

Labour Market Challenges and Solutions for the Non-Profit Housing Sector in BC:

Key Findings from Literature Review and Environmental Scan

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Guiding Questions and Approach

Introduction

The Labour Market Challenges and Solutions Study for BC's Non-Profit Housing Sector (LMCS) is funded by the Ministry of Post-Secondary Education and Future Skills' Sector Labour Market Partnerships Division. This research study aims to understand the availability and accessibility of professional development programs and training that meet the needs of the non-profit housing sector in BC. The study will explore challenges with both recruiting and retaining qualified staff to meet the evolving labour needs of the non-profit housing sector in BC. The research will help inform recommendations about how to ensure the professional development and training programs can better address the skills gaps and labour needs of the non-profit housing sector in BC, as well as how the non-profit housing sector can better recruit and retain qualified staff.

BC Non-Profit Housing Association (BCNPHA) will lead and conduct the research, with guidance from a Governance Committee. The study will involve broad consultations with non-profit housing knowledge holders in BC, as well as knowledge holders from various professional development and training programs in the province. The consultations supported by a literature review, environmental scan of available programs, and a labour market analysis and projections report. A prioritization session will also be conducted to determine sector support for the recommendations and strategies to address the sector's labour challenges identified through the research and consultations.

Purpose

The purpose of this literature review is to examine the labour market challenges facing the non-profit housing sector in British Columbia (BC) and provide a foundation for further research and stakeholder engagement. This literature review, augmented by an environmental scan of training programs in the province relevant to the sector, will be used to enhance our understanding of impacts of the training, recruitment and retention challenges facing the sector, as well as solutions to address these challenges. The literature review will also be used to validate and benchmark the findings gathered through the consultations planned for the study.

This literature review examines the challenges non-profit housing societies face in recruiting and retaining skilled staff. It explores the pathways into the sector, access to professional development, and the broader labour market pressures that contribute to workforce instability. Key issues include shifting funding models, comparatively low wages and benefits, evolving skill requirements to meet the increasingly complex needs of tenants, and the added demands of managing aging and climate-vulnerable buildings. The review also considers the consequences of these staffing challenges for the sector and identifies potential strategies and solutions to support a more stable, resilient workforce.

Methodology

This literature review examines existing research on labour market challenges within the non-profit housing sector in British Columbia (BC) and across Canada, as well as broader workforce issues in the non-profit sector across Canada, the United States, and the United Kingdom. The literature is sourced from Canadian non-profit housing organizations, post-secondary institutions,

municipalities, as well as industry reports, policy papers, articles, and blog posts. Priority was given to literature based in B.C and Canada, though US and UK-based sources were included if they provided comparative insights on non-profit sector employment trends. Priority was also given to literature that focuses on the non-profit housing sector, but also the non-profit sector more broadly, as many of the issues affecting the non-profit sector are also affecting housing societies.

Most sources in this literature review were published between 2015 and 2024, with a small number of sources published between 2004 and 2014. Sources were selected based on their relevance to workforce development, recruitment and retention challenges, and training and skills gaps affecting the non-profit housing sector in BC, and the key research questions listed in the “Guiding Questions and Approach” section.

The following key words/terms were used to discern relevancy to the scope and purpose of this literature review; training, skills, recruitment, retention, labour, compensation and benefits, workplace conditions, workforce challenges, staffing recruitment and retention challenges and impacts, professional development, career pathways in affordable housing, capacity building, non-profit housing, workplace stress, staff turnover, compensation and benefits, value and recognition, system barriers, burnout, and economic trends for non-profit sector. Special attention was paid to identifying potential solutions to the staff training, recruitment, and retention issues facing housing societies and non-profit organizations.

An environmental scan was also conducted during this phase of the study to assess the current landscape of training and professional development opportunities available to both existing staff and individuals looking to enter the non-profit housing sector in BC. This process identified the range of existing programs, certifications, and skill-building initiatives while also highlighting critical gaps that may challenge workforce development and sector growth. In identifying areas where training is insufficient or inaccessible, the scan provides valuable insights into the specific competencies needed to address labour market challenges, ensuring that future workforce strategies align with the sector's evolving demands.

Training and Skills Needs in the Non-Profit Housing Sector

- What are the skills needed to work in the non-profit housing sector?
- What are pathways into BC’s non-profit housing sector’s workforce?
- What are the training programs relevant to those wanting to work in the sector and those already working in the sector?

Access to Skills, Development, and Training

- What are the barriers to accessing relevant training programs?
- What opportunities are there for collaboration to formalize pathways into the sector and provide training specific to the skills needs of the sector?

Recruitment and Retention in the Non-Profit Housing Sector

- What are the recruitment and retention challenges facing the sector?
- How do recruitment and retention challenges affect the non-profit housing sector?
- How does the sector’s reliance on funding contracts impact workforce development?
- How do urban/rural workforce challenges differ?
 - Are there specific hiring and training issues unique to rural or high-cost urban areas?

Potential Solutions to the Labour Market Challenges Facing the Sector

- What are practical and effective solutions to address the training, recruitment and retention challenges facing the sector?

Thematic Analysis

Training and Skills Needs in the Non-Profit Housing Sector in BC

Key Findings:

- A wide range of skills are needed to operate housing societies and serve tenants, including formal degrees, certifications, and soft-skills
- Cultural competency and awareness of the systemic issues influencing poverty and complex needs in housing is increasingly important for staff in the sector today; and various certificates in trauma care and crisis training are available, offered by various non-profit and academic institutions across Canada
- New skills sets are needed to respond to emerging needs of the sector, such as climate resilience, energy efficiency, asset and portfolio planning, and emergency preparedness

What are the skills needed to work in the non-profit housing sector?

Housing societies require a diverse range of skills across their workforce, spanning property management and non-profit administration—including leadership, finance, HR, IT, and fundraising. Over the past two decades, the sector has evolved to provide more tenant supports as housing needs have become increasingly complex. This shift has necessitated additional expertise related to the fields of nursing, social work, counselling, shelter and transition house operations, mental health and substance use, among others. Numerous studies emphasize the importance of staff who are not only sensitive to but well-versed in the complexities and intersectionality of modern housing challenges, particularly for vulnerable populations (CCHR, 2023; CSH, 2022; Building Supports, 2016; AHMA, 2021). This includes a deep understanding of the diverse lived experiences of Indigenous, LGBTQIA+, racialized, immigrant, and refugee individuals facing housing insecurity. A post-COVID study on Vancouver's non-profit sector confirmed these growing demands, noting that the pandemic exacerbated socio-economic inequities, increasing strain on both organizational operations and the interpersonal capacity of staff (City of Vancouver, 2020).

