

For Approval: EY IB & QA

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Sent: June 28, 2022 1:00:18 PM PDT
Attachments: IB_BG_BC Housing EY Report_June_30_22_V4.docx, QA_BC Housing EY Report_30 June 22_V3.docx

Hello there,

Please find attached the EY report IB and QA for your review and approval. Scheduled for release Thursday at 930am.

With thanks

Eric Berndt APR (he/him)
Communications Director, Attorney General and Housing
250 208 8438

INFORMATION BULLETIN

Ministry of Attorney General and
Responsible for Housing

[release number]
June 30, 2022

New report highlights BC Housing expansion; new board members announced

VICTORIA – The Province has released the findings of an external review of BC Housing’s organizational capacity and financial systems, in consideration of government’s historic \$7-billion investment in affordable housing over ten years, in British Columbia.

The review was initiated by the B.C. Government in 2021 to ensure that BC Housing can deliver its expanded budget and mandate. The agency’s breadth and scope of activities and funding levels have increased substantially since 2018, when the Province released Homes for BC: A 30-Point Plan for Housing Affordability in British Columbia, committing to work with partners to provide 114,000 new homes over 10 years.

Conducted by external consultant Ernst and Young, the review identifies 26 findings and 44 recommendations across five themes: governance, strategic planning and business integration, human resources, program design and project administration processes.

The findings identify opportunities to gain efficiencies and create more capacity within BC Housing to match organizational growth. They also outline how BC Housing’s overall service delivery and accountability structures can be improved amid its rapid expansion.

The recommendations in the report point to the need for greater clarity in governance roles, structures and processes, more detailed policy direction on program outcomes, and greater collaboration between government and BC Housing to integrate strategic policy direction with program design and delivery.

The Province is working with BC Housing to develop an implementation plan that will outline how it will respond to the recommendations.

To support BC Housing in the delivery of government’s ambitious housing commitments, David Eby, Attorney General and Minister Responsible for Housing, is appointing five new members to the BC Housing Board of Commissioners, bringing the total number of board members to 12. Two of the new board appointees are Indigenous commissioners, to ensure that urban and rural Indigenous perspectives are reflected in communities throughout the province. Adding new positions to the board will support the organization’s expansion and improve governance oversight, strategic planning and other strategic decisions required of B.C.’s largest housing developer.

Allan Seckel is being appointed chair of the board, which oversees policy implementation and provides strategic guidance to BC Housing. Seckel is being appointed to a 1-year term, beginning July 18, 2022.

Seckel replaces current board chair Cassie Doyle, who has served as chair of BC Housing since 2017. As chair, Doyle has overseen development and delivery of the Building BC housing programs and extraordinary measures to house people during the COVID-19 pandemic, forest fire and flood seasons and the 2021 heat dome event. Doyle didn't seek reappointment of her four-year term, which ends July 18, 2022.

A backgrounder follows.

Learn More:

To read the review of BC Housing, visit:

<https://www2.gov.bc.ca/gov/content/governments/organizational-structure/ministries-organizations/crown-corporations/bc-housing>

Contact:

Ministry of Attorney General and Responsible
for Housing
Media Relations
236 478-0251

BACKGROUND

[release number]
June 30, 2022

Ministry of Attorney General and
Responsible for Housing

New members join the BC Housing Board of Commissioners

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Clifford White

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Jill Kot

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These five new board members join seven current commissioners:

- Barbara Eileen Carle-Thiesson
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CONFIDENTIAL ADVICE – JUNE 30, 2022 (DRAFT)

E&Y Report Questions & Answers

Key messages:

- BC Housing's breadth and scope of activities has increased substantially since 2018, when the Province released Homes for BC: A 30-Point Plan for Housing Affordability in British Columbia.
- BC Housing is also expected to continue helping deliver government's progressive and ambitious housing policy, including meeting specific affordable and social housing targets.
- Late last year, government initiated an internal review of BC Housing to look at the agency's organizational capacity and financial systems to ensure they properly support its expanded mandate and work.
- This was an external administrative review completed by external consultant Ernst & Young.
- The review has resulted in 26 findings and 44 recommendations across five themes: governance, strategic planning and business integration, human resources, program design, and project administration processes.
- The findings identify opportunities to gain efficiencies and create more capacity within BC Housing. They also outline how BC Housing's overall service delivery and reporting relationship to government can be improved.
- The recommendations in the report point to the need for greater clarity in governance roles, structures and processes, more detailed policy direction on program outcomes, and greater collaboration between government and BC Housing to integrate strategic policy direction with program design and delivery.
- Government is working with BC Housing to develop an implementation plan that will outline how it will respond to the recommendations.

