



## **SHAREHOLDER'S LETTER OF EXPECTATIONS**

### **BETWEEN**

**THE MINISTER OF COMMUNITY, ABORIGINAL AND WOMEN'S SERVICES  
(AS REPRESENTATIVE OF THE SHAREHOLDER,  
THE GOVERNMENT OF BRITISH COLUMBIA)**

### **AND**

**THE CHAIR OF BRITISH COLUMBIA HOUSING MANAGEMENT COMMISSION  
(AS REPRESENTATIVE OF THE BRITISH COLUMBIA HOUSING  
MANAGEMENT COMMISSION)**

## **PURPOSE**

This Shareholder's Letter of Expectations between the Shareholder and Corporation is an agreement of the respective roles and responsibilities of each, and serves as the basis of agreement between the Shareholder and the Corporation on corporate mandate including high-level performance expectations, public policy issues and strategic priorities<sup>1</sup>. It will be reviewed annually and updated as required. The Shareholder's Letter of Expectations should inform the development of the Corporation's Service Plans and Annual Service Plan Reports. The Letter applies to the Shareholder, the Corporation and its subsidiaries. This Letter does not create any legal or binding obligations on the part of the Shareholder or the Corporation but rather is intended to define and promote a positive and co-operative working relationship.

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<sup>1</sup> The Province of British Columbia's *Governance Framework for Crown Corporations* ([http://www.gov.bc.ca/cas/down/govframe\\_redraft.pdf](http://www.gov.bc.ca/cas/down/govframe_redraft.pdf)) establishes guiding principles for the governance of Crown corporations. The Governance Framework also identifies roles and responsibilities for the Shareholder and Crown corporations and provides for a Shareholder's Letter of Expectations (Letter) to be jointly developed

Government has reaffirmed its commitment to strategic shifts in the provincial housing policy, ensuring that:

*"Housing needs are met for the most vulnerable British Columbians".*

**The Parties hereby specifically agree that:**

## **CORPORATION ACCOUNTABILITIES**

In responding to government's performance expectations and the general and specific frameworks and direction of the Shareholder, the Corporation will:

- conduct its affairs to achieve its mandate and the performance expectations and objectives of the Shareholder, including establishing and implementing corporate strategies, policies, programs, plans and financial outcomes that are consistent with the Shareholder's general direction and consistent with principles of efficiency, effectiveness, consumer choice and customer service;
- prepare Service Plans with clearly articulated goals, objectives, strategies and performance measures and targets, and annual reports that detail progress toward achieving those goals and post both documents on its website;
- include all annual Statement of Financial Information schedules prepared under the *Financial Information Act* in an easily accessible location on its website (some of this information is included in annual reports and does not need to be otherwise displayed);
- conduct its operations and financial activities in a manner consistent with the legislative, regulatory and policy framework established by the Shareholder;
- develop and implement strategies to mitigate risks identified in the Service Plan, particularly the cost of capital and financial viability of the Corporation;
- provide the Shareholder with reports and other information that would enable the Shareholder to carry out its responsibilities;
- provide information to the Shareholder if the Corporation is unable to meet the targets identified in its Service Plan; and
- take appropriate action to ensure that if Shareholder-directed transactions affect the Service Plan or financial targets of the Corporation, the Shareholder is informed of any impacts.

In addition the Shareholder directs the Corporation to take the following specific actions:

- continue to work collaboratively with Ministry of Community, Aboriginal and Women's Services staff in the development of housing policy and program design;
- within the 2005/06 budget confirmed for the Corporation, and the 2006/07 and 2007/08 budget targets and Ministry transfers as set out in the Corporation's 2005/06 to 2007/08 Service Plan, ensure effective planning for, and management and delivery of, housing programs and services by:
  - working in partnership with provincial health authorities, non-profit and private sector, local governments and others to deliver the *Independent Living BC* program (3,500 units by 2006/07);
  - completion of the *Provincial Housing Program* by 2006/07 (3,400 units approved since 2001);

- working with other provincial ministries and health authorities to establish long-term housing and support services to respond to the needs of homeless/at risk individuals;
- developing partnerships that lever equity contributions from municipal, non-profit and private sector partners; and
- improving access to, and maximizing the use of, public housing for those with complex housing and health needs.

