



BC Housing

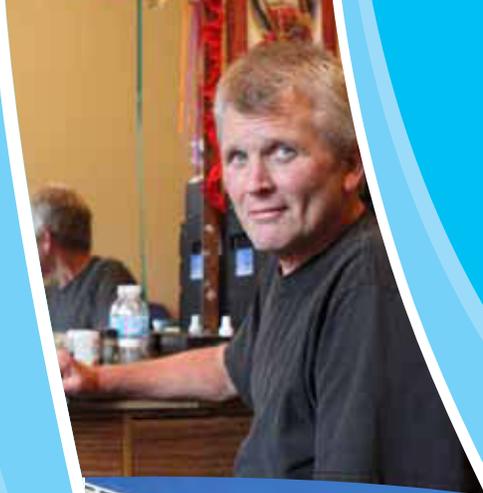


BRITISH  
COLUMBIA

# Service Plan

## Housing Matters

2012/13 – 2014/15





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# Joint Message from the Chair and Chief Executive Officer

BC Housing is an organization that rises to the challenge. The release of *Housing Matters BC* in 2006 challenged us to implement measures to break the cycle of homelessness, and to help ensure homeless individuals have access to stable housing with integrated support services. Together with our partners we have made significant progress, and some communities have now turned the corner in resolving this issue.

While maintaining a strong focus on critical issues such as homelessness, this Service Plan also identifies other challenges that require our attention over the next three years. We have introduced a new strategic priority to support a strong non-profit housing sector. This priority recognizes that housing providers and BC Housing share a common purpose in providing stable, safe and affordable housing, and that neither can be successful without the other. Equally important is our new priority of enhancing Aboriginal housing partnerships, to help address the urgency of housing needs within the Aboriginal community and enable the Aboriginal housing sector to move towards greater self-reliance. This service plan identifies a range of strategies to meet these important goals, and new measures to track our performance.

Responding to critical housing gaps for those in greatest need continues to be a high priority. Over the next several years considerable effort will be placed on creating new supported housing for the homeless and those at risk of homelessness through partnerships with local governments, non-profits, charitable and community organizations. We will also continue efforts to support British Columbian families through existing social housing, rental assistance, women's transition houses and new family housing developments.

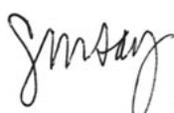
We will also place greater focus on sustainability to ensure that the social housing stock responds to the housing needs into the future, and to further reduce our impact on the environment. Our work with industry organizations to create an accreditation system for builder education will continue, as part of our strategic priority to help bring about improvements in the quality of residential construction and strengthen consumer protections.

2012/13 will be the first year to deliver a new program *Home Adaptations for Independence* that will provide financial assistance to low-income seniors and people with disabilities owning their own home or in market rental accommodation to carry out home adaptations for improved accessibility. This important program is possible through a funding partnership between the Government of Canada and the Province of B.C., and will support British Columbians who want to remain in their homes but need adaptations to make that feasible.

This service plan identifies potential risk areas that we expect to face over the next three years, including the aging social housing stock and growing demand on existing programs and resources. With challenges come opportunities, however, and BC Housing looks forward to working with our partners in the housing sector to take advantage of new opportunities to meet the housing needs of British Columbians.



**Brenda Eaton**  
Chair



**Shayne Ramsay**  
Chief Executive Officer

## ABOUT THIS SERVICE PLAN

The 2012/13 – 2014/15 BC Housing Service Plan was prepared under the Board of Commissioner's direction in accordance with the *Budget Transparency and Accountability Act* and the BC Reporting Principles. The Board is accountable for the contents of the plan, including the selection of performance measures and targets, what is in the plan and how it has been reported. The plan is consistent with government's strategic priorities and fiscal plan.

All significant assumptions, policy decisions, and identified risks, as of February 2012, have been considered in preparing the plan. The performance measures presented are consistent with BC Housing's mandate and goals, and focus on aspects critical to the organization's performance. The performance targets in this plan have been determined based on an assessment of BC Housing's operating environment, forecast conditions, risk assessment and past performance.