1. Why did government order this review of BC Housing?

- BC Housing's breadth and scope of activities has increased substantially since 2018, when the Province released Homes for BC: A 30-Point Plan for Housing Affordability in British Columbia, committing to provide 114,000 units over 10 years.
- BC Housing is responsible for approximately 31,000 of these units, and their mandate also includes implementing an ambitious housing policy, with specific affordable and social housing targets.
- The provincial government takes seriously its responsibilities to protect public investments and deliver affordable housing for people in B.C. who desperately need it.

CONFIDENTIAL ADVICE – JUNE 30, 2022 (DRAFT)

- The Province initiated this review of BC Housing to look at the agency's organizational capacity and financial systems and controls, and to ensure they are appropriately supported to deliver on their expanded budget and mandate.
- The Province wants to support BC Housing's capacity to respond to these new demands with efficient, effective oversight and decision mechanisms in place to ensure their continued success.

2. Will you implement all of the recommendations? What role will government play in supporting BC Housing to take action on the recommendations?

- The review has resulted in 26 findings and 44 recommendations across five themes: governance, strategic planning and business integration, human resources, program design, and project administration processes.
- Government is working with BC Housing to develop an implementation plan, expected this fall, that will outline how we will respond to the recommendations.
- We expect some of the actions will span several years, given their complexity.
- We have a shared interest in making improvements in how government and BC Housing work together and how BC Housing adapts to the greater complexity and volume of work that comes with an expanded mandate.

3. When will the implementation plan be completed?

- The Province is working with BC Housing to develop an implementation plan that will outline how it will respond to the recommendations.
- I anticipate the implementation plan will be completed sometime this fall.

4. Why was BC Housing given such a huge budget lift and expanded mandate if government had concerns about its organizational capacity and effectiveness?

- Our province is in the midst of a housing and homelessness crisis.
- We made the decision to move forward as quickly as possible with the largest investment in housing in B.C.'s history – \$7 billion – and work with partners to deliver 114,000 affordable homes over 10 years.
- Nearly 34,000 homes are already completed or underway throughout the province for individuals, families, students, seniors, persons living with disabilities, women and children fleeing violence, and those at risk of or experiencing homelessness.
- And we're investing an additional \$2 billion in development financing through B.C.'s HousingHub to finance the construction of thousands of new homes for middle-income British Columbians.

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- It's government's responsibility to ensure Crown corporations are supported in the delivery of government initiatives.
- BC Housing is working at a tremendous pace to deliver on government's housing commitments. This review will help identify opportunities to improve organizational effectiveness, and to ensure BC Housing is appropriately supported to deliver on their expanded budget and mandate.

5. Did the review look into BC Housing's response during the pandemic?

- No, this review did not focus on BC Housing's response during the pandemic; however, the review took place during the pandemic and took into account how BC Housing responded while working within its existing organizational capacity, financial systems and controls.
- The breadth and scope of BC Housing's response during the pandemic, in collaboration with the private, non-profit, and public sectors, demonstrated the organization's ability to balance nimbleness and oversight.
- The Office of the Auditor General recently published two favourable audit reports on BC Housing's COVID-19 response – one on property purchases and the other on additional safe spaces for women and children leaving violence.

6. Did this review look into the conflict of interest between the CEOs of BC Housing and Atira?

- No. BC Housing and Atira have safeguards in place to prevent any potential conflict of interest.
- BC Housing has policies regarding conflict of interest that have been approved by the Board of Commissioners, including a Code of Conduct, which is applicable to all employees and commissioners. The Code of Conduct outlines a rigorous Conflict of Interest (COI) Declaration and Conflict Screen Protocol specific to the CEO.

7. What resources will government be dedicating to implement the recommendations, and will BC Housing receive any additional staff or funding?

- Any additional resources, including staff and/or funding, have yet to be determined and would form part of future budget deliberations between BC Housing and government.

