



September 8, 2017

Ref: 206673

Cassie J. Doyle  
Chair  
BC Housing Management Commission  
1701 – 4555 Kingsway  
Burnaby BC V5H 4V8

Dear Ms. Doyle:

On behalf of Premier Horgan and our new government, thank you for your service to the people of British Columbia. I look forward to working with you in the months and years to come to help deliver on government's priorities, and to provide effective programs and services to the people of our province.

This Mandate Letter lays out the principles of this government and you are to take these into consideration when revising your Service plan for the *Budget 2017 Update*. It is expected that BC Housing Management Commission (BC Housing) will manage its programs and initiatives within its existing budget targets, unless otherwise directed.

Going forward you are to begin the process of working with me as the Minister responsible to develop strategic actions through the 2018 Mandate letter process for *Budget 2018*. I will provide further direction. The Ministry of Finance will provide guidance on preparation for *Budget 2018*.

Our government made three key commitments to British Columbians.

Our first commitment is to make life more affordable. We expect all public service organizations to work to contain costs, and to be conscious of the impact of every decision on the daily cost of living of families and businesses.

Our second commitment is to deliver the services that people count on. In many cases, critical programs and services are delivered by Crown Corporations, and ministers will work with Board Chairs to ensure your organizations remain focused on maintaining and improving levels of service to citizens.

Our third key commitment is to build a strong, sustainable, innovative economy that works for everyone. Our government believes that public sector organizations have a role to play in supporting broad-based economic growth in every region of the province.

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To support true and lasting reconciliation with First Nations in British Columbia, our government will be fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission. Please ensure that going forward your organization incorporates the UNDRIP and Calls to Action as appropriate, given the specific mandate and context of your organization.

As the Minister responsible for BC Housing, I expect that BC Housing will work with the Ministry of Municipal Affairs and Housing to:

- Partner with local governments, the federal government, and the private and not-for-profit sectors, to begin work that supports the building of 114,000 units of affordable market rental, non-profit, co-op, supported social housing and owner-purchase housing;
- Help develop a homelessness action plan to reduce the homeless population through permanent housing and services. As part of the plan, assist where appropriate in helping to conduct a province-wide homelessness count;
- Support the development and implementation of a plan to create new student housing at universities and colleges;
- Conduct an immediate and comprehensive review of BC Housing's operations and performance. That review will identify a range of efficiencies in the operations of BC Housing and it will include the organizational structure and internal and external governance controls of BC Housing to help ensure that the management team and the societies with whom BC Housing partners, have the experience, expertise and oversight needed to deliver on BC Housing's objectives and government's priorities; and
- Provide comprehensive quarterly performance reports to the Deputy Minister of Municipal Affairs and Housing on the status of BC Housing's (including Provincial Rental Housing Corporation) finances and forecasts, as well as other approved projects, initiatives and directions. As and when appropriate, also update the Deputy Minister of Municipal Affairs and Housing on other emerging trends and issues as they occur.

As the Board Chair of a Crown agency, your primary accountability to government is through me as the Minister responsible. My expectation is that regular dialogue and engagement between the ministry and your organization will continue, starting with regular meetings between us over the coming weeks and months. Included in these meetings will be regular meetings between your communications staff and Government Communications and Public Engagement staff responsible for the communication of Ministry-related matters.

The Crown Agencies Resource Office (CARO) has lead responsibility for overseeing and maintaining the Public Sector Organizations Governance Framework. CARO has now integrated with the Board Resourcing and Development Office (BRDO) which provides leadership in the merit based appointment of qualified and competent individuals to the Crown Agencies. All Crown corporations and other public agencies are asked to work closely with this Office on Board member appointments, all governance matters including orientation and training of Board members, and on accountability to government generally.

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I look forward to regular meetings to discuss progress on your strategic priorities and to ensure you and your organization are supported in delivering your mandate on behalf of the people of British Columbia.

Sincerely,



Selina Robinson  
Minister



Date:

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Cassie J. Doyle  
Chair, BC Housing

pc: Honourable John Horgan, Premier  
Don Wright, Deputy Minister to the Premier and Cabinet Secretary  
Lori Wanamaker, Deputy Minister, Ministry of Finance  
David Galbraith, Associate Deputy Minister and Secretary to Treasury Board  
Lynne Holt, Executive Lead, Board Resourcing and Development Office  
Jacquie Dawes, Deputy Minister, Ministry of Municipal Affairs and Housing  
Faye L. Wightman, Commissioner, BC Housing  
Harvey McLeod, Commissioner, BC Housing  
Lucie Gosselin, Commissioner, BC Housing  
Melvin S. Kositsky, Commissioner, BC Housing  
Dennis Chan, Commissioner, BC Housing