# Our Strategic Framework



# Mandate, Vision and Values

**Our mandate** is to fulfill the provincial government’s commitment to the development, management and administration of subsidized housing as reflected in an Order-in-Council under the *Ministry of Lands, Parks and Housing Act* establishing the British Columbia Housing Management Commission (BC Housing) in 1967. In 2010/11 our mandate expanded to include responsibilities for the administration of the *Homeowner Protection Act* including strengthening consumer protection for buyers of new homes and helping bring about improvements to the quality of residential construction.

**Our vision** is housing solutions for healthier futures.

**Our values** are integrity, respect, commitment, service and accountability.

## **HOUSING MATTERS BC – A HOUSING STRATEGY FOR BRITISH COLUMBIA**

As set out in the Government’s Letter of Expectations, BC Housing’s priority is to fulfill the government’s commitment to meet the housing needs of British Columbians as set out in the provincial housing strategy, *Housing Matters BC*.

The framework for the evolution of the housing sector, including the business direction for BC Housing, is guided by *Housing Matters BC*. This provincial housing strategy contains six goals, each of which is client-focused. BC Housing is a major contributor in ensuring these goals are met through a variety of programs and partnerships.

1	The homeless have access to stable housing with integrated support services
2	B.C.’s most vulnerable citizens receive priority for assistance
3	Aboriginal housing need is addressed
4	Low-income households have improved access to affordable rental housing
5	Homeownership is supported as an avenue to self-sufficiency
6	B.C.’s housing and building regulatory system is safe, stable and efficient

# The Government's Letter of Expectations

The Government's Letter of Expectations (GLE) describes the relationship between BC Housing and the provincial government, and mandates direction from government to BC Housing. The GLE ensures a mutual understanding between the shareholder and BC Housing on governance issues, corporate mandate, core services, public policy issues, strategic priorities and performance expectations.

The chart below summarizes the provincial government's expectations and policy directions for BC Housing in 2012/13 and our planned actions to address the specific priority actions. The GLE in its entirety can be found on the BC Housing website, [www.bchousing.org/aboutus/about](http://www.bchousing.org/aboutus/about).

## 2012/13 Government's Letter of Expectations (Excerpt)

...the Commission is directed to take the following specific actions:

- Work with the Ministry Responsible for Housing to address critical gaps throughout the housing continuum through a variety of partnerships that integrate new housing options and improve access to housing and services, while identifying ways to further support the Government's goal of putting families first;
  - Key strategies identified under strategic direction #2
- Support a strong non-profit housing sector by taking steps to strengthen relationships and build capacity;
  - Key strategies identified under strategic direction #1
- Continue to work with the Ministry to ensure good governance and that processes are in place for the successful planning and procurement of new capital projects; and
  - Full Board of Commissioners in 2012/13 with creation of a Capital Review Committee; quarterly meetings with our Ministry counterparts
- Continue to promote market housing affordability including work with the Ministry to further define goals and strategies.
  - Key strategies identified under strategic direction #2

## ENVIRONMENTAL SUSTAINABILITY

BC Housing's sustainability strategy – *livegreen*: Housing Sustainability Plan – recognizes the significant role that we can play to promote sustainability in the work we do and more broadly within the housing sector. We accomplish this through taking actions in three areas:

- Buildings – striving towards innovation in design, construction and management of social housing buildings;
- Change Agent – guiding and supporting others in taking actions towards sustainability; and
- Integration – integrating financial, social and environmental considerations in decision making.

The *livegreen* plan is aligned with the Province's Climate Action Plan to reduce greenhouse gas emissions and our carbon footprint, and to become carbon neutral. We report our performance through the "Percentage reduction in greenhouse gas emissions" measure in our Annual Report.

