

Appendix B Disclosure of Key Reporting Judgments

Goal 1 Respond to Gaps in the Housing Continuum

MEASURE: NUMBER OF NEW UNITS/BEDS CREATED IN PRIORITY AREAS

About the Measure

This measure reflects the number of new housing units or beds added at different points along the housing continuum during the reporting period.

Data Sources and Methodology

This measure reports on the number of units or beds funded by BC Housing which have reached completion and/or are ready for occupancy during the reporting period. Information to support this measure is captured through BC Housing's reporting systems.

Reliability of the Data

The complexity of the development process and other external factors, including changes in program or funding levels, can contribute to a result above or below the established targets. Industry trends – including interest rates, construction costs and other factors – can also influence the outcomes. Targets are established based on committed funding.

Benchmarks

Performance is benchmarked internally against past performance. No external benchmark is available.

MEASURE: NUMBER OF EXISTING UNITS ADAPTED TO HIGHER PRIORITY NEEDS

About the Measure

This measure reports on the number of existing units which have been adapted or re-targeted to serve clients with higher priority needs, such as low-income or frail seniors, women and children fleeing abuse, persons with mental illness or addictions-related challenges and/or other special housing needs.

Data Sources and Methodology

Individuals assisted through BC Housing's *Health Services Program*, *Priority Placement Program*, and through partnerships and initiatives established by Tenant Services during the reporting period comprise this measure. This measure also reports on BC Housing's success in providing units under the *Seniors' Supportive Housing Program*. Targets reflect the expected availability of resources as well as past experience in finding suitable partnership opportunities in the community. The targets are designed to reflect the expanded role of Health Services staff in the assessment and placement of tenants in available units.

Reliability of the Data

Tenant Services and Housing Operations report results quarterly. The results can vary depending on the availability of suitable units and the availability of funding for the necessary support services. Success in meeting the objectives and targets related to this measure is also dependent on BC Housing's ability to identify appropriate partnership opportunities in the community.

Benchmarks

Performance is benchmarked internally.

Appendix B Disclosure of Key Reporting Judgments (continued)

MEASURE: NUMBER OF NEW HOUSEHOLDS ASSISTED THROUGH RENT ASSISTANCE PROGRAMS

About the Measure

Rent assistance programs represent an important element in the government's housing strategy. This measure reports on the number of new households assisted under BC Housing's rent supplement programs.

Data Sources and Methodology

This measure reports on the number of new households assisted through *SAFER* and the *Rental Assistance Program*.

Reliability of the Data

Information to support this measure is captured through BC Housing's reporting systems. The targets are based on an estimate of need based on population and household data from BC Stats (P.E.O.P.L.E. 31) and the 2001 Census. Due to the recent availability of 2006 Census data, the targets may be revisited.

Benchmarks

Performance is benchmarked internally against past performance. No external benchmark is available.

Appendix B Disclosure of Key Reporting Judgments (continued)

Goal 2 Protect and Manage Existing Housing for the Long Term

MEASURE: PERCENTAGE OF CLIENTS REPORTING SATISFACTION WITH THE QUALITY AND SAFETY OF THEIR HOUSING

About the Measure

This measure reports on the level of satisfaction reported by tenants living in public housing.

Data Sources and Methodology

This measure is based on an annual tenant survey and reflects the percentage of tenants indicating they are satisfied or very satisfied in response to the question, *How satisfied are you with your overall housing situation?*

Reliability of the Data

Data to support this measure is collected throughout the year and is based on the results from a survey of tenants living in housing managed by BC Housing. The survey uses a five-point scale to gather feedback from tenants on the following:

- Their overall satisfaction with their housing;
- Their satisfaction with the way their development is managed;
- Their satisfaction with the level of safety and security in their development;
- Their satisfaction with the level of cleanliness of their development; and
- The responsiveness of management to requests.

Approximately 3,300 tenants respond to the survey each year representing a 46% response rate.

Benchmarks

Performance is benchmarked internally against past performance. In addition, results are compared informally to published results reported by housing providers in other jurisdictions. However, no formal external benchmarking process has been established.

Appendix B Disclosure of Key Reporting Judgments (continued)

MEASURE: PERCENTAGE OF SOCIAL HOUSING PROVIDERS MEETING FINANCIAL AND OPERATIONAL STANDARDS

About the Measure

This measure ensures non-profit and co-operative housing providers are meeting the financial and operational standards set out in their agreements. This measure also gives the assurance that the existing portfolio of social housing is well managed and well maintained for the long-term.

