> |
| <b>Voted Appropriations Description:</b> This sub-vote provides for administrative and support services for the Court of Appeal and Supreme Court located in the province and provides for the operational budget for the Provincial Court of British Columbia. Costs may be recovered from ministries for activities described within this sub-vote. |                      |                      |
| <b>VOTE 16 — JUDICIARY</b>  | 89,547               | <b>92,325</b>        |



## MINISTRY OF ATTORNEY GENERAL

VOTE DESCRIPTIONS  
((\$000))

|   | Estimates<br>2021/22 | Estimates<br>2022/23 |
|---|----------------------|----------------------|
| <b>VOTE 17 — CROWN PROCEEDING ACT</b>   |                      |                      |
| This vote provides for the programs, operations, and other activities described in the voted appropriation under the following core business: <i>Crown Proceeding Act</i> . |                      |                      |
| <b>CROWN PROCEEDING ACT</b>   |                      |                      |
| Voted Appropriation   |                      |                      |
| <i>Crown Proceeding Act</i> ,.....  | 24,500               | 24,500               |
| <b>Voted Appropriation Description:</b> This sub-vote provides for the payments made under the authority of the <i>Crown Proceeding Act</i> .                               |                      |                      |
| <b>VOTE 17 — CROWN PROCEEDING ACT</b>   | 24,500               | 24,500               |

## MINISTRY OF ATTORNEY GENERAL

## VOTE DESCRIPTIONS

(\$000)

Estimates  
2021/22Estimates  
2022/23

## VOTE 18 — INDEPENDENT INVESTIGATIONS OFFICE

This vote provides for the programs, operations, and other activities described in the voted appropriation under the following core business: Independent Investigations Office.

## INDEPENDENT INVESTIGATIONS OFFICE

## Voted Appropriation

|  |       |       |
|--|-------|-------|
| Independent Investigations Office..... | 9,093 | 9,093 |
|--|-------|-------|

**Voted Appropriation Description:** This sub-vote provides for the operation of the Independent Investigations Office which operates under the provisions of the *Police Act*. This office conducts investigations into all incidents where the actions or inactions of police may have caused serious injury or death to any person. This includes all on and off duty police who are members of the Royal Canadian Mounted Police in British Columbia, a municipal police force, and on duty special provincial constables. When such investigations result in Crown counsel laying charges under the *Criminal Code* of Canada or any other statute, the Independent Investigations Office supports prosecution of the charges. Costs may be recovered from ministries, Crown agencies, boards and commissions, and other organizations for activities described within this sub-vote.

## VOTE 18 — INDEPENDENT INVESTIGATIONS OFFICE

9,093

9,093

## MINISTRY OF ATTORNEY GENERAL

## VOTE DESCRIPTIONS

(\$000)

|  | Estimates<br>2021/22 | Estimates<br>2022/23 |
|--|----------------------|----------------------|
|--|----------------------|----------------------|

## VOTE 19 — HOUSING

This vote provides for the programs, operations, and other activities described in the voted appropriations under the following core business: Housing.

## HOUSING

## Voted Appropriations

|   |                |                |
|---|----------------|----------------|
| Housing Policy.....                             | 561,304        | 621,245        |
| Building and Safety Policy.....                 | 2,440          | 2,410          |
| Residential Tenancy.....                        | 11,533         | 11,471         |
| Homelessness Policy and Partnership Branch..... | 1,188          | 17,665         |
|   | <u>576,465</u> | <u>652,791</u> |

**Voted Appropriations Description:** This sub-vote provides for housing and homelessness policy development and program delivery; building and safety technical analysis and policy development and advice respecting the regulatory framework for the built environment; and residential tenancy branch operations, including facilitating the resolution of landlord and tenant disputes. This sub-vote also provides for the administration of the *Homeowner Protection Act*, the *Safety Standards Act*, the *Safety Authority Act*, the *Residential Tenancy Act*, the *Manufactured Home Park Tenancy Act*, the *Assistance to Shelter Act*, the *Ministry of Lands, Parks and Housing Act*, the *Strata Property Act*, the *Building Officials' Association Act*, the *Commercial Tenancy Act*, the *Rent Distress Act*, the British Columbia Fire Code under the *Fire Services Act*, and the *Building Act* and concurrent authority for buildings and other structures under the *Community Charter*. Transfers are provided to British Columbia Housing Management Commission to develop, repair, operate, subsidize, and maintain safe, comprehensive, and affordable housing and shelter options, and to deliver services to those in need. Transfers are also made to ministries, organizations, agencies, and individuals for services described within this sub-vote. Costs may be recovered from ministries, Crown agencies, other levels of government, and parties external to government for activities described within this sub-vote.

|                          |                |                |
|--------------------------|----------------|----------------|
| <b>VOTE 19 — HOUSING</b> | <b>576,465</b> | <b>652,791</b> |
|--------------------------|----------------|----------------|

## MINISTRY OF ATTORNEY GENERAL

## STATUTORY DESCRIPTIONS

(\$000)

Estimates  
2021/22Estimates  
2022/23

## STATUTORY APPROPRIATIONS

These statutory appropriations provide for the programs, operations, and other activities of the following special accounts: Housing Endowment Fund and Public Guardian and Trustee Operating Account; and the *Public Inquiry Act*.

## HOUSING ENDOWMENT FUND

## Statutory Appropriation

|   |        |        |
|---|--------|--------|
| Housing Endowment Fund special account..... | 12,884 | 12,884 |
|---|--------|--------|

**Statutory Appropriation Description:** This statutory appropriation provides for the Housing Endowment Fund special account which is governed under the *Special Accounts Appropriation and Control Act*.

## PUBLIC GUARDIAN AND TRUSTEE OPERATING ACCOUNT

## Statutory Appropriation

|  |          |          |
|--|----------|----------|
| Public Guardian and Trustee Operating Account..... | 10,756   | 10,763   |
| Less: Transfer from Ministry Operations Vote.....  | (10,756) | (10,763) |
|  | <u>—</u> | <u>—</u> |

**Statutory Appropriation Description:** This statutory appropriation provides for the Public Guardian and Trustee Operating Account which is governed under the *Public Guardian and Trustee Act*.

## PUBLIC INQUIRY ACT

## Statutory Appropriation

|                         |       |     |
|-------------------------|-------|-----|
| Public Inquiry Act..... | 5,111 | 850 |
|-------------------------|-------|-----|

**Statutory Appropriation Description:** This statutory appropriation provides for the Commission of Inquiry into Money Laundering in British Columbia established under the *Public Inquiry Act*.

## MINISTRY GROUP ACCOUNT CLASSIFICATION SUMMARY

## GROUP ACCOUNT CLASSIFICATION

|                                      |                  |                  |
|--------------------------------------|------------------|------------------|
| Salaries and Benefits .....          | 533,072          | 583,240          |
| Operating Costs .....                | 150,087          | 145,291          |
| Government Transfers .....           | 706,575          | 788,455          |
| Other Expenses .....                 | 28,181           | 28,809           |
| Internal Recoveries .....            | (97,339)         | (120,461)        |
| External Recoveries .....            | (48,075)         | (51,304)         |
| <b>TOTAL OPERATING EXPENSES.....</b> | <u>1,272,501</u> | <u>1,374,030</u> |

## MINISTRY OF ATTORNEY GENERAL

SPECIAL ACCOUNTS<sup>1</sup>

(\$000)

|  | Estimates<br>2021/22 | Estimates<br>2022/23 |
|--|----------------------|----------------------|
| <b>HOUSING ENDOWMENT FUND SPECIAL ACCOUNT</b>  |                      |                      |
| This account was established as a special account under the <i>Special Accounts Appropriation and Control Act</i> in 2007. The account exists for purposes relating to innovation in affordable, social, or supportive housing and in housing development and management. The account operates as an endowment fund with a restricted balance of \$250 million which is not permitted to be spent. Net earnings of the account are credited to the account as revenue. Expenses of the account consist of grants in support of authorized housing initiatives. |                      |                      |
| <b>SPENDING AUTHORITY AVAILABLE AT THE BEGINNING OF THE FISCAL YEAR <sup>2</sup></b> .....   | <b>94,484</b>        | <b>94,484</b>        |
| OPERATING TRANSACTIONS   |                      |                      |
| Revenue.....   | 12,884               | 12,884               |
| Expense.....   | (12,884)             | (12,884)             |
| Net Revenue (Expense).....   | —                    | —                    |
| FINANCING TRANSACTIONS   |                      |                      |
| Receipts.....  | —                    | —                    |
| Disbursements.....   | —                    | —                    |
| Capital Expenditures.....  | —                    | —                    |
| Net Cash Source (Requirement).....   | —                    | —                    |
| <b>PROJECTED SPENDING AUTHORITY AVAILABLE AT THE END OF THE FISCAL YEAR <sup>2</sup></b> .....   | <b>94,484</b>        | <b>94,484</b>        |

## NOTES

<sup>1</sup> A Special Account is an account in the General Fund where the authorization to spend money from the account is located in an Act other than the *Supply Act*.

<sup>2</sup> The Spending Authority Available at the Beginning of the Fiscal Year 2021/22 is based on the 2020/21 *Public Accounts*. The Projected Spending Authority Available at the End of the Fiscal Year represents the cash and temporary investments projected to be available at the end of each fiscal year.

