

The Business Transformation Program is a three-year initiative to enhance BC Housing’s structures, processes, and systems so that we can be more accountable and responsive in meeting the needs of tenants, partners, and employees. Here are the projects we are working on.

**Key:** EY = Ernst & Young Financial Systems & Operational Review | EY-A = Ernst & Young Forensic Investigation Report | W = Watson Report

Project	Description	Scope	Status
<b>Data Governance Framework</b>	Develop a data governance framework for BC Housing (also extends to partners) to enable better analytics and data-driven business intelligence.	<b>EY 2-10</b> Deliverable Year 1: Creation of Framework	<ul style="list-style-type: none"> <li><b>Underway:</b> Developing project framework</li> </ul>
<b>IT Strategy and Roadmap (NEW)</b>	Develop strategy to modernize business practices and assess systems for upgrade or replacement.	<b>EY 2-08</b>	<ul style="list-style-type: none"> <li><b>Underway:</b> Legacy and sector IT systems assessments are underway with strategy development planned to begin in Fall 2023.</li> </ul>
<b>Performance Measurement Framework</b>	Develop a performance measurement framework to inform decision making by tracking progress towards delivery of targets and priorities.	<b>EY 4-05</b> Deliverable Year 1: Creation of Framework	<ul style="list-style-type: none"> <li><b>Underway:</b> Developing project framework</li> </ul>
<b>Contract Lifecycle Management System (NEW)</b>	Develop a system to govern and manage contract activity from contract creation through completion to strengthen BC Housing’s management of contracts.	<b>EY 2-03, 5-03, 5-04</b>	<ul style="list-style-type: none"> <li><b>Underway:</b> Developing project framework</li> </ul>
<b>Cash Flow &amp; Financial Forecasting System (NEW)</b>	Develop a Cash Flow and Financial Forecasting System to meet BC Housing’s ongoing forecasting requirements, reduce reliance on manual spreadsheets, and increase forecasting accuracy.	<b>EY 2-03, 5-03, 5-04</b>	<ul style="list-style-type: none"> <li><b>Underway:</b> Developing project framework</li> </ul>
<b>Operational Review Enhancements</b>	Implement a new, improved IT solution for managing housing provider Operational Reviews to remove inefficiencies and improve understanding of performance, risk, and governance capabilities.	<b>Operational Review Process</b>	<ul style="list-style-type: none"> <li>✓ <b>Complete (April 2023):</b> Beta release of new PartnerHub Operational Review system.</li> <li>• <b>Underway:</b> PartnerHub system testing, housing provider feedback analysis, and system modification to prepare for province-wide launch in April 2024.</li> </ul>
<b>Non-profit Partner Financial Review Process</b>	Develop the process for completing financial reviews for non-profit providers that are funded by BC Housing.	<b>EY 5-11, EY-A 06, EY-A 07, EY-A 09</b>	<ul style="list-style-type: none"> <li>✓ <b>Complete EY 5-11 (September 2022):</b> Controls have been put in place to ensure signatures are completed on agreements prior to funds being released.</li> <li>✓ <b>Complete EY-A 09 (March 2023):</b> BC Housing tracking status of financial reviews</li> <li>✓ <b>Underway:</b> Enhanced reporting of the status of financial reviews to the Board of Commissioners</li> <li>✓ <b>Underway:</b> RFP issued for consultant to conduct review</li> </ul>

