

Sustainability and Resilience Strategy



Territorial Acknowledgement

Since our 1967 start, BC Housing has operated on the traditional territories and ancestral homes of Indigenous Peoples across the province. We recognize that Indigenous Peoples' history and connection to these lands was disrupted because of colonization. To this day colonization continues to cause harm and intergenerational impacts on Indigenous People across our shared lands.

As a landlord, employer and funder of affordable housing programs, BC Housing has the responsibility for decolonizing our relationship with Indigenous Peoples. BC Housing is committed to adopting the Truth and Reconciliation Commission of Canada's Calls to Action and implementing the *Declaration on the Rights of Indigenous Peoples Act*. We humbly acknowledge that

Indigenous People have taken care of and stewarded these lands from time immemorial. Indigenous worldviews are more aligned with principles of sustainability than the current capitalistic system based on the premise of unlimited growth. We also recognize that many Indigenous leaders and community members are at the forefront of fighting for environmental protection. Many Indigenous Peoples are most affected by the rapid changes in the weather patterns and their consequences such as: loss of ice, more extremely hot days and unprecedented wildfire smoke, loss of biodiversity and others. We have much to learn from Indigenous ways of knowing and being in the world.

Front and back cover: The Fort St. John Multi-Family Passive House, providing affordable rental housing in the community.



Detail of a totem pole in Victoria, British Columbia.



Juniper House in Merritt, certified to the International Passive House standard.

Message from the CEO



Vincent Tong, Chief Executive Officer, BC Housing

At BC Housing, we recognize that climate change is an unprecedented challenge facing our province. In June 2021, over 600 people in B.C. lost their lives to extreme heat, while extensive flooding in November 2021 put a strain on the province’s communities and transportation corridors. The impacts of climate change are visible and being felt by communities across the province.

BC Housing’s work and mission is to: “Make a positive difference in people’s lives and communities through safe, affordable and quality housing”. Increasingly, this means developing and managing Community Housing, while also being mindful of the intersecting challenges of climate change, rising homelessness, systemic inequities, and discrimination, as well as health crises.

This Sustainability and Resilience Strategy is intended to guide our actions in these areas and provide a holistic approach to our efforts. The



Hall Street Place in Nelson, built to Step 3 of the BC Energy Step Code in 2021.

Strategy articulates how BC Housing's sustainability and resilience work supports and advances the organization's Mission, Vision, and Values. It also deepens our understanding of sustainability, especially with regards to social sustainability. We are broadening our efforts to include Reconciliation with Indigenous Peoples, as well as the pursuit of Equity, Diversity, Inclusion and Belonging in our programs and operations, and this is reflected in our sustainability work. Resilience is a key theme in the Strategy, as we find ways to adapt Community Housing to the impacts of climate change.

BC Housing operates on many Indigenous territories across the province. The Indigenous Peoples who have resided here since time immemorial have demonstrated immense resilience. They have deep rooted values of sustainability, practiced daily for hundreds of generations. BC Housing, and British Columbians, have so much to learn from Indigenous Peoples in B.C.

I am proud of the work BC Housing employees and partners do each day to serve diverse communities across the province to access safe, affordable housing. While we do not know what the next years will bring, we do know that BC Housing and our partners will work together to meet the challenges head on and move our organization and province in a more sustainable and resilient direction.

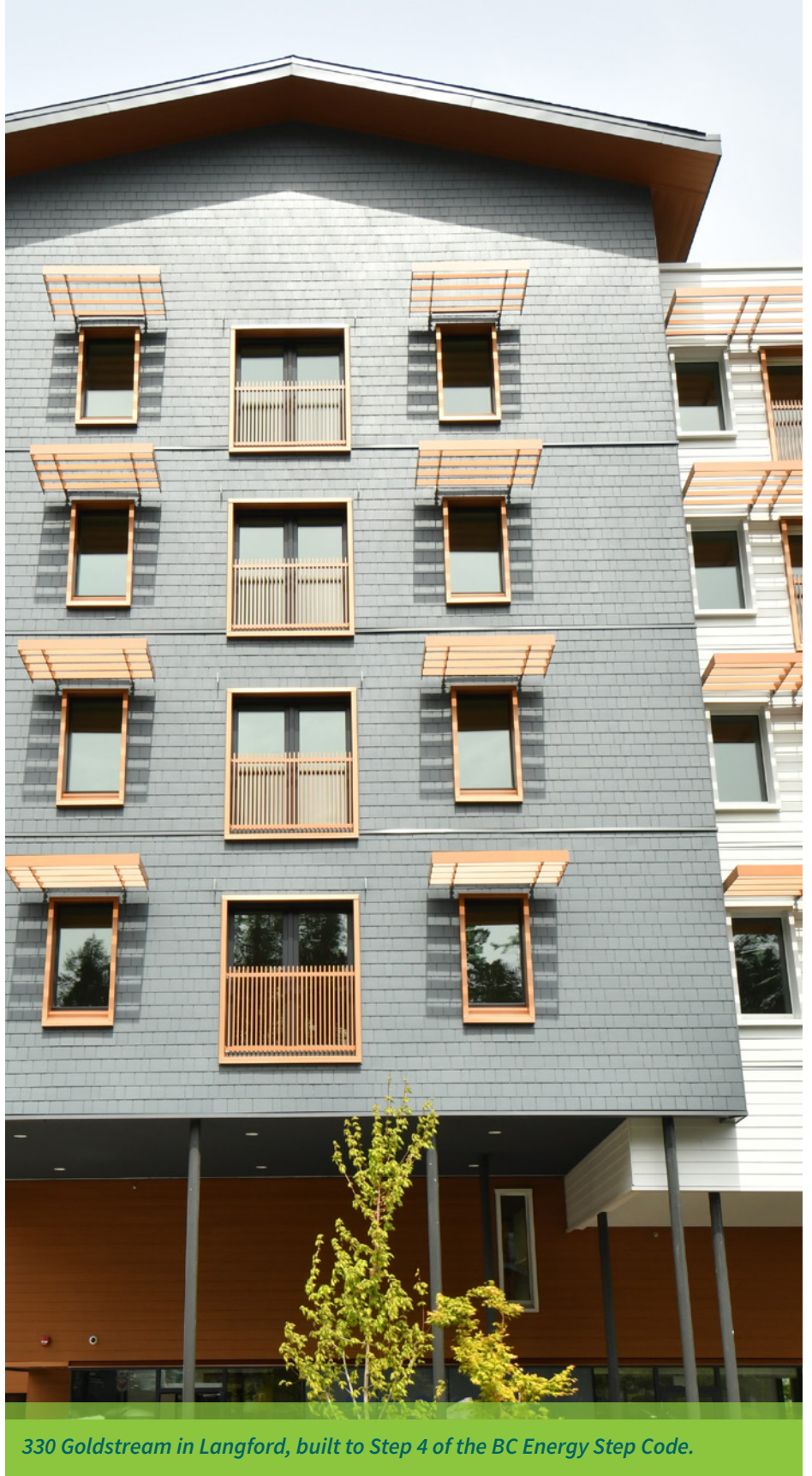
Vincent Tong

CEO

BC Housing

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330 Goldstream in Langford, built to Step 4 of the BC Energy Step Code.



Kee-Kek-Yel-c in Kamloops, built to Step 3 of the BC Energy Step Code and opened in September 2020.

Introduction

About BC Housing

BC Housing develops, manages, and administers a wide range of affordable and Community Housing options across the province. Working with the Ministry of Housing, all levels of government, the private and non-profit sectors, BC Housing addresses critical gaps across the housing continuum. These range from emergency shelter and rent assistance in the private market to affordable home ownership. We also license residential builders, administer owner builder authorizations, and carry out research and education that benefits the residential construction industry, consumers, and the affordable housing sector.

As a government agency with a major influence on the development and management of Community Housing in the province, we recognize our responsibility to conduct our work in a way that addresses the multitude of challenges facing British Columbians today.

Mandate

BC Housing’s social housing responsibilities reflect an order-in-council under the *Ministry of Lands, Parks and Housing Act* that established the British Columbia Housing Management Commission (BC Housing) in 1967. Our obligations related to strengthening consumer protection for new homebuyers and improving the quality of residential construction comes from the 1998 *Homeowner Protection Act*.

MISSION

Making a positive difference in people’s lives and communities with safe, affordable, and quality housing.

VISION

BC Housing is a trusted leader and partner in sustainable solutions for British Columbians.

VALUES

Forward Thinking: We see the way ahead and create flexible, adaptable solutions for the future.

Client Focused: We serve British Columbians and their communities. We are fair, respectful and understanding.

Empowerment: We are relationship builders, committed to making strong, sharing partnerships that respect everyone.

Responsibility: We have high professional standards. We are committed to making the best use of taxpayer resources. We are accountable, reliable and transparent in our work.

OUR EVOLVING ORGANIZATION

BC Housing has launched a business transformation program aimed at enhancing and modernizing its structures, processes, and systems. The Business Transformation Program represents an opportunity to incorporate best practices and address BC Housing’s growing responsibilities and accountabilities.

A BC Housing Strategic Plan and planning process is one outcome from the Business Transformation Program. This Strategic Plan will incorporate our commitments to Sustainability and Resilience, Equity, Accessibility, and Truth and Reconciliation with Indigenous Peoples.

Other initiatives underway which will influence our future work on sustainability and resilience include:

- ▶ A Reconciliation Strategy. This will provide a framework for how the organization operates in a way that demonstrates our commitment to and implementation of DRIPA and the Truth and Reconciliation Calls to Action;
- ▶ An Equity Assessment. This will provide a snapshot of the key opportunities and challenges related to equity present at BC Housing today. From there, we will continue to invest meaningfully to act on the report’s findings and recommendations; and
- ▶ An Accessibility Strategy. This will ensure our housing programs and services are accessible to all in accordance with the Accessible BC Act.

Our organization continues to evolve. As such, we envision this Strategy will also evolve over time to incorporate changing priorities and new processes.

Provincial Context

As a Public Sector Organization in British Columbia, our sustainability and resilience work adheres to the [Climate Change Accountability Act](#). Our work is further guided by the provincial direction outlined in the [CleanBC Roadmap to 2030](#) and the [Climate Preparedness and Adaptation Strategy](#).