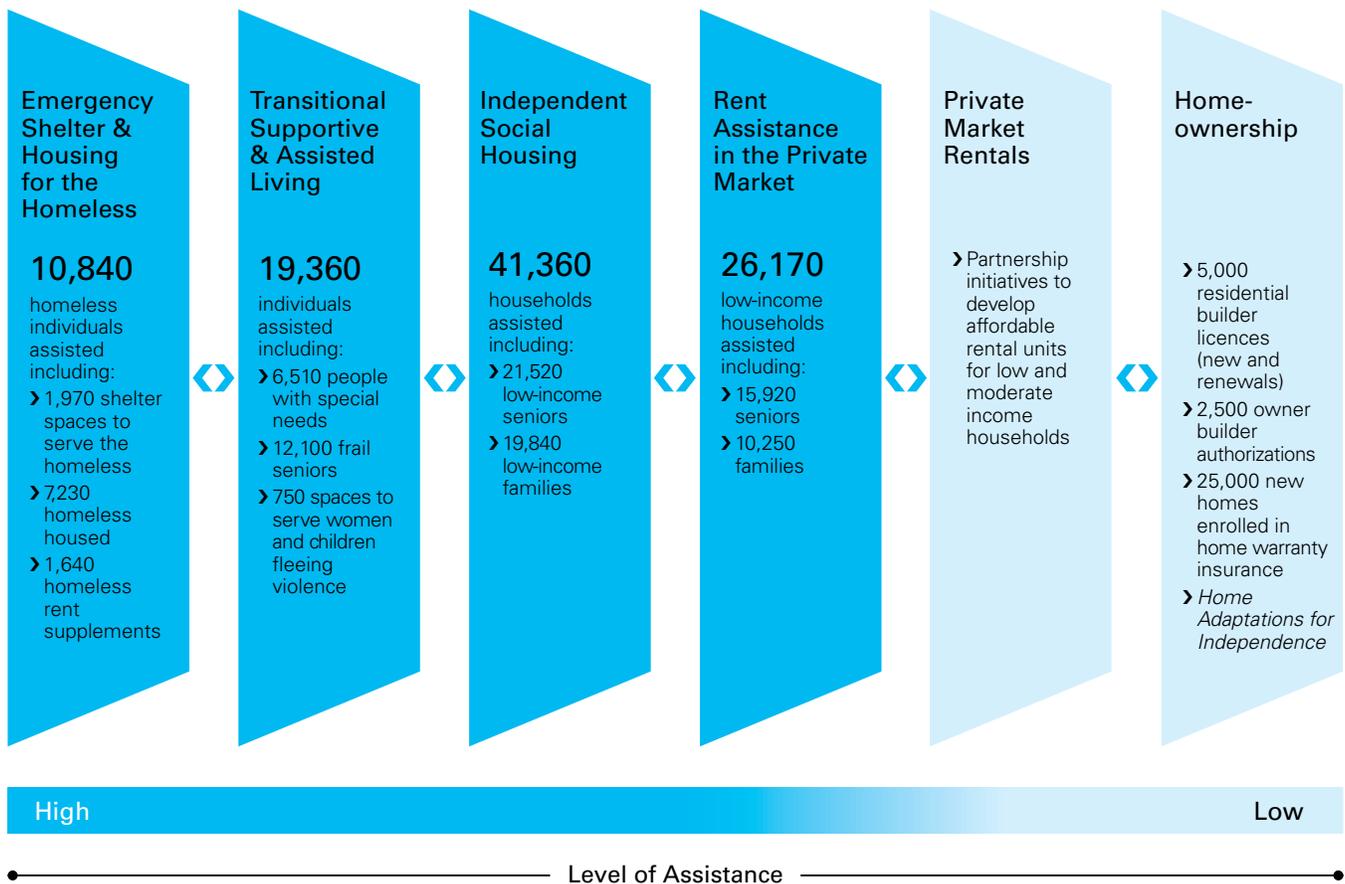
Our significant reduction in greenhouse gas emissions in public housing buildings and offices contributed to BC Housing becoming carbon neutral in 2010.



# Serving British Columbians

## BC Housing’s role in the housing continuum

The housing continuum illustrates the full range of possible housing alternatives. A portion of the continuum is government-assisted housing with varying levels of support services provided. The majority of housing is available in the private market. The diagram below illustrates the housing continuum in the province and BC Housing’s contribution to it.



