

Report on Performance

This section sets out BC Housing's Report on Performance for 2006/07. The Performance Measurement Framework included in this section is structured around four key goals (see chart below). Each goal is assessed through an overview of the objectives and strategies, measures and targets set out in our 2006/07 Service Plan, and new measures and targets added to BC Housing's Performance Measurement Framework. Our performance – relative to the targets and alongside historical data – provides a benchmark for our results. We also establish future directions relative to these goals and objectives.



LINKING GOALS AND RESULTS

Goals	Objectives	Measures	Service Plan Target	2006/07 Results	
Respond to gaps in the housing continuum	Increasing housing options	Number of new units/beds created in priority areas	1,997	2,472	Target Exceeded
		Number of new households assisted through rent assistance programs (New)	New Measure	4,394	New Measure
	Adapt existing stock to target resources to vulnerable households	Number of existing units adapted to higher priority needs	400	500	Target Achieved
Protect and manage existing housing for the long term	Maintain the quality of existing assets	Percentage of clients reporting satisfaction with the quality and safety of their housing	78%	77%	Target Substantively Achieved
		Percentage of social housing providers meeting financial and operational standards (Revised)	90%	92%	Target Achieved
	Adequate provisions for future requirements	Developments with adequate replacement reserves (Revised)	85%	85%	Target Achieved
		Ratio of replacement reserve contributions to actual expenditures (Revised)	New Measure	1.52:1	New Measure
Provide access to appropriate housing and services for vulnerable British Columbians	Ease of access to housing	Percentage of new applicants reporting satisfaction with the process	75%	90%	Target Exceeded
		Percentage of nights where shelters are at full occupancy	50% or less	42%	Target Achieved
	Available housing targeted to vulnerable citizens	Percentage of clients belonging to priority groups	84%	83%	Target Substantively Achieved
Organizational excellence	Financial and operating success (Revised)	Controllable administration costs as percentage of program delivery costs	10% or less	7.5%	Target Achieved
		Per-square-foot construction costs	Competitive with the market	Within 2.72% of private sector	Target Achieved
	High level of employee engagement (New)	Employee engagement index	Top quartile	Top quartile	Target Achieved

Goal 1 Respond to Gaps in the Housing Continuum

The measures and targets set out in this section report on BC Housing's success in responding to gaps in the housing continuum and in creating an expanded range of choices for vulnerable British Columbians.

The Province is committed to ensuring that B.C.'s vulnerable citizens receive priority for assistance. Part of this commitment is creating new units/beds on the supportive end of the housing continuum. For this reason, government has committed significant funding for the creation of new buildings in a cost-effective manner through programs such as ILBC and PHI.

These programs also play an important role in helping to advance the government's goal of building the best system of support in Canada for persons with disabilities, those with special needs and children at risk.

Housing need can be viewed along a continuum that ranges from emergency shelters to independent housing in the private market. BC Housing plays an important role in filling gaps in this housing continuum by either adapting existing housing or creating new options to better meet the needs of priority groups.

New housing units are built under the following programs: Independent Living BC (ILBC), the Provincial Homelessness Initiative (PHI) and Community Partnership Initiatives (CPI). There are also rent assistance programs that make it more affordable to live in the private market. Through working in partnership with all levels of government and other key stakeholders, we can facilitate an expanded range of housing options for those in need.

Within the context of this goal, we have three specific strategies:

1. Expanding the supply of existing units through the delivery of targeted housing programs in partnership with other levels of government as well as with key community and private-sector partners;

2. Providing assistance to individuals and households renting in the private market through the Province's SAFER program (Shelter Aid for Elderly Renters) and the recently announced Rental Assistance Program for low-income families; and,
3. Adapting existing buildings to target resources to vulnerable citizens.

Key Provincial Housing Programs and Initiatives

Independent Living BC (ILBC)

A housing-for-health partnership program for seniors and people with disabilities who require some personal assistance but who do not need 24-hour facility care.

The Provincial Homelessness Initiative (PHI)

An initiative emerging from the Premier's Task Force on Homelessness, Mental Illness and Addictions that works with community partners to put into place transitional and supportive housing solutions for individuals who are homeless or at risk of becoming homeless.

Community Partnership Initiatives (CPI)

Through the provision of one-time grants, access to consulting services, project development funding and construction and long-term financing, BC Housing supports the creation of additional housing without the need for ongoing operating subsidies.

Rent Assistance Programs for Families and Seniors in the Private Market

SAFER (Shelter Aid for Elderly Renters) and the government's new Rental Assistance Program provide direct financial assistance to low-income families and seniors in the private market in order to help close the gap between their rent and what they can afford to pay.