Board Appointments

8. Why aren't you extending Cassie Doyle's term as board chair at BC Housing?

- The Board Chair recently indicated she would not be seeking re-appointment. Cassie Doyle has served as chair of BC Housing since 2017.
- As chair, Doyle has overseen development and delivery of the Building BC housing programs and extraordinary measures to house people during the COVID-19 pandemic, forest fire and flood seasons and the 2021 heat dome event.
- Doyle's four-year term ends July 18, 2022.

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9. Who made that decision?

- As Attorney General and Minister responsible for Housing, I have responsibility for BC Housing and the appointment of Board members, including the Chair. The maximum term is 6 years.

10. How was Allan Seckel chosen as board chair?

- The new Chair was chosen on the basis of his experience within government, as well as with the private and community sectors, and for his extensive governance expertise with public sector and non-profit boards.

11. Who chose the new board members?

- The new board members were recruited on the basis of their experience and skills in order to complement existing members and ensure the Board has the capacity to deliver on government priorities.
- Two of the new board appointees are Indigenous commissioners, to ensure that urban and rural Indigenous perspectives are reflected in communities throughout the province.
- Their appointments build on DRIPA commitments and BC Housing Reconciliation work. Both of them bring extensive experience with housing and related issues to the role.
- Adding new positions to the board will support the organization's expansion and improve governance oversight, strategic planning and other strategic decisions required of B.C.'s largest housing developer.

12. Will any current board members also be leaving?

- There are no changes to the existing board members, bringing the total number of commissioners to 12.

13. How long will the new board members terms be for?

- The new board members will each be appointed for a one-year term, including the chair.

FOI Requests

14. Why did you withhold the draft review report?

- The report needed to be reviewed by a committee of Cabinet, therefore, the report was withheld as per sections 12 and 13 of FOIPPA.
- At the time of the information request, as minister responsible for BC Housing, I committed to releasing the report in full and that's what we've done.

CONFIDENTIAL ADVICE – JUNE 30, 2022 (DRAFT)

-END-

IB_BG_BC Housing EY Report_June_30_22_V4

From: Eby, David AG:EX <David.Eby@gov.bc.ca>
To: Harder, Derrick AG:EX <Derrick.Harder@gov.bc.ca>
Sent: June 28, 2022 4:14:54 PM PDT
Attachments: IB_BG_BC Housing EY Report_June_30_22_V4.docx
Edits

INFORMATION BULLETIN

Ministry of Attorney General and
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Final EY Report materials - June 30, 2022

From: Berndt, Eric GCPE:EX <Eric.Berndt@gov.bc.ca>
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Cc: Schollen, Tasha GCPE:EX <Tasha.Schollen@gov.bc.ca>, Grewal, Preet GCPE:EX <Preet.Grewal@gov.bc.ca>
Sent: June 30, 2022 8:49:23 AM PDT
Attachments: IB_BG_BC Housign EY Report_June_30_22_FNL.pdf, QA_BC Housing EY Report_30 June 22_FINAL.docx

Hi there,

Attached are the final materials for this morning's EY report announcement:

- IB – web post only at 9:30 a.m.,
- KM/QAs,
- Permalink: <https://news.gov.bc.ca/27102>

Cheers

Eric

INFORMATION BULLETIN

For Immediate Release
2022AG0103-001043
June 30, 2022

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and Responsible for Housing

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**E&Y Report
Questions & Answers**

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CONFIDENTIAL ADVICE – JUNE 30, 2022

- The Province initiated this review of BC Housing to look at the agency's organizational capacity and financial systems and controls, and to ensure they are appropriately supported to deliver on their expanded budget and mandate.
- The Province wants to support BC Housing's capacity to respond to these new demands with efficient, effective oversight and decision mechanisms in place to ensure their continued success.

2. Will you implement all of the recommendations? What role will government play in supporting BC Housing to take action on the recommendations?

- The review has resulted in 26 findings and 44 recommendations across five themes: governance, strategic planning and business integration, human resources, program design, and project administration processes.
- Government is working with BC Housing to develop an implementation plan, expected this fall, that will outline how we will respond to the recommendations.
- We expect some of the actions will span several years, given their complexity.
- We have a shared interest in making improvements in how government and BC Housing work together and how BC Housing adapts to the greater complexity and volume of work that comes with an expanded mandate.