The *CleanBC Roadmap to 2030* is the provincial plan to reduce carbon emissions in the province. For BC Housing, the most relevant aspects of the Roadmap relate to the commitments to green the building sector. Our work will be shaped by the following CleanBC targets and commitments:

- 50 percent reduction in greenhouse gases from public sector buildings by 2030;
- 40 percent reduction in greenhouse gas emissions from government fleets by 2030;
- Carbon pollution standards introduced for new buildings in 2024, with zero-carbon new construction by 2030; and
- After 2030, all new space and water heating equipment sold and installed in B.C. will be at least 100 percent efficient (i.e., electric resistance heating, heat pumps, and hybrid electric heat pump-gas systems).¹

In our efforts to achieve high levels of energy efficiency and achieve the greenhouse gas target for public sector buildings, we require that new construction funded or financed by BC Housing meets high levels of the BC Energy Step Code (Step Code), in addition to GHG intensity targets. The Step Code is a compliance path in the BC Building Code that sets performance requirements for new construction and groups them into “steps.”

The *Climate Preparedness and Adaptation Strategy* aims to build a stronger, more resilient province prepared for the current and future impacts of climate change. BC Housing is guided in our resilience work primarily through the “Safe and Healthy Communities” Pathway outlined in the Strategy.

Through our work, we can help BC achieve the goal under this pathway: “Communities have reduced their climate risks and enhance resilience to climate-related extreme weather events, and our infrastructure, economy and health system are better prepared for a changing climate.”²



Wale Road in Colwood, built to Step 3 of the BC Energy Step Code in 2021.

¹ https://www2.gov.bc.ca/assets/gov/environment/climate-change/action/cleanbc/cleanbc_roadmap_2030.pdf

² Source: <https://www2.gov.bc.ca/assets/gov/environment/climate-change/adaptation/cpas.pdf>, March 2023

Definition of Terms

The following are key terms used in this strategy:

SUSTAINABILITY

The ability of the global system, including environmental, social and economic systems, to meet present needs without compromising future generations. For BC Housing, this means building housing and operating in a way that does not contribute to systemic environmental degradation and/or the inability of people to meet their basic human needs.

RESILIENCE

The capacity of individuals, communities, institutions, businesses, and systems to survive, adapt and thrive, no matter what kinds of chronic stresses and acute shocks they experience.³ For BC Housing, this means that Community Housing buildings and operations are designed or renovated to withstand those stresses and shocks, including those caused by climate change (e.g. extreme heat events). Adapting to climate change (known as climate change adaptation) is one way of building resilience.

CLIMATE CHANGE ADAPTATION

Adaptation refers to changes in processes, practices, and structures to moderate potential damages or to benefit from opportunities associated with climate change. In simple terms, countries and communities need to develop adaptation solutions and implement actions to respond to current and future climate change impacts.⁴

EQUITY

The provision of different levels of support based on an individual's or group's needs to achieve fairness in outcomes. Working to achieve equity acknowledges unequal starting places of equity and rights seeking people and communities due to government and societal oppression. It involves addressing root causes, not just the inequality itself. This includes elimination of policies, practices, attitudes, and other cultural messages that reinforce differential outcomes or fail to eliminate them.⁵ Equity is linked with social sustainability by ensuring that everyone can meet their basic human needs and that some individuals are not disproportionately impacted by our changing climate or environmental degradation.

TRUTH AND RECONCILIATION WITH INDIGENOUS PEOPLES

Reconciliation emerged as a response to the historical injustices and discrimination against Indigenous Peoples resulting from colonial systems and ethnocentric views that centred Western (e.g., European/North American) ideals and knowledge systems. Reconciliation is about acknowledging harms caused by colonialism and working with Indigenous Peoples to address these inequalities. It's about working to establish and maintain a mutually respectful relationship between Indigenous and non-Indigenous peoples. Reconciliation ensures systemic and cultural change to eliminate racist and discriminatory practices, policies, and approaches within organizations and in the business that they pursue to build respectful and trust-based relationships.⁶

COMMUNITY HOUSING

The Community Housing sector includes housing operated by non-profit, affordable, social, and subsidized housing providers. This housing is offered at below market rates, may include support for residents, and is sometimes referred to as social housing.⁷

3 100 Resilient Cities Network: <https://resilientcitiesnetwork.org/what-is-urban-resilience/>, March 2023

4 United Nations Framework Convention on Climate Change: <https://unfccc.int/topics/adaptation-and-resilience/the-big-picture/introduction>, March 2023

5 Source: Key-Equity-Terms-and-Concepts-vol1.pdf (cssp.org) and British Columbia's Office of Human Rights Commissioner, "Disaggregated Demographic Data collection in British Columbia: The grandmother perspective", September 2020

6 Reconciliation: Moving Forward Together: <https://www.bchousing.org/publications/Reconciliation-Moving-Forward-Together.pdf>, March 2023

7 CHRA: <https://chra-achru.ca/what-is-community-housing/>, March 2023

Addressing the Compounding Ecological and Climate Crises

BC Housing is operating in a world increasingly shaped by unfolding ecological and climate crises. The UN Secretary-General has described the climate emergency as “a code red for humanity”.⁸ The changing climate and other ecological damage caused by unsustainable practices is already threatening lives, economic, health, and food.

British Columbia already feels the impacts of our changing climate. Western Canada is on average 1 – 2°C warmer than it was in the 1940s. Our summers are longer and hotter and heat waves are more intense and frequent.⁹ Severe flooding is more likely as our climate warms, as is the likelihood of longer and more intense forest fire seasons.

BC Housing must play our part to address this unfolding crisis. We can do

this through reducing our contributions to climate change (mitigation) and fostering resilience to the changes that we cannot avoid (adaptation).

Actions that we take to mitigate greenhouse gas emissions can have a varying impact on resilience - they could either enhance or diminish it. Similarly, initiatives aimed at supporting resilience could either worsen or ease climate change and other ecological concerns. This depends on how they are implemented. Figure 1 illustrates this below.

Also, work on sustainability and resilience can either advance Equity and Truth and Reconciliation with Indigenous Peoples, or work against those commitments. Equity and Truth and Reconciliation must be a lens through which all sustainability and resilience work is viewed.

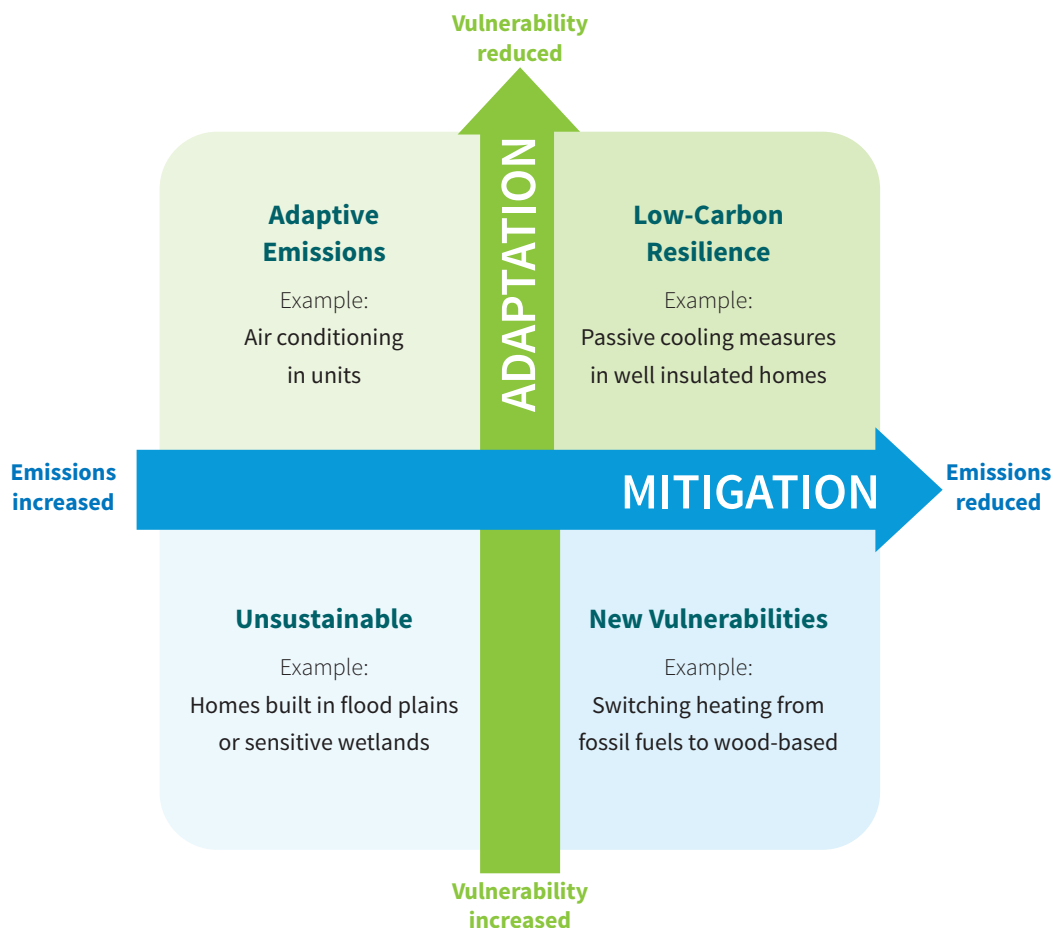


Figure 1: Linkages Between Mitigation and Adaptation¹⁰

⁸ United Nations: <https://press.un.org/en/2021/sgsm20847.doc.htm>, March 2023

⁹ BC Government: <https://cleanbc.gov.bc.ca/>, March 2023

¹⁰ Adapted from: Linkages Between Adaptation (A) & Mitigation (M) (adapted from Cohen and Waddell, 2009, Fig. 9.10; IPCC AR5 WGII, 2014, Figure 2-4) https://www.ipcc.ch/site/assets/uploads/2018/02/WGII_AR5_Fig2-4.jpg



BC Housing works with over 800 housing providers in communities across British Columbia.