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

TARGET EXCEEDED

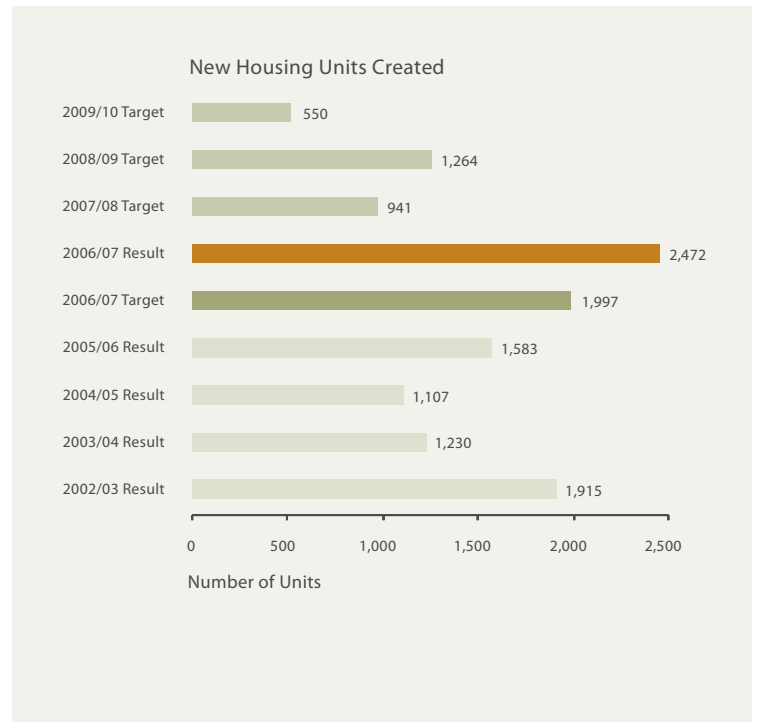
Importance of the Measure

The Province is committed to ensuring that B.C.'s vulnerable citizens receive priority for assistance. Part of this commitment is creating new units/beds on the supportive end of the continuum of housing. Government has committed significant funding for the creation of new buildings in a cost effective manner through programs such as ILBC and PHI.

The ILBC and PHI programs add new units for priority groups such as frail seniors, Aboriginal households, persons with physical and mental disabilities as well as individuals who are homeless, many of whom are dealing with mental illness, addictions, and other challenges.

Performance Results 2006/07

In 2006/07, 2,472 new units were added to the existing inventory of subsidized housing. This includes 1,225 units under ILBC, 374 units under PHI, and 791 units under CPI. There were also 82 group home units created. These units were added in more than 52 communities across the province as a means of increasing the range of housing options available for vulnerable households. The number of units completed is 24% over the target. Due to the nature and complexity of the ILBC and PHI programs, a number of units that were to be completed in 2005/06 reached completion in early 2006/07. As well, changes in the structure of the Development Services Branch helped to streamline program delivery and strengthen performance.



MEASURE: NUMBER OF EXISTING UNITS ADAPTED TO HIGHER PRIORITY NEEDS

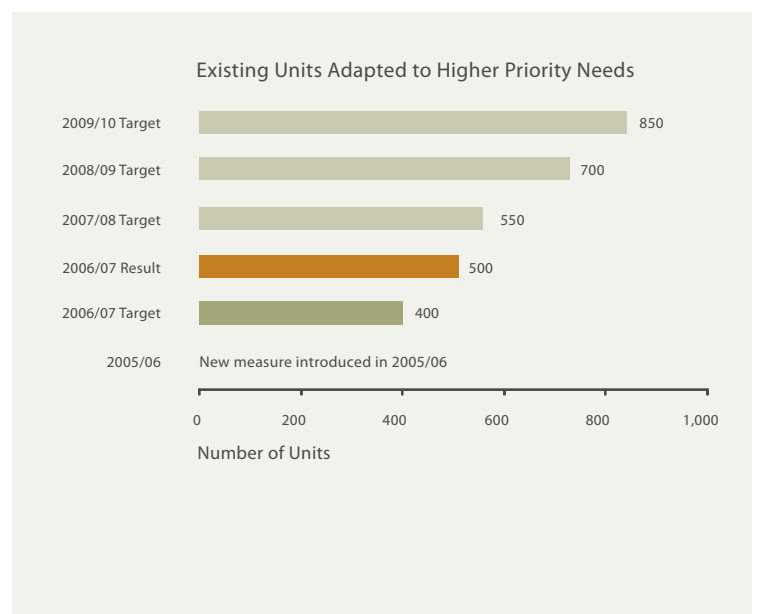
TARGET ACHIEVED

Importance of the Measure

The Provincial Housing Strategy stresses the importance of ensuring that those who are vulnerable receive priority for housing assistance. One way to meet these needs is through the conversion, adaptation or re-targeting of existing social housing units. Partnerships, including those with local health authorities, government ministries, local agencies and service providers are critical to achieving this measure.

Performance Results 2006/07

In 2006/07, 500 existing housing units were allocated to better meet the needs of priority groups. One hundred and thirty-eight individuals with a mental illness or alcohol and drug addiction were assisted through the Health Services Program while 154 women and children fleeing abuse were assisted through BC Housing's Priority Placement Program. In addition, new partnerships were established with local health authorities across the province, allowing for an additional 200 units to be targeted to individuals with specific housing and support needs. The target for 2006/07 was adjusted from 240 to 400 units and has been exceeded by 25%. Establishing new partnerships in the community has been a priority which resulted in a greater than expected number of units being adapted.