Staff at all levels, especially frontline workers who engage directly with tenants, require strong interpersonal and care-oriented skills (CCHR, 2023; CSH, 2022; Building Supports, 2016; The Philanthropist Journal, 2021; AHMA, 2021). Essential training for frontline roles includes First Aid and CPR, non-violent crisis intervention, applied suicide intervention skills, harm reduction, trauma-informed care, and cultural competency training related to Indigenous, gender-based, and immigrant/refugee experiences (Hub Solutions, 2021). In addition to technical competencies, housing staff must also demonstrate critical soft skills such as empathy, teamwork, communication, negotiation, leadership, and problem-solving, along with knowledge of the housing sector, community resources, and government services—including an understanding of Housing First principles (Hub Solutions, 2021).

Beyond tenant support, non-profit housing providers—many of whom rely on government funding—must also navigate financial reporting obligations and regulatory compliance. This creates a strong demand for financial and administrative expertise in budget planning, grant writing, financial reporting, and compliance with funding requirements (Housing Partnership Canada, 2018, 2015; Marason Management Ltd, 2004; Non-Profit HR, 2024; Charity Charge, n.d.). As the sector continues to evolve, workforce training and capacity-building efforts must adapt to ensure organizations can effectively meet the growing and changing needs of their communities.

Emerging Skills Required by the Non-Profit Housing Sector in BC

Over the past two decades, the skills required to work in the non-profit housing sector have evolved significantly. Traditionally, the sector primarily demanded expertise in property management and non-profit administration. However, as housing portfolios expanded to include emergency shelters, transition housing for women and children fleeing violence, and supportive housing, there was a growing need for staff with backgrounds in nursing, health supports, counselling, and social work.

Today, the sector is undergoing another shift related to its physical assets, driven by the need to enhance the resilience and energy efficiency of buildings, address the challenges of aging housing stock, and move away from reliance on funding contracts. As a result, new skill sets are emerging as essential, including expertise in sustainable building management, asset renewal and retrofitting, financial sustainability, and innovative revenue generation strategies.

Aging housing stock and a growing need for climate resilience in housing infrastructure has also led to the demand for highly skilled labour in property maintenance and asset stewardship. In terms of energy retrofits specifically, a 2025 survey of housing societies in BC (soon to be published) conducted by BCNPHA to support the update on the non-profit housing sector's Strategic Energy Management Plan found with support from government and other funding opportunities, almost three quarters of respondents have taken on energy retrofits. Energy retrofits are introducing advanced technologies—such as heat pumps, building automation systems, and high-efficiency ventilation—that create an emerging need for non-profit housing operators to develop new specialized skills to manage, operate, and maintain these systems effectively. Despite reported decreased energy usage and cost and reductions in greenhouse gas emissions, the survey found that some housing societies have increased service calls for maintenance and more time spent on maintenance because they do not have staff who know how to operate the new equipment. Over three quarters of respondents said more training opportunities for maintenance team members to become familiar with the new equipment would be helpful to help their organization take on more energy retrofits. The survey also revealed that over 90% of respondents need more assistance with capital and portfolio planning to better plan for energy retrofits.

In response to budget constraints, increasing costs, increasing demand for services including more complex supports, and expiry of operating agreements, many non-profit housing providers are adopting blended and innovative business models to support aging assets, new development, and additional support services. These new ventures demand specialized expertise, often acquired through formal education or private sector experience, in fields such as finance, building sciences and engineering, planning and architecture, and real estate development (Housing Partnership Canada, 2015).

The Province of BC released Security, Safety, and Emergency Preparedness Guide: A Housing Provider Kit in February 2015 to support housing societies to prepare for emergencies (Government of BC, 2015). Since that time, emergency preparedness has become an increasingly critical training need for housing societies in BC due to the rising frequency and severity of natural disasters and public health crises. For example, the COVID pandemic, the 2021 heat dome and flooding events, the wildfires in the province in 2023, the poisoned drug supply, and a number of fires affecting BC's non-profit housing stock have highlighted the need for more emergency preparedness training.

Key Findings:

- There are no formal pathways into working in the non-profit housing sector in BC
- Training available in the province, particularly formal training and certifications, is mostly not specific to the non-profit housing sector
- Non-profit housing expertise is gained through formal education and external training, internal training, cross-sector collaboration, and lived experience
- BC Non-Profit Housing Association and Vantage Point are two organizations offering training to the BC sector on a variety of relevant skills to non-profit housing, but courses are designed for people already working in the sector
- There are industry, non-profit, and government resources available to staff working in BC's non-profit housing sector who are interested in conducting climate retrofitting and energy efficiency projects, including the Green Municipal Fund, BC Housing, and BCNPHA
- Vantage Point offers training to non-profits who anticipate the need for succession planning for senior leadership and executive management, in addition to financial governance and risk management

What are pathways into BC's non-profit housing sector's workforce?

There are no formal pathways into working in the non-profit housing sector in BC. Several of the skills required to work in the sector can be acquired through a combination of lived experience, pre-training and certification (i.e. external training), previous work experience, and on-boarding training. The literature scan identified four primary pathways through which sector staff receive training and/or acquire expertise relevant to the non-profit housing sector:

- Internal training provided by housing providers during onboarding and ongoing employment
- External training and formal education that is specified in job descriptions
- Cross-sector expertise sharing
- Lived experience

Formal Training Pathways

According to a 2021 study conducted by Hub Solutions looking at the needs of workers in Canada's homeless support sector (which is part of the non-profit housing sector), the formal training degrees that are most common among the sector's labour force are:

- Social work
- Nursing
- Business
- Public administration

- Education
- Counselling
- Youth work
- Psychology

These degrees reflect the different types of positions in the sector, both frontline and non-profit administration.

As the non-profit housing sector increasingly finds innovative operations models to reduce reliance on funding contracts, energy efficiency retrofits, and long-term capital and portfolio planning, the demand for specialized expertise has grown. Formal education in fields such as development and finance, business management, and building sciences—including engineering, environmental science, urban planning, and architecture—has become essential. These competencies are often prerequisites for key roles, as they require technical knowledge and regulatory understanding that extend beyond the scope of sector-provided training. Research highlights the growing need for housing professionals with expertise in sustainable development, financial sustainability, and strategic asset management (Housing Partnership Canada, 2018).

