

**Ministry of Housing**

**2023/24 – 2025/26  
Service Plan**

**February 2023**



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## Minister's Accountability Statement



The Ministry of Housing 2023/24 – 2025/26 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 'R. Kahlon', written in a cursive style.

Honourable Ravi Kahlon  
Minister of Housing  
February 8, 2023

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## Strategic Direction

In 2023/24, the Government of British Columbia will continue our work to make life better for people in B.C., improve the services we all rely on, and ensure a sustainable province for future generations. Government will focus on building a secure, clean, and fair economy, and a province where everyone can find a good home – whether in a rural area, in a city, or in an Indigenous community. B.C. will continue working toward true and meaningful reconciliation by supporting opportunities for Indigenous Peoples to be full partners in an inclusive and sustainable province. The policies, programs and projects developed over the course of this service plan period will focus on results that people can see and feel in four key areas: attainable and affordable housing, strengthened health care, safer communities, and a secure, clean and fair economy that can withstand global economic headwinds.

This 2023/24 service plan outlines how the Ministry of Housing will support the government's priorities including the foundational principles listed above and selected action items identified in the [December 2022 Minister's Mandate Letter](#).

## Purpose of the Ministry

The Ministry of Housing was formed in December 2022 to focus on the creation of increased housing supply that is attainable and affordable for people in British Columbia and to continue government's work to address the housing crisis for those in need.

The Ministry works collaboratively with partners across governments and the housing sector to ensure all aspects of housing in our province are supported by effective policies, efficient processes, and fair regulations.

The Ministry ensures that local governments can effectively advance the supply of attainable housing that their communities need, and that newly developed housing is located in the right places, contributing to complete, livable communities that provide a diversity of housing choice and a wide range of employment opportunities, services and amenities.

The Ministry oversees regulatory and dispute resolution systems that support a safe and stable rental housing market and ensures there are robust building and safety standards to address the diverse needs and priorities of British Columbians in the built environment.

The ministry leads government's efforts to prevent and reduce homelessness, including the implementation of a Provincial Homelessness Strategy.

The Ministry is responsible for the British Columbia Housing and Management Commission (BC Housing), a Crown corporation mandated to develop, manage, and administer housing options and supports on behalf of the Government across the housing ecosystem. The Ministry works closely with BC Housing to ensure government's social and supportive housing priorities are addressed, as well as homelessness supports and responses. Other measures that are more policy oriented are under the auspices of the Ministry as described below.

## Operating Environment

In 2021, B.C. set a 50-year record when over 100,000 people moved to the province, and similar growth is expected to continue in the coming years. British Columbians are also facing increasing housing and personal costs with rising inflation and low vacancy rates across rural and urban communities. Housing demand has never been higher – and supply is not keeping up. More housing of all kinds is urgently needed, requiring the partnership of municipalities, the federal government, Treaty Nations, First Nations, Metis, Inuit, Indigenous and non-profit organizations, private landlords, tenants, community members, and homebuilders, to deliver new initiatives that build on work already underway in urban, rural, remote, and Indigenous communities.

Following an external review of BC Housing's governance and operational capacity in early 2022, Government has worked with BC Housing on improvements to governance structures, operating systems, and business tools. These improvements will strengthen and modernize BC Housing, helping to better enable the achievement of Government's strategic direction. In the wake of rising prices, homelessness, and historic migration to our province, the Ministry of Housing will continue to work with BC Housing to ensure that homes are built across the housing spectrum. Through the HousingHub, government will collaborate with partners to increase the supply of homes that are attainable for those with middle incomes.

To accomplish these goals, the province will work with and support local governments to increase the efficiency and effectiveness of their development approval processes, increase the effectiveness of provincial permitting where it intersects with housing approvals, and fast-track construction to increase the supply of housing for people with a range of incomes. The province will also continue to preserve and increase housing options for people experiencing or at risk of homelessness and better coordinate services to deliver improved outcomes for people living unsheltered in communities across B.C.