BC Housing's Sustainability and Resilience Work to Date

For over a decade, our efforts towards sustainability have primarily centered on mitigating climate change, which involved minimizing our greenhouse gas (GHG) emissions. This has reduced risk and brought value to the organization and Community Housing sector. Our efforts towards sustainability have brought about significant impacts. We have created more energy-efficient and low-carbon Community Housing Buildings. We have piloted innovative building designs and organizational improvements in waste management. In addition, we have increased employee engagement in sustainability measures.

However, in recent years, our perspectives related to sustainability efforts have expanded. Extreme weather events, such as harmful air quality from wildfire smoke, unprecedented heatwaves, and flooding are becoming more frequent. Climate change is already impacting not only our organization, but also the Community Housing residents and buildings across the province.



In 2017, BC Housing conducted a high-level climate risk assessment. This identified our top risks: hotter and drier summers, warmer and wetter winters, and increased risk of flooding. These risks impact the health and safety of residents, increase operating building costs, and put new demands on our resources. Since 2017, we have pursued solutions in the development, renewal, and operating of Community Housing buildings to help better prepare us for a changing climate.

Adaptation efforts are critical for ensuring the well-being of vulnerable populations who are disproportionately impacted by climate change. These populations may lack access to resources, infrastructure, and social connections that can help them cope with climate-related hazards. By investing in adaptation efforts, we can help to reduce the risks and vulnerabilities that these communities face and build a more equitable and resilient future for all.

Ultimately, our sustainability efforts must take a complete approach that includes both mitigation and adaptation strategies, as well as social and economic considerations. By working together to address these complex challenges, we can create a more sustainable, resilient, and just world for future generations.

About this Strategy

The Development of the Strategy

This work began in 2019, when BC Housing reviewed our existing livegreen Sustainability Plan and related sustainability projects across the organization. The review included an assessment of policy, governance, decision making and reporting within the context of best practices and global trends. It involved consultation with an internal advisory group, the executive team, and engagement with 25 percent of BC Housing staff through regional workshops and interviews.

The draft recommendations from the review were shared with the Executive Committee and the Board of Commissioners at their 2019 strategic planning meetings.

In 2021, more than 40 staff from across BC Housing provided guidance and support on the next steps in the development of the Sustainability and Resilience Framework. The Sustainability and Resilience Framework was approved by the Executive Committee and BC Housing’s Board of Commissioners in 2021.

This work continued in 2022 with planning sessions for internal stakeholders. This led to the development of performance measures, targets, and an Implementation Plan. The Plan details actions needed to move BC Housing in the direction of our goals over the next three years. The Sustainability and Resilience Strategy is a culmination of the efforts described here.

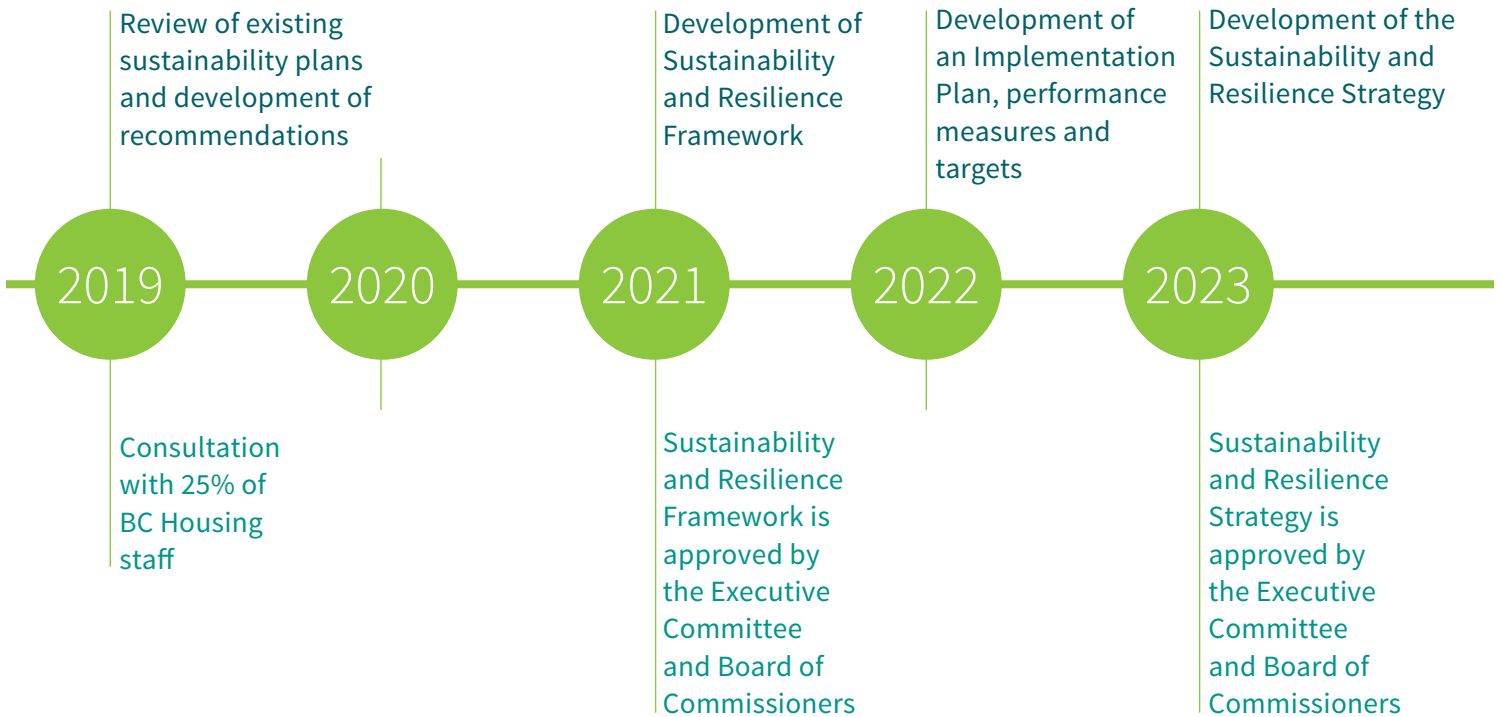


Figure 2: Timeline for the Development of the Sustainability and Resilience Strategy

The Sustainability and Resilience Strategy builds on BC Housing's past work and new priorities. As an organization, we are also acting with a renewed sense of commitment to address systemic racism and inequalities in all contexts. This includes our sustainability and resilience work. We know that many of the people that we serve are disproportionately impacted by climate change. This impact is apparent through climate events already experienced in our province, such as extreme heat and wildfire smoke. We know that focusing on just one issue can create unintended consequences. An example is the impact of focusing on energy efficiency, which can result in housing that is prone to overheating.

This Strategy recognizes the system-wide impacts of decision making and the social, environmental, and financial implications of all BC Housing decisions. If successful, the Strategy will enhance the organization's ability to address the housing crisis and the ecological crisis simultaneously. It will ensure that we are aware of the links between capital funding and ongoing operating costs when making decisions related to sustainability and resilience measures.

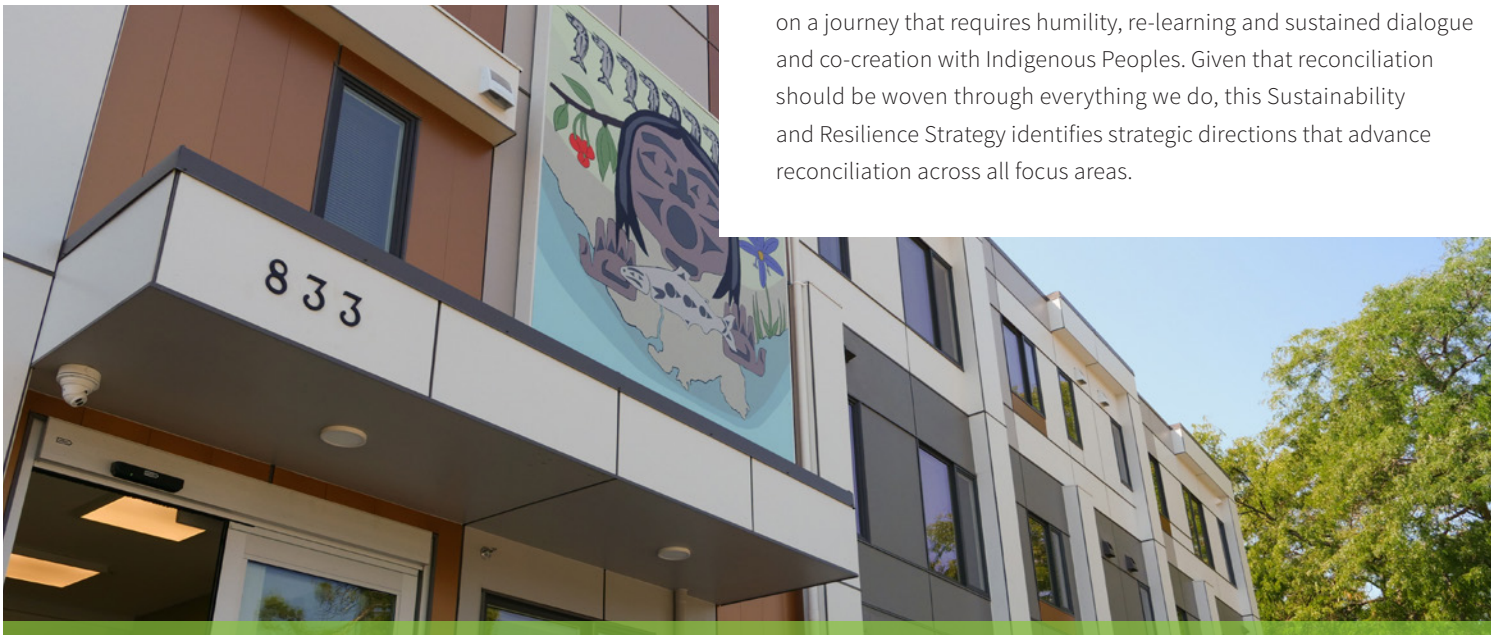
This Strategy is also an opportunity to protect our organization and the Community Housing sector from future shocks and stresses and to protect our investments over time. This Strategy will drive innovation and leadership in the housing and construction sectors. Finally, it will more strongly align our values and the outcomes of our work. As we move forward, we acknowledge that the Strategy will be a living document, supporting our organization and sector to learn and improve over time.