The environmental scan revealed there are few formal training programs that provide training specific to the non-profit housing sector in BC. While training programs for social work and counselling may include internships with housing societies or non-profit organizations that support the sector's clients, there are no programs that specifically focus on the non-profit housing sector for these types of skills.

A recent survey of students enrolled in social services sector training programs reported that the majority of respondents felt it was important to include cultural safety education and training as part of their education plan (Social Services Sector Training and Education Plan, 2025). However, survey respondents reported a gap between their understanding of cultural safety in theory and how to put their learnings into practice.

Lived Experience

Lived experience is highly valued in the non-profit housing sector as a meaningful pathway into employment (Hub Solutions, 2021; AHURI, 2024). A recent survey by Hub Solutions found that 23% of respondents working in the homeless support sector had personal experiences of homelessness. Staff with lived experience bring invaluable insights into client needs, fostering more empathetic and effective service delivery.

However, despite this recognition, the sector often lacks adequate support systems to prevent re-traumatization among these employees. Additionally, there are limited formal mechanisms to ensure that individuals with lived experience have meaningful influence over delivery service, policy development, and program planning (Hub Solutions, 2021; AHURI, 2024). Strengthening these supports and creating structured pathways for leadership and decision-making roles could enhance both staff well-being and the effectiveness of housing services.

External Learning

External training refers to training that is not performed internally by an employer (Human Resource Management Journal, 2020) and is designed to help individuals acquire skills and competencies that improve their employability and advance their professional development within the sector. It can

include workshops, seminars, courses, conferences, and certifications (Tuscan Consulting, n.d). The literature reviewed offers limited insight into how non-profit housing staff access external training. There are some external learning opportunities available to individuals looking to enter the sector and those in the sector seeking professional development identified in the environmental scan, but few are specific to the non-profit housing sector. the non-profit housing sector. (Please see section “What are training programs relevant to those wanting to work in the sector and those already working in the sector” for examples of external training available in BC).

Cross-Sector Knowledge

Cross-sector knowledge refers to collaborative learning and knowledge-sharing initiatives between sectors—such as housing, healthcare, and social services—that enhance skills, align best practices, and strengthen collective capacity to deliver non-profit housing outcomes (Homeless Hub, 2010). There are some examples of cross-sector knowledge in BC.

The Building Supports Guide (2016) however, does highlight the opportunity for cross-sectoral partnerships between settlement services and housing providers who serve immigrant and refugee women fleeing violence. As settlement services are often the first point of contact for these individuals, equipping housing providers with the knowledge and training on the dynamics of abuse, cultural safety for transitional housing, and facilitating women-centered referral programs to connect women to resources can significantly strengthen the quality of services across these sectors.

Additionally, the First Nations Health Authority developed a “Cultural safety & humility, anti-racism and cultural resources” guide to support new and existing staff who work broadly in health and care services better support Indigenous individuals with cultural awareness and a lens on systemic inequities. This guide is applicable to housing providers who serve and engage with Indigenous communities and offers sector staff with specific knowledge on the intersectionality of health and housing outcomes from an Indigenous perspective (FNHA, 2022).

The Nowh Guna’ Carrier Culture Training is another example of cross-sector knowledge. This training program is for people working in various sectors and serve Indigenous peoples, including non-profit housing, with learning objectives including developing empathy and understanding around the impact of residential schools on Indigenous children and peoples as well as exploring building and trust development strategies with Indigenous communities. The goal of this training is to help learners develop the skills needed to provide culturally competent services in various sectors (Carrier Sekani Family Services, n.d.).

Findings:

- There is little training that is specific to the non-profit housing sector in BC for prospective workers, but there are some courses available for staff who are new to the sector
- For existing staff, training specific to BC’s non-profit housing sector is available through Langara College and BCNPHA
- The Community Housing Transformation Centre is set to launch *The Housing School*, a national professional development program designed to equip workers in the community housing sector with essential skills and knowledge

What are the training programs relevant to those wanting to work in the sector and those already working in the sector?

For Prospective Workers

While there are no formal academic degree programs in British Columbia or Canada specifically tailored for individuals seeking to enter the non-profit housing sector, several organizations offer specialized training and professional development opportunities to equip newcomers to the sector with the necessary skills and knowledge. For example, British Columbia Non-Profit Housing Association (BCNPHA) provides a range of educational programs designed to strengthen the capacities of housing professionals. These include online courses focusing on affordable housing development, maintenance planning, and cultural competency training, among others. These programs are accessible to those new to the sector and aim to address the unique challenges faced by non-profit housing organizations. Among BCNPHA's course offers is a course called Welcome to the Housing Sector! This course teaches participants about the role of government and other in the sector, policy and legislation related to non-profit housing, the tenants in non-profit housing, etc. These training programs offer important education and skill-building, but the lack of formal academic pathways tailored to the non-profit housing sector suggests there may be opportunities to strengthen sector-specific learning opportunities, whether through formal post-secondary programs, sector-led credentialing, expanded training certificate offerings, mentorship models, sector-led training opportunities, or on-the-job training approaches, or other approaches.

For Existing Staff

In the BC and Canadian context, there are limited but robust sector supports available to non-profits and particularly housing societies seeking to train staff and build capacity. Two primary sources for this type of training for the sector are Vantage Point and the BC Non-profit Housing Association. Both organizations are non-profits that offer training and education. Vantage Point's services are not housing-specific and primarily focus on strategic planning as it relates to internal/external relations, human resource training for volunteerism and stronger recruitment practices, and various executive leadership proficiencies such as financial management, succession planning, and role delegation. Based on other sources used in this literature review that indicate acute capacity and skill gaps issues in the Canadian non-profit housing sector, particularly relating to succession planning, HR, and organizational planning for social enterprise, this training is a relevant and accessible resource for BC providers. Vantage Point currently offers several workshops to the non-profit sector on fund development and financial governance, which include training non-profit executives in successful fundraising strategies, donor retention, understanding financial statements, and risk management (Vantage Point, n.d).