## MINISTRY OF ATTORNEY GENERAL

SPECIAL ACCOUNTS<sup>1</sup>

(\$000)

|   | Estimates<br>2021/22 | Estimates<br>2022/23 |
|---|----------------------|----------------------|
| <b>PUBLIC GUARDIAN AND TRUSTEE OPERATING ACCOUNT</b>  |                      |                      |
| This account was established as a special account by the <i>Public Trustee Amendment Act</i> in 1989 and is governed by section 24 of the <i>Public Guardian and Trustee Act</i> . The account's revenue sources are transfers from the Ministry Operations Vote. Approved expenses provide for services to clients and for the administration of the Public Guardian and Trustee. Costs may be recovered from clients and parties external to government and from fees, commissions, and charges earned. |                      |                      |
| <b>SPENDING AUTHORITY AVAILABLE AT THE BEGINNING OF THE FISCAL YEAR <sup>2</sup>.....</b>   | <b>20,665</b>        | <b>21,185</b>        |
| OPERATING TRANSACTIONS  |                      |                      |
| Revenue.....  | —                    | —                    |
| Expense.....  | (31,302)             | (34,479)             |
| Internal and External Recoveries.....   | 20,546               | 23,716               |
| Transfer from Ministry Operations Vote.....   | 10,756               | 10,763               |
| Net Revenue (Expense).....  | —                    | —                    |
| FINANCING TRANSACTIONS  |                      |                      |
| Receipts.....   | —                    | —                    |
| Disbursements.....  | —                    | —                    |
| Capital Expenditures.....   | (363)                | (363)                |
| Net Cash Source (Requirement).....  | (363)                | (363)                |
| Working Capital Adjustments and Other Spending Authority Committed <sup>3</sup> .....   | 883                  | 882                  |
| <b>PROJECTED SPENDING AUTHORITY AVAILABLE AT THE END OF THE FISCAL YEAR <sup>2</sup>.....</b>   | <b>21,185</b>        | <b>21,704</b>        |

## NOTES

<sup>1</sup> A Special Account is an account in the General Fund where the authorization to spend money from the account is located in an Act other than the *Supply Act*.

<sup>2</sup> The Spending Authority Available at the Beginning of the Fiscal Year 2021/22 is based on the 2020/21 *Public Accounts*. The Projected Spending Authority Available at the End of the Fiscal Year represents the cash and temporary investments projected to be available at the end of each fiscal year.

<sup>3</sup> The Working Capital Adjustments and Other Spending Authority Committed includes those adjustments that would change the cash balance of the Special Account. This may include amortization expense, changes in accounts receivable and payable, and the recognition of deferred revenues.

OTHER APPROPRIATIONS

VOTE DESCRIPTIONS  
(\$000)

|                      |                      |
|----------------------|----------------------|
| Estimates<br>2021/22 | Estimates<br>2022/23 |
|----------------------|----------------------|

VOTE 48 — CAPITAL FUNDING

(Minister of Advanced Education and Skills Training; Attorney General; Minister of Education and Child Care; Minister of Health; Minister of Tourism, Arts, Culture and Sport; and Minister of Finance)

This vote provides for grants to government organizations as defined in the *Budget Transparency and Accountability Act* for their capital expenditures, including the costs of land acquisition; new facility acquisition and construction; and existing facility renovation, improvement, and maintenance. Grants may only be made under this vote by the Minister of Advanced Education and Skills Training; the Attorney General; the Minister of Education and Child Care; the Minister of Health; and the Minister of Tourism, Arts, Culture and Sport to government organizations whose operations fall within the respective portfolios of those ministers. The Minister of Finance may make grants under this vote to any government organization. The amount of this vote is allocated among responsible ministers as set out below. Treasury Board, by directive, may reallocate the amounts among these classes of government organizations to meet government priorities. Reallocation of these amounts constitutes a revision to the expected results for the ministers impacted, which must be made public within 90 days. In addition to these allocations, the Minister of Finance has statutory authority to make capital grants to any government organization, and other votes may also provide for grants to government organizations for their capital expenditures. Costs may be recovered from other levels of government contributing to capital expenditures for which grants may be made under this vote.

OPERATING EXPENSES

|                                 |         |         |
|---------------------------------|---------|---------|
| Housing (Attorney General)..... | 388,942 | 433,225 |
|---------------------------------|---------|---------|

|       |       |
|-------|-------|
| ===== | ===== |
| ===== | ===== |

# Ministry of Housing

## Transition Note

Last updated Date: November 30, 2022

### Ministry Legislative Plan: 2022/2023

#### KEY MESSAGES:

- The current Ministry Legislative Plan is outlined below.

#### Fall 2022

- **Bill 43 - LP D63 – Housing Supply Act, passed.**
- **Bill 44 - LP C93 & LP D62 – Building and Strata Statutes Amendment Act, 2022, passed.**

#### Spring 2023

Cabinet Confidences; Legal Information

#### Fall 2023 (Committee Dates TBD)

Cabinet Confidences; Legal Information

|   |                     |
|---|---------------------|
| <b>Contacts:</b><br>Maya Engelbrecht, A/Director Executive Operations<br>Elizabeth Gustavsen, Legislative Coordinator<br>Rhonda Mead, Legislative Coordinator | Phone: 778-974-3796 |
|---|---------------------|



**Spring 2024 (Committee Dates TBD)**

Cabinet Confidences; Legal Information

**BACKGROUND:**

- The Ministry of Housing is a new ministry, announced on November 23, 2022.
- The rolling long-term legislation plan is updated regularly, at least twice a year, leading up to spring and fall sessions of the Legislative Assembly.
- The plan aims to balance competing priorities and its periodic updates ensure that emerging issues are considered, and resources are allocated accordingly. Ministry legislative proposals compete for time with other government priorities.
- The pandemic has impacted government’s opportunity to bring forward planned legislation without delays, primarily due to changing priorities,

|  |                     |
|--|---------------------|
| Contacts:<br>Maya Engelbrecht, A/Director Executive Operations<br>Elizabeth Gustavsen, Legislative Coordinator<br>Rhonda Mead, Legislative Coordinator | Phone: 778-974-3796 |
|--|---------------------|

demands on the Office of the Legislative Counsel and fewer bills proceeding due to the Legislative Assembly sitting remotely.

- The Ministry is committed to engaging earlier on policy priorities and working with Indigenous leadership and Nations and other partners to develop better legislation.

#### **FINANCES:**

- Any necessary budget and FTEs considerations are addressed as part of individual legislation projects.

|   |                     |
|---|---------------------|
| <b>Contacts:</b><br>Maya Engelbrecht, A/Director Executive Operations<br>Elizabeth Gustavsen, Legislative Coordinator<br>Rhonda Mead, Legislative Coordinator | Phone: 778-974-3796 |
|---|---------------------|

## MAJOR CORPORATE ISSUE NOTE

Ministry: Ministry of Housing

Issue: Increasing homeless encampments in urban and rural areas

### Background:

- Homeless encampments are increasing in complexity and numbers across the Province, and are exacerbated by the ongoing housing crisis, toxic drug crisis, and impacts of the COVID-19 pandemic.
- People are living in tents, vehicles, and structures in many urban and rural areas. Encampments are not a suitable form of shelter and people deserve safe homes and stability.
- This complex issue requires a long-term strategy and following additional Indigenous engagement, B.C. will introduce the *Belonging in BC: Provincial Homelessness Strategy* (the Homelessness Strategy). Cabinet Confidences  
Cabinet Confidences

•

- The overarching narrative of inclusion and collaboration is supported through significant engagement with persons with lived experiences of homelessness and a focus on partnerships through implementation – namely with Indigenous peoples and organizations serving distinct needs populations.
- Specific to encampments, the Province currently responds primarily through:
  - An overall approach that prioritizes connecting people to health, housing and safety supports;
  - Cross-ministry coordinated communication: Providing access to encampment guidelines, and community engagement;
  - Housing First: Available shelter, supportive housing stock, rent supplements, and contracted outreach services through BC Housing;
  - Ministry outreach-based supports: Ministries of Health (health, substance use and mental health), Social Development and Poverty Reduction (income and social supports, and others;
  - Decampments: using court injunctions, emergency orders, land management, and

community agreements to address community health and safety concerns.

- Local Government Encampment Best Practices Resource: An information document in development with participation from communities. Estimated completion in Winter 2023.

Issue/Opportunity:  
Legal Information

- Recent Investments:
  - Budget 2022 invests \$633 million for Homelessness Strategy actions, on top of previous investments providing services and supports for people experiencing or at risk of homelessness. This includes:
    - \$4 million for BC Housing to assist people in encampments to be safe and healthy, and to transition to suitable shelter and housing with wraparound supports.
    - \$164 million over 3 years to expand the Complex Care housing model to at least 20 more sites, with plans to support up to 500 people.
    - \$264 million over three years to invest in a permanent housing plan for the 3,000 people who were temporarily housed in leased or purchased hotels and other spaces during the COVID-19 pandemic.
    - \$170 million to increase health supports, housing access, social inclusion and system navigation in the Homelessness Strategy that build and expand over time; including new wraparound supports for rent supplement program to help 3,000 people access market housing by 2024/25.
    - \$15 million to build capacity and supports for non-profits.
    - \$35 million for youth transitioning from care, including a new financial supplement, rent supplements, and improved supports and benefits until age 27.
    - More than \$10 million for research, engagement, community grants and inclusion projects.

Next Steps:

- Bringing additional supportive housing online in Vancouver's downtown eastside as part of a Provincial and partner plan to address homeless encampments – including on Hastings Street.
- Advice/Recommendations
- In addition to the Province's Homelessness Strategy, an external to government Indigenous-led Homelessness Strategy was released in late November 2022 by the BC Indigenous Homelessness Strategy Steering Committee. Supporting Indigenous-led initiatives is a goal of the province.

## MAJOR CORPORATE ISSUE NOTE

Ministry: Ministry of Housing

Issue: The Province's Homelessness Strategy

Background:

- Cabinet Confidences
- In Fall 2020, the Minister of Attorney General and Minister Responsible for Housing was given the mandate from the Premier to "lead government's efforts to address homelessness by implementing a homelessness strategy," with the support of the Ministry of Health, Ministry of Municipal Affairs, Ministry of Social Development and Poverty Reduction, Ministry of Children and Family Development and Ministry of Mental Health and Addictions.
- The *Belonging in BC: Provincial Homelessness Strategy* was approved by cabinet in 2021 and received more than \$633 million in funding for the first phase of actions (2022-2025) through Budget 2022.
- Cabinet Confidences
- 
- The overarching narrative of inclusion and collaboration is supported through significant engagement with persons with lived experiences of homelessness and a focus on partnerships through implementation – namely with Indigenous peoples and organizations serving distinct needs populations.

Issue/Opportunity:

- Cabinet Confidences
- 
- Engagement with external stakeholders and Indigenous partners is ongoing.

- The Ministry released an annual Minister's proclamation statement for Homelessness Action Week, October 9-15.