Integration of Reconciliation with Indigenous Peoples into this Strategy

BC Housing aims to build and maintain strong relationships with Indigenous Peoples and community partners. We work to enhance these relationships and include the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and the Calls to Action of the Truth and Reconciliation Commission (TRC) into our daily business practices. BCH's Reconciliation Strategy defines the organization's goals to enhance meaningful relationships with Indigenous communities and apply a reconciliation lens across the organization's many departments and functions. This will ensure that we follow through on our commitments to ending colonial and discriminatory policies, processes, and approaches. The Reconciliation Strategy identifies five key streams and corresponding actions. It includes actions we are taking to:

- ▶ Educate and build employee and sector capacity
- ▶ Embed decolonial and trauma-informed methods into our practices
- ▶ Build sustained relationships with Indigenous Peoples and Communities
- ▶ Transform our policies, programs and services to centre lived experiences of Indigenous partners and residents.

We recognize that reconciliation is an ongoing process and that we are on a journey that requires humility, re-learning and sustained dialogue and co-creation with Indigenous Peoples. Given that reconciliation should be woven through everything we do, this Sustainability and Resilience Strategy identifies strategic directions that advance reconciliation across all focus areas.



Spəqəłjéutxw (Spaken) House in Victoria is operated by The Aboriginal Coalition to End Homelessness, and offers culturally supportive housing to Indigenous women experiencing homelessness.

Sustainability and Resilience Framework

The following section is an overview of the four focus areas of this Sustainability and Resilience Strategy and the sustainability and resilience objective for each area.

Overview

COMMUNITY HOUSING CONSTRUCTION AND RENOVATION



SCOPE:

The focus for this area is improving housing outcomes through resilient and sustainable construction and renovation of Community Housing. This area also refers to consumer protection work related to residential construction quality.

SUSTAINABILITY and RESILIENCE OBJECTIVE:

BC Housing advances sustainable, low-carbon, innovative and resilient buildings that promote equity, inclusion, and reconciliation – fostering strong communities with buildings that perform well over time.

COMMUNITY HOUSING OPERATIONS



SCOPE:

The focus for this area is the Community Housing sector, including the operation of non-profit, co-op, and BC Housing-managed buildings.

SUSTAINABILITY and RESILIENCE OBJECTIVE:

BC Housing builds our ability - and supports our partners in the Community Housing Sector - to operate and manage safe, healthy, affordable, low-carbon and resilient housing.

BC HOUSING BUSINESS PRACTICES



SCOPE:

The focus for this area is BC Housing's internal business practices.

SUSTAINABILITY and RESILIENCE OBJECTIVE:

BC Housing integrates equity, inclusion, low-carbon resilience, and sustainability into BC Housing's business practices. This includes staff commuting and travel, fleet vehicles, office operations, and procurement practices.

BC HOUSING EDUCATION AND CAPACITY



SCOPE:

The focus for this area is on building an understanding of sustainability and resilience throughout the organization, embedding those priorities into programs and policies, and offering education and training opportunities to help build capacity across the organization.

SUSTAINABILITY and RESILIENCE OBJECTIVE:

BC Housing staff have the capacity and knowledge to deliver on our sustainability and resilience commitments.



Community Housing Construction and Renovation

SUSTAINABILITY and RESILIENCE OBJECTIVE:

BC Housing advances sustainable, low-carbon, innovative and resilient buildings that promote equity, inclusion, and reconciliation – fostering strong communities with buildings that perform well over time.

WHAT'S INCLUDED IN THIS FOCUS AREA

The focus for this area is improving housing outcomes through resilient and sustainable construction and renovation of Community Housing. Community Housing includes buildings operated by non-profit, affordable, social, and subsidized housing providers that provide homes to BC residents who meet the eligibility requirements. This includes the portfolio of BC Housing owned and managed buildings. This area also includes BC Housing's consumer protection work related to residential construction quality.

Construction and renovation of Community Housing is the area where BC Housing can have the greatest impact in advancing sustainability and resilience. In B.C., buildings account for about 10 percent of the province's GHG emissions, mainly from the energy used to provide heat and hot water. BC Housing's Community Housing portfolio accounts for the majority of our GHG emissions. When resilience measures are included during construction or renovation, the result is housing that is better suited to withstand our changing climate.



Sq'umul' Shelh Lelum' in North Cowichan, under construction.

KEY PROGRESS TO DATE

Existing Portfolio and Construction of New Community Housing

- ▶ **Improved Guidance and Standards for New Construction and Major Renovation:** New construction funded or financed by BC Housing is expected to meet the BC Housing [Design Guidelines and Construction Standards](#). We have updated these standards with more requirements specific to sustainability and resiliency measures. These include implementing passive design strategies and meeting high levels of the [BC Energy Step Code](#). We also require that overheating analysis use the predicted future climate and we mitigate wildfire smoke using ventilation systems. BC Housing is also working with Indigenous partners on Indigenous Design Guidelines, which are often in harmony with sustainable building practices.
- ▶ **GHG Reductions:** Our energy conservation efforts since our 2010 baseline year have resulted in GHG emission reductions in our housing portfolio. We continue to take advantage of multi-year building upgrades, fuel switching, and energy programs that increase energy efficiency standards for new construction, renovation and redevelopment.

Residential Construction Research and Education

- ▶ **Research Reports:** BC Housing and our partners have researched and published low-carbon, resilient building guides and bulletins for the residential construction industry. This research has been used to train and educate the industry. These publications and further information can be found in BC Housing's [Research Centre](#).
- ▶ **Building Code Development:** BC Housing plays a significant role in the implementation and adoption of the BC Energy Step Code in communities across BC. The organization has assisted the Energy Step Code Council in conducting research and generating awareness related to this code.
- ▶ **Builder Licenses:** Our Licensing and Consumer Services department added a condition to all general contractor licenses requiring competency in building to Step 3 of the BC Energy Step Code. More details are available on our [website](#).
- ▶ **Training:** We conduct training for the residential construction sector on the BC Energy Step Code, climate change and resiliency, and other sustainability topics.
- ▶ **Stakeholder Mobilization:** BC Housing initiated the [Mobilizing Building Adaptation and Resilience \(MBAR\)](#) project in 2018. This multi-year, multi-stakeholder knowledge and capacity building project has participation and contribution from over 30 organizations. These partners include national, provincial, and local government agencies, and academic, non-profit and industry partners.

OPPORTUNITIES FOR IMPROVEMENT

- ▶ **Addressing Competing Demands:** Some new Community Housing construction and renovation projects do not achieve some or all sustainability and resilience requirements. This is due to budget, technical challenges, or other constraints.
- ▶ **Further Reducing GHG Emissions:** The province has a CleanBC target of a 50 percent reduction in GHGs from public sector buildings by 2030. BC Housing will need to further transition away from fossil fuel use in Community Housing buildings to meet this target. We will also need to find additional energy savings through significant renovation and upgrades.
- ▶ **Further Adapting to Climate Change:** Many buildings in our portfolio were built for a different climate than the one British Columbia experiences now and the future climate is expected to be much warmer. BC Housing will need to complete an assessment of the current stock and identify appropriate adaptation strategies for all buildings.

WHERE WE NEED TO GO

Strategic Directions

1. Better leverage affordable and market housing investments to achieve cultural, equity, accessibility, environmental, and financial performance outcomes. 'Future proofing' housing infrastructure to climate change and reducing total costs of ownership over time.
2. Develop a higher level of accountability for sustainability performance requirements for new construction and retrofit projects. This includes updating BC Housing's sustainability governance and accountability framework, setting ambitious targets, improving monitoring and reporting, and more.
3. Develop clear performance requirements for the renovation and maintenance of building assets to improve sustainability performance over the lifetime of the buildings.
4. Develop innovative tools and resources to streamline management and report on equity, reconciliation, sustainability, and resilience outcomes related to new construction and renovation.
5. Enhance our commitment to develop knowledge, provide guidance, tools, and tangible examples to lead the construction industry towards sustainable, equitable and resilient building practices.
6. Enhance efforts to focus resources towards Indigenous-led housing projects that advance sustainability and resilience.

For each of the strategic directions, specific actions and timelines were identified. They are presented in Appendix A.

MEASURING OUR PROGRESS

The following measures and targets will help us determine whether we are moving in the right direction towards sustainability and resilience. These targets are in the focus area of Community Housing Construction and Renovation. [Measures in blue indicate that these are key performance measures.](#)

COMMUNITY HOUSING CONSTRUCTION AND RENOVATION					
AREA	PERFORMANCE MEASURE	Target 2022/23 ¹¹	Target 2023/24	Target 2024/25	Target 2030
1) Sustainable and Resilient Buildings	Percentage reduction in GHG emissions from all buildings owned or leased by BC Housing, including BC Housing-managed housing (from 2010 baseline)	15% to 20%	20% to 25%	25%-30%	50%
	Percentage of new provincially sponsored homes ¹² built to meet the climate change mitigation and resilience requirements outlined in the BC Housing Design Guidelines and Construction Standards ¹³	50%	50%	55%	100%
2) Climate Resilience Assessment	Percentage of buildings in the BC Housing managed portfolio that have undergone a climate resilience assessment	Baseline Year	TBD	TBD	TBD
3) Waste Management	Percentage of construction, redevelopment, or retrofit waste diverted from landfills ¹⁴	Lower Mainland and Vancouver Island 75%	Lower Mainland and Vancouver Island 75%	Lower Mainland and Vancouver Island 75%	Lower Mainland and Vancouver Island 75%
		Other BC 60%	60%	60%	60%
4) Residential Construction Research and Education	Percentage of MBAR pilot projects that implemented resilience measures	Baseline year	TBD	TBD	TBD
	New collaborations formed as a result of participation in MBAR	Baseline Year	3	>3	>3
	Number of published research reports conducted with key stakeholders	3	3	3	3
	Number of hours of training related to sustainable building practices offered to the residential construction industry ¹⁵	5,000 hrs	5,000 hrs	5,000 hrs	5,000 hrs

11 Results for 2022/23 not available at time of publishing (April 2023). Target included for reference.

12 For the purposes of this measure, provincially sponsored homes mean all units majority funded or financed by BC Housing.