## Performance Planning

### **Goal 1: People in British Columbia have access to attainable and affordable housing**

Market forces over the past several decades have driven owner-occupied and rental housing costs to levels that are not affordable for too many individuals and families. This has been largely driven by market speculation and moves in the last number of decades toward housing being leveraged for profit, rather than a core need for citizens; as well as an inadequate supply of the right types of housing, including affordable housing. Many communities in B.C. have extensive single family detached zoning, which limits more efficient use of the land to increase the supply of housing. The supply of long-term rental housing in B.C. is at risk due to trends toward redevelopment of these properties into stratified ownership and the rise of short-term rentals.

#### **Objective 1.1: Deliver a refreshed housing strategy with new initiatives in urban, rural, and remote communities**

##### **Key Strategies**

- Introduce legislation to enable secondary suites province-wide.
- Expand the number of units allowed to be built in areas with single-family zones in larger urban centres.
- Establish a rental protection fund with support from the Minister of Finance.
- Introduce legislation to help local governments better regulate short-term rentals in their communities.
- Establish BC Builds to build housing for middle-income families, individuals, and seniors.
- Work with BC Housing to significantly expand the construction of social and supportive housing throughout B.C.

##### **Discussion**

Since 2018, government has delivered on the 10-year, 30-point housing plan, of which 19 items have been completed, including a number of successful tax measures and related legislative changes to moderate housing demand and create a fairer marketplace. A further 11 items remain in progress, including eight that involve the expenditure of more than \$6 billion over 10 years to deliver more social, supportive, student, and middle-income housing. The final three actions involve ongoing policy work, primarily in relation to local government development processes and transit-oriented development. Over 18,000 units have been completed to date and an additional 21,000+ are either under construction or are committed

to, mainly funded, or facilitated through BC Housing and its partners or the post-secondary sector.

The above strategies are components of government’s refreshed Housing Strategy and will support more efficient and bolder solutions to the housing crisis. They will involve working with key partners – the development community, the non-profit sector, and local governments to unlock and/or dedicate land and other assets to bolster housing development throughout the province. Progress will initially be measured through monitoring the above strategies, and in the longer term, by monitoring the quantitative increase in housing supply in key markets.

### Performance Measures

Performance Measure	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
[1 a] Number of affordable and supportive housing homes completed, including affordable rental and social housing (including HousingHub)	3,990	3,000	3,000	3,000

Data source: BC Housing’s Central Property System database for measures

### Discussion

This performance measure identifies the number of homes completed under Building BC and related programs launched since 2017, specifically: Affordable Rental Housing; Rapid Response to Homelessness; Deepening Affordability of Investment in Housing Innovation/Provincial Investment in Affordable Housing; Community Housing Fund; Women’s Transition Housing Fund; Supportive Housing Fund; Indigenous Housing Fund; Homelessness Action Plan; HousingHub; COVID-19 Action Plan, Canada Mortgage and Housing Corporation (CMHC) Rapid Housing Initiative and the Permanent Housing Plan.

## Objective 1.2: Simplify and speed up approval processes for the housing sector

### Key Strategies

- Work with local governments to increase housing density through more efficient and effective development approvals (Development Approvals Process Review).
- Implement the *Housing Supply Act* and work with municipalities with the highest housing needs to set housing targets and fast-track construction to increase the supply of housing for people with a range of incomes.
- Work with the Ministry of Water, Land and Resource Stewardship to accelerate provincial permitting processes directly related to housing.



## Discussion

In addition to funding new housing programs, the province must also encourage local governments, through legislative tools and direct support, to create the conditions that facilitate more housing development. Local governments play a critical role in addressing B.C.'s housing crisis and are key partners in ensuring that British Columbians have access to the housing they need. Local development approval processes play an important role in ensuring that housing development is addressed as a priority. However, in some communities these processes have become increasingly complex and lengthy, creating conditions that do not encourage more housing being built in a timely way or providing fairness and certainty for the public and development industry.

The province is committed to improving provincial permitting processes to ensure housing approvals occur more expeditiously. A new Permitting Strategy for Housing being led by the Ministry of Water, Land and Resource Stewardship will streamline the process and create a single, co-ordinated approach to housing-related permits and authorization. This will complement actions taken under the Development Approval Process Review and support local government efforts to streamline their approval processes.