**Government-Assisted Housing in Partnership with Housing and Service Providers**

(Accounts for almost 6% of the province's total housing stock)

**Partnership Initiatives, Consumer Protection**

(Building licensing, home warranty insurance, research & education)

Note: The term "unit" may refer to a shelter space, bed room, rent supplement or household, depending on the program delivering the service.



## Government-assisted housing

This housing ranges from emergency shelter through to rent assistance in the private market. In partnership with some 800 housing providers – mostly non-profit and housing co-operatives – about 97,700 households in 200 communities will be assisted through subsidized housing in 2012/13. The level of support service provided ranges from high to low depending on the needs of the clients served, as described below.

### Emergency Shelter and Housing for the Homeless

This section of the continuum serves people who are homeless, or at risk of homelessness, and requires housing with integrated supports. Homelessness is a concern for many communities throughout B.C. Some reports estimate the cost of homelessness to the health, social, and justice systems to be over \$55,000 per person per year (Centre for Applied Research in Mental Health & Addiction, Simon Fraser University).

Challenges to finding appropriate housing for people who are homeless are multi-faceted. They may be housing-related, such as affordability, availability or suitability, or a combination of life events, including disabilities, health and mental health issues, addictions, social exclusion, joblessness or a breakdown of relationships.

### Transitional Supportive and Assisted Living

The population of seniors will increase from 15 per cent of B.C.'s population in 2009 to 24 per cent in 2036, putting pressure on existing social housing. The age 80+ senior population will grow from four per cent in 2009 to seven per cent in 2036 (BC Stats, 2012).

People who require special-needs housing include those with severe physical disabilities or mobility issues, chronic mental illness, those living with HIV/AIDS, and drug and alcohol dependencies. Frail seniors and individuals with special needs require a range of support services to help them have more stable lives, and supportive housing allows them to live independently.

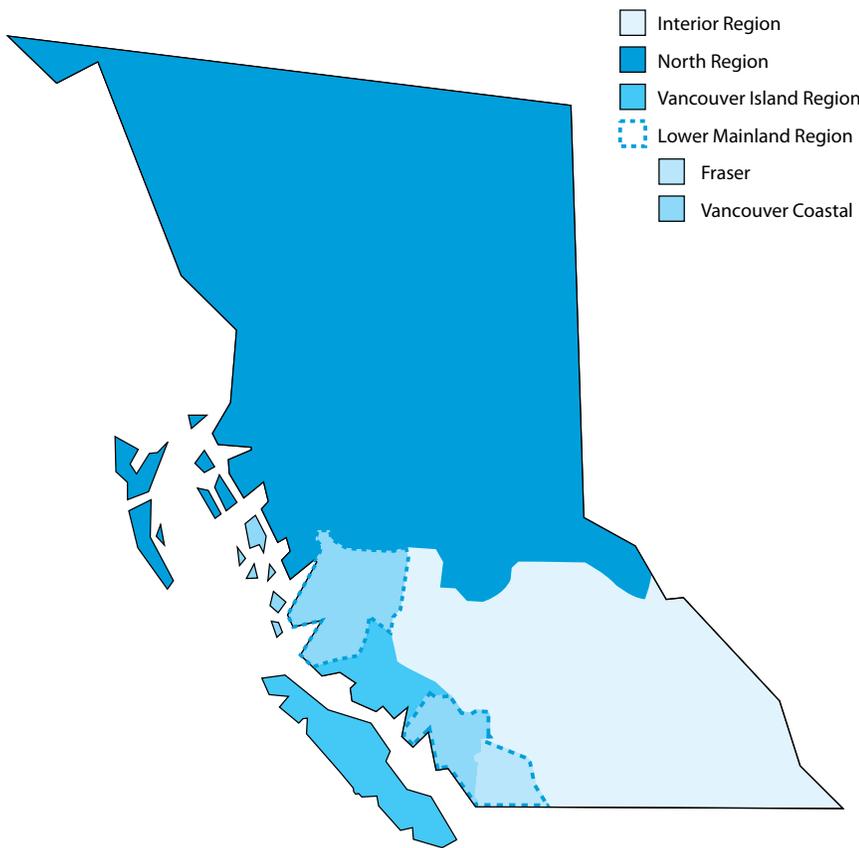
From 1999 to 2004, it is estimated that more than 100,000 women in B.C. were victims of spousal violence (Statistics Canada, 2006). Women and children fleeing violent relationships require immediate access to safety, shelter, food, crisis intervention and social service referrals.