Goal 1 Respond to Gaps in the Housing Continuum (continued)

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

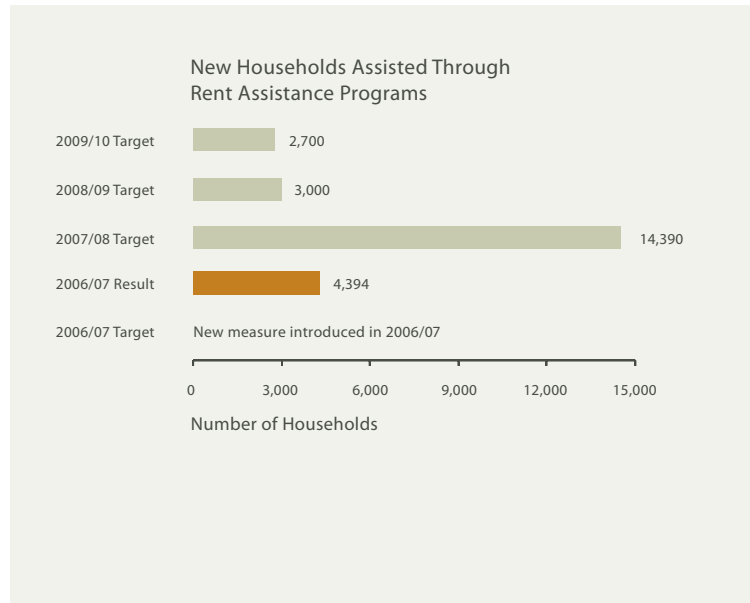
Importance of the Measure

Rent assistance programs assist families and seniors who do not have enough income to find housing in the private market. The Province funds a number of rent assistance programs including the Shelter Aid for Elderly Renters (SAFER) program for seniors, and the Rental Assistance Program for low-income working families.

Rent assistance programs help to bridge the gap between what a household can afford to pay and help to provide greater housing choices in the private market. By the end of 2007/08, it is expected that rent assistance will be provided to more than 33,000 households.

Performance Results 2006/07

This is a new measure for 2007/08. A system for tracking and reporting on this measure has been put into place. As of March 31, 2007 there was a total of 4,394 new households assisted through SAFER and the Rental Assistance Program. This includes 1,409 low-income families and 2,985 senior households. The 2007/08 target is higher than future years because of the expansion in eligibility criteria which will bring in a number of new applications in 2007. Thereafter, based on historical patterns of similar programs, the volume is expected to moderate.



FUTURE DIRECTIONS

BC Housing will continue to target resources to those in the greatest housing need in keeping with the directions set out in the Provincial Housing Strategy, *Housing Matters BC*. This will include targeting resources to ensure that the homeless have access to stable housing with integrated support services, as well as ensuring that those who are vulnerable receive priority for assistance.

The demand for supportive housing continues to increase as our population ages. To enable people to remain living in their communities longer while addressing this increased demand, the Provincial Housing Strategy provides \$45 million over four years to upgrade/convert up to 750 social housing units to supportive housing units, primarily for lower-income seniors.

In April 2007, the Province announced the purchase of ten Single Room Occupancy (SRO) hotels with 595 rooms in Vancouver, and one SRO hotel in Victoria with 28 rooms. These hotels were purchased to preserve and upgrade an important source of affordable housing stock for people at risk of homelessness. Work will be undertaken to bring the buildings up to an acceptable standard so that people can feel safe and secure in this housing.

Future strategies will also create new housing for better meeting the needs of Aboriginal families and individuals. BC Housing will work with the Aboriginal community to allocate funds under the Federal Aboriginal Housing Trusts to create approximately 200 new units.

Goal 2 Protect and Manage Existing Housing for the Long Term

The Canada – B.C. Social Housing Agreement

On June 19, 2006, the Government of Canada and the Province of British Columbia signed the Canada – B.C. Social Housing Agreement, transferring the federal administration of the social housing portfolio to the province of British Columbia.

The transfer will:

- Help streamline and simplify administration in B.C.; and
- Allow the Province to provide access to housing services through one-window delivery.

The Province can use savings generated through the efficient use of federal funds to maintain existing buildings and to reinvest in housing for low-income citizens.

The existing portfolio of social housing represents an important asset for addressing local housing needs. It is also an important element in achieving the government's vision of building the best system of support for people with disabilities, those with special housing needs, children at risk and seniors. Through maintaining high building and property maintenance standards, we can provide good quality housing as well as protect the taxpayers' investments in social housing. This housing also contributes to a high quality of life for residents and to the social infrastructure of local communities.

The measures set out in this section focus on our success in delivering value to our clients, our shareholder and local communities across the province through the careful management of existing resources. This is accomplished through working with the non-profit and cooperative housing sector to ensure that key financial and operating standards are met, as well as ensuring that adequate provisions are in place for meeting future building requirements.

Client feedback also plays an important role in providing the assurance that existing management practices are achieving positive results. Over the longer term, BC Housing will continue to explore cost-effective and client focused strategies that will not only add to the existing inventory of units, but also continue to preserve and maintain the existing stock over the long term.