The strategic actions identified under the Objective 1.2 will be a critical element of government's approach to addressing the housing crisis, and in increasing the different kinds of housing that are needed across all of British Columbia's communities.

## Performance Measures

Performance Measure	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
[1b] Housing Supply Act: specified municipalities assigned housing targets (cumulative).	N/A	16-20	32-40	48-60

Data source: Internal Ministry Forecast

## Discussion

In Fall 2022, government introduced the *Housing Supply Act* that will enable the province to establish targets for municipalities to ensure that they create the development conditions that are conducive to increasing housing supply in a timely manner based on the housing needs of their communities. The *Housing Supply Act* is expected to come into force by regulation in Spring 2023. To implement this legislation, the province will work collaboratively with specified municipalities to establish targets, monitor progress, and encourage compliance to deliver housing supply more quickly in British Columbia.

## **Goal 2: People at risk of or experiencing homelessness have access to appropriate supports and services**

Addressing the needs of people experiencing homelessness requires a multi-level, cross-government and cross-sector collaborative approach. The province is a key partner in ensuring that vulnerable British Columbians have access to shelter, housing, health and social supports, safety, and stability, and can participate in their communities with dignity.

### **Objective 2.1: Improve coordination of services to deliver improved outcomes for people living in Vancouver’s Downtown Eastside**

#### **Key Strategies**

- Lead the Province’s plan to improve health and wellness in Vancouver’s Downtown Eastside.
- Work across ministries, with BC Housing and community partners to develop and implement encampment response and prevention through housing, supports, and services in Vancouver’s Downtown Eastside.
- Improve systems and supports coordination across ministry and government partners, with BC Housing and community partners, through the Integrated Support Framework – a new model of health, social, housing, and other supports, coordinated across settings for people experiencing or at risk of homelessness.
- Partner and engage with First Nations, Metis, Inuit and Indigenous peoples, community organizations, people with lived experience, and other levels of government on actions to prevent and reduce homeless in our communities.

#### **Discussion**

The Ministry of Housing continues to lead the Provincial response to homelessness and encampments in Vancouver’s Downtown Eastside, including cross-ministry, government, and partner coordination to establish medium-and-longer term plans for improved outcomes. This includes ensuring housing, health, social, and cultural supports that are delivered across ministries, through BC Housing, and community partners, are coordinated, accessible and person-centred – and that plans address the distinct needs of First Nations, Metis, Inuit and Indigenous peoples, racialized and immigrant populations, women, youth, seniors, people who use substances, 2SLGBTQ+ and people with disabilities, including brain injury.

## **Objective 2.2: Expand homelessness supports to include temporary and long-term housing options to support people to move indoors**

### **Key Strategies**

- Implement and expand the Province's Integrated Support Framework (ISF), a defined set of health, social, and housing related supports and services, to address the varied needs of individuals at risk of or experiencing homelessness. Combined with Housing First, the province's longstanding approach to ensure people have safe and secure shelter or housing to better access supports, the ISF will support people to move from encampments and interim shelter to stable housing.
- Expand the new Supported Rent Supplement Program that implements the ISF to help people successfully transition and remain stably housed in market rental units.
- Support expansion of the Complex Care Housing initiative, led by the Ministry of Mental Health and Addictions, to provide housing and supports to people with a high level of need in communities across the province.
- Support the expansion of supports and services to youth transitioning from Ministry of Children and Family Development care, and work with partners to identify key interventions to prevent and reduce youth homelessness.
- Support the expansion of the Ministry of Social Development and Poverty Reduction's Community Integration Specialists in the coordinated community level response to homelessness.
- Establish a Provincial Encampment Response Framework to respond to and prevent unsafe encampments through housing and supports, in partnership with other Ministries, BC Housing and other partners.