13 For the purposes of this measure, these climate change mitigation and resilience requirements include achieving the correct level of the BC Energy Step Code, meeting the GHG intensity target, and meeting the overheating hours target.

14 This measure is based on projects that are completed within the fiscal year and relies on information supplied by contractors. Information may not be available for all projects completed within the fiscal year at the time of reporting. In addition, not all contractors track their waste diversion and those that do not are not included in the denominator. This performance measure is pending review and potential change in the next fiscal year.

15 The total number of hours is calculated based on the total number of participants for each training opportunity and the scheduled meeting time in hours.



Community Housing Operations

SUSTAINABILITY and RESILIENCE OBJECTIVE:

BC Housing builds our ability – and supports our partners in the Community Housing Sector – to operate and manage safe, healthy, affordable, low-carbon and resilient housing.

WHAT'S INCLUDED IN THIS FOCUS AREA

The focus for this area is the Community Housing sector, including the operation of non-profit, co-op, and BC Housing managed buildings. BC Housing owns and manages about 5,500 affordable housing units, which represents a small percentage of all Community Housing in B.C. The majority of Community Housing in the province is managed by non-profit and co-op housing providers.

BC Housing collaborates with and supports the non-profit housing sector through various funding programs and operating agreements, as well as training, education, and other initiatives. The sector is diverse and includes over 800 housing providers that represent organizations of all sizes that operate in urban, rural, and Indigenous communities.

Individuals living in Community Housing include low-income seniors and families, Indigenous individuals and families, individuals with disabilities, women and children at risk of violence, and individuals who are experiencing homelessness. They may have limited access to resources. These individuals are among the most at risk to the impacts of our changing climate. The impacts could be extreme heat-related illnesses, poor air quality due to wildfire smoke, loss of homes due to wildfires or flooding, and others.



Hives for Humanity working on a beehive at a BC Housing directly managed building.

KEY PROGRESS TO DATE

Responding to Extreme Heat and Wildfire Smoke

- ▶ **Extreme Heat and Wildfire Smoke Action Plan:** BC Housing has developed an Extreme Heat and Wildfire Smoke Action plan. It includes short-term emergency response measures, and longer-term actions, aimed at supporting residents living in BC Housing-managed housing and the non-profit sector.
- ▶ **Extreme Weather Support:** Support is provided to residents living in BC Housing-managed housing during times of extreme heat and wildfire smoke. We do this through education, supplies (including fans, water, and cooling kits), and wellness checks.

Helping to Build Resilience

- ▶ **Social Connections:** BC Housing conducted a pilot project in BC Housing-managed buildings on helping residents build social connections and access peer-support to build resilience.
- ▶ **Community Development:** BC Housing offers Tenant Engagement programs including the popular People, Plants and Homes program. Through the program we host events for BC Housing residents across the province and connect residents at BC Housing managed sites with gardening activities.

Supporting the Community Housing Sector

- ▶ **Educational Events:** Over the past few years, BC Housing has supported the sector in advancing sustainability and resilience. We do this through webinars, courses, and funding for extreme weather preparation, in collaboration with umbrella organizations, health authorities, and non-profit partners.
- ▶ **Training:** BC Housing supports the BC Non-Profit Housing Association (BCNPHA) in the delivery of their Operations and Maintenance program. This program aims to build energy management capacity in the housing sector, enhance energy and GHG savings, and get tenant buy-in and engagement.

Capacity Building for Indigenous Communities

- ▶ **Asset Management:** BC Housing's Indigenous Asset Management team works with Indigenous communities across the province to implement Asset Management MOUs. These include education opportunities and assisting with building condition assessments.

OPPORTUNITIES FOR IMPROVEMENT

- ▶ **Further Support During Extreme Weather:** Some extreme weather events – very poor air quality due to wildfire smoke, extremely hot, record-breaking temperatures, and more flooding events – have challenged our capacity to respond. Additional resources are required to ensure access to cooling and air purification for Community Housing residents.
- ▶ **Diverting Residential Waste from Landfill:** Residential waste at BC Housing-managed sites is currently not consistently tracked, and we are not diverting as much waste as we could from landfill. We will be working to improve recycling and composting rates and reduce the volume of waste going to landfill over time.
- ▶ **Greenspace at Community Housing Sites:** While community gardening has been in place for many years at some Community Housing sites, others lack greenspace. The greenery surrounding Community Housing sites is important for increasing resilience, in particular to extreme heat. Landscape design can help reduce the risk of overheating at Community Housing sites, as well as the placement of new sites near areas of greenspace.



Community gardens at a Community Housing site.



Produce grown through BC Housing's People, Plants and Homes Program.

WHERE WE NEED TO GO

Strategic Directions:

1. Further enhance sustainability capacity and resiliency in the Community Housing sector. Provide sustainability training and tools for non-profit organizations and BC Housing staff.
2. Empower and engage Community Housing residents and households from the project building design stage through to ongoing building operations and maintenance.
3. Engage residents and households as sustainability champions to support grassroots sustainability and resilience initiatives. Include food security, emergency preparedness and response, cultural supports, and community building projects.
4. Continue to leverage the experience and learnings within the BC Housing-managed portfolio for the benefit of the broader social and market housing sectors. Include learnings from social and market housing sectors in our work through collaboration. Include development and sharing of tools, training, design guides, and other resources that meet equity, reconciliation, sustainability, and resilience goals.
5. Identify opportunities to advance sustainable and property management practices in the BC Housing-managed Community Housing.
6. Collaborate with organizations such as the Aboriginal Housing Management Association (AHMA), the First Nations Housing Infrastructure Committee (FNHIC), and others. Together, work to accelerate our efforts to providing culturally appropriate housing that achieves high sustainability and resilience outcomes for Indigenous residents.

For each of the Strategic Direction specific Actions and Timelines were identified. They are presented in Appendix A.

MEASURING OUR PROGRESS

The following measures and targets will help us determine whether we are moving in the right direction towards sustainability and resilience in the focus area of Community Housing Operations. [Measures in blue indicate that these are key performance measures.](#)

COMMUNITY HOUSING OPERATIONS					
AREA	PERFORMANCE MEASURE	Target 2022/23 ¹⁶	Target 2023/24	Target 2024/25	Target 2030
1) Resident Access to Cooling	Percentage of BC Housing-managed buildings with resident access to cooling ¹⁷	Baseline year	TBD	TBD	TBD
2) Resident Access to Supports	Percentage of residents in BC Housing-managed building who have a plan in place during an emergency situation (e.g., through the support by BC Housing or community partners)	Baseline year	TBD	TBD	TBD
	Percentage of residents who indicate they have good relationships with other residents in the building	Baseline year	TBD	TBD	TBD
3) Resident Engagement on Sustainability	Percentage of residents who indicated they had been involved in a sustainability activity (e.g., Earth Day, recycling workshop, conscious energy consumptions, gardening, etc.)	5%	10%	15%	15%
4) Community Housing Sector	Number of educational events and opportunities held in partnership with BCNPHA or other sector partners on sustainability and resilience topics	3	5	6	6
5) Sustainable and Resilient Operations	Percentage waste volume reduction in buildings managed by BC Housing	Baseline year	TBD	TBD	TBD
	Number of new trees planted on BC Housing managed properties ¹⁸	Baseline year	TBD	TBD	TBD
	Number of new community gardening spaces at BC Housing-managed buildings	Baseline year	TBD	TBD	TBD

¹⁶ Results for 2022/23 not available at time of publishing (April 2023). Target included for reference.

¹⁷ May include cooling in the unit, or in a common cooling room in the building.

¹⁸ This performance measure is pending review and potential change in the next fiscal year.



BC Housing Business Practices

SUSTAINABILITY and RESILIENCE OBJECTIVE:

BC Housing integrates equity, inclusion, reconciliation, low-carbon resilience, and sustainability into BC Housing's business practices. This includes staff commuting and travel, fleet vehicles, office operations, and procurement practices.

WHAT'S INCLUDED IN THIS FOCUS AREA

The focus for this area is BC Housing's internal business practices. As a large organization, BC Housing has an environmental impact through many of our regular business activities. These include business travel, use of fleet vehicles, staff commuting, and the operation of our offices. Everything impacts the environment, from the use and disposal of paper and office supplies to office furniture, computers, and other IT equipment. We currently track our GHG emissions from paper use, fleet vehicle use, and employee commuting.

BC Housing also has an environmental and social impact through our supply chain activities, through the purchasing of goods and services by every department in the organization.



Our GHG emissions from paper use have dropped significantly since 2010.

KEY PROGRESS TO DATE

Reducing GHG emissions

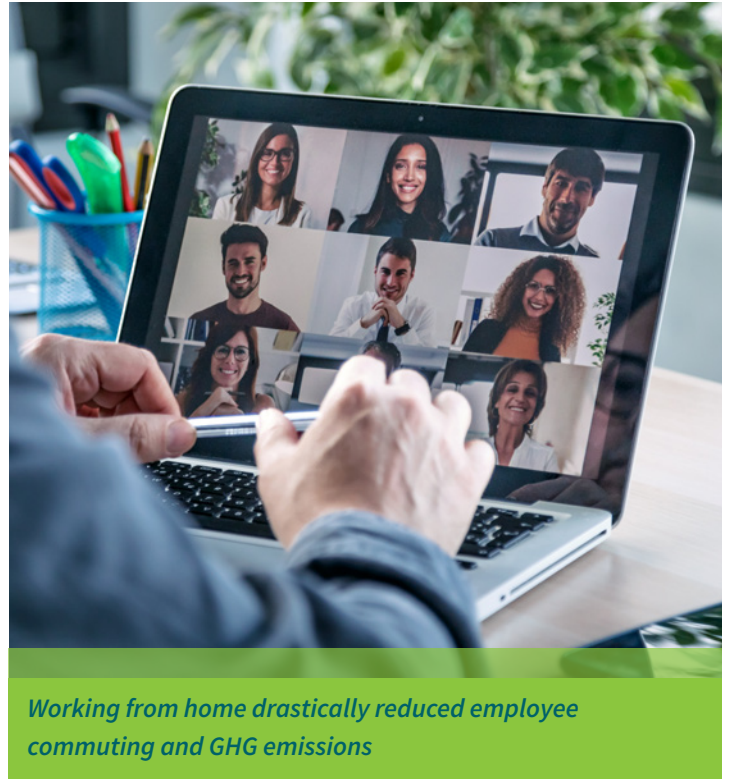
- ▶ **Corporate paper use:** GHG emissions from paper use have dropped significantly since we switched to purchasing primarily 100 percent recycled paper and many employees transitioned to working from home. We have also been moving away from paper-based processes to automated, digitized, and in some cases app-based processes.
- ▶ **Employee commuting:** GHG emissions from employee commuting have dropped drastically since the start of the pandemic, due to a move to staff working from home.