Next Steps:

- Cabinet Confidences
- 
- GCPE will lead the strategy through the design process and complete the Minister's Messages, as well as the communications plan in the coming weeks.

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Cabinet Confidences



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Cabinet Confidences



**MINISTRY OF HOUSING  
MINISTRY ISSUES NOTE**

**SUBJECT:** Rental Housing Task Force Progress

**SUMMARY OF ISSUE:**

- Since the release of the Rental Housing Task Force Final Report in December 2018, the Residential Tenancy Branch (RTB) has been working on implementing the Task Force's recommendations.
- As of November 2022, 17 recommendations have been fully implemented, with six in progress and two on hold pending further consideration.

**BACKGROUND:**

- In the spring of 2018, the Premier appointed a Rental Housing Task Force to undertake a review of tenancy laws and processes in British Columbia. After a province-wide consultation, the Task Force presented two early and 23 final recommendations for consideration by government in December 2018.
- Government accepted the Rental Housing Task Force final report and announced a phased approach to implementation.
- Government took immediate action on the two early recommendations: limiting the annual rent increase to the rate of inflation and working with landlords on a process to allow for modest additional rent increases for capital expenditures.
- In July 2021, in response to the key recommendation to end renovictions, the Province implemented legislative changes to require landlords to apply to the RTB for renovation before issuing notice to end tenancy. The Province also fulfilled its commitment to create a process for landlords to apply to the RTB for an additional rent increase for capital expenditures. These changes have resulted in a significant decrease in renovictions, while still allowing landlords the flexibility to make capital improvements when necessary.
- On April 25, 2022, the RTB implemented the recommendation to record all hearings, to improve the fairness and consistency of the dispute resolution process. The Office of the Ombudsperson had also been a strong advocate for this change.
- The recently enacted *Building and Strata Statutes Amendment Act, 2022* (Bill 44) implemented the Task Force's recommendation to increase the availability of rental housing by eliminating rental bans in stratas.
- Other completed actions include implementing a province-wide rent bank system, increasing funding for public education, and strengthening compliance and enforcement of tenancy laws.
- Advice/Recommendations
-

**CONFIDENTIAL**

**ATTACHMENT:** Rental Housing Task Force Recommendations Status Update November 2022

**ADM RESPONSIBLE:**

Bonnie Ruscheinski

A/ADM

Office of Housing and  
Construction  
Standards

778-974-5870

## Rental Housing Task Force Recommendations Status Update – November 2022

|  |          |  |                             |
|--|----------|--|-----------------------------|
|  | Complete |  | Not proceeding at this time |
|  |          |  | In progress                 |

| No:   | Recommendation   | Actions Completed  | Actions Underway | Status   |
|-------|--|--|------------------|--|
| Early | Change the maximum rent increase formula   |  |                  | Complete September 2018  |
| Early | Allowing for modest rent increases above inflation through application to the Branch |  |                  | Legislative changes and new process for landlords to increase rents beyond the allowable limit when they undertake capital improvements.<br><br>Complete July 2021 |
| #1    | Stop Renovictions  | <p>New Policy Guideline on renovictions</p> <p>Changes to the Notice to End Tenancy for renovation to include permit information</p> <p>Working with local governments to address large scale renovictions</p> <p>Dedicated phone line for local governments to identify tenants/ buildings at risk.</p> <p>Proactively contacting landlords to advise of requirements</p> |                  | <p>Legislative changes and new process to require landlords to apply to branch for renovation before issuing notice to end tenancy.</p> <p>Complete July 2021</p>  |

| No: | Recommendation  | Actions Completed   | Actions Underway | Status   |
|-----|---|---|------------------|--|
|     |   | <p>Compliance Liaison position working with local governments to jointly address non-compliance with the RTA and local bylaws.</p> <p>Information sessions for tenants<br/>GCPE public campaign to improve awareness about renters' rights under the Act Summer 2019</p>  |                  |  |
| #2  | Work with local governments to develop tenant compensation and relocation guidelines in case of demolition                          |   |                  | Policy work underway   |
| #3  | Set a clear timeline for tenant's decision on the use of a right of first refusal   |   |                  | Consider legislative change in future if renoviction changes don't address this situation  |
| #4  | Implement a BC wide rent bank system for low income people  | Funding announced in Budget Feb 2019.   |                  | Complete – led by SDPR   |
| #5  | Strengthen enforcement of the law including a clear process for making, investigating and levying administrative penalty complaints | <p>The Compliance and Enforcement Unit (CEU) has been fully operational since January 2019. The Unit has undertaken cases dating back to January 2018, with the majority of cases being commenced in 2019.</p> <p>In May 2019, a second investigator was hired with a co-role as a local Government Liaison as part of the Unit's efforts</p> |                  | <p>Legislative, policy and operational changes July 2021</p> <p>Continuing to investigate complaint and levy penalties where appropriate</p> |

| No: | Recommendation   | Actions Completed   | Actions Underway | Status  |
|-----|--|---|------------------|---|
|     |  | <p>to assist local governments to jointly address non-compliance issues, including renovations.</p> <p>Legislative changes to provide additional tools for investigation, relevant review grounds.</p>  |                  |   |
| #6  | Strengthen penalties for breaking the law including imposing mechanisms for non-compliance including refusal of service for outstanding penalties. | <p>Worked with Ministry of Finance to develop a clear process for actioning collection on outstanding administrative penalties.</p> <p>Publishing admin penalty decisions.</p> <p>Ability to refuse service for outstanding penalties</p>   |                  | Complete Summer 2020  |
| #7  | Investigate providing affordable access to bailiff services in smaller more remote communities   | <p>The following are Civil Execution Service (CES) program changes resulting from the review:</p> <p>Requirements for years of service in the RFP will be decreased to a level that ensures firms retain the expertise needed to train employees in CES while easing barriers to entry for new entrants.</p> <p>Fee increases come into effect as of October 1, 2020.</p> <p>To decrease costs and create certainty for creditors and debtors, cities that have Supreme Court locations will be used as the</p> |                  | <p>Led by Ministry of Attorney General</p> <p>Review is complete.</p> <p>New contracts in place</p> |

| No: | Recommendation   | Actions Completed  | Actions Underway | Status   |
|-----|--|--|------------------|--|
|     |  | <p>starting billing points for travel costs.</p> <p>Province will only require one physical office location in the Province.</p> <p>Court bailiff firms are encouraged to obtain errors and omissions insurance to cover any potential legal costs.</p> <p>Program administration changes will improve business operations for court bailiffs and provide more oversight for the Province.</p> <p>Updates to public-facing website to include more information about the services of court bailiffs, the complaint process and key performance indicators. The Province will work with stakeholders to better inform landlords and renters about the role of court bailiffs.</p> |                  |  |
| #8  | Investigate options to increase repayment rate for damages, non-payment of rent and storage costs if ordered by the Branch |  |                  | Led by Justice Services Branch – MAG.<br>Cabinet Confidences |

| No: | Recommendation   | Actions Completed  | Actions Underway   | Status   |
|-----|--|--|--|--|
| #9  | Increase availability of strata housing by eliminating rental bans |  | Exploring ways of encouraging rentals in strata properties | Complete – November 2022   |
| #10 | Maintain Rent tied to the Renter, not the Unit                     | No action required   |  | Complete   |
| #11 | Cabinet Confidences  |  |  |  |
| #12 | Make the RTB more responsive, accessible and proactive             | <p>Reduction in wait times<br/>Implemented recording and monitoring of information services calls (February 2019)</p> <p>Year end grant to Landlord BC (\$65,000) and TRAC (\$70,000) to provide public information in communities around the Province (2019).</p> <p>New case management system Feb 2020 which will create efficiencies in the Branch and enable future improvements</p> <p>Continued work to modernize the business<br/>Expedited Hearings – shorten the timelines for emergency end of tenancy situations</p> |  | <p>A number of actions complete.</p> <p>Work continues in this area as part of ongoing continuous improvement.</p> |

| No: | Recommendation  | Actions Completed  | Actions Underway | Status  |
|-----|---|--|------------------|---|
| #13 | Improve fairness and consistency by recording all hearings  |  | Implementation   | Launched April 25, 2022   |
| #14 | Improve procedural fairness by expanding grounds for appeal   |  |                  | Legislative changes passed<br>Implementation underway. Timeline TBD.  |
| #15 | Require landlords who are filing evictions for cause or renovation to provide all evidence with any eviction notice to the affected tenants | Eviction form changes for renovation (see #1)<br>New Policy Guideline for renovictions (see #1)        |                  | Legislative, policy and process changes implemented July 2021<br><br>Ongoing monitoring   |
| #16 | If repairs are needed and landlord is refusing to make them in a timely way, have RTB proactively reduce the rent                           | Implementation of systems change to prompt tenants to request reduction when filing for a repair order |                  | Complete Spring 2020  |
| #17 | Allow email service of documents  |  |                  | New Regulation and process<br>Complete March 2021   |
| #18 | Speed up return of security deposits for tenants  | Policy work and development of process<br>Regulation to provide authority                              |                  | Complete February 2020  |
| #19 | Work with insurance industry to see if rent guarantee insurance and other improvements to coverage might be available                       | Consultation with stakeholders   |                  | Early discussions with stakeholders indicated that this may not be needed.<br>Awaiting further info from stakeholders to determine whether to proceed |
| #20 | Simplify regulations relating to landlord obligation to store abandoned property  |  |                  | Policy work underway  |



| No: | Recommendation  | Actions Completed   | Actions Underway  | Status  |
|-----|---|---|---|---|
| #21 | Ensure it is clear for all where to go for help for all forms of tenancy. Seniors, students, roommates                                      | Worked with CRT to clarify that roommates fall under their jurisdiction – updated Policy Guideline to confirm.<br><br>New info on website on different housing types and where to go for help |   | Complete June 2020  |
| #22 | Address specific needs of non-profit and supportive housing providers in the RTA  |   | Policy work, consultations & discussions with Non-profit sector | With Housing Policy Branch Report with recommendations has been produced. Awaiting Ministerial direction.     |
| #23 | Ensure manufactured home park rules are clear and understandable. Clarify what occurs when park rules conflict with lease or contract rules | Policy work<br><br>Consultations with MH Owners Association (AMHOA)<br><br>Revised MHP Guide for Tenants  |   | Legislative changes complete Spring 2021. Working with stakeholders on additional improvements to Regulations |

MINISTRY OF HOUSING  
MINISTRY ISSUES NOTE

**SUBJECT:** BC Housing Key Programs and Issues

**SUMMARY OF ISSUE:**

- BC Housing develops, manages, and administers a range of housing options across the continuum from homelessness supports and services, to affordable homeownership<sup>1</sup>. BC Housing also licenses residential builders, administers owner builder authorizations, and carries out research and education that benefit the affordable housing sector.