Goal 2 Protect and Manage Existing Housing for the Long Term (continued)

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

TARGET SUBSTANTIVELY ACHIEVED

Importance of the Measure

Client feedback provides assurance that existing management practices are achieving intended results. This feedback is obtained through an annual survey of tenants living in public housing and helps to ensure that tenants are receiving the services and support that they need. Year-over-year results are analyzed across developments and client groups, thereby helping to provide important insight that can be used to strengthen and improve the services that we provide.

Performance Results 2006/07

In 2006/07, 77% of tenants living in housing managed by BC Housing reported that they were satisfied or very satisfied with their overall housing situation. The results are based on the responses received to the question, "How satisfied are you with your overall housing situation?" which is included as part of an annual survey of tenants living in public housing. Approximately 3,453 individuals responded to the survey in 2006/07, representing an overall response rate of 48%. The results are below the target for 2006/07 and the results reported in the previous years. It is expected that satisfaction levels may continue to decrease as BC Housing continues housing more vulnerable clients. In response to these changing needs, we have been working with local communities to put into place a number of targeted community support and tenant engagement strategies.



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

TARGET ACHIEVED

Importance of the Measure

This measure ensures social housing is well-managed, well-maintained, and protected for the long term through financial and operational reviews. The operational review process is based upon site and building audits designed to assess provider performance in the following key areas: maintenance and building inspections; financial management; resident management; information and records management; and human resource management. A score is assigned based on the assessment and appropriate follow-up actions are taken.

Performance Results 2006/07

It should be noted that as part of the 2007/08 Service Plan review process, the measure *Social Housing Developments Meeting "Best Management Practices"* has been revised. In reviewing BC Housing's existing Service Plan measures, it was determined that while experience has suggested that developments showing a high level of financial risk may be a lead indicator of operational risk, the results from BC Housing's operational review process may provide a more meaningful measure. The high target provides the assurance that the existing stock is well-managed and well-maintained and that problems are being addressed. Based on the results for 2006/07, approximately 92% of housing providers are meeting an acceptable standard. Where standards are not being met, a management team is put in place to assist the individual housing providers. See Appendix A (page 61) for a full disclosure on performance.



MEASURE: DEVELOPMENTS WITH ADEQUATE REPLACEMENT RESERVE PLANS

TARGET ACHIEVED

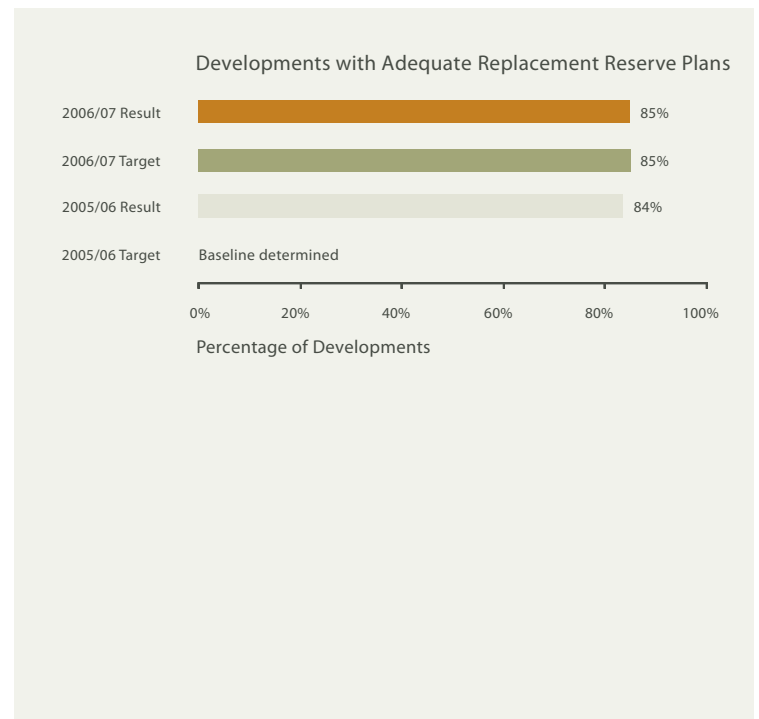
Importance of the Measure

Planning for future requirements is part of sound fiscal management and public accountability. This measure ensures that appropriate planning and budgeting practices are in place to ensure the long-term viability of the existing stock.

Performance Results 2006/07

This measure was introduced in the 2005/06 Service Plan with a focus on the percentage of social housing developments with adequate replacement reserve plans in place. The adequacy of provisions is determined using a formula that takes into account the client type, the current replacement reserve balance and the size of the development. In cases where a housing provider is below the established standard, BC Housing will actively work with the housing provider to ensure that actions are taken to protect the stock over the long term. As of March 31, 2007, 85% of housing providers had replacement reserve balances that met the established guidelines.

It should be noted that as part of the 2007/08 Service Plan review process, a decision was made to look at this measure to determine if it would be possible to develop a better measure which could provide a better sense of the potential funding gap between future needs and the funding that is in place to meet these needs, thereby helping to minimize the potential for unplanned future risk. As a result of the analysis, this measure has been revised (see discussion overleaf).



