



# BC Housing

SERVICE PLAN  
2008/09 – 2010/11  
(APPENDICES)

# Appendix A – Changes to Goals, Objectives, Measures and Targets

In keeping with the requirements set out under the *Budget Transparency and Accountability Act (BTAA)*, this section outlines some of the key changes in reporting. These changes have been incorporated into BC Housing's 2008/09 – 2010/11 Service Plan. An explanation of each of the changes has been provided.

## Summary of Changes to the Goals and Objectives

There were no changes to BC Housing's goals, but one objective was added in this Service Plan as a result of the introduction of the *Percent Reduction in Greenhouse Gas Emissions* measure.

## Summary of Changes to the Measures

There were three changes to the measures when compared with the 2007/08 Service Plan. These changes are outlined in the table below.

Introduction of a new measure under Goal 3

– *Percentage of homeless individuals accessing housing who remain housed 6 months after placement (New)*

### 2008 / 09 Service Plan Targets

2007/08 Forecast	2008/09	2009/10	2010/11
<b>New Measure</b>	<b>Minimum</b>	<b>Minimum</b>	<b>Minimum</b>
	<b>60%</b>	<b>60%</b>	<b>60%</b>

This new measure assesses BC Housing's ability to improve access to housing and social support services for homeless people. There are two aspects to this measure. The first aspect measures the effectiveness of finding housing for the homeless. The second aspect measures BC Housing's ability, through the provision of supports, to keep these households from falling back into homelessness.

Introduction of a new measure under Goal 4

– *Percent reduction in greenhouse gas emissions (New)*

### 2008 / 09 Service Plan Targets

2007/08 Forecast	2008/09	2009/10	2010/11
<b>New Measure</b>	<b>5%</b>	<b>10%</b>	<b>15%</b>

This new measure examines BC Housing's performance with respect to meeting the government's greenhouse gas (GHG) emission targets for crown corporations. BC Housing is committed to an annual five per cent reduction in GHG emissions each year during the Service Plan period.

Revisions to the methodology under Goal 3

– *Percentage of clients belonging to priority groups in subsidized housing*

### 2008 / 09 Service Plan Targets

2007/08 Forecast	2008/09	2009/10	2010/11
<b>83%</b>	<b>84%</b>	<b>85%</b>	<b>86%</b>

This measure reports the effectiveness of BC Housing's current practices in allocating resources to those most in need. The methodology for this measure has been revised to exclude the SAFER rent supplement program (as it is accounted for in Goal 1) and to focus on the percentage in the physical housing stock.

## Summary of Changes to Targets

There were changes made to one target and one forecast when compared to the 2007/08 Service Plan. These changes are outlined below.

### Goal 1 Respond to Gaps in the Housing Continuum

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

2007 / 08 Service Plan Targets				The targets for this measure have been adjusted to reflect changes in the expected completion of some units. In addition, adjustments have been made to reflect the creation of additional units as part of the Housing Endowment Fund allocation and the Aboriginal Housing Initiative.
2007/08	2008/09	2009/10	2010/11	
Forecast				
<b>941</b>	<b>1,264</b>	<b>550</b>	<b>Not forecast</b>	
2008 / 09 Revised Service Plan Targets				
2007/08	2008/09	2009/10	2010/11	
Revised Forecast	(Revised)	(Revised)		
<b>1,277</b>	<b>1,405</b>	<b>1,053</b>	<b>199</b>	

#### MEASURE: NUMBER OF NEW HOUSEHOLDS ASSISTED THROUGH RENT ASSISTANCE PROGRAMS

2007 / 08 Service Plan Targets				The forecast for this measure has been adjusted downwards for 2007/08 to reflect the actual take-up level that has been experienced.
2007/08	2008/09	2009/10	2010/11	
Forecast				
<b>14,390</b>	<b>3,000</b>	<b>2,700</b>	<b>Not forecast</b>	
2008 / 09 Revised Service Plan Targets				
2007/08	2008/09	2009/10	2010/11	
Revised Forecast	(Revised)	(Revised)		
<b>7,000</b>	<b>3,000</b>	<b>2,700</b>	<b>2,400</b>	

# 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 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 that have reached completion and/or are ready for occupancy during the reporting period.

#### 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. Information to support this measure is captured through BC Housing's reporting systems.

#### Benchmarks

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

### 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 through SAFER (Shelter Aid for Elderly Renters), the Rental Assistance Program and targeted assistance for those who are homeless.

#### Data Sources and Methodology

This measure reports on the number of new households assisted under different programs. This includes households assisted through SAFER, the Rental Assistance Program and targeted homeless outreach strategies delivered through Tenant Services to assist those who are homeless.