3. When will the implementation plan be completed?

- The Province is working with BC Housing to develop an implementation plan that will outline how it will respond to the recommendations.
- I anticipate the implementation plan will be completed sometime this fall.

4. Why was BC Housing given such a huge budget lift and expanded mandate if government had concerns about its organizational capacity and effectiveness?

- Our province is in the midst of a housing and homelessness crisis.
- We made the decision to move forward as quickly as possible with the largest investment in housing in B.C.'s history – \$7 billion – and work with partners to deliver 114,000 affordable homes over 10 years.
- Nearly 34,000 homes are already completed or underway throughout the province for individuals, families, students, seniors, persons living with disabilities, women and children fleeing violence, and those at risk of or experiencing homelessness.
- And we're investing an additional \$2 billion in development financing through B.C.'s HousingHub to finance the construction of thousands of new homes for middle-income British Columbians.

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- It's government's responsibility to ensure Crown corporations are supported in the delivery of government initiatives.
- BC Housing is working at a tremendous pace to deliver on government's housing commitments. This review will help identify opportunities to improve organizational effectiveness, and to ensure BC Housing is appropriately supported to deliver on their expanded budget and mandate.

5. Did the review look into BC Housing's response during the pandemic?

- No, this review did not focus on BC Housing's response during the pandemic; however, the review took place during the pandemic and took into account how BC Housing responded while working within its existing organizational capacity, financial systems and controls.
- The breadth and scope of BC Housing's response during the pandemic, in collaboration with the private, non-profit, and public sectors, demonstrated the organization's ability to balance nimbleness and oversight.
- The Office of the Auditor General recently published two favourable audit reports on BC Housing's COVID-19 response – one on property purchases and the other on additional safe spaces for women and children leaving violence.

6. Did this review look into the conflict of interest between the CEOs of BC Housing and Atira?

- No. This review was focussed on operational efficiencies and oversight processes at BC Housing.
- BC Housing has policies regarding conflict of interest that have been approved by the Board of Commissioners, including a Code of Conduct, which is applicable to all employees and commissioners. The Code of Conduct outlines a rigorous Conflict of Interest (COI) Declaration and Conflict Screen Protocol specific to the CEO.

7. What resources will government be dedicating to implement the recommendations, and will BC Housing receive any additional staff or funding?

- Any additional resources, including staff and/or funding, have yet to be determined and would form part of future budget deliberations between BC Housing and government.

Board Appointments

8. Why aren't you extending Cassie Doyle's term as board chair at BC Housing?

- The Board Chair recently indicated she would not be seeking re-appointment. Cassie Doyle has served as chair of BC Housing since 2017.
- As chair, Doyle has overseen development and delivery of the Building BC housing programs and extraordinary measures to house people during the COVID-19 pandemic, forest fire and flood seasons and the 2021 heat dome event.
- Doyle's four-year term ends July 18, 2022.

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9. Who made that decision?

- As Attorney General and Minister responsible for Housing, I have responsibility for BC Housing and the appointment of Board members, including the Chair. The maximum term is 6 years.

10. How was Allan Seckel chosen as board chair?

- The new Chair was chosen on the basis of his experience within government, as well as with the private and community sectors, and for his extensive governance expertise with public sector and non-profit boards.

11. Who chose the new board members?

- The new board members were recruited on the basis of their experience and skills in order to complement existing members and ensure the Board has the capacity to deliver on government priorities.
- Two of the new board appointees are Indigenous commissioners, to ensure that urban and rural Indigenous perspectives are reflected in communities throughout the province.
- Their appointments build on DRIPA commitments and BC Housing Reconciliation work. Both of them bring extensive experience with housing and related issues to the role.
- Adding new positions to the board will support the organization's expansion and improve governance oversight, strategic planning and other strategic decisions required of B.C.'s largest housing developer.

12. Will any current board members also be leaving?

- There are no changes to the existing board members, bringing the total number of commissioners to 12.

13. How long will the new board members terms be for?

- The new board members will each be appointed for a one-year term, including the chair.