BCNPHA offers training for staff, specifically working in the non-profit housing sector. BCNPHA provides a diverse suite of training to the non-profit housing sector related to governance and partnerships, in addition to technical and operational proficiencies such as the development process, asset management, and retrofitting. Some courses are free and some have a cost, but are subsidized for member organizations (BCNPHA has roughly 700 member organizations). BCNPHA's HousingU course offerings had 529 participants in 2024 for courses including Board Governance, Asset Management, Operations and Maintenance, Workflow and Change Management, Building Development/Redevelopment, Harm Reduction, Building Operations, Capital Planning and Welcome to the Housing Sector. Class sizes range from approximately 20-40 people at a time and sessions are offered throughout the year. BCNPHA also offers Online Learning Events (OLEs)

throughout the year. OLEs offer a wide range of education and training online so that employees at housing societies can fit professional development into their busy schedules. OLEs help housing societies prepare for today's challenges and tomorrow's opportunities. Almost 1,500 people participated in the OLEs in 2024. OLEs, with some exceptions, are free and open to anyone.

The Aboriginal Housing Management Association (AHMA) also provides training and capacity-building services to BC's non-profit housing sector, working closely with housing providers to develop customized training plans that meet the unique needs of housing societies serving Indigenous communities. Their training programs include Cultural Safety and Housing, Indigenous Approaches to Governance, HR Through an Indigenous Lens, and the Medicine Box Series, equipping sector staff with essential skills in cultural safety, competency, trauma-informed care, human resources, and management. AHMA also offers accredited training to individuals for Nonviolent Crisis Intervention and Mental Health First Aid (AHMA, n.d).

Langara College is the only post-secondary institution in British Columbia that offers a professional training program specifically tailored to the non-profit housing sector. Its *Social Housing Management* certificate, offered through the Continuing Studies department, is designed for individuals already working in the sector who are looking to enhance their skills and advance their careers. This program provides specialized training in key areas of housing management, equipping professionals with the knowledge needed to navigate the complexities of the non-profit housing landscape.

A new professional training opportunity tailored specifically to the non-profit housing sector is on the horizon. The Community Housing Transformation Centre is set to launch *The Housing School*, a national professional development program designed to equip workers in the community housing sector with essential skills and knowledge. This national initiative aims to strengthen workforce recruitment and retention, ensuring that the sector remains well-supported and sustainable in the years to come.

There are also training programs regarding maintenance of buildings that are specific to the non-profit housing stock and other programs that help staff gain pre-requisites or on the job certifications. BC Housing (the provincial crown corporation responsible for housing) offers training for existing staff in the sector for maintenance. This includes the "SkillsPlus" course that targets Building Service Workers, Building Managers, and Maintenance staff and aims to equip employees with technical skills that reduce the need for outside contractors. A scan across current job postings for non-profit housing providers that advertise jobs in building management including custodial, janitorial, and maintenance work list the Building Service Worker (BSW) certificate as an asset and a pre-qualifier in hiring. This program is offered by several colleges and universities in BC, including University of Victoria (UVic), University of Fraser Valley, Vancouver Community College, and the Burnaby Center for Continuing Education. BC Housing also offers training for housing societies on the operational review process at every Regional Education Networking and Trade Show, hosted by BCNPHA four times per year.

In terms of training available to support housing societies with learning about how to implement sustainability measures, the Green Municipal Fund (GMF) offers the affordable housing sector multiple support services for providers in pursuing climate retrofits for their buildings, including a Building Operators training that focuses on equipping building management personnel with knowledge on energy efficiency, retrofitting, and new technologies for their buildings. Additionally, they offer a consulting program to housing operators called the Regional Energy Coaches program,

which connects providers with industry experts that can support them in identifying and executing energy efficiency programs. Additionally, the BC Non-Profit Association offers a “Ready, Set, Retrofit” module to the sector which focuses on the fundamentals of identifying and executing energy efficiency projects for non-profit housing buildings. While extensive literature and industry-based information exists on the expanding green-building sector, there is limited data available currently for present-day needs of the non-profit housing sector in Canada with respect to climate retrofitting.

Training and professional development offered by the sector remains necessary and relevant for certain skills such as cultural competency, trauma-informed care, recovery care, Indigenous cultural competency, and cross-sectoral awareness (i.e. intersectional knowledge of health, immigrant/refugee, gender-based trauma, Indigenous reconciliation, private/public actors) (CCHR, 2023, CSH, 2022, Building Supports, 2016, The Philanthropist Journal, 2021, and AHMA, 2021). There are several certifications, workshops, and modules available to individuals entering or already in the sector looking to strengthen these skills. The Justice Institute of BC, for example, offers a Trauma and Crisis Intervention Program for those working in emergency, trauma care, and social service roles and is applicable to the demands of supportive, transitional, and complex care housing, as well as emergency shelters. Though it should be noted that the program is not directly tailored to the non-profit housing sector.

It is also increasingly imperative that organizations take a proactive approach to succession planning, which may entail internal training for existing staff with sector experience to take over leadership roles from senior, long-standing executives (Housing Partnership Canada, 2018 and 2015; BCNPHA, 2011). Vantage Point offers multiple workshops to the non-profit sector at large on effective succession planning, including their “Board Fundamentals: Succession and Recruitment” and “Executive Director Succession Planning” and Tools for Recruitment and Selection” workshops.

Access to Skills, Development, and Training

Key Findings:

- Training is resource-intensive and operationally demanding for non-profits, who often struggle to devote capacity to training new staff among other competing priorities
- Many certifications and training programs are costly upfront and in the long-term; housing societies may find the cost to be challenging for on-the-job training, or will struggle to recruit qualified staff who acquire training at their own cost and receive higher compensation in other sectors
- Racism and discrimination, geography, and relevance of training available are other barriers to accessing training for those considering working in the sector and those already working in the sector

What are the barriers to accessing relevant training programs?

While most employees want more training and there are benefits for staff and organizations in doing more professional development, prospective and current employees and housing societies seeking to support staff with professional development opportunities may face a range of barriers to accessing relevant training programs. Frequently cited barriers to training include time constraints,

organizational and logistical challenges and relevance of learning outcomes (BMC Medical Education 2024).

Cost of Training

An important finding in relation to access to training and development of skills in the sector, is that various certifications relevant to non-profit housing including the property management license and trauma-informed care certifications, are costly upfront and in the long-term for non-profits who aim to train/certify their staff in various competencies. For example, individuals seeking a BC Property Management License must enroll in the UBC Sauder Rental Property Management Licensing Course (\$1450 enrolment fee), which includes an English language proficiency requirement and a criminal record check. The first-time fee for the Property Management license through the BC Real Estate Council is \$1800, and \$1450 for renewal every two years. Langara's Social Housing Management certificate program is \$2340, but learners can take individual courses for \$428 to \$499 per course. It should be noted that organizations such as Vantage Point, BCNPHA, and other non-profits offering training to the sector do provide discounts to housing societies.