### Independent Social Housing

In B.C. the majority of government-assisted housing is provided through independent social housing. Independent social housing typically does not include additional support services for tenants, although many housing providers are noting greater support needs among their tenants and partner with service providers in the community to provide supports.

### Rent Assistance in the Private Market

Rent assistance programs maximize the availability of existing rental units within the private market, which in turn provides options for those seeking housing. Rental assistance programs such as the *Rental Assistance Program* and *Shelter Aid For Elderly Renters* support people to remain in their current communities while maintaining independence.



\* Commencing April 1, 2012, the Fraser and Vancouver Coastal regions will be merged and referred to as the Lower Mainland region.

**INTERIOR**

Total number of households	285,025
Households spending > 50% of their income on rent	8,700
Households assisted through subsidized housing	13,800

**NORTH**

Total number of households	107,400
Households spending > 50% of their income on rent	2,600
Households assisted through subsidized housing	4,890

**VANCOUVER ISLAND**

Total number of households	304,415
Households spending > 50% of their income on rent	12,100
Households assisted through subsidized housing	16,280

**LOWER MAINLAND\***

**FRASER**

Total number of households	520,130
Households spending > 50% of their income on rent	18,200
Households assisted through subsidized housing	28,360

**VANCOUVER COASTAL**

Total number of households	426,170
Households spending > 50% of their income on rent	23,300
Households assisted through subsidized housing	34,400

Using BC Housing’s 2011/12 data, the map above shows our service regions, the total number of households and the number of households assisted through subsidized housing. Using 2006 Census data, the table above shows the total number of households spending greater than 50 per cent of their income or more on rent.

**Private market housing**

The majority of British Columbians are housed successfully in the private housing market. However, 2006 Census data shows there are over 64,900 households that are unable to find suitable housing in the private market. Households spending 50 per cent or more of their income on rent for adequate housing are considered to be in highest need and at risk of economic eviction or homelessness.

## Private Market Rental

Developments that provide affordable housing units within the private market may have either all or a portion of the available units priced at or below market rent levels. Units may be rented at market rents, or slightly below market rent, often referred to as “low end of market rent.” Similar to rent assistance in the private market, this stage of the continuum provides more housing options for low- to moderate-income households. This housing is typically developed by non-profit housing providers in partnership with BC Housing.

## Homeownership

Our primary role with respect to this part of the housing continuum is through the *Homeowner Protection Act* whereby we license residential builders, ensure that new homes are enrolled in home warranty insurance, and administer owner-builder authorizations. Additionally we focus on enhancing consumer protections through overseeing the third-party home warranty insurance system and carrying out strategic research and education initiatives to improve the construction quality of new homes.

As of 2012/13 BC Housing will deliver a new program *Home Adaptations for Independence* that will provide financial assistance to low-income seniors and people with disabilities owning their own home or in market rental accommodation to carry out home adaptations for improved accessibility.

## Aboriginal Individuals and Families

BC Housing is committed to supporting housing partners in the Aboriginal sector by exploring and increasing housing options to meet the needs of Aboriginal households, and by working to increase capacity of the sector to meet housing needs.

Aboriginal people tend to be over-represented in housing need categories across the continuum. The 2006 Census identified that off-reserve Aboriginal households represented 4.5 per cent of all B.C. households, but 6.9 per cent of all households in core housing need. The 2006 Census also identified that 21.1 per cent of off-reserve Aboriginal households are in core housing need compared to 13.4 per cent of all non-Aboriginal households. Aboriginal people are also over-represented among those who are homeless or at risk of homelessness. For example, according to the preliminary results from the 2011 Metro Vancouver Homeless Count, 24 per cent of the homeless individuals found in Metro Vancouver identified as an Aboriginal person.