Data Sources and Methodology

Data to support this measure is gathered through the operational review process using a checklist/scorecard approach which evaluates housing provider performance across a number of dimensions including their maintenance and financial practices. Administrative practices including tenant management, records and information management and human resource planning are also examined.

Reliability of the Data

The operational review process is based upon site visits and is designed to confirm that services are delivered in an appropriate manner and to identify potential problems before they arise. In addition, all housing providers that receive an operating budget are subject to an operational review.

Benchmarks

Performance is benchmarked internally against past performance.

MEASURE: RATIO OF REPLACEMENT RESERVE CONTRIBUTIONS TO ACTUAL EXPENDITURES

About the Measure

This measure compares average annual replacement reserve contributions to expenditures as a means of providing reasonable assurance against future risk.

Data Sources and Methodology

This measure compares average annual contributions to expenditures based on a five-year average. Information to support this measure is collected through BC Housing's reporting systems as part of the financial review process.

Reliability of the Data

The target is based on an analysis of past results with current findings suggesting that sufficient funding is in place to meet future requirements. As the portfolio ages, it is expected that the ratio of contributions to expenditures will decrease with the difference being offset through existing reserve balances. The declining level to 2010/11 is in line with historical data, given that buildings will continue to age.

Benchmarks

Performance is benchmarked internally against past performance.

Appendix B Disclosure of Key Reporting Judgments (continued)

Goal 3 Provide Access to Appropriate Housing and Services for Vulnerable British Columbians

MEASURE: PERCENTAGE OF NEW APPLICANTS REPORTING SATISFACTION WITH THE PROCESS

About the Measure

This measure ensures that applicants to the *Housing Registry* have access to the information and support that they need when applying for housing. The feedback received helps to strengthen and improve our business processes.

Data Sources and Methodology

Data to support this measure is captured through an applicant feedback form, which is included as part of the application process. Using a five-point scale, applicants are asked questions related to their satisfaction with:

- The information that they received when applying for housing;
- The ease and clarity of the application form;
- The helpfulness of the materials and listings provided; and
- The knowledge and helpfulness of staff.

Applicants are asked to complete the feedback form and return it with their application. Results are tracked and reported quarterly.

Reliability of the Data

During 2007/08 feedback was received from approximately 13,800 applicants. Looking ahead, we are considering adjustments to this measure in consideration of the significant difference between the target and actual results. Factors being reviewed include the survey methodology (inclusion of the feedback form in the housing application form) which may be positively skewing results. In addition, a new housing application form was launched March 2008 as part of the Applicant Eligibility Review which may impact applicant satisfaction levels in the future. Results will be monitored and alternative approaches considered including possible revisions to the survey methodology and/or target adjustments.

Benchmarks

The target of a minimum of 75% reporting satisfaction reflects a basis benchmark established internally against past performance. No external benchmark is available.

Appendix B Disclosure of Key Reporting Judgments (continued)

MEASURE: PERCENTAGE OF NIGHTS WHERE SHELTERS ARE AT FULL OCCUPANCY

About the Measure

Emergency shelters are an important point of access for moving homeless persons to the next stage in the housing continuum. This measure reports on the capacity of the emergency shelter system. This measure was appropriate when the *Emergency Shelter Program* was transferred to BC Housing. Now that the program is integrated within the broader housing continuum, the emergency shelters need to be situated as an integral part of that continuum and used more effectively as a gateway to transitional and permanent housing and to housing services which enhance the ability of people to move into stable housing environments. As such, this measure will be discontinued in 2009/10. It will, however, remain in place for the next year as we develop baselines and targets for the new measure "Percentage of homeless individuals accessing housing who remain housed 6 months after placement" noted in Appendix A.

Data Sources and Methodology

This measure reports on the percentage of nights where the shelters funded through the *Emergency Shelter Program* reported that they were full or over capacity. Information to support this measure is captured through monthly statistics prepared by the individual emergency shelters.

Reliability of the Data

There is some variation in the data collection and reporting capacity of the shelters. This can influence the results. In addition, differences across geographic regions and client groups, as well as seasonal variations, can impact the results.

Benchmarks

Year-over-year results are compared and analyzed. However, 2006/07 was the first year data was available.

Appendix B Disclosure of Key Reporting Judgments (continued)

MEASURE: PERCENTAGE OF CLIENTS BELONGING TO PRIORITY GROUPS IN SUBSIDIZED HOUSING

About the Measure

This measure reports on the percentage of subsidized housing clients belonging to an identified priority group. Priority groups include low-income and frail seniors, persons with physical and mental disabilities, women and children who have experienced domestic violence and those who are homeless or at risk of homelessness.