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<b>Operational Policy Framework</b>	Create a policy framework to ensure best practices in policy development, implementation, and administration are employed across BC Housing. The framework will also include equity, diversity, inclusion, belonging, and reconciliation principles.	<b>EY 1-09, 1-10</b> Deliverable Year 1: Creation of Framework	<ul style="list-style-type: none"> <li>✓ <b>Underway:</b> Developing project framework</li> </ul>
<b>Governance</b>	Address the governance related recommendations and gaps identified in the EY, Watson and EY-Audit reports.	<b>EY 1-01, 1-02, 1-03, 1-04, 1-06, 1-08, 2-02, 2-09, EY 4-06, EY-A 03, EY-A 15, EY-A 16, W-01, W-02, W-03, W-05, W-07, W-08, W-10</b>	<ul style="list-style-type: none"> <li>✓ <b>Complete EY 1-04 (March 2023):</b> Deputy Minister, Ministry of Housing now attends Board meetings as an observer. This has resulted in improved communications between BCH and the Ministry of Housing. There are now monthly BCH and Ministry of Housing meetings to gain alignment of emerging issues.</li> <li>✓ <b>Complete EY 1-06 (March 2023):</b> Terms of Reference for ExCom - Provides increased clarification of responsibilities and duties for ExCom, including consideration of risk and prioritization of activities for BCH.</li> <li>✓ <b>Complete EY 1-08, W-03: (March 2023):</b> Reduced financial threshold to \$20M provincial contribution; 2) Reduction in the number of approval documents required; 3) Reduced risk of project delays and/or cost increases through increased frequency of board project approvals; 4) Better information for decision makers to approve projects (more comprehensive risk assessments, project goals, outcomes and performance targets, benchmarks).</li> <li>✓ <b>Complete EY 2-02 (January 2023):</b> ExCom meetings have been re-organized to allow for most of the meeting to be dedicated to strategic issues and discussion. Standing items for strategic priorities such as Reconciliation and business transformation have also been added. Branches now provide monthly reports on their performance which are used for a performance dashboard.</li> <li>✓ <b>Complete EY 2-09 (March 2023):</b> Terms of Reference of the Audit and Risk Management Committee updated to make oversight of information technology matters the responsibility of this committee (in conjunction with Business Transformation Committee).</li> <li>✓ <b>Complete W-07 (March 2023):</b> Audit and Risk Management Committee Terms of Reference posted to BC Housing public website.</li> <li>✓ <b>Complete W-10 (November 2022):</b> Board and senior leaders have now taken financial literacy training. Ongoing Training.</li> <li>• <b>Underway:</b> Developing project framework</li> </ul>
<b>Enterprise Risk Management Enhancements (NEW)</b>	Address recommendations outlined in the Enterprise Risk Management Review to strengthen elements of BC Housing's ERM framework.	<b>Enterprise Risk Review</b>	<ul style="list-style-type: none"> <li>• <b>Underway:</b> Developing project framework</li> </ul>

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<b>Criteria for Housing Funding Programs</b>	Establish clear criteria for funding calls and programs and ensure it is integrated into project management practices throughout the lifecycle of projects.	<b>EY 5-01</b>	<ul style="list-style-type: none"> <li><b>Underway:</b> Criteria selection process underway</li> </ul>
<b>Enterprise Architecture</b>	Establish an Enterprise Architecture practice within the Information Management & Technology branch, including developing architecture principles, processes, organizational structures, and documentation templates.	<b>EY 2-06</b>	<ul style="list-style-type: none"> <li><b>Underway:</b> Developing project framework</li> </ul>
<b>Program Design Framework</b>	Update the requirements for the program design framework guide the development of program goals and objectives, key program elements, roles and responsibilities, and monitoring.	<b>EY 4-01, 4-02</b> Deliverable Year 1: Creation of Framework	<ul style="list-style-type: none"> <li><b>Underway:</b> Developing project framework</li> </ul>
<b>Financial Management and Oversight</b>	Evaluate the overall finance function and address gaps in reporting needs, alignment with the Ministry, functional processes, governance, organizational structure, and roles and responsibilities. Enable more integrated business and financial planning, budgeting, and forecasting process.	<b>EY 2-03, EY 5-03, EY 5-04</b>	<ul style="list-style-type: none"> <li><b>Underway:</b> RFP issued</li> </ul>
<b>Strategic Planning</b>	Develop a corporate strategic plan (ending March 2025) which will include strategic goals, objectives and key performance indicators to address BC Housing short and long-term corporate priorities.	<b>EY 2-01, 2-04, 2-05, 4-03</b> Deliverable Year 1: Interim Strategy (Fall 2023), new strategic planning process and team structure	<ul style="list-style-type: none"> <li><b>Underway:</b> Developing project framework</li> </ul>
<b>IMT Project Management Framework</b>	Establish an Information Management & Technology Project Framework and prioritization process to modernize practices and systems.	<b>EY 2-08</b>	<ul style="list-style-type: none"> <li><b>Underway:</b> Preliminary draft of Framework completed</li> </ul>
<b>Call Centre Modernization (NEW)</b>	Modernize BC Housing's call centre to improve service delivery, simplify and automate processes, and upgrade IT infrastructure.	<b>EY 2-06, EY 2-08</b>	<ul style="list-style-type: none"> <li>✓ <b>Complete EY 2-06 (July 2023):</b> Replaced call centre solution with a new cloud-based solution for Applicant Services.</li> <li><b>Underway:</b> Developing phase 2 expansion.</li> </ul>