While partnerships and programs exist specifically to support Aboriginal households, Aboriginal individuals and families are also supported by all programs across the housing continuum.

# How We Serve British Columbians

Every aspect of BC Housing's business is centred on our clients. We create relationships with key partners to deliver the best services possible. Below are descriptions of how we do business in partnership.

## Delivery Partners

Housing assistance is provided through public, non-profit and co-operative housing, as well as through rent assistance to people living in the private rental market. We work in partnership with more than 800 non-profit housing societies, housing co-operatives and group home operators throughout the province to provide safe and affordable housing for people in need. We also partner with private operators to provide rent supplements for low-income seniors and people with disabilities living in private assisted living facilities.

## Service Partners

BC Housing engages in innovative service partnerships that integrate housing and support services to meet tenants' needs and ensure stable tenancies. These service partnerships involve other levels of government, health authorities and service providers, such as those serving homeless individuals as well as women and children at risk of violence.

## Contributing Partners

The investment required to create new social housing necessitates partnership models. Our approach seeks to combine resources and expertise from a wide range of partners, including our government partners. For example municipal governments contribute through expediting approval processes, waiving development construction costs and offering reduced property taxes, as well as making land available for new housing. The federal government can contribute capital funding to support new and existing social housing.

Creating new social housing relies on significant contributions from the non-profit housing sector, recognizing the considerable equity and expertise in the sector to pursue new housing opportunities. Contributions made by charitable organizations, such as the Streethome Foundation in Vancouver, have become a critical component of success in many communities.

## Industry and Regulatory Partners

BC Housing works with a wide range of industry partners to strengthen consumer protection for buyers of new homes. Partners include Licensed Residential Builders and Building Envelope Renovators, warranty insurance providers, insurance brokers acting as agents for warranty providers, lenders, design professionals, real estate and legal professionals, industry associations, other regulatory agencies such as the Financial Institutions Commission, the Insurance Council of BC, the Real Estate Council of BC, educational organizations and building officials. A joint service delivery model involving partners minimizes program costs.

Research and education activities to improve the quality of residential construction continue to be funded primarily by builder license fees and owner-builder authorizations. However, BC Housing works with key industry groups and other levels of government to lever and attract additional funding for cost effective research and education initiatives in the residential construction sector.

We also work with industry and regulatory partners to support sustainability in the design, construction and management of housing across the continuum. This is done through sharing best practices, developing education materials and conducting research.