### **Discussion**

Responding to increasingly complex challenges related to homelessness, which span housing, affordability, health, mental health and addictions issues, as well as systemic discrimination, racism and other risk factors, requires a distinct and collaborative approach across ministries, all levels government and with Indigenous partners, communities and individuals. A Housing First model is challenging without access to affordable rentals and the ability to leverage land and community support for shelter and supportive housing. Challenges related to supply, affordability, and a health human resource capacity may impact the ability to provide a model of housing, health, social and cultural supports. Actions to strategically respond to, plan and implement integrated, holistic, culturally informed housing and supports to prevent and

reduce homelessness will help to create stability and belonging for those at risk or experiencing homelessness.

Several existing programs will be expanded as part of the refreshed Housing Strategy, including increased supportive housing, expanded supports for people experiencing or at risk of homelessness, increasing housing available to Indigenous households, and providing shelter and housing for women and children fleeing violent situations. Increased investments in BC Housing will be used to deliver additional new units through Building BC programs, including the Community Housing Fund, Indigenous Housing Fund, and the Women’s Transition Housing Fund. Increased investments will also be used to deliver additional new units under the Supportive Housing Fund, Complex Care Housing, new units under the Homelessness Action Plan with integrated health, social, cultural, community and housing stability supports, the Supported Rent Supplement Program and the Permanent Housing Plan.

### Performance Measures

Performance Measure	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
[2a] Percentage of homeless individuals who accessed housing and remained housed after 6 months at BC Housing-managed housing programs	94%	92%	93%	94%

Data source: The Housing Registry’s Housing Connections software.

Performance Measure	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
[2b] Number of supported rental supplements for people experiencing or at risk of homelessness. <sup>1</sup>	100	1,000	2,500	3,000

Data source: Joint Provincial Rent Supplemental Framework

<sup>1</sup>Data reflects Budget 2022 funding but may fluctuate with provincial implementation

### Discussion

Tracking targets of specific BC Housing-managed supportive housing units as well as administration of the Supported Rent Supplement Program indicates progress on application of the Housing First model related to housing stability and the prevention of homelessness.

Measuring the percentage of homeless individuals who access supportive housing and remain 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. These targets focus 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. The 2022/23 forecast exceeds initial performance targets, and targets have been increased for subsequent years to better benchmark the performance of the Commission against this measure. The targets and metrics for the performance measure will continue to be reviewed and updated annually to ensure it reflects progress towards BC Housing's goals.

Targets for the Supported Rent Supplement Program are based on funding commitment from Budget 2022 that extends to 2024/25. The delivery of targets relies heavily on partnerships with other provincial, regional and community partners.

### **Goal 3: British Columbians are supported with fair, efficient and effective rent and building protections**

All British Columbians are deserving of fair rental and building safety protections that are effective, efficiently applied, and enforced.

#### **Objective 3.1: Revitalize Residential Tenancy Branch service delivery**

##### **Key Strategies**

- Increase operating budget and staffing levels to cut wait-times for hearings and increase early intervention and investigation capacity.
- Increase access to Residential Tenancy Branch dispute resolution services by making the interface and processes more user-friendly and easier to navigate.
- Support citizens by offering other opportunities to resolve disputes and in ensuring complete and necessary applications for adjudication, increase early interventions, reduce escalation of conflicts, and prevent the need for hearings.

##### **Discussion**

Challenges arising from the impact of the COVID-19 pandemic, the growth in the demand for rental housing resulting from population growth, aging and limited rental stock, and other economic factors, have put pressure on citizens in the rental marketplace, and on the Residential Tenancy Branch (RTB). Ensuring timely resolution of landlord and tenant disputes is key to supporting healthy and productive tenancies. Actions to increase capacity within the RTB, streamlined processes, and proactive intervention will result in better service to the public, provide opportunities to resolve disputes at the beginning and reduce the need for hearings. This will also enhance the working environment for staff.

## Performance Measures

Performance Measure	2021/22 Baseline	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
[3a] Percentage of disputes heard within Residential Tenancy Board service standards <sup>1</sup>	5.2%	3.0%	25%	50%	75%

Data source: RTB Dispute Management System (DMS)

<sup>1</sup>RTB Service Standards are: a) 2 weeks for Emergency Applications; b) 6 weeks for Standard Applications (all applications that are not Emergency or Deferred); and c) 12 weeks for Deferred Applications (monetary claims only).

