



June 30, 2023

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

Dear Allan Seckel:

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

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

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

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

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

**Office of the
Minister of Housing**

Website:
www.gov.bc.ca/housing

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

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

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

As required by the *Climate Change Accountability Act*, please ensure your organization implements targets and strategies for minimizing greenhouse gas emissions and managing climate risk, including achieving carbon neutrality each year and aligning with the CleanBC target of a 50% reduction in public sector building emissions and a 40% reduction in public sector fleet emissions by 2030. Your organization is expected to work with government to report out on these plans and activities as required by legislation.

Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every public sector organization has a role in this work. As part of this work, your organization is expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure gender equity is reflected in your operations and programs.

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

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

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

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

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

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

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

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

Sincerely,



Ravi Kahlon
Minister of Housing

Date: June 30, 2023

Enclosure

cc: Honourable David Eby, KC
Premier

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

Teri Collins
Deputy Minister
Ministry of Housing

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

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

Vincent Tong
Chief Executive Officer
BC Housing




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



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



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



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



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



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