**116,769** Total Households

- Every year, BC Housing supports over 116,700 households across the province.
  - Of the 20,204 households under addressing homelessness, 14,018 are supportive housing units, 2,344 are shelter spaces and 3,842 are rent supplements.
  - Of the 18,471 households with support services, 17,164 are housing units and 1,307 are transition house spaces for women and children fleeing violence.
  - All of the 43,541 social housing are units for seniors and low-income families.
  - Of the 31,967 households receiving rent assistance, all are rent supplements.
  - Of the 1,742 households under Affordable rental housing, all are housing units.
- Of the 844 households under Affordable homeownership, all are financial support. BC Housing's breadth and scope of activities has increased substantially since 2018.
- BC Housing is facing a number of current issues including cost pressures related to implementing BuildingBC, community resistance to new affordable housing development, and implementing the recommendations of the [Ernest & Young report](#).

<sup>1</sup> Note that HOP/HPP rent supplements falls under 'addressing homelessness'. Numbers as of June 30, 2022, from BC Housing's Housing Continuum Report.

## **BACKGROUND:**

Direct Investment: As of June 30, 2022, BC Housing has 20,623<sup>2</sup> units complete or underway through BuildingBC, including 7,823 units through other funding programs. The metrics on the 6 key Building BC Programs are:

- Community Housing Fund, 8,918 units complete or underway (14,350 target)
- Indigenous Housing Fund, 1,398 units complete or underway (1,750 target)
- Supportive Housing Fund, 3,781 units complete or underway (2,500 target)
- Women's Transition Housing Fund, 824 units complete or underway (1,500 target)
- Affordable Rental Housing, 1,147 units complete or underway (1,700 target)
- Rapid Response to Homelessness, 1,894 units complete or underway (2,000 target)

### Subsidized housing

- BC Housing provides subsidized housing to more than 43,000 independent seniors and low-income families across the province.

Rent Supplements: BC Housing and partners deliver several rent supplement<sup>3</sup> programs:

- Rental Assistance Program (RAP), 6,110 households served, \$323 avg supp per month.
- Shelter Aid for Elderly Renters (SAFER), 23,700 households, \$195 avg supp per month.
- Canada- BC Housing Benefit (CHB), 2,690<sup>4</sup> households, \$425 avg supp.
- In 2022/23, the Canada- BC Housing Benefit will help an additional 8,500 households.

Homelessness Services: Through partners, BC Housing funds the following services:

- Emergency Shelter program: BC Housing funds approximately 3,757 total shelter spaces including 1,900 year-round spaces in 38 communities, 1,800 temporary spaces and hundreds of Extreme Weather Response shelters as needed.
- Homelessness Outreach Program (HOP), 1,756 rental supplements, \$300 avg.
- Homelessness Prevention Program (HPP), 1,739 rental supplements, \$320 avg.
- Point-in-time Homeless counts to enumerate community and provincial homelessness.
- Decampment supports to urgently respond to homeless encampments.

### HousingHub

- Established in 2018, the HousingHub operates two programs – the Provincial Rental Supply Program and the Affordable Home Ownership Program – to increase affordable rental housing and homeownership options for middle-income households.
- HousingHub works with an array of industry groups to facilitate the partnership of suitable land, equity, low-cost financing, and development expertise to create new units.

## **Current Issues**

- BC Housing has come up against community and local government resistance in the development of supportive housing and has increased its reliance upon statutory

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<sup>2</sup> Figures from BC Housing Appendix B up to date as of June 30, 2022.

<sup>3</sup> Rent supplement figures for RAP, SAFER, HPP and HOP are as of March 31, 2022.

<sup>4</sup> The Canada-BC Housing Benefit figure is since the program was launched in 2020/21.

## **CONFIDENTIAL**

immunity to move development forward where community and local government approvals are rejected.

- BC Housing is facing cost pressures resulting from the changing real estate landscape and inflationary construction costs, potentially affecting their ability to deliver on Government commitments though Building BC. Cabinet Confidences  
Cabinet Confidences

### Ernest and Young (EY) Report

- EY's final report identifies opportunities to enhance BC Housing's effectiveness across five themes: governance, strategic planning and business integration, people, program design, and project administration processes – see associated Transition Note.

### **NEXT STEPS:**

- Cabinet Confidences
- Educational and community outreach efforts are underway to stem NIMBYism and community resistance to housing development.
- Legal Information

### **ADM RESPONSIBLE:**

Bonnie Ruscheinski

A/ Assistant Deputy  
Minister

Office of Housing and  
Construction  
Standards

778-974-5870

**MINISTRY OF HOUSING  
MINISTRY ISSUES NOTE**

**SUBJECT:** Ernst and Young (EY) Review of BC Housing's Financial and Operational Capacity

**SUMMARY OF ISSUE:**

- BC Housing's breadth and scope of affordable housing activities has increased substantially since 2018, when the province released Homes for BC: A 30-Point Plan for Housing Affordability in British Columbia, which committed to provide 114,000 units over 10 years.
- To support BC Housing in the delivery of government's ambitious housing commitments, government procured Ernst and Young (EY) in 2021 to complete a review of BC Housing's financial and operational capacity.
- The EY report identified many opportunities for BC Housing to become more efficient and expand capacity to match organizational growth. The report findings also outline how BC Housing's overall service delivery and accountability structures can be improved to ensure they properly support its expanded mandate and work.

**BACKGROUND:**

- Cabinet Confidences
- The review, conducted by EY, evaluated BC Housing's financial systems, governance, corporate processes, and organizational structure through interviews with individuals at BC Housing and within government, documentation reviews, and project walkthroughs.
- EY's draft report identified 26 findings and 44 recommendations to enhance BC Housing's effectiveness across five themes: governance, strategic planning and business integration, people, program design, and project administration processes.
- The report findings point to the need for greater clarity in governance roles, structures, and processes, as well as more detailed policy direction on program outcomes and greater collaboration between government and BC Housing to integrate strategic policy direction with program design and delivery.
- The Province released the findings of the external review on June 30, 2022.
- Given recent leadership changes at BC Housing, the response will take some months to complete, Cabinet Confidences

**NEXT STEPS:**

- Cabinet Confidences

**ADM RESPONSIBLE:**

Bonnie Ruscheinski

A/ADM

Office of Housing &  
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778-974-5870

MINISTRY OF HOUSING  
MINISTRY ISSUES NOTE

**SUBJECT:** Homes for BC: 30-Point Plan Progress

**SUMMARY OF ISSUE:**

- Government is making the biggest investment in housing affordability in BC's history with more than \$6.6 billion over 10 years to implement its 2018 *Homes for BC: A 30-Point Plan for Housing Affordability* ("the Plan").
- The Plan lays out 30 actions to stabilize the market, crack down on tax fraud and close loopholes, build the homes people need, and increase renter security. Nineteen actions are complete, and eleven actions remain in progress, involving the construction or renewal of housing, transit-oriented development, and empowering local governments.
- The province has set a target to deliver 114,000 units of affordable housing, in partnership with all levels of government, Indigenous Peoples, non-profits, co-ops and the private sector. As of July 2022, 42,548 units are complete, under construction, or underway within the approvals process. This unit tracking is regularly communicated to the public in correspondence, media appearances and estimates debate.

**BACKGROUND:**

- The Plan was introduced in February 2018, with actions spanning the responsibility of the Ministries of Finance, Municipal Affairs, Advanced Education and Skills Training, and Ministry Responsible for Housing.
  - All seven actions under "**Stabilizing the Market**" are complete (all the responsibility of the Ministry of Finance) including allowing online accommodation platforms to collect PST and Municipal and Regional District Tax. In 2019, Airbnb remitted over \$43 million on behalf of short-term rental hosts. \$432 million has been raised for affordable housing initiatives through the foreign buyers' tax between 2018-2020.
  - Cabinet Confidences
- 
- The seven actions to "**Build the Homes People Need**" are well underway.
    - As of June 30, 2022, 42,548 government funded/financed units are complete, under construction or in the approvals process, including over 20,000 units through Building BC programs and almost 8,000 student housing spaces. The remainder are from BC Housing legacy programs, Housing Hub, and other partnerships.
  - Cabinet Confidences

## CONFIDENTIAL

- Government enhanced benefits under the Rental Assistance Program (RAP) and Shelter Aid for Elderly Renters (SAFER) in 2018.
- Government improved security for renters facing eviction and improved compensation when manufactured home parks close.
- Four out of six actions under “**Supporting Partners to Build and Preserve Affordable Housing**” are complete, with two in progress. On the latter, substantial progress has been made on “Empowering Local Governments” such as the Development Approvals Process Review and “Expanding Transit” through the Broadway and Surrey-Langley Skytrain projects.
  - The Province also implemented Housing Needs Reports and Rental Zoning legislation in 2018, providing \$5 million to local governments to complete housing needs analyses by April 2022.
  - The Development Approvals Process Review (DAPR) will provide more tools for local governments to streamline lengthy approvals processes. Work underway includes a review of development finance tools and framework, review of land use planning framework, and review of public hearings and public input processes.
- New housing initiatives since 2018 have been incremental, the most significant being:
  - During the Pandemic, temporary housing for ~3000 individuals was found, and efforts are now being made to secure long term housing through a Permanent Housing Plan, to undergo additional Treasury Board review in Fall 2022.
  - In 2021, \$2 billion in financing capacity for low-interest interim construction financing was added to facilitate creation of additional Housing Hub (mainly rental) units by the private sector. As of September 30, 2022, 6,132 units are complete or in progress.
  - *Budget 2022* included \$166 million over three years for housing, including the advancement of \$100 million from a future year towards accelerating construction of mixed-income housing through the *Building BC: Community Housing Fund*. There was also \$170M over three years included, mainly to provide health and other wrap around supports to an eventual 3000 individuals receiving new federally funded rent supplements over the next three years.

