



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.

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- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government's unanimous passage of the *Declaration of the Rights of Indigenous Peoples Act* was a significant step forward in this journey – one that all Crown agencies are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, Crown agencies must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate.
- **Equity and anti-racism:** Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every public sector organization has a role in this work. All Crowns are expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of British Columbia will help achieve effective and citizen-centred governance.
- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land and water and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including the CleanBC target of a 50 per cent reduction in public sector building emissions and a 40 per cent reduction in public sector fleet emissions by 2030. Your organization is expected to work with government to report out on these plans and activities as required by legislation.
- **A strong, sustainable economy that works for everyone:** I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of British Columbia within the guidelines established by the Provincial Health Officer and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social and governance factors and contribute to this future.

The Crown Agencies and Board Resourcing Office, Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2021/22. The Governing in the Public Interest online certificate program is now available, and all board members are encouraged to complete this new offering.

As the Minister Responsible for Housing, I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives and performance measures in your 2021/22 Service Plan:

- In coordination with the Ministry of Attorney General and the Crown Agency Secretariat, continue to implement, support and report on BC Housing programs included in *Homes for B.C.: A 30-Point Plan for Housing Affordability in British Columbia* as well as subsequent government commitments in Budgets 2019 and 2020 to create more permanent affordable and social housing, including those with the 10-year targets under the Building BC programs:
  - 14,350 units through the Community Housing Fund
  - 1,500 units through the Women’s Transition Housing Fund
  - 1,750 units through the Indigenous Housing Fund
  - 2,500 units through the Supportive Housing Fund
- Support the Ministry of Attorney General, in collaboration with other relevant ministries, in the development and implementation of a homelessness strategy – including development and continued delivery of permanent supportive housing, emergency shelter and homelessness outreach programs.
- Deliver more affordable housing through Housing Hub partnerships by:
  - providing low-interest construction loans;
  - expanding partnerships with non-profit and co-op housing providers to acquire and preserve existing rental buildings; and
  - developing new home ownership program streams through the affordable homeownership program (AHOP), and other new equity-building programs.
- Support the Ministry of Attorney General and Minister responsible for Housing in their work with the Ministry of Mental Health and Addictions and other ministries and partners to explore and develop new models of higher intensity supports than those currently provided in supportive housing.

Each board member is required to sign the Mandate Letter to acknowledge government’s direction to your organization. The signed Mandate Letter is to be posted publicly on your organization’s website in spring 2021.

Cassie J. Doyle

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I look forward to continuing to work with you and your board colleagues to build a better British Columbia.

Yours truly,



David Eby, QC  
Attorney General and  
Minister Responsible for Housing



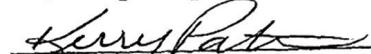
Cassie J. Doyle, Chair  
BC Housing Management Commission



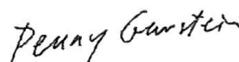
Perry Staniscia, Board Member  
BC Housing Management Commission



Aaron Sumexheltza, Board Member  
BC Housing Management Commission



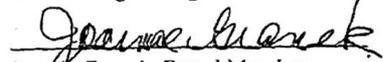
Kerry Pateman, Board Member  
BC Housing Management Commission



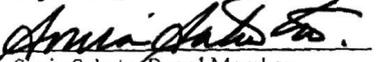
Penny Gurstein, Board Member  
BC Housing Management Commission



Barb Carle-Thiesson, Board Member  
BC Housing Management Commission



Joanne Granck, Board Member  
BC Housing Management Commission



Sonia Sahota, Board Member  
BC Housing Management Commission

Enclosure

pc: The Honourable John Horgan, Premier

Lori Wanamaker  
Deputy Minister to the Premier, Cabinet Secretary and  
Head of the BC Public Service

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

Douglas S. Scott  
Deputy Minister, Crown Agencies Secretariat  
Ministry of Finance

Richard J. M. Fyfe, QC  
Deputy Attorney General and  
Deputy Minister Responsible for Housing

Cassie J. Doyle  
Chair, Board of Directors  
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Member, Board of Directors  
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Aaron Sumexheltza  
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Joanne Granek  
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Kerry Pateman  
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Sonia Sahota  
Member, Board of Directors  
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Shayne Ramsay  
Chief Executive Officer  
BC Housing Management Commission