Data Sources and Methodology

This measure is calculated by taking the current inventory of subsidized housing (including public housing, non-profit and co-op housing) and determining the percentage of units that are currently occupied by one of the designated priority groups. Currently, the *SAFER* and *Rental Assistance Program* are included, however, rent supplement program recipients will be excluded from this calculation as of the 2008/09 – 2010/11 Service Plan.

Reliability of the Data

Due to information limitations, this measure is likely under-reporting the extent to which the designated priority groups are being served. Changes to BC Housing's application process that are currently underway will help to provide better and more complete information for future reporting.

Benchmarks

Performance is benchmarked internally against past performance. No external benchmark is available.

Goal 4 Organizational Excellence

MEASURE: CONTROLLABLE ADMINISTRATION COSTS AS A PERCENTAGE OF PROGRAM DELIVERY COSTS

About the Measure

This measure assesses the efficiency of our management practices by benchmarking year-over-year increases in BC Housing's controllable administration costs relative to program delivery costs.

Data Sources and Methodology

This is an annual measure that is based on information captured in BC Housing's audited financial statements and is reported as a percentage of total program costs.

Reliability of the Data

In 2006/07, results were benchmarked with other housing organizations through an independent, third-party review. After making adjustments to reflect differences in definitions and reporting, the review found that BC Housing had the lowest cost profile of all of the organizations involved in the study. The review also concluded that given variations in context and accounting, a year-over-year comparison within the same agency may be the most valid comparator.

Benchmarks

Costs are standardized and benchmarked against a sample of six organizations including three with a provincial/territorial mandate and three with municipal contexts.

Appendix B Disclosure of Key Reporting Judgments (continued)

MEASURE: PER-SQUARE-FOOT CONSTRUCTION COSTS

About the Measure

This measure compares per-square-foot construction costs for housing developed under BC Housing programs with comparable developments in the private market. Data captured through this measure allows BC Housing to compare costs and trends over time and demonstrate that value for money is achieved.

Data Sources and Methodology

This measure relies on the expertise provided through a construction-cost consulting firm to analyze the degree of variance between the per-square-foot construction costs for non-profit developments compared to comparable private-market developments. Adjustments are made to reflect the design standards and requirements that in some cases exceed the standards and features provided in private-market developments. Comparisons are then made with published construction-cost data (*RS Means Construction Cost Data* and *Hanscomb Yardsticks for Costing*) to determine the degree of variance.

Reliability of the Data

In many cases, the types of developments constructed through BC Housing's programs include a combination of services and amenities that make it difficult to make direct comparisons with the private market. In addition, the development process typically involves competing requirements that can influence the outcomes. This can make it difficult to get reliable comparisons with differences in time, location, building form, unit mix, amenities, scale, efficiency and quality. These all have an impact on the results that are achieved. The proposed methodology relies on the use of independent external verification and a quantity survey and cost measure approach to addressing the limitations. Results are also triangulated against standard industry measures and cost data.

Benchmarks

Costs are standardized and benchmarked against a sample of private-market buildings and industry cost data.

Appendix B Disclosure of Key Reporting Judgments (continued)

MEASURE: EMPLOYEE ENGAGEMENT INDEX

About the Measure

This measure reports the level of employee engagement based on results from an annual staff survey.

Data Sources and Methodology

The survey instrument seeks to obtain staff feedback on the following:

- Clarity about what is expected;
- Having the right materials, tools and equipment;
- Having a good relationship with one's manager/supervisor;
- Having received positive recognition for work in the past month;
- Having the ability to use skills and talents to make a contribution;
- Having a sense of alignment with the corporate goals and objectives;
- Having clarity about how their work contributes to the broader goals and objectives;
- Having input into decisions that have personal impact;
- Having feedback on progress; and,
- Having access to learning opportunities.

Reliability of the Data

Baseline data was gathered through a Commission-wide survey initiated in spring 2005 with follow-up surveys completed in 2007 and 2008. The survey was self-administered online with results being analyzed by an external research firm. Approximately 72% of staff across the Commission participated in the survey in 2008, helping to provide a high degree of confidence in the findings.

Benchmarks

Comparisons are made with a cross-section of large and mid-size public- and private-sector companies to benchmark performance. The database contains more than 10,000 responses from across different public- and private-sector organizations.