### NEXT STEPS:

- Government is considering additional measures to improve affordability of existing housing, encourage the right kind of supply, and create new housing supply through new Housing Supply legislation to be introduced in Fall 2022.

• Cabinet Confidences

### ADM RESPONSIBLE:

Bonnie Ruscheinski

A/ Assistant Deputy OHCS  
Minister

778-974-5870

**MINISTRY OF HOUSING  
MINISTRY ISSUES NOTE**

**SUBJECT:** CleanBC and Climate Change Accountability Act – New and Existing Buildings

**SUMMARY OF ISSUE:**

- Since 2017, CleanBC has committed government to requiring new buildings be more energy efficient by increasing requirements in the BC Building Code every five years until 2032, when new buildings will be net-zero energy ready<sup>1</sup>.
- CleanBC also plans for all new buildings to be zero-carbon by 2030.
- The next step towards net-zero energy ready is a requirement that new buildings be 20 per cent more energy efficient, which is proposed to be signed into regulation in December 2022.
- The first step towards zero-carbon new construction is to amend the BC Building Code to include a tiered carbon pollution standard and enable local governments to voluntarily pilot these requirements before the standard becomes mandatory and increases in stringency in 2024, 2027, and 2030 (according to CleanBC).
- CleanBC also commits government to implementing energy efficiency standards for building retrofits by 2024.
- These activities are part of a broader Existing Buildings Renewal Strategy to make buildings cleaner, more energy efficient, and safer for British Columbians during events such as wildfires, heat waves, drought, and floods.

**BACKGROUND:**

- The energy efficiency and carbon pollution provisions have been developed in partnership with the Energy Step Code Council (a representative stakeholder council chaired by the Ministry) and other industry partners, with affordability a key part of the analysis.
- The Province also works with federal partners when creating new code provisions to support further harmonization between provincial and national building codes.
- Two reports summarizing stakeholder views on existing buildings (one for industry, the other for Indigenous nations, organizations, and individuals) were published in August 2022.
- Four full-time equivalent staff are resourced to CleanBC commitments related to codes and standards for new and existing buildings.
- The government committed to these goals in the November 2020 mandate letter, and staff have communicated extensively on these commitments to stakeholders.
- Proposed building code language for energy efficiency and carbon pollution standards was released in September 2022, for a six-week public review period.

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<sup>1</sup> Net-zero energy buildings produce as much clean energy as they consume. A net-zero energy ready building is one that has been designed and built to a level of performance such that it could, with the addition of renewable energy technologies, achieve net-zero energy performance.



**CONFIDENTIAL**

**NEXT STEPS:**

- Cabinet Confidences

- 

**ADM RESPONSIBLE:**

Bonnie Ruscheinski

A/ADM

Office of Housing and  
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**MINISTRY OF HOUSING  
MINISTRY ISSUES NOTE**

**SUBJECT:** Residential Tenancy Branch Resourcing and Actions to Reduce Hearing Wait Times

**SUMMARY OF ISSUE:**

- The Residential Tenancy Branch (RTB) is currently dealing with a high volume of dispute resolution applications. Dispute volumes are averaging 1,832 applications per month in 2022, compared with 1,689 per month in 2021 and 1,496 per month between 2018 and 2020. This increased volume has resulted in delays for landlords and tenants who file for dispute resolution.
- The RTB is committed to continuous improvement for clients, as well as staff, and engages regularly to understand areas of strength, challenges, and opportunities.
- Since 2017, the RTB has undergone major changes to modernize and improve the delivery of information and dispute resolution services.

**BACKGROUND:**

- Each year, the RTB receives approximately 20,000 applications for dispute resolution, and over 180,000 phone calls.
- In 2019, call center recording was implemented, allowing the RTB to ensure quality control and support training for RTB Information Services staff. Reviews of calls have helped the RTB to support staff who have provided solid client service and information and have also identified opportunities to coach staff to further improve service.
- In May 2019, the Branch implemented an expedited hearings process allowing for emergency matters to be heard on short notice. In 2020/21, 1147 emergency hearings were heard, and 874 emergency hearings were heard in the first 11 months of 2021/22.
- In October 2021, the hearing verification pilot project was introduced to identify and cancel hearings that are no longer required by the parties, to free up additional hearing slots and improve efficiency. This initiative has been extremely successful, however staffing shortages have limited the number of staff assigned to this project.
- In May and June 2022, the RTB engaged a consultant to identify opportunities that could improve timeliness and reduce workload. <sup>-Cabinet Confidences</sup>

Cabinet Confidences

- However, the consultant provided 20 opportunities to improve efficiency. RTB staff are currently working to implement these suggestions.
- The RTB is also updating its website and online system to improve the information it provides to landlords and tenants regarding the legislation, their rights and obligations, the dispute resolution process, and the Compliance and Enforcement Unit. The changes will make it easier for landlords and tenants to better understand their rights and obligations and navigate the RTB process as quickly and effectively as possible.

**CONFIDENTIAL**

**NEXT STEPS:**

- Staff are working to implement the opportunities for increased efficiency identified by the consultant.
- Cabinet Confidences
- To maximize the effectiveness of any new resources and to ensure RTB takes a coordinated approach to the various efficiency and service improvement initiatives, the Branch is bringing them together under the umbrella of a single RTB Revitalization project.

**ADM RESPONSIBLE:**

Bonnie Ruscheinski

A/ADM

Office of Housing and  
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**MINISTRY OF HOUSING  
MINISTRY ISSUES NOTE**

**SUBJECT:** Homelessness Strategy Implementation and Engagement

**SUMMARY OF ISSUE:**

- Cabinet Confidences
- In Fall 2020, the Minister of Attorney General and Minister Responsible for Housing was given the mandate from the Premier to “lead government’s efforts to address homelessness by implementing a homelessness strategy,” with the support of the Ministry of Health, Ministry of Municipal Affairs, Ministry of Social Development and Poverty Reduction, Ministry of Children and Family Development and Ministry of Mental Health and Addictions.
- The strategy builds on previous and concurrent engagements, including engagements for the Poverty Reduction Strategy and Complex Care Housing.
- Cabinet Confidences
- 

**BACKGROUND:**

- **Engagement:**
  - In Summer 2021, ministry staff engaged with people with lived experience of homelessness across the Province.
  - Ministry staff have met with key external partners to share an overview of the strategic policy framework; these include Indigenous partner organizations, those serving people with lived experience, and the Office of the Human Rights Commissioner.
  - The Ministry has also sent letters to all B.C. First Nations and Métis leadership with an invitation for ongoing engagement; meetings are now underway.
  - Cabinet Confidences
- Ongoing engagement and collaboration are built into the strategy actions and supported by funding, including the creation of advisory committees for Indigenous Peoples and People with Lived Experience of Homelessness.
- **Implementation:**
  - Cabinet Confidences

## **CONFIDENTIAL**

- The AG has ultimate accountability for the strategy. The Homelessness Policy and Partnership Branch is leading the work, including coordinating required Treasury Board Report Backs.
- Cross-ministry governance structures are in place for the implementation of the strategy to ensure there is coordination and collaboration and to avoid duplication.
- This includes coordination with initiatives already underway such as complex care housing through the Ministry of Mental Health and Addictions and the expansion of Community Integration Specialists through the Ministry of Social Development and Poverty Reduction.
- Implementation planning is now underway, with ongoing work with service delivery partners on rent supplements and the Integrated Support Framework (ISF).
- Planning is in progress for regional and community level tables to support implementation, including a proposal process for delivering the rent supplements and ISF in communities across the province.

### **NEXT STEPS:**

- Cabinet Confidences
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### **ADM RESPONSIBLE:**

Bonnie Ruscheinski

A/Assistant Deputy  
Minister

Office of Housing and  
Construction  
Standards

778-974-5870

## Appendix: Budget 2022 funding – Phase one

Total: \$633 million over three years

| 1. Transform Systems  | Timeline             |
|---|----------------------|
| <b>Complex Care Housing:</b> \$164 million over 3 years to expand the Complex Care housing model to at least 20 more sites, with plans to support up to 500 people. -- <i>Ministry of Mental Health and Addictions</i>  | In progress, ongoing |
| <b>Permanent Housing Plan:</b> \$264 million over three years to invest in a permanent housing plan for the 3,000 people who were temporarily housed in leased or purchased hotels and other spaces during the COVID-19 pandemic. – <i>BC Housing</i>   | In progress, ongoing |
| <b>Homelessness Supports:</b> \$170 million to increase health supports, housing access, social inclusion and system navigation in the Homelessness Strategy that build and expand over time; including a new program wraparound support <b>rent supplement program</b> to help 3,000 people access market housing by 2024/25 and <b>the Integrated Support Framework</b> . – <i>Ministry of Health and Ministry of Attorney General and Minister Responsible for Housing</i> | Winter 2022          |
| <b>Staffing Support for Non-Profit Partners:</b> \$15-million to build capacity and supports. – <i>BC Housing</i>   | TBD                  |
| <b>Expansion of Community Integration Specialist Services:</b> Utilizing existing resources to further expand the role of community-based income and social supports, and navigating government services. – <i>Ministry of Social Development and Poverty Reduction</i>   | In progress, ongoing |
| 2. Strong Partnerships  |                      |
| <b>Encampment Supports:</b> \$4 million for encampment supports, including site management, engagement, and support for food, sanitation, storage, and the safety of people in the encampments and as they move to indoor spaces. – <i>BC Housing</i>   | In progress, ongoing |
| <b>Homelessness Community Action Grants:</b> \$6-million to extend this successful program through SPARC BC, providing community and Indigenous organizations with funding for projects addressing homelessness and to build capacity. – <i>Ministry of Attorney General and Minister Responsible for Housing</i>   | In progress, ongoing |
| <b>Community Inclusion Knowledge Guide:</b> \$50,000 to complete an anti-stigma resource for the public, media and government organizations based on stories from people with lived experiences of homelessness. – <i>Ministry of Attorney General and Minister Responsible for Housing</i>   | Spring 2023          |