Additionally, for roles requiring formal degrees (e.g. in building science, executive management, finance, IT, and HR require formal university/college degrees), the accessibility of post-secondary education should be noted as a considerable barrier to some demographics in qualifying for positions in the sector. This is especially true for individuals facing financial strains who may struggle to afford formal degrees (The Conversation, 2017); the challenge for non-profits to compete with the private sector on compensation may result in such individuals not choosing to work in the sector once they obtain their degrees.

Rural and Remote Accessing to Training

There is also limited literature on rural and remote housing needs, and further, training resources scanned thus far have not demonstrated a specific consideration for the challenges of remote and rural housing. While many training resources reviewed can be accessed online, rural and remote providers may also struggle to access reliable internet. One of the few considerations for accessibility of training resources is that of BC Housing's "SkillsPlus" program, which offers outreach services to rural and remote providers in place of their in-person workshops. Similar considerations have not been observed from other training resources included in this scan, however.

Racism and Discrimination

Racism and discrimination are well-documented barriers to accessing training for marginalized groups in Canada. The Social Research and Demonstration Corporation (SRDC) report, *Barriers to Employment and Training for Equity-Seeking Groups* (2021), found that women, youth, Indigenous persons, newcomers, members of racialized communities, individuals who identify as 2SLGBTQIA+, and persons with disabilities are among the most under-served by training programs. Beyond challenges in formal training access, these groups also face significant barriers to informal learning opportunities, such as coaching and mentorship, which are critical for skill development and career progression.

The SRDC (2021) report further highlights that racism and discrimination manifest in multiple ways within training programs, creating exclusionary learning environments. For example, Eurocentric curricula and teaching methods fail to reflect the diverse perspectives and lived experiences of Indigenous and racialized students, making learning less relevant and accessible. Unwelcoming

institutional cultures and a lack of culturally responsive training programs further exacerbate these challenges. Additionally, a recent study from the Social Services Sector Training and Education Plan (2025) found that when Indigenous and racialized students encounter racism within training programs, it often leads to feelings of alienation and discouragement, increasing the likelihood of program attrition.

Social Services Sector Training and Education Plan (2025) added these challenges are compounded by the lack of faculty preparedness to address racism in the classroom. Many instructors and administrators lack the skills and training necessary to recognize, evaluate, and respond to incidents of discrimination, leaving students without adequate support. Furthermore, Indigenous students, faculty, and staff frequently experience the added burden of being expected to serve as representatives for all Indigenous Peoples, placing an undue emotional and intellectual workload on them. This additional labour contributes to burnout, further reducing participation and retention within training programs.

Time Constraints

Training for staff and volunteers has been described as resource-intensive by sources, citing the time and staff capacity required that often conflict with the daily operational demands of housing providers (AHMA, 2021, Marason Management Ltd, 2004, Hub Solutions, 2021). References to specific skills or competencies affected by this barrier are vague, however.

Relevance of Training

Bosworth (2021) points out that professional development opportunities do not often meet the specific needs of employees. She adds, if training does not include opportunities to apply the learnings, the learnings are not committed to long-term memory. This means that even if staff take relevant training, if the training is not accompanied by discussions about how to apply the learnings or opportunities to put the training into practice, it will not be impactful for the employee or their organization.

Barriers to Training for People with Lived Experiences

People with lived experience of homelessness often experience barriers in accessing formal education and training. Malenfant et al (2020) youth experiencing homelessness trying to access formal education and training face financial barriers, rigid policies, and inadequate institutional support. Those accessing training programs often encounter discrimination, stigma, and a lack of trauma-informed approaches, making it difficult to succeed academically.

Key Findings:

- More formal partnerships like Langara College's partnership with BCNPHA for the Social Housing Management program can help ensure training available addresses the skills needs and gaps of BC's non-profit housing sector's labour force
- Shared staff across housing societies or other organizations, such as property management and maintenance, can create pathways for housing societies to access specialized skills and create opportunities for knowledge exchange
- Partnerships between training institutions and housing societies to create opportunities for co-op and internship positions can help students get training that is specific to the needs of the sector, as well as introduce the sector as a viable career option for students upon graduation

What opportunities are there for collaboration to formalize pathways into the sector and provide training specific to the skills needs of the sector?

Some providers reported offering their expertise as fee-based services to smaller providers lacking in-house capacity in specialized disciplines (Housing Partnership Canada, 2015). While in-house training and capacity building remain commonly reported needs across the sector, knowledge exchanges and collaborative expertise-sharing have emerged as viable pathways to access the specialized skills and competencies required, particularly for niche and professional roles. Additionally, some institutions and organizations offering pre-training and certification to individuals looking to enter the sector and as professional development have established partnerships with long-standing organizations representing the non-profit housing sector in BC. For example, Langara College collaborates with BCNPHA, UBC Sauder, and BC Housing to formalize their development, real estate, and social housing certificate programs through recognition of their core competency training and professional development. Additionally, the Community Housing Transformation Center works with the Canadian Housing and Renewal Association to offer the Housing School, delivering specialized professional development to strengthen the sector.

While specific literature on rural housing providers is limited, a notable finding is the need for sector-wide capacity building and expertise sharing, with a focus on trades, property management and maintenance roles. According to the suggestions put forward by surveyed providers in Canada, organized systems of shared labour and workforces in trades such as property maintenance, repairs, construction, and electrical that are central to remote communities or capable of travel at cost would be highly supportive (Marason Management Ltd, 2004). This approach could help address the widespread issues of limited access to skilled labour and the high cost of materials in remote areas, thereby improving affordability and operational capacity.

Post-secondary work-integrated learning programs such as co-op placements provide significant benefits to various sectors by bridging the gaps between workforce needs and employment opportunities for students and young professionals (Charity Village, 2017). Additionally, this pathway into the sector results in individuals with relevant experience upon graduation which is less resource intensive on non-profits from a recruitment and onboarding standpoint (The Conversation, 2017; SHRM, 2017). While work-integrated learning programs and government wage subsidies have been longstanding in government and education institutions, better inclusion and positioning of non-profits as viable and competitive employment opportunities are needed.