Goal 2 Protect and Manage Existing Housing for the Long Term (continued)

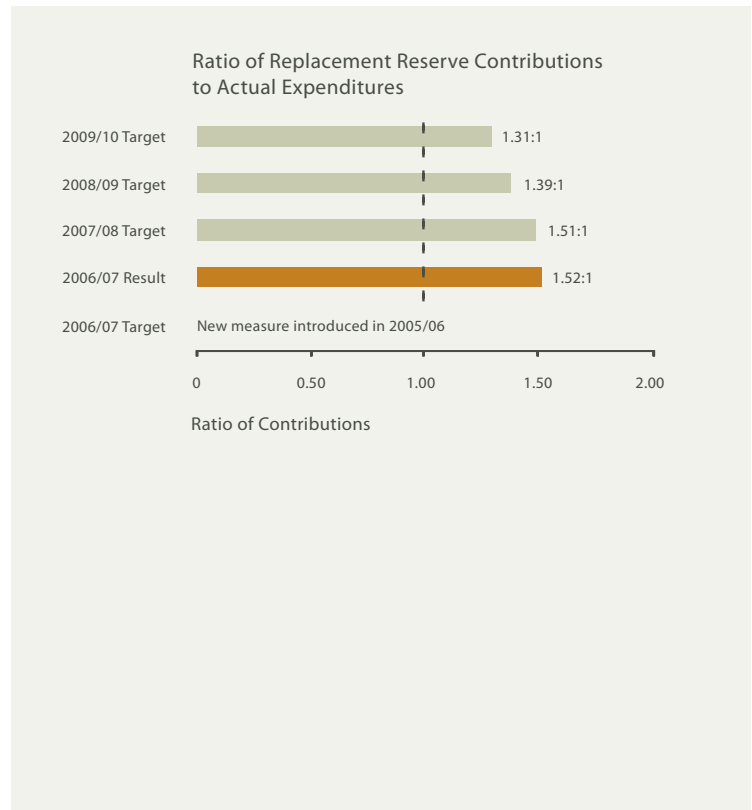
MEASURE: RATIO OF REPLACEMENT RESERVE CONTRIBUTIONS TO ACTUAL EXPENDITURES (REVISED)

Importance of the Measure

A replacement reserve is money set aside to refurbish or replace building components (such as roofs and appliances) that wear out over the life of a building. While the ultimate test is whether sufficient funds are available when the refurbishment is needed, an important interim test is whether sufficient money is set aside to cover a building's expected expenses over its lifetime. The reserve contribution/expenditure ratio changes with the age of the buildings. The annual contribution stays the same, based on a life costing model, but the older the building, the more expenditure is required to maintain it. Hence, in the early life of a building, the ratio is high because contributions exceed expenditures. Similarly, as the building ages, the ratio falls and even drops below one as surplus funds are drawn down to meet the higher costs of an older building.

Performance Results 2006/07

As of March 31, 2007, the ratio of contributions is equal to 1.52:1, this is appropriate for the age and quality of the non-profit portfolio. This means that under the current formula, annual contributions to individual reserve funds are greater than the expenditures and that the reserve balances will continue to grow. The annual contribution stays the same over the life of the building with the initial funding levels being based on a life cycle costing model. As the portfolio continues to age, the ratio of contributions to expenditures will change as expenditures increase. Over time, it is expected that the ratio will continue to fall and in some cases even drop below one as housing providers draw down their reserves in order to meet the higher costs of maintaining older housing stock.



FUTURE DIRECTIONS

Existing building and unit audits, as well as third party studies, suggest that the current condition of our social housing buildings is adequate. As the portfolio ages, redevelopment, regeneration and retrofit initiatives may be required to optimize the use of these assets to better serve the needs of tenants. The transfer of the administrative responsibility for the federal social housing portfolio in 2006/07 has also provided opportunities for the harmonization of existing programs designed to generate efficiencies and create additional capacity at key points along the housing continuum.

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

Priority Access for Special Needs Households

An important policy direction of the Provincial Housing Strategy, *Housing Matters BC*, is that individuals or households with special housing needs be given priority access to subsidized housing.

We are working to ensure that this is the case by undertaking a review of the eligibility and placement process.

Three ways we are providing priority access to subsidized housing are:

- As a result of our *Eligibility and Application Review* project (ongoing), which addresses applicant and tenant needs as they relate to health and social supports;
- Through development of a database of physical building characteristics needed to match applicants to appropriate units; and,
- By conducting a review of each social housing development to determine its best use and to generate plans to ensure its best use

The measures related to this goal are about making a difference in the lives of vulnerable families and individuals by ensuring that limited housing resources are used as effectively as possible.

The most acute housing need can be found among low-income households that face a combination of challenges. Access to stable housing is important in enabling vulnerable families and individuals to move toward self-reliance, independence and opportunity.

The existing inventory of subsidized housing plays a critical role in ensuring that vulnerable British Columbians have access to the services and supports that they need. From emergency shelters to longer-term, supported living, BC Housing is committed to supporting these needs and to assisting individuals and families to move toward greater independence.

