

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 as well as 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 as well as historical performance. No external benchmark is available.

MEASURE: NUMBER OF NEW HOUSEHOLDS ASSISTED THROUGH RENT ASSISTANCE PROGRAMS (NEW)

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 the different programs. This includes households assisted through SAFER, the Rental Assistance Program and targeted 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. In 2007/08 the target is substantially higher than in future years because of an expansion in eligibility criteria, which is expected to bring in a significant number of new applications. Thereafter, based on historical patterns of similar programs, the volume is expected to moderate.

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 a mental illness or addictions-related challenges as well as 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. In 2007/08 this measure will also report BC Housing's success in introducing units under the Supportive Seniors Housing program as a means of promoting greater independence among frail seniors. In addition, the 2007/08 targets are also designed to reflect the expanded role of Health Services staff in the assessment and placement of tenants in available units.

Reliability of the Data

Results are reported quarterly by staff in Tenant Services and Housing Operations. The results can vary depending on the availability of suitable units as well as 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.

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 that they are satisfied or very satisfied in response to the question of *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% response rate.

Benchmarks

Performance is benchmarked internally against past performance. 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 (REVISED)

About the Measure

This measure ensures that non-profit and cooperative 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 thereby providing a reasonably comprehensive sample.

Benchmarks

Performance is benchmarked internally against past performance.

MEASURE: RATIO OF REPLACEMENT RESERVE CONTRIBUTIONS TO ACTUAL EXPENDITURES (REVISED)

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 2009/10 is in line with historical data, given 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 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 that 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 with the results being tracked and reported monthly.

Reliability of the Data

As of March 31, 2007, feedback was received from approximately 5,050 applicants with the overall satisfaction rating being equal to approximately 90%. This result is based on a self-administered survey. Plans are currently being developed to revise the current data collection strategy to include an independent, third-party approach for obtaining feedback.

Benchmarks

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

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MEASURE: PERCENTAGE OF NIGHTS WHERE SHELTERS ARE AT FULL OCCUPANCY

About the Measure

Emergency shelters are an important point of access for moving a homeless individual to the next stage in the housing continuum. This measure reports on 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 capacity of the shelters in terms of their data collection and reporting. This can influence the results. In addition, differences across geographic regions, client groups as well as seasonal variation can have an impact on the results.

Benchmarks

Year-over-year results will be compared and analyzed. However, 2006/07 represents the first year that data is available.

MEASURE: PERCENTAGE OF CLIENTS BELONGING TO PRIORITY GROUPS

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 as well as 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 (public housing, non-profit and cooperative housing as well as rent assistance in the private market) and determining the percentage of units that are currently occupied by one of the designated priority groups.

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 information systems and application process 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 Source 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.

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, which in some cases exceed the standards and features provided in private market developments. Comparisons are then made with published construction cost data 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 on 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 is self-administered on-line with results being analyzed by an external research firm. Approximately 67% 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.