Key Findings:

- The non-profit sector requires workers with many of the same skills as the private sector, but salaries and benefits in the non-profit sector do not compete with private sector compensation
- The sector's reliance on funding contracts to cover operational costs means jobs in the sector can be precarious, wages may not keep up with other sectors, and high caseloads, all resulting in stress for staff
- Many staff working for non-profit community services are experiencing burnout, stemming from the a) systemic issues impacting their work and their clients b) job stress due to funding constraints of the sector c) experiences of vicarious trauma
- Succession planning will be critical to many housing societies longevity, due to an aging workforce and long-standing leadership

Recruitment and Retention Challenges

What are the recruitment and retention challenges facing the sector?

Factors contributing to the challenges with recruitment and retention for the non-profit housing sector and the non-profit sector generally include inadequate compensation, impacts of the sector's reliance on funding contracts and challenges securing adequate funding, and burnout and mental health impacts of the work. An aging workforce, particularly at the leadership level, is also a key factor in terms of retention.

Inadequate Compensation

According to 2021 and 2023 surveys conducted by the U.S.-based National Council of Nonprofits, approximately 70% of organizations cited salary competition with the private sector as the primary challenge in recruiting and retaining skilled staff. Canadian research (Hub Solutions, 2021; Vantage Point, 2024; SPARC BC/Vantage Point, 2024) similarly highlights that wages in the non-profit housing sector often lag those in other sectors, even for roles requiring comparable training and expertise. Additionally, these studies found that limited access to benefits—including health insurance and paid sick leave—further exacerbates recruitment and retention challenges.

A UK study (Inside Housing, 2023) reinforces these findings, with 59% of survey respondents citing low pay and inadequate benefits as key reasons for leaving the sector.

Workforce Implications of Reliance on Funding Contracts

Despite increased government investments in housing and supports in BC, housing societies are seeing increased demand for their services and higher operational costs. A 2023 Statistics Canada study found that while demand for social services in Canada surged by 70%, organizations were only able to expand their capacity by 40% (Statistics Canada, 2024). In British Columbia, Vantage Point's 2024 *State of the Non-Profit Sector Report* echoed this trend, stating: *"Our findings reveal that the non-profit sector in BC is grappling with skyrocketing demand for services and supports from clients and communities, while its capacity to deliver programs and services has remained the same."*

The sector relies on funding contracts to cover operational costs, including contracts from various government departments at all levels of government, as well as other funding sources such as

foundations and private donations... While some funding contracts will provide housing subsidies for long periods of time, some funding contracts are shorter-term. The Vantage Point (2024) study showed the impact of funding contracts for wages, finding that despite rising costs, staff salaries in government funding contracts are not always indexed to inflation, making it increasingly difficult for non-profits to compete with other sectors in terms of wages.

Beyond wages, studies also showed reliance of funding contracts affects the sector's ability to offer job security for employees. Merrick (2023) describes the impacts of the non-profit sector's reliance on funding contracts on the sector's ability to recruit and retain staff in an article focussing on Work Integrated Learning (WIL) within the North American context. The article discusses how reliance on funding contracts means non-profit staff often have part time, temporary, and contract employment, meaning jobs in the sector are not always secure. The article notes that competitive funding environments often impact non-profits' ability to partner with post-secondary institutions and create specialized knowledge. Studies from Hub Solutions (2021) and Vantage Point/SPARC BC (2024) found that funding-driven job insecurity contributes to workplace stress. Reliance on funding contracts leave non-profit organizations uncertain about retaining employees, limiting their ability to offer stable, long-term positions. Vantage Point's *2024 State of the Non-Profit Sector Report* showed over one third of non-profit organizations responding to their survey reported an increase in the proportion of part-time, temporary, and seasonal jobs in their organizations. These pressures contribute to high turnover, further straining the workforce. Other research (Cuffe, 2023; HealthCare, 2023) showed budget constraints often mean non-profit staff have to take on high caseloads, responsibilities beyond their job descriptions, and frequent overtime, all while having potentially inadequate training to support clients with increasingly complex needs—all of which contribute to retention challenges in the sector.

Burnout and Mental Health Impacts of the Work

Budget constraints for the non-profit housing sector also contributes to staff burnout. A 2023 U.S. study found that 66% of non-profit employees cited budget constraints as a significant source of workplace stress (National Council of Nonprofits, 2023). AHMA (2024) conducted a needs assessment survey on their member organizations and similarly found that low salaries and high workloads were cited as most common reasons for staff turnover. The Hub Solutions (2021) study found that many frontline workers in the homeless support sector feel they lack the necessary resources to do their jobs effectively. The constant need to navigate varying funding requirements adds to staff frustration, leaving many disillusioned with the system. Additionally, high turnover means existing staff must absorb additional workloads, compounding stress and exhaustion (Hub Solutions, 2021; National Council of Nonprofits, 2023). With staff working at capacity as a result of high turnover, important organizational planning such as programming and cross-sector partnerships tend to become low-priority in order to maintain basic services and operations (AHMA, 2024).

A UK study of the community housing workforce found that housing officers frequently reported feeling overwhelmed, lacking the necessary support and training to manage their workload effectively (Inside Housing, 2023). Staff in the non-profit housing sector regularly assist clients facing severe crises, exposing them to vicarious trauma, emotional exhaustion, and depression. Workplace safety concerns further contribute to anxiety and stress among employees. These conditions can lead to sleep disturbances, emotional withdrawal, and long-term burnout (Hub Solutions, 2021; Inside Housing, 2023).

Aging Leadership

One of the most pressing issues for non-profits with respect to staffing in the long-term, is an aging workforce, particularly among senior leaders. Without robust succession planning, many organizations risk significant gaps in leadership, skills, and competencies, undermining their long-term stability. Effective succession planning, tailored to the unique needs of different subsectors, is essential for ensuring organizational longevity (Housing Partnership Canada, 2018; BCNPHA, 2011; City of Vancouver 2020).

Competition with other Non-Profits

Non-profits have a long-standing dynamic of both collaboration and competition with fellow mission-driven organizations—working together on service delivery and programming while competing for grants and donors. Curley (2021) highlights the benefits of resource and knowledge sharing in pursuit of common goals, but the article also underscores the risks, including challenges in volunteer and staff retention and the potential for reduced funding opportunities due to donor crowding.

Key Findings:

- Social service organizations are facing increasing demands for their services, but their capacity is not keeping up
- Recruitment and retention challenges often lead to high staff turnover, which is expensive and can have a negative impact on staff morale, stress levels, and performance

How do recruitment and retention challenges affect the non-profit housing sector?