Advancing Sustainable Procurement

- ▶ **Sustainable Procurement:** Sustainability is engrained in our procurement process. We consider sustainable product specifications, waste reduction and diversion, efficiency, and positive contributions to local communities when procuring our goods and services. In 2021, 63 percent of tenders included such sustainability factors, the same percentage as 2020.

OPPORTUNITIES FOR IMPROVEMENT

- ▶ **Reducing Emissions from our Fleet:** BC Housing's fleet consists of 65 vehicles (as of 2022) which includes primarily trucks and vans used by ground and building maintenance staff. Our fleet emissions have increased in the last few years due to the addition of vehicles and sites. Only nine percent of our fleet are hybrid or energy efficient vehicles¹⁹. We will work to align ourselves with the provincial Clean BC target of a 40 percent reduction in GHG emissions from fleet by 2030. This involves changing our current fleet vehicles for electric and alternative fuel vehicles as they become available and investing in charging infrastructure.
- ▶ **Reducing Emissions from our Business Travel:** BC Housing does not currently track GHG emissions for business travel which is not taken in fleet vehicles. While we do have a Green Travel Policy, it needs to be updated.



- ▶ **Developing a Social Procurement Program:** Our Procurement activities can impact social sustainability and can advance equity for groups that have been denied full participation in the economy. BC Housing has an opportunity to advance social procurement in our purchasing to better support equity and advance sustainability. As part of this work, we have developed an Indigenous Procurement Policy which supports BC Housing's commitment to economical and social advancement of Indigenous communities and individuals by encouraging Indigenous businesses to participate in BC Housing procurement opportunities.

WHERE WE NEED TO GO

Strategic Directions:

1. Identify opportunities to advance sustainable business practices through the purchasing of equipment and vehicles, the operations of our offices, and our supply chain.

For each of the Strategic Direction specific Actions and Timelines were identified. They are presented in Appendix A.

¹⁹ BC Housing's most updated Climate Change Accountability Report can be found at: [Sustainability with livegreen | BC Housing](#)

MEASURING OUR PROGRESS

The following measures and targets will help us determine whether we are moving in the right direction towards sustainability and resilience. These targets are in the focus area of BC Housing Business Practices. [Measures in blue indicate that these are key performance measures.](#)

BC HOUSING BUSINESS PRACTICES					
AREA	PERFORMANCE MEASURE	Target 2022/23 ²⁰	Target 2023/24	Target 2024/25	Target 2030
1) Sustainable and Social Procurement	Percentage of tenders to suppliers that include social evaluation criteria	Baseline Year	50%	50%	100%
	Percentage of tenders to suppliers that include sustainability evaluation criteria	Baseline Year	50%	50%	100%
2) GHG Emissions: Fleet	Percentage reduction in GHG emissions from fleet vehicles (from 2010 baseline)	No target set	TBD	TBD	40%
3) GHG Emissions: Paper	Percentage reduction in GHG emissions from paper(from 2010 baseline)	70%	70%	70%	70%
4) GHG Emissions: Employee Commuting	Percentage reduction in GHG emissions from employee commuting (emissions per employee from 2009 levels)	50%	50%	50%	50%

²⁰ Results for 2022/23 not available at time of publishing (April 2023). Target included for reference.



BC Housing Education and Capacity Building

SUSTAINABILITY and RESILIENCE OBJECTIVE:

BC Housing staff have the capacity and knowledge to deliver on our sustainability and resilience commitments.

WHAT'S INCLUDED IN THIS FOCUS AREA

This area focuses on building an understanding of sustainability and resilience throughout the organization. It also looks at embedding those priorities into programs and policies and offering education and training opportunities to help build capacity across the organization. The development of this Strategy is a key component in building capacity in this area. An understanding of sustainability and resilience should be complemented by an understanding of equity and reconciliation with Indigenous Peoples.



BC Housing employees and partners learn about innovative practices in sustainability and resilience.

KEY PROGRESS TO DATE

Employee Engagement

- ▶ **livegreen Employee Council:** The livegreen Employee Council is an employee-run council that plans activities and educational opportunities to raise awareness of sustainability issues. This has helped us achieve recognition as one of Canada's Greenest Employers for 8 years in a row.



- ▶ **Annual Survey:** We've conducted an annual Sustainability Survey for more than ten years. We have seen a shift in BC Housing's organizational culture in that time. Now, more employees care about the environmental impacts of their actions at work and home. Employees look for opportunities to contribute to a more sustainable world. In our most recent Employee Engagement Survey, 82 percent of employees indicated that they feel supported by BC Housing to make sustainable choices at home and at work.
- ▶ **Development of the Sustainability and Resilience Strategy:** The drafting of this Strategy has helped raise the profile of sustainability and resilience work across the organization and provided an opportunity for engagement with staff.

Corporate Learning Opportunities

- ▶ **Climate Change Adaptation:** We are currently offering staff the opportunity for more formal training to advance their knowledge of climate change adaptation. A cohort of staff can complete the Royal Roads University Climate Change Adaptation Fundamentals Course. More than 30 staff have completed or are enrolled in this course to date.
- ▶ **Energy Conservation Training:** BC Housing's Energy and Sustainability team works with BC Housing staff and non-profit partners to raise the level of energy literacy within the organization. They also enhance a culture of energy conservation at BC Housing.
- ▶ **Other Opportunities:** Over the past few years, we have built sustainability and resilience capacity through offering webinars, education, and training to BC Housing staff.

OPPORTUNITIES FOR IMPROVEMENT

- ▶ **Measuring Our Adaptation Capacity:** BC Housing will be piloting the Climate Adaptation Growth Model for Public Sector Organizations, which will help assess our adaptation capacity as an organization.
- ▶ **Ensuring Integration Across Strategic Priorities:** We do not want to address our priority areas in isolation. Work is required to ensure the integration of equity and reconciliation with our sustainability and resilience work. We also need to embed sustainability and resilience more fully into the risk management activities of the organization.

WHERE WE NEED TO GO

Strategic Directions:

1. Work across the organization with staff to create and communicate a common understanding of what sustainability and resilience means at BC Housing. Show how this connects to Equity, Diversity, Inclusion and Belonging (EDIB) and Reconciliation. Ensure efforts are consistent in practical applications within specific business areas.
2. Formalize accountability for equity, reconciliation, sustainability, and resilience into BC Housing's governance. Include integration into board oversight, cross-organizational management systems, and employee performance management.
3. Further embed equity, reconciliation, sustainability and resilience into corporate planning and risk management.
4. Develop the tools and resources required to integrate equity, reconciliation, sustainability, and resilience into BC Housing's business practices to enhance quality, ease of collaboration and oversight.
5. Improve employee and organizational knowledge, competency and capacity in equity, reconciliation, sustainability and resilience decision-making, risk management and performance tracking.
6. Set effective, ambitious targets with appropriate timelines and resources to meaningfully achieve intended outcomes. Pair this with a comprehensive and transparent reporting framework to enhance the use of all BC Housing sustainability-related policies (e.g.: EDIB, Reconciliation, emissions reductions, waste, and environmental performance).

For each of the Strategic Direction specific Actions and Timelines were identified. They are presented in Appendix A.

MEASURING OUR PROGRESS

The following measures and targets will help us determine whether we are moving in the right direction towards sustainability and resilience in the focus area BC Housing Education and Capacity Building. [Measures in blue indicate that these are key performance measures.](#)

BC HOUSING EDUCATION AND CAPACITY BUILDING					
AREA	PERFORMANCE MEASURE	Target 2022/23	Target 2023/24	Target 2024/25	Target 2030
1) Employee Engagement on Sustainability	Percentage of employees who indicate they feel supported by BC Housing to make good sustainability choices at work and at home	80%	80%	80%	80%
2) Organizational Climate Adaptation Capacity	BC Housing's position on the Climate Adaptation Growth Model for Public Sector Organizations	Baseline year	TBD	TBD	TBD

Conclusion

The Sustainability and Resilience Strategy provides an opportunity for BC Housing to advance on our sustainability and resilience commitments. It is a living document that will evolve as our organization evolves. Over the next few years, as we advance the actions under each focus area, we will be fine-tuning our approach and reporting on our progress towards our targets in an annual public Sustainability and Resilience report.

Appendix A - Implementation Actions

These implementation actions were developed through consultation with key internal stakeholders. Actions and initiation timelines may be adjusted over time based on changing priorities and new initiatives.