#### 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. (Note: 2006 Census data is not yet available.)

#### 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 higher priority needs including 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 the BC Housing Health Services Program, the Priority Placement Program and through partnerships and initiatives established by Tenant Services during the reporting period comprise this measure. This measure will also report BC Housing's success in introducing "home support ready" units in 2007/08 as a means of promoting greater independence among frail seniors. In addition, 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. In establishing the targets, historical data related to both the Priority Placement Program and the BC Housing Health Services Program was used.

## 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 that they are satisfied or very satisfied in response to the question, *Overall, how satisfied are you with your housing situation?*

#### Reliability of the Data

Data to support this measure is collected annually 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 3,000 tenants respond to the survey each year representing a 40 per cent 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.

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

### About the Measure

This measure ensures that non-profit and co-op 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 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 set based on the 2005/06 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 will be benchmarked internally against past performance.

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

### 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 the capacity of the emergency shelter system and the percentage of nights that emergency shelters funded through BC Housing were full or over capacity.

#### Data Sources and Methodology

Information to support this measure is captured through monthly statistics prepared by the individual emergency shelters receiving funding support under the Emergency Shelter Program. This measure reports on the percentage of nights where the shelters funded through BC Housing reported that they were at full capacity.

#### 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 will be compared and analyzed. However, 2006/07 represented the first year that data was available.

## MEASURE: PERCENTAGE OF HOMELESS INDIVIDUALS ACCESSING HOUSING WHO REMAIN HOUSED 6 MONTHS AFTER PLACEMENT (NEW)

### About the Measure

Moving homeless individuals into stable and supported housing is widely accepted as a key strategy to breaking the cycle of homelessness. Tracking the length of time persons who were previously homeless continue to remain permanently housed will provide an indication of the effectiveness of this strategy and likelihood of breaking the cycle of homelessness.

In the last five years, many North American cities have established plans to “End Homelessness” and have developed measures to help them understand and evaluate whether their plans are breaking the cycle of homelessness. Through researching these plans and reviewing the measures used to evaluate the impact of these programs, it was noted that American cities such as Portland, Oregon, Chicago, Illinois, and Columbus, Ohio as well as many others are using similar measures. Preliminary results in these cities are showing that 60 to 75 per cent of homeless individuals are remaining stably housed for six months.

### Data Sources and Methodology

A new database is being implemented which will capture homeless persons who receive services under the Emergency Shelter Program funded through BC Housing, the Homeless Outreach Program, the Aboriginal Outreach Program, and the Homeless Rent Supplement Program. Information about the homeless from these programs who are housed will be recorded in the database and follow-up will be conducted during a six month period to track the tenancies. This measure will calculate the percentage of persons who access housing, and then remain housed for six consecutive months.

### Reliability of the Data

Only homeless persons who have been captured in the database system and reported as housed will be measured. Of these persons, only those who can be contacted during the six month period can be tracked. Therefore, there is a potential to undercount the percentage of homeless who get housed and then remain housed after six months of placement.

### Benchmarks

2007/08 will represent the first year that data is available, as homeless individuals become housed, and support follow up continues over six months. Results will be compared over time.

## MEASURE: PERCENTAGE OF NEW APPLICANTS REPORTING SATISFACTION WITH THE PROCESS

### About the Measure

This measure ensures that applicants 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 monthly.

### Reliability of the Data

As of December 21, 2007, feedback was received from approximately 12,476 applicants. The overall satisfaction rating was approximately 90 per cent. This result is based on a self-administered survey. As BC Housing reviews applicant eligibility criteria, the process for gaining feedback from the applicants will also be examined.

### Benchmarks

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

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

### About the Measure

This measure reports on the percentage of clients belonging to one of the priority groups who are assisted through the existing inventory of subsidized housing. Priority groups include 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. The SAFER rent supplement program is 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. In addition, the percentage of units is expected to increase as new units are completed or existing units become available through turnover.

### 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.

## 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.

## MEASURE: PERCENT REDUCTION IN GREENHOUSE GAS (GHG) EMISSIONS (NEW)

### About the Measure

This measure reports the progress BC Housing is making toward the greenhouse gas (GHG) emission targets for Crown corporations which have been established by the Province.

### Data Sources and Methodology

This measure considers GHG emissions from activities in offices and public housing buildings managed by BC Housing. The emissions are calculated based on energy consumption data from these buildings by employees and tenants. The appropriate methodology for calculating GHG emissions from energy use data is being established as the measure must be reported for the 2008 calendar year. Targets are set at a five per cent reduction in levels over previous year's emissions.

### Reliability of the Data

The data used will be compiled by BC Housing in accordance with legislated requirements, including third party verification.

### Benchmarks

The baseline year will be 2005/06. Therefore GHG emissions for 2005/06 will be compiled and verified by an external consultant and used as the baseline for calculating BC Housing's mandated reductions.

## 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 the follow-up survey completed in 2007. The survey was self-administered online with results being analyzed by an external research firm. Approximately 67 per cent of staff across the Commission participated in the survey, 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.