|  |             |
|--|-------------|
| <b>Tenant start up kits.</b> \$3 million over three years for non-profit providers to supply kits to people moving from homelessness into more stable housing. – <i>Ministry of Social Development and Poverty Reduction</i>   | In progress |
| <b>3. Inclusive Programs and Service Delivery</b>  |             |
| <b>Youth Transitions Housing:</b> \$35 million for youth transitioning from care, including a new financial supplement, rent supplements, and improved supports and benefits until age 27. – <i>Ministry of Children and Family Development</i>                        | TBD         |
| <b>Lived Experience Committee:</b> \$150,000 to facilitate the inclusion of people with lived expertise of homelessness and supporting organizations to participate in policy and programs. – <i>Ministry of Attorney General and Minister Responsible for Housing</i> | Winter 2022 |
| <b>Indigenous Advisory Committee:</b> \$150,000 to facilitate Indigenous engagement and collaboration in policy and programs. – <i>Ministry of Attorney General and Minister Responsible for Housing</i>   | Winter 2022 |
| <b>4. Strengthen Data and Evidence Informed Policy</b>   |             |
| <b>Provincial Homeless Count:</b> \$1.6 million to facilitate the 2023 Homeless Count – <i>BC Housing</i>  | Spring 2023 |
| <b>Women and Homelessness Research Project:</b> \$100,000 for a research project on the intersections of women and homelessness – <i>Ministry of Attorney General and Minister Responsible for Housing</i>   | Spring 2023 |

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Cabinet Confidences ; Advice/Recommendations

BRIEFING NOTE  
CROWN AGENCIES

Name: BC Housing

Legislative Authority:

British Columbia Housing Management Commission Regulation (under the *Ministry of Lands, Parks and Housing Act*).

Mandate:

BC Housing is responsible for fulfilling the directives of the Ministry of Attorney General and Minister responsible for Housing's yearly mandate letter. BC Housing develops, manages, and administers a wide range of subsidized housing properties and housing subsidy programs across the province. Its responsibilities related to subsidized housing are outlined in an order-in-council under the *Ministry of Lands, Parks and Housing Act* which continues the British Columbia Housing Management Commission (BC Housing) which was established in 1967. BC Housing also licenses residential builders, administers owner builder authorizations, and carries out research and education that benefits the residential construction industry, consumers, and the affordable housing sector. Its obligations related to strengthening consumer protection for new homebuyers and improving the quality of residential construction comes from the *Homeowner Protection Act* established in 1998.

Current Appointees to the Board of Commissioners:

Allan Seckel, Chair

Sheila Taylor

Russ Jones

Clifford White

Jill Kot

Mark Sieben

Appointments required:

- One appointment required. Doug White resigned effective November 29, 2022 following his appointment as Special Counsel to the Premier on Indigenous Reconciliation.
- All other appointments end in July 2023.

Issue(s)

- BC Housing corporate governance, program administration, operational processes, and financial controls need strengthening. Public communication of action by government and BC Housing Board are needed.

Key Contact:

- Teri Collins
- A/Associate DM Office of Housing and Construction Standards
- 250-216-2218

# **BC Housing**

## **2022/23 – 2024/25 Service Plan**

**February 2022**



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Published by BC Housing



## 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, appearing to read 'CJ Doyle'.

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 Forecast | 2022/23 Target | 2023/24 Target | 2024/25 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.

| Performance Measure   | 2021/22 Forecast | 2022/23 Target | 2023/24 Target | 2024/25 Target |
|---|------------------|----------------|----------------|----------------|
| 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 licensing 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 licensing 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

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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.

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 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 | Top Quartile of benchmarked employers | Top Quartile of benchmarked employers | 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 Ministry of Attorney General and Minister Responsible for Housing 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

| (\$000)    | 2021/22<br>Forecast | 2022/23<br>Budget | 2023/24<br>Budget | 2024/25<br>Budget |
|------------|---------------------|-------------------|-------------------|-------------------|
| Net Income | 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**



# BRITISH COLUMBIA

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

Ministry of  
Attorney General

Office of the  
Attorney General

Mailing Address:  
PO Box 9044 Stn Prov Govt  
Victoria BC V8W 9E2  
Email: AG.Minister@gov.bc.ca  
website: www.gov.bc.ca/ag

Telephone: 250-387-1866  
Facsimile: 250-387-6411

- **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.

.../3

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.

.../4

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.

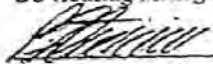
Yours truly,




David Eby, QC  
Attorney General and  
Minister Responsible for Housing



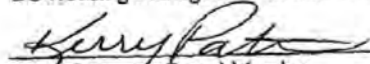
Cassie J. Doyle, Chair  
BC Housing Management Commission



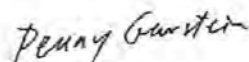
Perry Staniscia, Board Member  
BC Housing Management Commission



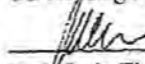
Aaron Sumekheltza, Board Member  
BC Housing Management Commission



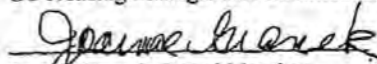
Kerry Pateman, Board Member  
BC Housing Management Commission



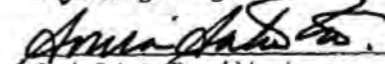
Penny Gurstein, Board Member  
BC Housing Management Commission



Barb Carle-Thiesson, Board Member  
BC Housing Management Commission



Joanne Granek, Board Member  
BC Housing Management Commission



Sonia Salota, 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



## Ministry of Housing Key Stakeholders

| Branch | Organization                           | Contact(s)   | Description   | Key Issues  |
|--------|--|--|---|---|
| OHCS   | Planning Institute of British Columbia | <p>Lesley Cabott<br/>Board President<br/>604.696.5031<br/><a href="mailto:info@pibc.bc.ca">info@pibc.bc.ca</a></p> <p>Dave Crossley<br/>Executive Director<br/>604.696.5031 Ext 102<br/><a href="mailto:dave.crossley@pibc.bc.ca">dave.crossley@pibc.bc.ca</a></p>   | Professional association of planners in British Columbia and the Yukon. PIBC is the westernmost affiliate of the Canadian Institute of Planners   | <ul style="list-style-type: none"> <li>Development approvals and other land use planning issues related to construction standards and housing supply</li> </ul>   |
| OHCS   | Urban Development Institute            | <p>John Stovell<br/>Chair<br/><br/>604-669-9585<br/><a href="mailto:anicholls@udi.org">anicholls@udi.org</a> ; (UDI main desk)</p> <p>Anne McMullin, President &amp; CEO</p> <p>Jeff Fisher<br/>Vice President &amp; Senior Policy Advisor<br/><a href="mailto:jfisher@udi.org">jfisher@udi.org</a><br/>604- 661- 3031</p> | UDI is an association of the development industry (including land planning) and its related professions. With an aim of fostering communication between industry, government and the public, UDI serves as the voice of the real estate development industry with government. | <ul style="list-style-type: none"> <li>Development approvals and other land use planning issues related to construction standards and housing supply</li> <li>Required contributions to Contingency Reserve Funds for strata developments.</li> <li>Implementation of Climate, Carbon, and Energy Policy</li> </ul> |

| Branch | Organization   | Contact(s)  | Description  | Key Issues  |
|--------|--|---|--|---|
| OHCS   | Northern Development Initiative Trust                                  | <p>Margo Wagner<br/>Board Chair<br/>250-561-2525<br/><a href="mailto:info@northerndevelopment.bc.ca">info@northerndevelopment.bc.ca</a></p> <p>Joel McKay<br/>CEO<br/>250-561-2525<br/><a href="mailto:joel@northerndevelopment.bc.ca">joel@northerndevelopment.bc.ca</a></p> | A non-profit corporation that stimulates economic growth through investments in grassroots, community-led projects.  | <ul style="list-style-type: none"> <li>Delivers Northern Healthy Communities Fund (LNG impacts mitigation)</li> </ul>   |
| OHCS   | British Columbia Association of Aboriginal Friendship Centres (BCAAFC) | <p>Leslie Varley Executive Director<br/><a href="mailto:LVarley@bcaafc.com">LVarley@bcaafc.com</a><br/>Mobile: 250-893-0494<br/>Office: 250-388-5522 ext 202<br/><a href="http://www.mfa.bc.ca/">http://www.mfa.bc.ca/</a></p>  | <p>The BCAAFC is funded through the CGG program to provide support to aboriginal not-for-profits that wish to apply for CGGs and to build the required skill sets in aboriginal organizations to facilitate successful applications for grants.</p> <p>The organization also provides input to the CGG Branch regarding policy and outreach.</p> <p>Works with Friendship Centres, partner organizations, and government institutions to develop and improve resources that support the health, wellness, and prosperity of urban Indigenous people and communities.</p> | <ul style="list-style-type: none"> <li>The BCAAFC has been a strong partner for the CGG Branch and has assisted in the facilitation of grants for aboriginal organizations for many years.</li> <li>The organization also supports the Indigenous Sport, Physical Activity and Recreation Partners Council (formerly Aboriginal Sports, Recreation and Physical Activity Partners Council)</li> <li>Housing and social supports for urban Indigenous people.</li> </ul> |