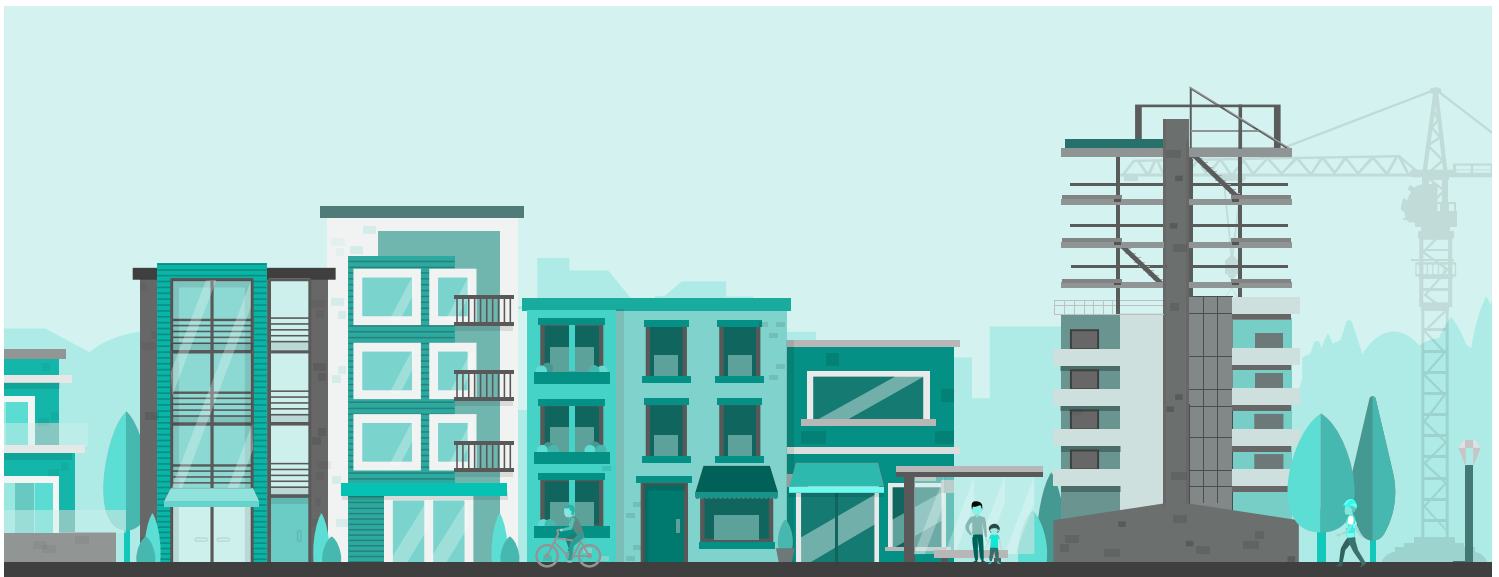


Community Housing Construction and Renovation

STRATEGIC DIRECTION 1	Better leverage affordable and market housing investments to achieve cultural, equity, environmental, and financial performance outcomes. 'Future proofing' housing infrastructure to climate change and reducing total costs of ownership over time.	
ACTION	DESCRIPTION	INITIATION TIMELINE
CHCR.1.1	Continue planning for how BC Housing will meet provincial CleanBC GHG reduction targets. Consider electrification strategy. Develop internal education, policies and targets to help meet CleanBC targets.	2022/23 (ongoing)
CHCR.1.2	Create and implement a detailed action and implementation plan for how BC Housing will advance resilience and adaptation for the Community Housing portfolio in the long term.	2022/23 (ongoing)
CHCR.1.2a	Form a Community of Practice with other organizations to learn from each other and advance this plan.	2024/25
CHCR.1.3	Create a roadmap for portfolio-wide climate and seismic action risk assessment, including risk assessment and weighted prioritization. Begin by incorporating climate risk assessment into projects already prioritized.	2022/23 (ongoing)
CHCR.1.4	Pilot innovative approaches to low-carbon resilient buildings (including regenerative design).	2023/24 (ongoing)
CHCR.1.5	Pilot sustainability and resilience in specific projects (new and existing) in order to begin to transform BC Housing's practices and portfolio. Pilot Sustainability and Resilience projects to create new learning/innovation to help achieve the goals in Strategic Direction 1.1. This includes existing building resilience checklist.	2022/23 (ongoing)
CHCR.1.6	Develop and require minimum sustainability and resilience standards for new construction financed through the Housing Hub.	2023/24 (ongoing)
CHCR.1.7	Explore purchasing "turnkey" buildings which meet BC Housing standards. (Turnkey is a delivery method in which a single entity—a contractor—works with a project owner under a single contract to complete all stages of a project from detail engineering through construction).	2023/24
CHCR.1.8	Conduct a review and revise Construction Waste Reduction and Diversion standards and reporting, including revising system to collect data and increasing compliance.	2023/24
CHCR.1.9	Build in all new required costs related to GHG reduction and resilience into the capital processes. This includes restructuring resource allocation to meet GHG targets and tenant safety requirements.	2022/23
CHCR 1.10	Develop evaluation criteria for Community Housing projects proposal calls and evaluate accordingly how the projects are meeting BC Housing requirements.	2023/24

STRATEGIC DIRECTION 2		
Develop a higher level of accountability for sustainability performance requirements for new construction and retrofit projects. This includes updating BC Housing’s sustainability governance and accountability framework, setting ambitious targets, improving monitoring and reporting, and more.		
ACTION	DESCRIPTION	INITIATION TIMELINE
CHCR.2.1	Ensure accountability for sustainability and resilience at the project and portfolio level by providing training and education for project leads. Include training for non-profit project leads on BC Housing standards.	2023/24
CHCR.2.2	Ensure accountability for sustainability and resilience at the project and portfolio level updating sustainability and resilience sections in Executive Committee (ExCom) templates to ensure ExCom has oversight of exceptions being made to sustainability and resilience standards for new construction and renovation. Provide quarterly summary reporting to ExCom. Prioritize overheating and air quality in this action. Explore other accountability mechanisms/visibility for ExCom into the projects and whether they are meeting our sustainability/resilience goals.	2022/23 (ongoing)
CHCR.2.3	Maximize compliance with the BC Housing Design and Construction Standards in all future funded and financed new construction projects. Document percent financed/funded that trigger requirements and have portfolio level oversight to ensure a process for exceptions.	2022/23 (ongoing)

STRATEGIC DIRECTION 3		
Develop clear performance requirements for the renovation and maintenance of building assets to improve sustainability performance over buildings’ lifetime.		
ACTION	DESCRIPTION	INITIATION TIMELINE
CHCR.3.1	Integrate sustainability and resilience into the Strategic Asset Management Framework that Asset Strategies is developing.	2022/23



STRATEGIC DIRECTION 4 Develop innovative tools and resources to streamline management and report on equity, reconciliation, sustainability, and resilience outcomes related to new construction and renovation.		
ACTION	DESCRIPTION	INITIATION TIMELINE
CHCR.4.1	Develop and require sustainability and resiliency standards, including tracking and reporting, for building upgrades and retrofits. Within these standards, include meeting Design Guidelines and Construction standards in major retrofits, and include energy and GHG performance targets and risk criteria for overheating.	2023/24
CHCR.4.2	Develop a suite of tools to implement full cost accounting for all capital work to leverage more upfront capital to advance sustainability and resilience (including total cost of ownership, life cycle analysis, Social Return on Investment (SROI), other as identified).	2023/24
CHCR.4.3	Identify and complete a pilot that will be used to develop guides / templates for integrating Equity / EDIB into projects in a way that meets a balanced approach in housing	2023/24
CHCR.4.4	In collaboration with research, build methods to share lessons learned, using the platform/repository developed by IT, and targeted presentation and conferences. Build off the success of the Research Library.	2024/25

STRATEGIC DIRECTION 5 Enhance our commitment to develop knowledge, provide guidance, tools, and tangible examples to lead the building design and construction industry in its transformation towards sustainable, equitable and resilient building practices.		
ACTION	DESCRIPTION	INITIATION TIMELINE
CHCR.5.1	Scale up MBAR research, education, pilots and partnership-development to significantly increase capacity and knowledge, within both the social housing and residential construction sectors to build better buildings, including working with contractors and suppliers to advance sustainability and resilience in their products and services. Enhance communication with other organizations and industry.	2022/23 (ongoing)
CHCR.5.2	Leverage BC Housing's Homeowner Protection Act mandate to support the residential construction industry in rapid transformation by integrating sustainability and resilience into training and qualifications for industry practitioners. E.g., better resource use, process integration, continued innovation and optimization, and more efficiently deliver functional, regenerative, healthy and resilient buildings.	2023/24
CHCR.5.3	Publish multi-year "step" change in procurement requirements, towards equitable low-carbon resilience.	2024/25

STRATEGIC DIRECTION 6 Enhance efforts to focus resources towards Indigenous-led housing projects that advance sustainability and resilience.		
ACTION	DESCRIPTION	INITIATION TIMELINE
CHCR.6.1	Provide capacity building on sustainability and resilience to Indigenous community partners, as well as explore learning about the way that Indigenous Peoples and communities have been spearheading sustainable practices. Create alignment between sustainability and resilience and reconciliation strategies.	2023/24



Community Housing Operations

STRATEGIC DIRECTION 1	Further enhance sustainability capacity and resiliency in the Community Housing sector. Provide sustainability training and tools for non-profit organizations and BC Housing staff.	
ACTION	DESCRIPTION	INITIATION TIMELINE
CHO.1.1a	Create an outreach engagement and assessment plan focused on sustainability and resiliency within the non-profit sector. The objectives of this engagement would be to understand what the non-profit sector is already doing in relation to sustainability and resiliency, what their needs are, and where they could use support.	2023/24
CHO.1.1b	Implement the outreach engagement and assessment plan focused on sustainability and resiliency within the non-profit sector.	2024/25
CHO.1.2	Enable sector capacity building to enhance its overall sustainability performance and to even out the spectrum of capacity through the sector (e.g., education, collaborations, etc.). This may include helping the non-profit sector increase their staffing resources/capacity, including how to incorporate peers in housing operations. Engage with the sector through workshops w/ BCNPHA, AHMA, WTHS, CHF-BC, HSABC, etc.	2024/25
CHO.1.3	Implement, monitor and adjust a comprehensive Extreme Heat and Wildfire Smoke Emergency Response in collaboration with the non-profit sector, health organizations, Emergency Management BC, municipalities, local community organizations and others., so that we're better prepared for the extreme heat and wildfire season next year and into the future. Ensure this Response includes vulnerable groups. Find funding support for this collaboration. Engage residents with lived experience in the development of the Extreme Heat and Wildfire Smoke Response Plan for social housing.	2022/23 (ongoing)
CHO.1.4	Incorporate sustainability and resilience into the Operational Review process to identify opportunities to education, support, and collaboration.	2024/25
CHO.1.5	Provide in depth and well-resourced sustainability and resilience training and tools for BC Housing's non-profit project managers and non-profits, including finding opportunities for integrating sustainability into ongoing processes.	2024/25



STRATEGIC DIRECTION 2 Empower and engage affordable housing residents and households from the project building design stage through to ongoing building operations and maintenance.		
ACTION	DESCRIPTION	INITIATION TIMELINE
CHO.2.1	Develop a process to engage residents in ideas for building design for all re-development and before, during and after major renovations projects. Include sustainability, resiliency, equity and reconciliation considerations in this engagement.	2024/25
CHO.2.2	Explore different models for inclusion of social and economic opportunities for residents for all projects (new construction, renovations, re-development).	2024/25