FOI Requests

14. Why did you withhold the draft review report?

- The report needed to be reviewed by a committee of Cabinet, therefore, the report was withheld as per sections 12 and 13 of FOIPPA.
- At the time of the information request, as minister responsible for BC Housing, I committed to releasing the report in full and that's what we've done.

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15. Why wasn't the report released in full?

- The *Freedom of Information and Protection of Privacy Act* restricts or permits the release of certain confidential information.
- A few small sections of this report were redacted under sections 12 & 17 of the Act.

-END-

BCH IB

From: Grewal, Preet GCPE:EX <Preet.Grewal@gov.bc.ca>
To: LynesFord, Adam AG:EX <Adam.LynesFord@gov.bc.ca>, Dowler, Thea AG:EX <Thea.Dowler@gov.bc.ca>, Madoc-Jones, Sian AG:EX <Sian.MadocJones@gov.bc.ca>
Cc: Berndt, Eric GCPE:EX <Eric.Berndt@gov.bc.ca>, Schollen, Tasha GCPE:EX <Tasha.Schollen@gov.bc.ca>
Sent: July 8, 2022 4:28:49 PM PDT
Attachments: KMQA_BCH_Board_V4.docx, IB_BCH Board_V4.docx

Hi there,

Attached please find the latest BCH E&Y IB and KM/QA.

Thanks,
Preet

Preet Grewal (*she/her*)

Communications Manager | Attorney General and Housing
Government Communications and Public Engagement
778-587-3237 (cell)
Preet.grewal@gov.bc.ca

Grateful to be living, learning and working on the traditional territory of the Lekwungen peoples.

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Withheld pursuant to/removed as

s.13 ; s.14

INFORMATION BULLETIN

For Immediate Release
[release number]
[July 8, 2022]

Ministry of Attorney General and
Responsible for Housing

Changes to BC Housing Board

VICTORIA – David Eby, minister responsible for housing, has announced changes to the composition of the BC Housing Board of Commissioners.

Effectively immediately, the Board is comprised of Alan Seckel (Chair) and recently appointed board members Jill Kot, Sheila Taylor, Mark Sieben and Russ Jones.

The Board will continue overseeing governance of the organization and will ensure the implementation of best practices in view of the recently released external review conducted by Ernst & Young.

The review was initiated by the B.C. Government in 2021 to ensure that BC Housing can deliver its expanded budget and mandate in consideration of government's historic \$7-billion investment in affordable housing over ten years and the rapid growth of the Crown corporation.

The remaining newly appointed board members who were announced in June 2022 will begin their appointments on July 22nd, 2022.

Media Contacts
Ministry of Attorney General and Responsible for Housing
Media Relations
236 478-0251

FW: Letter for the Minister and Premier

From: Minister, AG AG:EX <AG.Minister@gov.bc.ca>
To: Eby, David AG:EX <David.Eby@gov.bc.ca>, LynesFord, Adam AG:EX <Adam.LynesFord@gov.bc.ca>, Madoc-Jones, Sian AG:EX <Sian.MadocJones@gov.bc.ca>, Dowler, Thea AG:EX <Thea.Dowler@gov.bc.ca>, Harder, Derrick AG:EX <Derrick.Harder@gov.bc.ca>
Sent: July 11, 2022 2:34:44 PM PDT
Attachments: Letter to AG.pdf
FYI

From: s.22
Sent: July 11, 2022 2:12 PM
To: Minister, AG AG:EX <AG.Minister@gov.bc.ca>
Cc: Hagglund, Jarrett PREM:EX <Jarrett.Hagglund@gov.bc.ca>; OfficeofthePremier, Office PREM:EX <Premier@gov.bc.ca>; Normand, Nicole AG:EX <Nicole.Normand@gov.bc.ca>
Subject: Letter for the Minister and Premier

[EXTERNAL] This email came from an external source. Only open attachments or links that you are expecting from a known sender.

Could you kindly bring this letter to the attention of the Attorney General and Premier.