The measures under this goal focus on two key strategic objectives:

- Ease of access to housing; and
- Ensuring that available housing resources are targeted to vulnerable citizens.

This includes ensuring that individuals or households with special housing needs will be given priority access to subsidized housing as set out in the Provincial Housing Strategy.

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

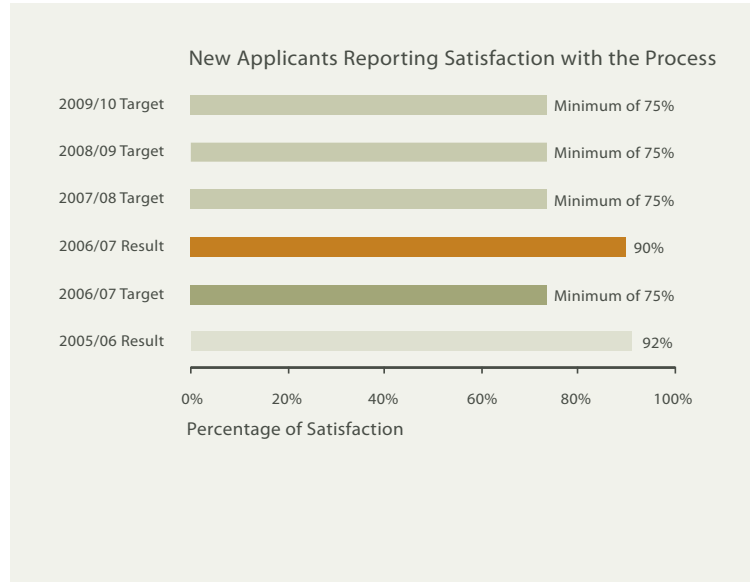
MEASURE: PERCENTAGE OF NEW APPLICANTS REPORTING SATISFACTION WITH THE PROCESS TARGET EXCEEDED

Importance of the Measure

This measure allows BC Housing to view our success from an applicant perspective and enables us to assess the degree to which applicants are receiving the information that they need when applying for housing assistance. It is an important customer-feedback mechanism designed to strengthen and improve our business processes.

Performance Results 2006/07

This measure reports on the percentage of applicants indicating that they are either satisfied or very satisfied with the application process including the information that they received and the assistance provided through BC Housing. The target reflects a basic benchmark established through applicant feedback. Based on the results for 2006/07, 90% of applicants were satisfied with the process. The results are extremely high, raising a concern that the inclusion of the feedback form in the application package may be positively skewing the results. As BC Housing reviews the applicant eligibility criteria, the process for gaining feedback from the applicants will also be examined. The results of the applicant survey will be verified by an independent external research firm.



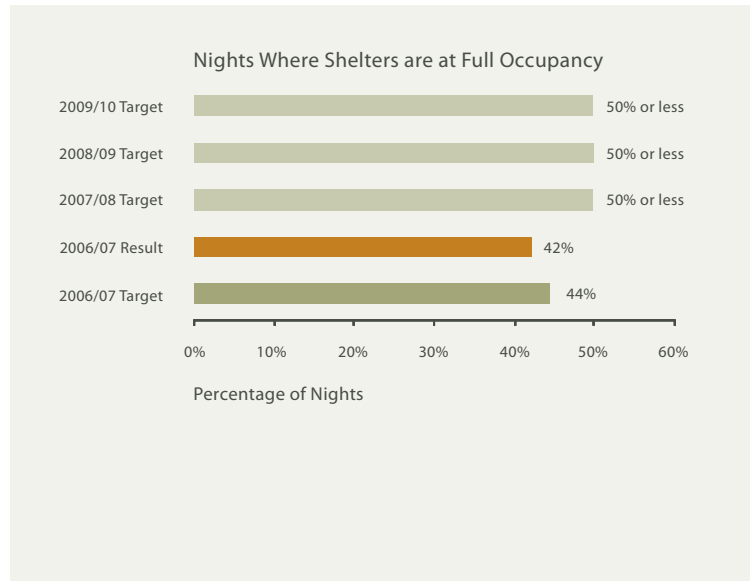
MEASURE: PERCENTAGE OF NIGHTS WHERE SHELTERS ARE AT FULL OCCUPANCY TARGET ACHIEVED

Importance of the Measure

This measure is to ensure an optimal level of occupancy, while at the same time providing those in immediate housing need with access to the services and supports that they require. Emergency shelters are often an important point of access for moving a homeless individual to the next stage on the housing continuum. This measure reports on the capacity of the emergency shelter system and the ability of those who are homeless to access one of the 1,321 shelter beds under the Province's Emergency Shelter Program.

Performance Results 2006/07

The number of nights where shelters were at full capacity was 42% in 2006/07 and is expected to remain below 50% in order to be able to allow people access to shelter beds across the province. BC Housing wants to ensure that shelter space is well used (i.e. high occupancy rate over the year), but also that shelters are not at full capacity, as they tend to be in the winter months, so that people must be turned away. In measuring and reporting results, it is important to recognize that a range of external factors can influence the outcomes, such as differences across regions, client groups, and seasons.