The Hub Solutions study (2021) found that most workers in the homeless support sector have fewer than five years of experience, highlighting the sector's difficulty in retaining staff. Similarly, a 2023 UK survey of social landlords found that fewer than a quarter of respondents reported an annual turnover rate below 10%, indicating significant workforce instability (Inside Housing, 2023).

High staff turnover and ongoing workforce shortages add financial and other types of strain for the sector. Vantage Point (2024) found almost half of non-profit organizations responding to their survey spent more time and money on staff recruitment in the past year. The Homeless Hub (2021) study found that turnover and staffing gaps are significant sources of stress for employees, making it even more difficult for organizations to keep up with rising service needs. This gap means that social service organizations may struggle to meet growing demand, while existing staff are forced to take on heavier workloads, increasing the risk of workplace stress, burnout, and further turnover.

High turnover is costly for housing societies that are already financially stretched and operating with limited capacity. Charity Village (2017) reported that replacing a non-profit employee costs at least 20% of that position's salary. These figures do not include indirect costs such as lost productivity, the loss of institutional knowledge, training and onboarding expenses, and the impact on workplace culture. Additionally, the Charity Village article notes that in small organizations, high turnover places an added burden on executive directors, who must devote time to hiring rather than strategic priorities. The effects are even more pronounced for remaining staff, who are often required to take

on additional responsibilities until vacant positions are filled. Vantage Point's *2024 State of the Sector Report* also found that as positions turn over, non-profits must offer higher wages to attract and retain staff—an increasingly difficult challenge for organizations already struggling with financial constraints.

Position Most Affected by Recruitment and Retention Challenges

Surveys on staff in the non-profit housing sector conducted by the BC Non-Profit Housing Association in 2011 found emergency, transitional, and supportive housing had the highest rate of turnover. A study by the Housing Research Collaborative in 2019 on staff burnout and low retention within the homelessness sector cited the present-day burdens of record-high opioid overdoses and confronting nature of frontline shelter work on staff mental health, and its direct effects on burnout and stress. This trend may indicate that front-line roles in the non-profit housing sector are most likely to experience retention issues.

Key Findings:

- Slowing down recruitment processes can help ensure the person is the right fit
- Offering sector-wide training for the specific skills required by the sector can help address the skills gap and ensure training is more specific to the realities of working in the non-profit housing sector
- Increasing compensation does not necessarily need to be monetary
- Benefits such as better health insurance, paid sick days, and more vacation, can be an investment in improving recruitment and retention of staff, especially in the non-profit housing sector
- Rewards and recognition can be effective strategies for non-profits to make their staff feel valued – when staff feel valued, they are more likely to stay with the organization
- Mental health supports, especially for frontline staff and staff with lived experience, are a critical benefit for staff in the sector
- Training can be more impactful if there are opportunities to discuss how to apply learnings with peers

Potential Solutions to Labour Market Challenges Facing Sector

What are practical and effective solutions to address the training, recruitment, and retention challenges facing the sector?

Hiring Practices

Human resources (HR) are essential in mobilizing strategic plans to secure key talent in areas like asset management, IT, client services, and executive leadership. HR not only informs strategic planning but also ensures recruitment aligns with the skills and competencies critical to organizational stability and transformation. Additionally, HR's administrative function is vital to operational capacity—vacancies in this role can significantly impact recruitment, retention, and overall workforce effectiveness. (Housing Partnership Canada, 2018 and 2015, Marason Management Ltd, 2004, BCNPHA, 2011).

Training is available in BC to support non-profits with recruitment and candidate selection. Vantage Point offers training to HR and executive teams that are responsible for hiring employees at non-profits. Workshop participants learn about aligning recruitment with strategic planning, identifying skills and expertise relevant for roles, drafting engaging and tailored job descriptions, and conducting effective interview and screening processes.

The Charity Village article recommended slowing down the recruitment process and taking time to reflect on what might be leading to turnover. The article said it is better to wait for the right person when filling a position, including making sure the person is a fit for the workplace culture.

The use of Artificial Intelligence in recruitment and retention of employees is also an emerging method that employers are using to improve their hiring practices. AI can assist organizations in monitoring and addressing employee wellbeing by developing employee surveys to gain insight into satisfaction, stress, and other indicators in real time, providing administrative support and effectively reducing capacity burdens on staff (Toxigon, 2025). Additionally, AI can support the customization and tailoring of job descriptions to help employers recruit for desired skills and competencies, as well as match candidates' profiles with their roles. According to an InFeedo report, organizations using AI in their hiring practices saw a 25% increase in retention within one year (Infeedo, 2025).

Expanding Sector-Specific Training and Professional Development

Research has shown that offering ongoing training is a key factor in improving staff retention (HealthCare, 2023; Hub Solutions, 2021). Beyond increasing retention, studies highlight additional benefits, including a safer work environment, enhanced skill development, and opportunities for networking and collaboration. One study featured in *HealthCare* (2023) found that junior faculty members who participated in a professional development program were 11% more likely to stay in their jobs than those who did not.

The Hub Solutions (2021) survey revealed that 95% of respondents wanted to see more sector-wide training, particularly for frontline staff. Key areas of training identified include:

- First Aid and CPR
- Non-violent crisis intervention
- Harm reduction principles and practices
- Naloxone training
- Suicide prevention
- Knowledge of homelessness
- Managing and addressing aggressive behavior and sexual harassment
- Diversity, equity, and inclusion (DEI) training

The study also suggested that standardized, sector-wide training on both technical skills and self-care strategies could help improve job satisfaction and reduce turnover.

Reducing Barriers to Training for Indigenous and Racialized Students and Increasing Indigenous-led Training

Social Services Sector Training and Education Plan report (2025) recommended several ways to improve cultural safety in training programs and reduce barriers for Indigenous and racialized students. The report recommended formal and informal opportunities for cohort-based learning and community space for Indigenous and racialized students could be a meaningful way to improve

cultural safety of the training programs. The report also emphasized the importance of Indigenous-led training opportunities, with their findings showing the majority of students that responded to their survey indicated having an Indigenous instructor or co-instructor would help increase the uptake of cultural safety training. The report also recommended setting up an ongoing grant for training programs to consult with local Indigenous knowledge keepers to update course content.

Enhancing Compensation and Benefits

While increasing salaries is one way to improve compensation, expanding employee benefits is another critical strategy for retaining staff and making jobs more attractive. Research has shown that when employees feel valued, they are more engaged, productive, and less likely to leave their jobs (Harvard Business Review, 2021).