Many thanks,

s.22

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Withheld pursuant to/removed as

s.22

FW: BC Housing - s.22

From: Minister, AG AG:EX <AG.Minister@gov.bc.ca>
To: Eby, David AG:EX <David.Eby@gov.bc.ca>, LynesFord, Adam AG:EX <Adam.LynesFord@gov.bc.ca>, Madoc-Jones, Sian AG:EX <Sian.MadocJones@gov.bc.ca>, Dowler, Thea AG:EX <Thea.Dowler@gov.bc.ca>
Cc: Harder, Derrick AG:EX <Derrick.Harder@gov.bc.ca>
Sent: July 11, 2022 2:55:42 PM PDT
Attachments: image001.jpg
FYI
C

From: s.22

Sent: July 11, 2022 2:38 PM

To: Minister, AG AG:EX <AG.Minister@gov.bc.ca>

Cc: Hagglund, Jarrett PREM:EX <Jarrett.Hagglund@gov.bc.ca>; OfficeofthePremier, Office PREM:EX <Premier@gov.bc.ca>; Normand, Nicole AG:EX <Nicole.Normand@gov.bc.ca>; Minister, FIN FIN:EX <FIN.Minister@gov.bc.ca>

Subject: BC Housing

[EXTERNAL] This email came from an external source. Only open attachments or links that you are expecting from a known sender.

Dear Minister Eby;

s.22

From: Minister, AG AG:EX <AG.Minister@gov.bc.ca>
To: Eby, David AG:EX <David.Eby@gov.bc.ca>, LynesFord, Adam AG:EX <Adam.LynesFord@gov.bc.ca>, Madoc-Jones, Sian AG:EX <Sian.MadocJones@gov.bc.ca>, Dowler, Thea AG:EX <Thea.Dowler@gov.bc.ca>
Cc: Harder, Derrick AG:EX <Derrick.Harder@gov.bc.ca>
Sent: July 11, 2022 3:59:12 PM PDT
Will submit for an AG draft response – via LSB – they are currently working on drafting AG draft responses to s.22 and s.22
C

From: s.22

Sent: July 11, 2022 3:54 PM

To: Minister, AG AG:EX <AG.Minister@gov.bc.ca>; Normand, Nicole AG:EX <Nicole.Normand@gov.bc.ca>

Cc: Minister, FIN FIN:EX <FIN.Minister@gov.bc.ca>; OfficeofthePremier, Office PREM:EX <Premier@gov.bc.ca>; Hagglund, Jarrett PREM:EX <Jarrett.Hagglund@gov.bc.ca>

Subject: Commissioner Rescindment Impacts

[EXTERNAL] This email came from an external source. Only open attachments or links that you are expecting from a known sender.

Honorable David Eby
Minister of Housing, and Attorney General

Cc: Premier John Horgan

Minister Eby,

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s.22

Barb Carle-Thiessen
Email: s.22

Dear Barb Carle-Thiessen:

I am writing to express my appreciation for the contribution you have made as a Commissioner of the BC Housing Management Commission. I am grateful for the time and commitment you brought to creating homes for people that need them.

BC Housing, on behalf of government, serves an important public service function for British Columbians. BC Housing has experienced rapid growth, receiving an expanded mandate with a historic \$7-billion investment in affordable housing over ten years.

The changes to the Board were made to ensure the immediate implementation of best practices in view of the recently released external review conducted by Ernst & Young. The review was initiated by the BC government in 2021 to ensure that BC housing can deliver this expanded budget and mandate.

Thank you again for your time and commitment to the BC Housing Board.

Best wishes for the future.

Yours truly,

David Eby, QC
Attorney General and
Minister Responsible for Housing

630305

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Withheld pursuant to/removed as

s.22

FW: Commissioner Rescindment Impacts

From: Minister, AG AG:EX

From: Susan s.22

Sent: July 11, 2022 3:54 PM

To: Minister, AG AG:EX <AG.Minister@gov.bc.ca>; Normand, Nicole AG:EX <Nicole.Normand@gov.bc.ca>

Cc: Minister, FIN FIN:EX <FIN.Minister@gov.bc.ca>; OfficeofthePremier, Office PREM:EX <Premier@gov.bc.ca>; Hagglund, Jarrett PREM:EX <Jarrett.Hagglund@gov.bc.ca>

Subject: Commissioner Rescindment Impacts

[EXTERNAL] This email came from an external source. Only open attachments or links that you are expecting from a known sender.

Honorable David Eby
Minister of Housing, and Attorney General

Cc: Premier John Horgan

Minister Eby,

s.22

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s.22