MEASURE: PERCENTAGE OF CLIENTS BELONGING TO PRIORITY GROUPS

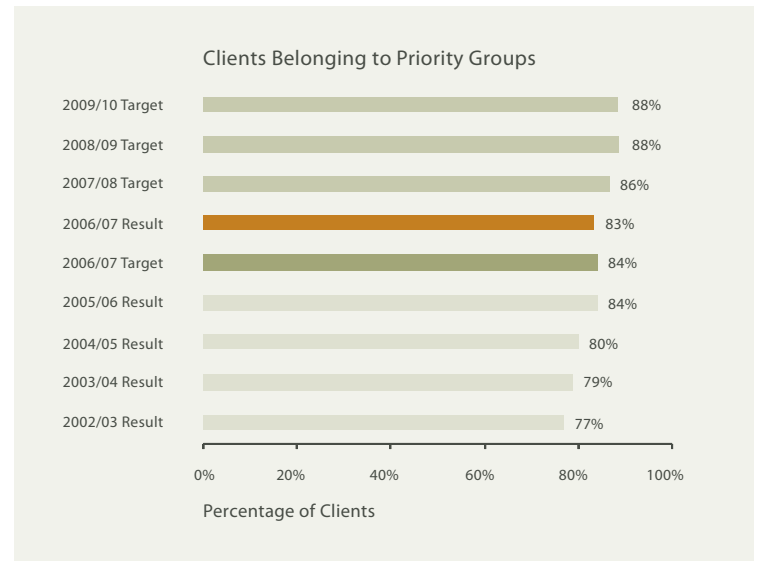
TARGET SUBSTANTIVELY ACHIEVED

Importance of the Measure

Recognizing the difference that access to housing makes in the lives of vulnerable individuals, this measure reports the effectiveness of our current practices in allocating resources to those most in need. In keeping with directions set out in the Provincial Housing Strategy, this measure allows us to define our success in ensuring that B.C.'s vulnerable citizens receive priority for assistance.

Performance Results 2006/07

As of March 31, 2007, 83% of all households receiving housing assistance were within one of the designated priority groups. This includes seniors and persons with physical or mental disabilities including those with a mental illness. It also includes women and children who have experienced domestic violence as well as those facing alcohol and drug addiction challenges and those who are homeless or at risk of becoming homeless. The percentage of priority groups assisted is expected to increase as existing units are adapted or converted and as new units reach completion.



FUTURE DIRECTIONS

Ensuring vulnerable families and individuals have access to housing and support services will continue to be an important priority. To support the key directions set out under the Provincial Housing Strategy, BC Housing is actively engaged in a process with the housing sector to review the current applicant eligibility guidelines for access to social housing.

Recognizing that access to safe and affordable housing is a critical step in helping those who are homeless, BC Housing has also engaged in a shelter capacity and program review to be completed in 2007. In addition, resources were committed to launch a province-wide homeless outreach program to help address homelessness and to ensure that individuals who are homeless gain access to the services and supports that they need to change their situation. Implementing these strategies will represent an important area of focus going forward.

Goal 4 Organizational Excellence

People Strategy

Launched in 2006, the three-year People Strategy was developed based on the outcomes of the 2005 Strategic Planning session.

BC Housing monitors key metrics and, each year, introduces or adjusts people-focused practices to continually improve employee engagement.

The Strategy is divided into six major components:

- Leadership
- Learning and Growth
- Rewards and Recognition
- Recruitment and Selection
- Communication
- Alignment/Culture

Providing cost-effective solutions and value for money is central to BC Housing's success in building and maintaining a sustainable housing system.

The measures set out in this section are about ensuring that we deliver the best possible services in a cost-effective and competitive manner. This includes continuing to identify organizational and operational efficiencies, as well as ensuring that we have the appropriate structures and processes in place to control costs and manage risks.

Central to this goal is a commitment to building on the skills, energy, talent and dedication of the organization's people. Over the past year, we have made significant investments to create and implement an effective People Strategy across the organization. The strategy plays an important role in our success in recruiting and retaining skilled, creative and committed employees, both today and for the future.

BC Housing's culture is characterized as: professional and well run; progressive and responsive to changing social pressures; and passionate about the socially relevant work we do. This is how we approach our role as both a service deliverer and an employer, which in turn fosters a high level of employee engagement and productivity.