## **SHAREHOLDER RESPONSIBILITIES**

The Shareholder is responsible for the legislative, regulatory and public policy framework in which Crown corporations operate. In order to meet these responsibilities and support achievement of government's performance expectations, the Shareholder will:

- establish, review, revise and communicate Crown corporations' mandates;
- establish the overall and Crown specific financial frameworks under which Crown corporations operate (borrowing, investment, and payment to the Shareholder);
- issue performance management guidelines, including guidelines for service planning and annual reports (<http://www.gov.bc.ca/cas/rpts/>);
- provide strategic input and advice to Crown corporations' in the development of their Service Plans;
- preserve its right to provide broad policy direction and confirmation of general frameworks/principles, within which the Corporation may establish and apply specific policies/processes;
- advise Crown corporations of government's priorities, strategic decisions and public policy and performance objectives and expectations that may impact the Crown corporation; and
- issue directives or orders, or sponsor submissions on behalf of Crown corporations that may be required to seek decisions or policy direction by the Executive Council or its committees, in order to facilitate Crown corporations fulfilling their mandates and achieving the performance targets outlined in Crown corporations' Service Plans.

The Shareholder has recently developed policies for ministries and Crown corporations for the Capital Asset Management Framework (<http://www.fin.gov.bc.ca/tbs/camf.htm>), First Nations accommodation and Board remuneration policies for Crown agencies. As well, during the term of this Letter, the Shareholder also anticipates providing policy direction in a number of areas that will affect Crown corporations. Including:

- CEO and executive compensation;
- enterprise risk management;
- zoning and land use;
- property taxation;
- climate change;
- donations; and
- environmental remediation.

The Shareholder will also, on a continuing basis, monitor the achievement of the goals, objectives and targets identified in the Corporation's Service Plans.

Specific to the Corporation, the Shareholder has:

- approved the Corporation's mandate as an agent of the Shareholder, under the *Ministry of Lands, Parks and Housing Act* to fulfill the government's commitment to subsidized housing through the following core services:
  - management of existing public housing and group homes,
  - administration of housing programs and services, and
  - facilitation of an increased supply of subsidized housing.
- confirmed the role of the Minister of Finance as fiscal agent to the Corporation.

## **AREAS OF SHARED ACCOUNTABILITY:**

### **Communications:**

It is agreed by both the Shareholder and the Corporation that to ensure effective and efficient day-to-day communications and relationship building, that officials representing both parties will be tasked with implementing the contents of this Letter and keeping the Minister Responsible and the Board of Directors informed of progress in a timely fashion.

### **Reporting:**

The Shareholder and the Corporation are committed to enhanced transparency and accountability to the public. The Shareholder has put in place a public reporting structure set out in the *Budget Transparency and Accountability Act*, the *Financial Administration Act*, and the *Financial Information Act*. The Shareholder will provide the Corporation with a financial reporting calendar and details of performance reporting requirements (<http://www.gov.bc.ca/cas>). The Corporation agrees that it will meet these financial and performance reporting requirements. If government determines that changes to the reporting requirements are necessary, the Shareholder will communicate these to the Corporation.

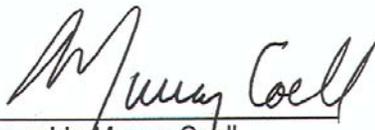
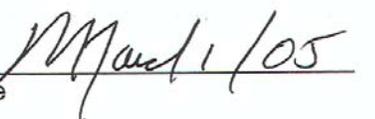
It is agreed by both the Shareholder and the Corporation that there will be advance discussion and review of key strategic documents such as Service Plans, Quarterly Financial Reports and Annual Reports. These discussions will be completed sufficiently in advance to ensure effective and timely input by the Shareholder.

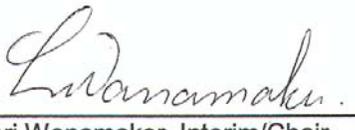
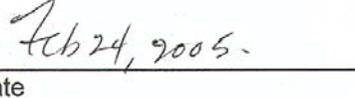
In addition to these financial and performance reporting requirements, the Corporation agrees to provide information to the Shareholder related to risks and opportunities anticipated in achieving financial forecasts.

The Shareholder and the Corporation agree, that as a matter of course, each will advise in a timely manner of any issues that may materially impact the business of the Corporation or the interests of the Shareholder.

**Review and Revision of this Letter:**

In addition to co-ordinating the overall process for preparing this Letter on behalf of the Shareholder, the Crown Agencies Secretariat is accountable for undertaking reviews of this Letter and monitoring its implementation. It is noted that this Letter can, if necessary, be modified if deemed necessary by one or both parties.

  
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Honourable Murray Coell  
Minister of Community, Aboriginal  
and Women's Services  
  
  
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Date

  
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Lori Wanamaker, Interim/Chair  
British Columbia Housing  
Management Commission  
  
  
\_\_\_\_\_  
Date

cc. Honourable Gordon Campbell  
Premier

Brenda Eaton  
Deputy Minister to the Premier  
Corporate Planning and Restructuring  
Office of the Premier

Dana Hayden  
Deputy Minister and Chief Executive Officer  
Crown Agencies Secretariat

Shayne Ramsay  
Chief Executive Officer  
British Columbia Housing Management Commission