| Branch | Organization                                    | Contact(s)   | Description   | Key Issues  |
|--------|---|--|---|---|
| OHCS   | Local Government Management Association (LGMA)  | Candace Witkowskyj Executive Director<br>250.383.7032 Ext. 223<br><a href="mailto:cwitkowskyj@lgma.ca">cwitkowskyj@lgma.ca</a><br><a href="mailto:office@lgma.ca">office@lgma.ca</a>   | Represents non-elected local government officials within the province. Strives to promote professional management and leadership excellence in local government, and to create awareness of the local government administrator's role in the community. Supports local government through education, training, professional development, and networking.  | <ul style="list-style-type: none"> <li>• Matters affecting local government administrators with particular focus on education and training and concerns about good governance of local governments in the province (e.g. codes of conduct; elected-staff relations; local government procedures).</li> <li>• Supports implementation of building official qualifications</li> </ul>   |
| OHCS   | Union of British Columbia Municipalities (UBCM) | Councillor Laurey-Anne Roodenburg, President (from City of Quesnel)<br>Personal Information<br>250. 255-5394<br><br>Gary MacIsaac, Executive Director<br><a href="mailto:gmacisaac@ubcm.ca">gmacisaac@ubcm.ca</a><br>604. 270.8226 ext 105 (Vancouver)<br>250. 356.2956 (Victoria) | The UBCM was formed in 1905 to provide a common voice for local government. The annual UBCM Convention is the main forum for UBCM policymaking, and policy resolutions passed at Convention are communicated to Government for response. Housing Policy and Building and Safety Standards branches respond to UBCM resolutions, participate in meetings with local governments and deliver presentations. | <p>Complete range of issues related to local government / provincial interactions such as:</p> <ul style="list-style-type: none"> <li>• Consultation (statutorily required on certain legislative changes)</li> <li>• Education: <ul style="list-style-type: none"> <li>○ Board of Examiners LG scholarship program</li> </ul> </li> <li>• Green Communities Committee <ul style="list-style-type: none"> <li>○ Joint UBCM-MAH initiative</li> </ul> </li> <li>• Provincial / UBCM working groups.</li> <li>• Provincial program administration.</li> </ul> |

| Branch | Organization                                     | Contact(s)   | Description  | Key Issues   |
|--------|--|--|--|--|
| OHCS   | Aboriginal Housing Management Association (AHMA) | Margaret Pfoh, CEO<br><a href="mailto:mpfoh@ahma-bc.org">mpfoh@ahma-bc.org</a><br>604-921-2462   | AHMA is a provincially-funded organization composed of 57 Members that provide low-income Indigenous Housing off-reserve.  | To lead and advance the housing rights of all Indigenous people living off-reserve in urban, rural and northern communities across BC. Actively lobbying the Minister for a broader mandate.                       |
| OHCS   | First Nation Housing and Infrastructure Council  | Joseph Wabegijig, Executive Director<br><a href="mailto:executive.director@fnhic-bc.ca">executive.director@fnhic-bc.ca</a><br>604-259-2929 | The FNHIC-BC was established in 2017 by the First Nation Leadership Council to develop an authority for housing and infrastructure program delivery on-reserves across BC, and to deliver associated services. | Devolution of federal services and programs such as CMHC and capital funding for Indigenous housing on-reserve. Implementing provincial building policy on reserve (for both Treaty and non-Treaty First Nations). |
| OHCS   | Metis Nation BC                                  | Bailey Mumford, Senior Director, Ministry of Housing and Homelessness  | OHCS   | Metis Nation BC  |

| Branch | Organization                               | Contact(s)   | Description   | Key Issues  |
|--------|--|--|---|---|
| OHCS   | BC Housing (BCH)                           | <p>Vincent Tong, Acting CEO<br/> <a href="mailto:vtong@bchousing.org">vtong@bchousing.org</a><br/> Mobile: (778) 222-3706</p> <p>Michelle Hayes<br/> A/Executive Director and Registrar,<br/> Licensing and Consumer Services<br/> <a href="mailto:mhayes@bchousing.org">mhayes@bchousing.org</a><br/> Office: +1 (604) 646-7062</p> | Crown agency that 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. Primary contact for Indigenous housing development and programs. | Set via mandate letter from government<br>Provided input for the Existing Buildings Renewal Strategy.   |
| OHCS   | BC Non-Profit Housing Association (BCNPHA) | <p>Jill Atkey, CEO<br/> <a href="mailto:jill@bcnpha.ca">jill@bcnpha.ca</a><br/> Mobile: 778-867-8159<br/> Work: 778-945-2155<br/> Name: Marika Albert<br/> Title: Policy Director<br/> Phone: 778 945-2164<br/> Email: <a href="mailto:marika@bcnpha.ca">marika@bcnpha.ca</a></p>  | Umbrella organization representing BC's non-profit housing sector (alongside AHMA & CHF BC), responsible for education, advocacy and research.  | <p>Part of RTB's operational stakeholder group that meets quarterly.</p> <p>Provided input for the Existing Buildings Renewal Strategy..<br/> W/CHFBC advocating for 'Acquisition Fund' to purchase aging existing purpose built rental to maintain affordable rental housing</p> |
| OHCS   | Metro Vancouver Housing                    | <p>Jade Hume, Division Manager,<br/> Maintenance and Capital Planning<br/> <br/> <a href="mailto:jade.hume@metrovancover.org">jade.hume@metrovancover.org</a></p>  | Provides safe and affordable rental homes.  | Provided input for the Existing Buildings Renewal Strategy.   |

| Branch | Organization  | Contact(s)  | Description  | Key Issues  |
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| OHCS   | Baptist Housing Society                               | Erich Klein, Director of Sustainability<br><a href="mailto:eklein@baptisthousing.org">eklein@baptisthousing.org</a>                         | Provides 21 senior living communities  | Provided input for the Existing Buildings Renewal Strategy.   |
| OHCS   | Applied Science Technologists & Technicians of BC     | Theresa McCurry, CEO<br><a href="mailto:tmccurry@asttbc.org">tmccurry@asttbc.org</a>  | Regulates technologists and technicians, including those working on buildings and building codes | BC Building, Plumbing, Fire Code issues   |
| OHCS   | Building Owners and Managers Association of BC (BOMA) | Damian Stathonikos, President<br><br>Zach Segal, Director of Government Affairs<br><a href="mailto:zsegal@boma.bc.ca">zsegal@boma.bc.ca</a> | Association for the commercial real estate industry.   | Provided input for the Existing Buildings Renewal Strategy..  |
| OHCS   | Co-op Housing Federation of BC                        | Thom Armstrong<br>CEO<br><a href="mailto:tarmstrong@chf.bc.ca">tarmstrong@chf.bc.ca</a>   | Provincial housing co-operative network, Community Land Trust development arm                    | Affordable housing, non-profit, co-op   |
| OHCS   | Landlord BC   | David Hutniak, CEO<br><a href="mailto:davidh@landlordbc.ca">davidh@landlordbc.ca</a><br>604-733-9440 ext 202                                | Member education, resources and support to those owning and managing rental properties in BC.    | Part of RTB's operational stakeholder group that meets quarterly.<br><br>Provided input for the Existing Buildings Renewal Strategy.. |

| Branch | Organization                   | Contact(s)   | Description  | Key Issues   |
|--------|--------------------------------|--|--|--|
| OHCS   | Technical Safety BC            | Phil Gothe, President and Lead Executive Officer<br><a href="mailto:philgothe@technical-safetybc.ca">philgothe@technical-safetybc.ca</a><br>George Abbott, Board Chair | Independent, self-funded organization that oversees the safe installation and operation of technical systems and equipment across the province.  | Delegated authority to enforce Safety Standards Act<br>Provided input for the Existing Buildings Renewal Strategy. |
| OHCS   | Architectural Institute of BC  | Mark Vernon, CEO<br><a href="mailto:mvernon@aibc.ca">mvernon@aibc.ca</a><br>604.683.8588, ext. 308   | The Architectural Institute of British Columbia is an independent, professional self-regulatory body established in 1920 the Architects Act. In the interest of the public, the Architectural Institute of British Columbia regulates the profession of architecture and provides representation (from design review to technical input) on a wide range of government and industry-related committees, liaises with provincial and national industry-related associations and other regulatory bodies, and provides a voice on important professional issues at all levels of government. | Scope of professional practice in the building regulatory sector.<br><br>Development of codes and standards.       |
| OHCS   | Engineers and Geoscientists BC | Heidi Yang, CEO and Registrar<br><a href="mailto:info@egbc.ca">info@egbc.ca</a><br>604-430-8035  | Engineers and Geoscientists BC regulates and governs these professions under the authority of the Professional Governance Act. Provides input to legislation and policy that impact registrants for the benefit of the public interest.  | Scope of professional practice in the building regulatory sector.<br><br>Development of codes and standards.       |

| Branch | Organization                           | Contact(s)  | Description   | Key Issues  |
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| OHCS   | Building Officials' Association of BC  | Tyler Wightman, Executive Director and Registrar.<br><a href="mailto:tyler.wightman@boabc.org">tyler.wightman@boabc.org</a>   | Administers regulation of building officials in BC, having objectives of: ensuring consistent Code interpretation; providing a forum for discussion; education, standards of Code knowledge to its membership, and a administering a technical certification program for its membership. BOABC members serve on many provincial committees that review building regulatory issues in the Province of B.C. | Scope of professional practice in the building regulatory sector.<br><br>Development of codes and standards.  |
| OHCS   | Canadian Home Builder Association – BC | Neil Moody, Chief Executive Officer.<br><a href="mailto:neilmood@chbabc.org">neilmood@chbabc.org</a><br>604-432-7112<br><br>Carmina Tupe, Manager, Government and Public Relations<br><a href="mailto:carmina@chbabc.org">carmina@chbabc.org</a><br>604-432-7112 ext. 302<br><br>Pauline Rupp, Director, Technical and Building Innovation<br><a href="mailto:pauline@chbabc.org">pauline@chbabc.org</a><br>604-432-7112 ext. 307 | Bring industry related concerns to the government on behalf of all members at the local, provincial and national levels.  | Technical Safety BC Proposed Fee Changes 2021 – 2023<br><br>Housing Supply and Affordability<br><br>B.C. Sectoral Targets<br><br>Skilled Trades Certification<br><br>Implementation of Climate, Carbon, and Energy Policy |