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

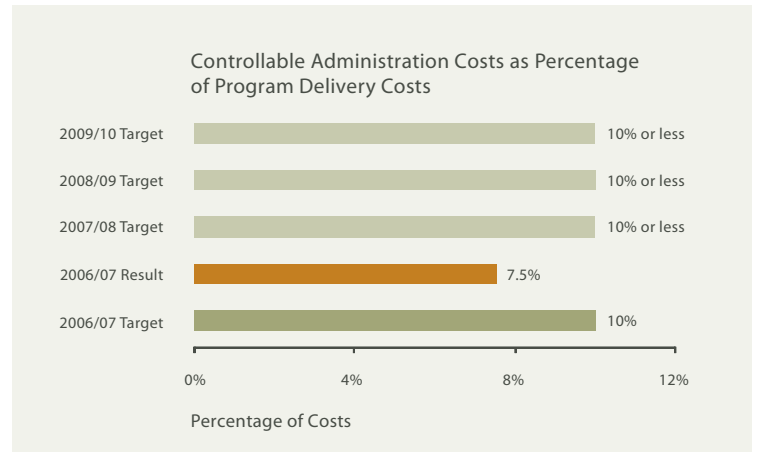
TARGET ACHIEVED

Importance of the Measure

This measure is a standard financial measure that assesses the efficiency of BC Housing’s management practices by comparing the percentage of controllable administration costs to program delivery costs.

Performance Results 2006/07

A target of 10% has been set to ensure that BC Housing maintains a high level of performance. A benchmarking study completed in 2006/07 showed that BC Housing had one of the lowest cost profiles across all organizations involved in the study. The results for 2006/07 indicate that BC Housing is achieving a high level of performance with 7.5% of administration costs as a percent of program delivery costs. The results are benchmarked against the performance of housing providers in other jurisdictions.



MEASURE: PER-SQUARE-FOOT CONSTRUCTION COSTS

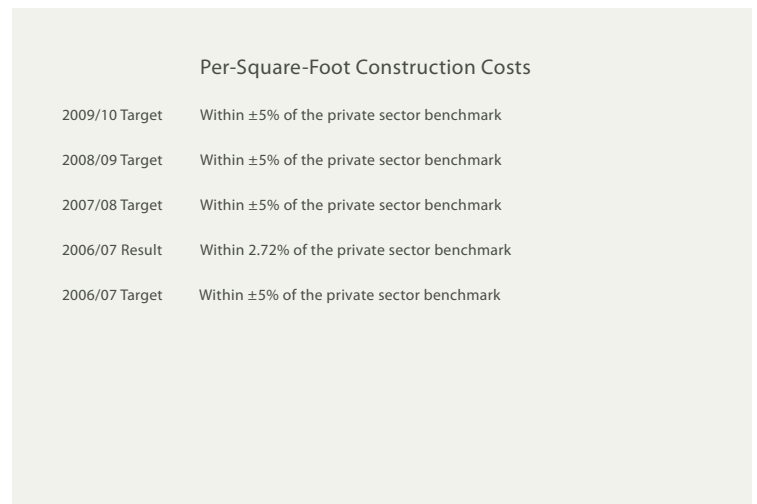
TARGET ACHIEVED

Importance of the Measure

This measure benchmarks the per-square-foot construction cost of new housing developments with comparable developments in the private sector. This is an important measure of the cost-effectiveness of our development practices.

Performance Results 2006/07

The results for 2006/07 compared a sample of six (6) non-profit developments with eight (8) private market developments, as well as industry data. This data showed that BC Housing’s per square foot construction costs, which averaged \$143.65 per square foot, were within 2.72% of the costs reflected in industry data. This result shows that BC Housing is achieving costs that are comparable with the market and demonstrate value-for-money. This is an important result in that there is a significant level of volatility in the current housing construction industry with rising costs in materials as well as a shortage of skilled labour having an impact on results.



Goal 4 Organizational Excellence (continued)

MEASURE: EMPLOYEE ENGAGEMENT INDEX

TARGET ACHIEVED

Importance of the Measure

BC Housing recognizes the critical role that its employees play in its organizational success. Employee engagement is a productivity indicator, based on employee satisfaction and motivation. A focus on employee engagement fosters an environment of greater creativity, innovation, organizational excellence and customer service. A significant contributor to an engaged workforce is access to learning and growth opportunities, which serve to meet business objectives as well as the personal aspirations of employees.

Performance Results 2006/07

The measure is based on an annual survey that gathers feedback from staff on different aspects of their work environment. The survey is designed to gauge the extent to which BC Housing has been successful in building a culture of employee engagement and to identify opportunities for improvement. Results are benchmarked with other employers through the use of standard industry survey instruments. In January 2007, 67% of staff participated in a survey, the results of which placed BC Housing in the top quartile of comparable employers. The target is set to ensure that employee engagement continues to be an important focus within the organization and is supported by the development and implementation of a three-year People Strategy.

Employee Engagement Index	
2009/10 Target	Top quartile of benchmark employers
2008/09 Target	Top quartile of benchmark employers
2007/08 Target	Top quartile of benchmark employers
2006/07 Result	BC Housing Top Quartile of benchmark employers
2006/07 Target	Top quartile of benchmark employers

FUTURE DIRECTIONS

BC Housing's focus is on customer service, organizational excellence and innovation in order to deliver on the government's commitment to vulnerable British Columbians. The implementation of BC Housing's multi-year People Strategy is an important element towards realizing this vision. This includes working to promote a culture of learning and innovation, as well as building and maintaining a high level of employee engagement.

Looking for new and better ways to use existing housing buildings, control costs and streamline and improve program administration are also important parts of this goal. Central to these strategies are innovations in research and information technology that support continuous business improvement.