STRATEGIC DIRECTION 3 Engage residents and households as sustainability champions to support grassroots sustainability initiatives. Include food security, emergency preparedness and response, cultural supports, and community building projects.		
ACTION	DESCRIPTION	INITIATION TIMELINE
CHO.3.1	Explore opportunities to provide staff training to increase community building opportunities for residents.	2024/25
CHO.3.2	Develop a plan to remove barriers for staff and residents to engage in more sustainable behaviours (e.g., improving lighting in recycling rooms, making processes more user-friendly). Include incentives for kids/teens and have more online resources available. Include the development of a strategic approach to engage building and supportive services staff, community partners and residents of housing partners on sustainable behaviours, including; zero waste, resilience and emergency preparedness, social inclusion and justice, energy conservation, and food security.	2023/24
CHO.3.3	Engage residents in developing programs to enhance social connections and community resilience (e.g., Resilient Neighbourhoods Program in Victoria).	2023/24
CHO.3.4	Update Tenant Handbook to include sustainability and resilience topics, based on the lived experience of residents.	2023/24

STRATEGIC DIRECTION 4 Continue to leverage the experience and learnings within the directly managed portfolio for the benefit of the broader social and market housing sectors. Incorporate learnings from social and market housing sectors in our work through collaboration. Include development and sharing of tools, training, design guides, and other resources that meet equity, reconciliation, sustainability, and resilience goals.		
ACTION	DESCRIPTION	INITIATION TIMELINE
CHO.4.1	Create a plan and evaluation framework to document lessons learned in sustainable and resilient operations of the directly managed portfolio.	2024/25

STRATEGIC DIRECTION 5		
Identify opportunities to advance sustainable property management practices in directly managed housing.		
ACTION	DESCRIPTION	INITIATION TIMELINE
CHO.5.1	Put structure in place at BC Housing to develop universal sustainable procurement requirements for contractors and suppliers that advances sustainability in their products and services.	2023/24
CHO.5.2	Review “green” (non-toxic) cleaning product policies and practices to ensure that they are available and in use.	2024/25
CHO.5.3	Transition BC Housing’s fleet (including grounds and maintenance vehicles) to low and no emission vehicles, as they become available. Explore options for charging stations.	2024/25
CHO.5.4	Research and adopt guidelines for BC Housing on sustainable landscaping and grounds maintenance for directly managed housing.	2024/25

STRATEGIC DIRECTION 6		
Collaborate with organizations such as the Aboriginal Housing Management Association (AHMA), the First Nations Housing Infrastructure Committee (FNHIC), and others. Together, work to accelerate our efforts to providing culturally appropriate housing that achieves high sustainability and Resilience outcomes for Indigenous residents.		
ACTION	DESCRIPTION	INITIATION TIMELINE
TBD	To be determined in 2023/24	TBD





BC Housing Business Practices

STRATEGIC DIRECTION 1	Identify opportunities to advance sustainable operations in purchasing of equipment, the operations of our offices, and our supply chain.	
ACTION	DESCRIPTION	INITIATION TIMELINE
BHBP.1.1a	Update the Sustainable Procurement Policy and create a Sustainable Procurement toolkit (e.g.: procedures, templates, guides) addressing Environment, Social, Economic, Resilience concepts. These initiatives should be Supplier driven, commercial in nature and consider the following: <ul style="list-style-type: none"> • Engagement of internal/external resources/SMEs to contribute (e.g., associations/consultants) • Create guidance for use of supplier micro-credentials (e.g., projects specific and unique requirements) • Use of universal sustainable standards to help drive consistency and repeatability, where possible • Identify requirements/opportunities that will drive Sustainability within BC Housing’s supplier’s supply chain 	2023/24
BHBP.1.1b	Establish reporting to embrace accountability and quantify change: <ul style="list-style-type: none"> • Consider how sustainability is measured within “project success factors” and provide recommendations • Establish a reporting baseline, identify targets and create metrics to measure change 	2023/24
BHBP.1.1c	Create and implement training to: <ul style="list-style-type: none"> • Deliver internal awareness of sustainability in terms of procurement and updates to policy, procedures and tools • Consider external training or information as a resource for suppliers (e.g., info or videos posted externally) 	2023/24





BC Housing Education and Capacity

STRATEGIC DIRECTION 1	Work across the organization with staff to create and communicate a common understanding of what sustainability and resilience means at BC Housing. Show how this connects to EDIB and Reconciliation. Ensure efforts are consistent in practical applications within specific business areas.	
ACTION	DESCRIPTION	INITIATION TIMELINE
BHEC.1.1	Through employee collaboration, create an accessible definition of sustainability and resilience that most resonates with BC Housing, and includes links to EDIB and Reconciliation. This should include a strong vision that describes where we are heading so that there is alignment across the organization. Develop handy and accessible materials for staff to refer to.	2022/23 (ongoing)
BHEC.1.2	Develop staff training and education to ensure a common understanding of Sustainability and Resilience and how it links to EDIB and Reconciliation at BC Housing. Include the value and rationale (why BC Housing has a strategic commitment to sustainability).	2022/23 (ongoing)
BHEC.1.3	Develop a sustainability communication engagement plan for internal and external audiences so that sustainability is “no longer considered an ‘add-on’ but simply ‘the way we do business’” and is integrated into BC Housing’s brand identity. Ensure consistent and adequate capturing of BC Housing’s work supporting social sustainability, especially with respect to equity and diversity.	2023/24

STRATEGIC DIRECTION 2	Formalize accountability for equity, reconciliation, sustainability, and resilience into BC Housing’s governance. Include integration into board oversight, cross-organizational management systems, and employee performance management.	
ACTION	DESCRIPTION	INITIATION TIMELINE
BHEC.2.1	Review and update assignment of sustainability roles and responsibilities in job descriptions at all levels of the organizational structure and within each business area, and ensure each position is adequately resourced and has the capacity and expertise to deliver.	2023/24
BHEC.2.2	Establish senior level, cross-functional sustainability steering committee(s) and technical working groups as needed to support the process of embedding sustainability and sustainability outcomes into all business planning, decision-making, and performance management. Also identifying conflicting priorities and removing barriers.	2023/24
BHEC.2.3	Review and update BC Housing’s vision, mission, values to ensure they adequately reflect the refreshed definition of sustainability and sustainability outcomes.	2024/25
BHEC.2.4	In response to lessons learned from 2021 emergency responses, develop recommendations for a dedicated Emergency Response Team within Operations.	2022/23

STRATEGIC DIRECTION 3 Further embed equity, reconciliation, sustainability and resilience into corporate planning and risk management.		
ACTION	DESCRIPTION	INITIATION TIMELINE
BHEC.3.1	Incorporate sustainability and EDIB and Reconciliation outcomes into BC Housing’s strategic plan, and annual business planning; establish targets to direct and measure performance on sustainability outcomes.	2023/24 (ongoing)
BHEC.3.2	Fully integrate social (e.g., health and equity) and environmental (e.g., climate) risks into Enterprise Risk Management, and when conducting risk assessments at project, program and strategic decision-making points. Develop training and processes to support business units to understand and identify how inequity, colonialism, and climate change poses risks to their business unit.	2023/24
BHEC.3.3	Review sustainability-related risks and performance reported across BC Housing for on-going understanding of how BC Housing is doing compared to leading practices, and to identify and inform of areas for further action.	2023/24

STRATEGIC DIRECTION 4 Develop the tools and resources required to integrate equity, reconciliation, sustainability, and resilience into BC Housing’s business practices to enhance quality, ease of collaboration and oversight.		
ACTION	DESCRIPTION	INITIATION TIMELINE
BHEC.4.1	Explore IT options to advance sustainability and resilience at BC Housing (e.g., support for teleworking, e-signatures, etc.). Quantify and document the sustainability outcomes of current initiatives and explore other options.	2023/24
BHEC.4.2	Develop a Social Return on Investment (SROI) decision-making tool to model the social outcomes (health, equity, social justice, reconciliation, etc.) of investments before final investment decisions are made.	2022/23
BHEC.4.3	Develop a network of sustainability champions/subject matter experts across the organization. Create more avenues for staff to be engaged in corporate sustainability initiatives.	2024/25



STRATEGIC DIRECTION 5 Improve employee and organizational knowledge, competency and capacity in equity, reconciliation, sustainability and resilience decision-making, risk management and performance tracking.		
ACTION	DESCRIPTION	INITIATION TIMELINE
BHEC.5.1	Include sustainability as a core organizational competency and develop a plan to embed sustainability competencies into training, learning and development programs. Include sustainability as a leadership competency. This can lead to including sustainability factors in job descriptions, employer brand, recruitment criteria, job interviews, etc.	2024/25
BHEC.5.2	Develop function and job specific training to educate employees on how their role supports BC Housing to reach its sustainability outcomes. Build off existing training.	2022/23
BHEC.5.3	Continue to support the livegreen Employee Council and its mandate to identify and remove barriers to support employees to make personal and workplace sustainability. Expanding work done to date is an important focus. Refocus some of the work of the council towards work-based sustainability and invite them to play a strategic role in the implementation of the Sustainability and Resilience Framework.	2024/25
BHEC.5.4	Support the implementation of Sustainability and Resiliency Action Plan and Recommendations including: <ul style="list-style-type: none"> • Update and relaunch of sustainability eLearning • Support creation of job-specific sustainability job requirements and training • Connect HR initiatives such as teleworking and process digitization to sustainability goals and outcomes 	2024/25

STRATEGIC DIRECTION 6 Set effective, ambitious targets with appropriate timelines and resources to meaningfully achieve intended outcomes. Pair this with a comprehensive and transparent reporting framework to enhance the use of all BC Housing sustainability-related policies (e.g., EDIB, Reconciliation, emissions reductions, waste, and environmental performance).		
ACTION	DESCRIPTION	INITIATION TIMELINE
BHEC.6.1	Work with all relevant business areas to set targets and timelines.	2022/23 (ongoing)
BHEC.6.2	Develop transparent reporting framework for implementation of the Sustainability and Resilience strategy.	2022/23



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