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| OHCS   | Homebuilders Association Vancouver (HAVAN) |   | <p>Members include builders, developers, renovators, designers, suppliers, sub-trades and leading professionals in Metro Vancouver.</p> <p>HAVAN provides both industry and consumer education, and actively liaises with local municipal governments with the focus of meeting Metro Vancouver's housing needs. A not-for-profit association, affiliated with both the provincial CHBA BC, and national CHBA offices.</p> | Implementation of Climate, Carbon, and Energy Policy       |
| OHCS   | BC Hydro                                   | <p>Robyn Wark, Team Lead, Sustainable Community Program<br/><a href="mailto:Robyn.Wark@bchydro.com">Robyn.Wark@bchydro.com</a></p> <p>Toby Lau, Codes and Standards Principal<br/><a href="mailto:Toby.Lau@bchydro.com">Toby.Lau@bchydro.com</a><br/>Office: 604 623-3625</p> | Utility Provider   | Implementation of Climate, Carbon, and Energy Policy       |
| OHCS   | FortisBC                                   | <p>Bea Bains, Manager, Energy Products and Services<br/><a href="mailto:bea.bains@fortisbc.com">bea.bains@fortisbc.com</a><br/>Office: 604 592-7897</p>   | Utility Provider   | Implementation of Climate, Carbon, and Energy Policy       |
| OHCS   | Aboriginal Coalition to End Homelessness   | <p>Name: Fran Hunt-Jinnouchi<br/>Title: Executive Director<br/>Email: <a href="mailto:diretor@ACEHsociety.com">diretor@ACEHsociety.com</a></p>  | Non-profit, works to identify and address systemic and structural barriers, share information, resources, and lessons learned, while also providing cultural supports, connections, and housing stability  | Homelessness, supports and services for Aboriginal people. |

| Branch | Organization                                   | Contact(s)   | Description   | Key Issues   |
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| OHCS   | Greater Victoria Coalition to End Homelessness | Name: Kelly Roth<br>Title: Executive Director<br>kroth@victoriahomelessness.ca                               | The Greater Victoria Coalition to End Homelessness is a partnership of local service providers, non-profit organizations, businesses and all levels of government working to address the region's commitment to end homelessness. | Homelessness supports and programs.  |
| OHCS   | A Way Home Kamloops                            | Name: Kira Cheeseborough<br>Title: Peer Navigator<br>Phone: 250-828-0446<br>Email: kira@awayhomekamloops.com | A grassroots collective founded by a youth with lived experience of homelessness. Seeks to raise the voice of youth with lived expertise into the discussion for homelessness solutions.  | <ul style="list-style-type: none"> <li>Youth Homelessness</li> <li>Youth Conference</li> </ul> |
| OHCS   | PHS Community Services Society                 | Name: Michael Vonn<br>Title: CEO<br>Email: Info@phs.ca   | Charitable non-profit that provides housing, healthcare, harm reduction and health promotion for some of the most vulnerable and under-served people in Vancouver and Victoria.   | Encampment support   |
| OHCS   | BC Coalition to End Youth Homelessness         | Name: Sarah Stewart<br>Title: Executive Director<br>Email: sstewart@auntleahs.org                            | Coalition of organizations from all across B.C. Mission is to develop a provincial plan to end youth homelessness that ensures every youth has access to safe housing and the supports needed to sustain it.                      | Youth Homelessness<br>Youth Conference   |
| OHCS   | DTES Women's Centre Association                | Name: Kate Gibson<br>Title: A/Executive Director<br>Email: centre@dewc.ca                                    | Shelter, support services for women   | Shelter, Homelessness, supports for women.   |

| Branch | Organization                                  | Contact(s)   | Description  | Key Issues   |
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| OHCS   | Foundry                                       | Name: Kelly Veillette<br>Title: Director, Government and Indigenous Relations<br>Phone: 250.514.1135<br>Email: kveillette@foundrybc.ca | Province-wide network of integrated health and social service centres for young people ages 12-24, providing access to mental health care, substance use services, primary care, social services and youth and family peer supports. | Youth Homelessness<br>Youth Services                                       |
| OHCS   | Homelessness Services Association of BC       | Name: Stephen D'Souza<br>Title: CEO<br>Phone: 778-945-7789<br>Email: stephen.dsouza@hsa-bc.ca  | Member-driven organization supporting shelters, drop-in centres, homeless outreach teams, and other service provider addressing the needs of persons experiencing homelessness with the goal to ending homelessness.                 | General Homelessness   |
| OHCS   | WISH Drop In Centre                           | Name: Mebrat Beyene<br>Title: Executive Director<br>Email: executivedirector@wishdropincentre.org                                      | WISH works to improve the health, safety and well-being of women who are involved in Vancouver's street-based sex trade.   | Homelessness, services to sex workers                                      |
| OHCS   | Canadian Mental Health Association – Kamloops | Alfred Achoba<br>A/Executive Director<br>alfred.achoba@cmha.bc.ca  | Providing homelessness services, supports and programs in Kamloops   | Homelessness, partner in Homelessness Strategy PWLE Engagement             |
| OHCS   | KSAN Society Terrace                          | Michelle Demoe<br>Community co-ordinator<br><michelle.demoe@ksansociety.ca   | 'Ksan Society' has been providing homelessness outreach, prevention and shelter programs to Terrace, and surrounding area, since 1979.   | Homelessness, Indigenous, partner in Homelessness Strategy PWLE Engagement |

| Branch | Organization                                    | Contact(s)  | Description   | Key Issues  |
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| OHCS   | Engaged Communities Canada Society              | Upkar Singh Tatlay<br>Executive Director.<br>upkar@eccsociety.org   | Engaged Communities Canada Society and works with racialized homeless people and men in particular in the Surrey area   | Homelessness, Immigrant, Racialized people, partner in Homelessness Strategy PWLE Engagement  |
| OHCS   | Surrey Area Network of Substance Users          | Nancy Fitzpatrick<br>Co-ordinator<br>Personal Information   | Peer-based network support for PWLE of homelessness and drug users  | Homelessness, partner in Homelessness Strategy PWLE Engagement, drug user network   |
| OHCS   | BCRentBank.ca                                   | Name: Melissa Giles<br>Title: Project Lead<br>Phone: (604) 877-8453<br>Email: melissa@bcrentbank.ca   | BC Rent Bank is a project of Vancity Community Foundation, and funded by the Province of BC. Current strategic focus is on establishing a province-wide infrastructure. | BC Rent Bank network  |
| OHCS   | Social Planning and Research Council (SPARC BC) | Name: Lorraine Copas<br>Title: Executive Director<br>Phone: (604) 718-7736<br>Email: lcopas@sparc.bc.ca   | An independent, non-partisan, registered charity that works with BC communities in building a just and healthy society for all.   | Community Homelessness Grants   |
| OHCS   | Tenants Resource & Advocacy Centre (TRAC)       | Andrew Sakamoto – Executive Director<br>Phone: (604) 255-3099 ext. 222<br>Email: <a href="mailto:andrew@tenants.bc.ca">andrew@tenants.bc.ca</a> | The Tenant Resource & Advocacy Centre provides research, information, education, and support on residential tenancy matters to protect tenants in British Columbia      | Advocates for tenant issues under the RTA, MHPTA and with Branch operations.<br><br>Part of RTB's operational stakeholder group that meets quarterly. |

| Branch | Organization   | Contact(s)   | Description  | Key Issues   |
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| OHCS   | Manufactured Home Park Owners Alliance of British Columbia (MHPOABC) | Email: <a href="mailto:info@mhpo.com">info@mhpo.com</a>  | (MHPOABC) provide services, products and representation to park owners.  | <p>Advocate for Manufactured Park Owners and emphasize the difference between residential tenancies and those in Manufactured Home parks.</p> <p>Part of RTB's operational stakeholder group that meets quarterly.</p> |
| OHCS   | Active Manufactured Home Owners Association BCMHO                    | Elaine Stuart Elaine Stuart<br>email: <a href="mailto:elaine@bcmho.ca">elaine@bcmho.ca</a>   | Non-profit association working on behalf of owners of manufactured homes.  | <p>Advocate for Manufactured Home Owners and living in Manufactured Home parks.</p> <p>Part of RTB's operational stakeholder group that meets quarterly.</p>   |
| OHCS   | Community Legal Assistance Society (CLAS)                            | Danielle Sabelli – Lawyer,<br>Community Law Program<br>Phone: (604) 673-3138 Email: <a href="mailto:dsabelli@clasbc.net">dsabelli@clasbc.net</a> | Community Legal Assistance Society provides legal advice and assistance to people who are physically, mentally, socially, economically or otherwise disadvantaged or whose human rights need protection.   | <p>Advocate for tenants under the RTA and MHPTA identifying legislative and operational issues.</p> <p>Part of RTB's operational stakeholder group that meets quarterly.</p>   |
| OHCS   | Condominium Home Owners Association                                  | Tony Gioventu, Executive Director<br><a href="mailto:tony@choa.bc.ca">tony@choa.bc.ca</a><br>1 (604) 515-9683                                    | CHOA is a BC consumer based non-profit association that promotes the understanding of strata property living and the interests of strata property owners. Members include strata corporations, individual owners, and businesses that serve the strata industry. | <ul style="list-style-type: none"> <li>• The Strata Property Act and legislation that affects strata corporation governance.</li> <li>• Strata corporation insurance</li> </ul>  |

| Branch | Organization                               | Contact(s)  | Description   | Key Issues   |
|--------|--|---|---|--|
| OHCS   | Strata Property Agents of BC               | Nizam Dossa, Executive Director.<br><a href="mailto:info@spabc.org">info@spabc.org</a><br><a href="tel:604-618-9497">604-618-9497</a> | Industry association with a mandate to represent the interests and issues of strata management companies in BC.   | <ul style="list-style-type: none"> <li>• The Strata Property Act and legislation that affects strata corporation governance.</li> <li>• Strata corporation insurance.</li> </ul> |
| OHCS   | Vancouver Island Strata Owners Association | Wendy Wall, President<br><a href="mailto:president@visoa.bc.ca">president@visoa.bc.ca</a>   | <p>An independent, non-profit organization supported solely by membership fees.</p> <ul style="list-style-type: none"> <li>• Provides information and support to assist strata lot owners and strata councils.</li> <li>• Offers educational seminars and workshops on aspects of ownership and management.</li> <li>• Advocates for strata corporations and lot owners.</li> </ul> | <ul style="list-style-type: none"> <li>• The Strata Property Act and legislation that affects strata corporation governance.</li> <li>• Strata corporation insurance.</li> </ul> |