### Discussion

RTB dispute volumes increased 22 per cent between 2018 and 2022, contributing to delays in scheduled hearings falling outside RTB’s service standards. Additional resources and process efficiencies are expected to eliminate those hearing delays over three years and enable RTB to schedule dispute hearings within 75 per cent of the service standard.

## Objective 3.2: Deliver a building and safety regulatory system that is coordinated, effective, and responsive

### Key Strategies

- Play a leadership role in developing the national Building, Plumbing and Fire Codes to ensure the needs and priorities of British Columbians are addressed when adopted as provincial regulations under the *Building Act*.
- Work with the Parliamentary Secretary for Accessibility to ensure that the next iteration of the BC Building Code includes changes that make new buildings more accessible for all people, as part of implementing the *Accessible BC Act*.
- Deliver on commitments in CleanBC and the Roadmap to 2030 for building regulations that improve energy efficiency and reduce carbon emissions in new and existing buildings through the BC Building Code.

### Discussion

Improving standards for buildings and safety systems (e.g. gas and electrical systems), helps to improve the lives of all British Columbians. Taking a leadership role in national standards development, accessibility standards, and implementing CleanBC will ensure that the Province has building regulations that align with the priorities of British Columbians. An effective building and safety regulatory system helps to ensure that British Columbians are not exposed to unacceptable health and safety risks in their daily lives, and helps to address the current and future social, economic, and environmental issues related to buildings, such as accessibility, housing affordability, and climate change.

## Financial Summary

Core Business	2022/23 Restated Estimates <sup>1</sup>	2023/24 Estimates	2024/25 Plan	2025/26 Plan
<b>Operating Expenses (\$000)</b>				
Housing and Land Use Policy	8,573	40,197	32,352	28,044
Homelessness, Partnerships and Housing Supports	14,983	20,540	23,648	23,864
Strategy, Governance and Accountability	0	750	750	750
Transfers to Crown Corporations and Agencies	631,433	816,940	903,771	930,445
Executive and Support Services	1,477	6,009	5,879	5,391
Housing Endowment Fund	12,884	12,884	12,884	12,884
<b>Total</b>	<b>669,350</b>	<b>897,320</b>	<b>979,284</b>	<b>1,001,378</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>				
Executive and Support Services	0	3	3	3
<b>Total</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Capital Plan (\$000)</b>				
Housing	433,225	563,460	566,828	627,845
<b>Total</b>	<b>433,225</b>	<b>563,460</b>	<b>566,828</b>	<b>627,845</b>

<sup>1</sup> For comparative purposes, amounts shown for 2022/23 have been restated to be consistent with the presentation of the 2023/24 Estimates.

\* Further information on program funding and vote recoveries is available in the [Estimates and Supplement to the Estimates](#).

## Capital Expenditures

Major Capital Projects (over \$50 million in total)	Targeted Year of Completion	Project Cost to Dec 31, 2022 (\$m)	Estimated Cost to Complete (\$m)	Approved Anticipated Total Cost (\$m)
<b>Stanley New Fountain Hotel</b>	2023	69	0	69
<p>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.</p>				
<b>13583 81st Ave, Surrey</b>	2023	37	13	50
<p>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.</p>				
<b>Crosstown</b>	2024	32	40	72
<p>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.</p>				
<b>58 W. Hastings</b>	2024	16	142	158
<p>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.</p>				



<b>Clark &amp; 1st Avenue Housing Development</b>	2026	7	102	109
<p>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.</p>				

## Appendix A: Public Sector Organizations

As of February 8, 2023, the Minister of Housing is responsible and accountable for the following organizations:

- [BC Housing Management Commission](#)
- [British Columbia Safety Authority \(Technical Safety BC\)](#)
- [Building Code Appeal Board](#)
- [Building Officials Association of British Columbia](#)
- [Safety Standards Appeal Board](#)