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<b>Acquisitions/ Disposal Policy Update</b>	Review existing policy and processes to ensure alignment and consistency with BC Housing's mandate to deepen Indigenous Partnerships around transfers of urban, suburban, rural, and remote private and Provincial crown land and their development.	EY 1-11, 1-12	<ul style="list-style-type: none"> <li>✓ <b>Complete EY 1-12 (March 2023):</b> The policy relating to acquisitions and disposals has been updated to provide clarity on roles and responsibilities. The policy also confirms the requirement that 100% of acquisitions or dispositions will be reviewed by Executive Committee with an explanation to be provided for any purchase price above or below market value for Executive Committee approval.</li> <li>• <b>Underway:</b> RFP process completed</li> </ul>
<b>Organizational Structure Review</b>	Align BC Housing's organizational structure with current and future needs.	EY 2-07, 3-01, 3-02, EY-A 14	<ul style="list-style-type: none"> <li>✓ <b>Complete EY 2-07 (January 2023):</b> Chief Information Officer is now the Vice President, Information Management &amp; Technology and reports directly to Chief Executive Officer. This change will help support the efficient and effective operations of information technology.</li> <li>✓ <b>Complete EY 3-02 (August 2022):</b> Human Resources has documented and implemented processes to address recruitment challenges and meets with business areas to discuss hiring strategies.</li> <li>✓ <b>Complete EY-A 14 (February 2023):</b> Created Office of the General Counsel</li> <li>✓ <b>Underway:</b> Developing project framework</li> </ul>
<b>Conflict of Interest</b>	Address the EY report recommendations around conflict of interest and standards of conduct. Develop processes, procedures and training to ensure on-going understanding, inclusion in on-boarding, and tracking mechanisms	EY-A 01, EY-A 02, EY-A 03, EY-A 04, EY-A 05, EY-A 17, EY-A 18, EY-A 19, EY-A 20	<ul style="list-style-type: none"> <li>✓ <b>Complete EY-A 01 (March 2023):</b> Incorporated into BC Housing's updated Standards of Conduct Policy</li> <li>✓ <b>Complete EY-A 02 (March 2023):</b> Incorporated into BC Housing's updated Standards of Conduct Policy</li> <li>✓ <b>Complete EY-A 03 (March 2023):</b> Whistleblower hotline has been established and training has been implemented</li> <li>✓ <b>Complete EY-A 03 (March 2023):</b> Incorporated into BC Housing's updated Standards of Conduct Policy</li> <li>✓ <b>Complete EY-A 04 (March 2023):</b> Incorporated into BC Housing's updated Standards of Conduct Policy.</li> <li>✓ <b>Complete EY-A 05 (March 2023):</b> Incorporated into BC Housing's updated Standards of Conduct Policy</li> <li>✓ <b>Complete EY-A 05 (March 2023):</b> Updated Board of Commissioners Terms of Reference approved.</li> <li>• <b>Underway:</b> Developing project framework</li> </ul>