Offering competitive benefits can help organizations attract and retain employees, even if salaries are lower than in other sectors. The *Hub Solutions* (2021) study found that staff providing homeless supports wanted better access to compensation in the form of health insurance, mental health counseling, paid sick leave, vacation time, childcare support, and peer support networks. *Charity Village* also highlighted the value of flexible work arrangements and additional vacation time, which can be cost-effective alternatives to salary increases. The report recommended that organizations view benefits not as an expense, but as an investment in workforce stability.

For non-profits looking to diversify and expand their workforce, offering benefits that are competitive with the private sector—particularly for roles requiring formal education—has been shown to significantly improve retention. *Non-Profit HR* (2024) reported that organizations that tailored benefits to align with their services, such as housing assistance, financial planning, or education support, experienced a 33% higher retention rate than those offering standard benefits packages. This approach has been successfully implemented by organizations such as the Gates Foundation and smaller non-profits, demonstrating that even resource-constrained organizations can leverage benefits strategically to retain employees.

Recognizing and Valuing Staff

Recognition is a powerful tool for improving retention. While private-sector organizations often rely on monetary incentives, research suggests that non-monetary rewards and recognition can be just as impactful in motivating employees (Harvard Business Review, 2021). This presents an opportunity for non-profits, which often operate with tight budgets and limited capacity for financial incentives.

Recognition is particularly meaningful in the non-profit sector, where employees are often motivated by the impact of their work. A *Harvard Business Review* (2021) study examined the effects of sending letters to social workers acknowledging their contributions. Social workers who received these letters reported feeling more valued, experiencing greater well-being, a stronger sense of belonging, and increased intrinsic motivation. They also had lower rates of absenteeism due to illness compared to their colleagues who did not receive recognition. These findings suggest that simple, low-cost strategies—such as written acknowledgments, peer recognition programs, or public appreciation—can have a significant positive impact on staff morale and retention.

Offering More Staff Supports

Expanding mental health supports and other resources can be an effective strategy to improve employee retention, particularly for frontline staff who face high levels of stress and emotional labor. While many organizations offer some form of mental health support, studies suggest that these

resources are often insufficient (Hub Solutions, 2021). One effective strategy to enhance support is the creation of peer-support networks, which can provide staff with a sense of community and shared understanding.

With the growing emphasis on hiring staff with lived experience, it is also essential to ensure that these employees receive the resources and support needed to prevent re-traumatization (Hub Solutions, 2021). Investing in trauma-informed workplace policies, access to counseling, and structured peer support programs can help retain employees while promoting their long-term well-being.

Maximizing the Impact of Training

For training programs to be truly effective, employees must have opportunities to apply what they have learned. Bosworth (2021) suggested training should be structured so 50% of the time is dedicated to learning and 50% to discussion and application. She recommended that organizations incorporate peer-group meetings to allow staff to share insights and strategies for integrating new skills into their daily work. Additionally, creating shared documents or online discussion spaces can facilitate ongoing learning and collaboration beyond formal training sessions. By fostering an environment where employees can actively apply and reinforce their learning, organizations can maximize the long-term impact of their training investments.

Literature Review Limitations

Limitations and Considerations

It should also be noted that multiple sources reviewed in this scan refer to U.S.-based organizational data, or Canada-wide sector trends. Many findings reviewed in this scan can be reliably related to Canada and BC context, such as factors contributing to turnover and low-retention rates. However, U.S.-based policy and regulatory solutions proposed among some of these sources are not relevant to Canadian and BC context as it relates to government collaboration with the sector. Additionally, non-Canadian literature is inapplicable to the BC housing sector on specific issues related to Indigenous housing needs, and rural/remote housing needs.

Other than a Canada-wide report looking at skills gaps, recruitment, and retention issues for the homeless supports sector and reports about workforce challenges for the community housing sector in the UK, the literature is not specific to the non-profit housing sector as a whole in Canada or in BC specifically. Rather the literature available focuses on the non-profit sector's labour market. Where possible, we relied on BC-based research about the non-profit sector's labour market to ensure the findings are as applicable as possible. The environmental scan focused specifically on the relevant training available in BC.

A major barrier to advocating for the acute needs of Canada's non-profit sector is the lack of robust, current data. Unlike other major sectors, non-profits are expected to collect their own data, leading to significant gaps in understanding their needs (The Philanthropist Journal, 2021). Despite contributing 8% of Canada's GDP in 2017 - surpassing the domestic automotive and manufacturing industries (Imagine Canada, 2019; Canadian Charity Law, 2018) - data on non-profits remains scarce at both provincial and national levels. Organizations such as Imagine Canada have done continuous lobbying on behalf of the sector over the last decade through meetings with federal MPs and

participation in the pre-budget consultation process, but non-profit organizations have attempted to fill this data void themselves in the meantime. However, this endeavor is resource-intensive to conduct and narrowly scoped to their sub-sectors (The Philanthropist Journal, 2021).

The consultations for this study will enhance the literature and evidence-based research available specifically about the labour market issues facing BC's non-profit housing sector. While the literature currently available is helpful for understanding some of the broad issues facing the sector, the consultations for this study will be important to ensure recommendations to address skills gaps and recruitment and retention issues will be effective and impactful specifically for BC's non-profit housing sector.

Examples of Remaining Questions

- What are the barriers to setting up more relevant training for those considering working in the non-profit housing sector in BC and those already working in the sector?
- Are there incentive programs that can be successful in improving access to training programs and professional development opportunities?
- What types of training would be most relevant and impactful to focus on to address BC's non-profit housing sector's labour market challenges and skills gaps?
- What are the emerging training needs facing BC's non-profit housing sector and how can they be addressed?
- What barriers exist for potential and current employees of BC's non-profit housing sector to access formal and informal training and professional development? Do these barriers differ by demographic group or role type?
- What are recruitment and retention strategies that have been tried and proven effective in the context of BC's non-profit housing sector's workforce? What strategies are most cost effective?
- What are the unique recruitment and retention issues facing Indigenous-led housing societies in BC and what solutions would be most practical and effective?
- How can Indigenous-led training help BC's non-profit housing sector's labour force respond to labour force the skills gaps?
- What are the unique recruitment and retention issues facing housing societies in rural and remote areas of BC and what solutions would be most practical and effective?
- What are the specific skill gaps housing societies are experiencing when recruiting staff?
- How do wages, compensation, retention, and other indicators compare to other sectors aiming to recruit workers with similar skills?
- How can technology be most effectively used by the non-profit housing sector to address skills gaps, recruitment, and retention issues?

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