## Policy Partners

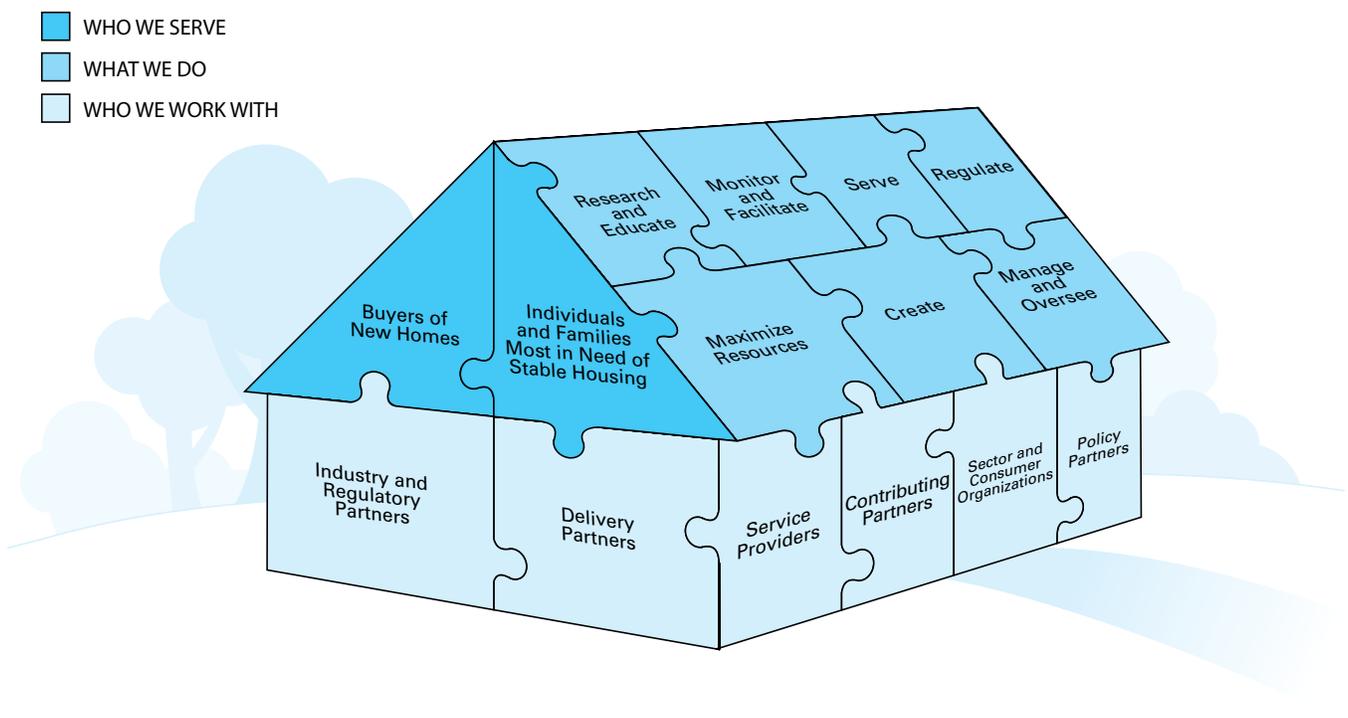
Our policy partners within the Ministry’s Office of Housing and Construction Standards are responsible for provincial housing policy, building and safety standards and residential tenancy. By working together, government is able to ensure that BC Housing’s programs and services are integrated and aligned with the provincial housing policy. Our partners across government also include the Ministry of Social Development, the Ministry of Health Services, and the Ministry of Aboriginal Relations and Reconciliation.

## Sector and Consumer Organizations

BC Housing works collaboratively with housing sector and consumer organizations to create better outcomes and build stronger communities. Organizations include BC Non-Profit Housing Association, the Co-operative Housing Federation of BC, Shelternet BC, BC Society of Transition Houses, Aboriginal Housing Management Association, and consumer organizations such as the Condominium Home Owners Association of BC.

## Key Relationships

The diagram below illustrates BC Housing’s relationships with our key partners and how we work together to provide housing options and strengthen consumer protection.





# Organizational Structure

# Corporate Governance

## Board of Commissioners

BC Housing is accountable to the Minister Responsible for Housing through a Board of Commissioners. The government appoints the Board to oversee policy implementation and direction and, in cooperation with senior management, to set strategic direction. The Board also monitors BC Housing's performance based on the Province's planning and reporting principles. The Board delegates responsibility for the day-to-day leadership and management to the Chief Executive Officer. The Board incorporates best practices into its governance procedures as guided by the Best Practice Guidelines on Governance and Disclosure for Public Sector Organizations.

## Standing Committees of the Board of Commissioners

The following three standing committees support the role of the Board of Commissioners in fulfilling its obligations and oversight responsibilities. A new Capital Review Committee will be put into place in 2012/13.

**1**  
**Audit and Risk Management Committee**  
Ensures that the audit process, financial reporting, accounting systems, management plans and budgets, and the system of corporate controls and risk management are reliable, efficient and effective.

**2**  
**Corporate Governance Committee**  
Ensures that BC Housing develops and implements an effective approach to corporate governance. This enables the business and affairs of the Commission to be carried out, directed and managed with the objective of enhancing value to government and the public.

**3**  
**Human Resources Committee**  
Provides a focus on senior management human resource and compensation matters.

BC Housing has an internal audit function that provides assurance that appropriate controls are in place to support business objectives within an acceptable risk framework. Internal audit reports to the Board through the Audit and Risk Management Committee, and also reports administratively to the Chief Financial Officer.

## Standards of Conduct

The Standards of Conduct guide the conduct for the Board, employees, consultants and contractors and suppliers. The Board of Commissioners adheres to the following standards of conduct when exercising its powers and performing the functions of the organization:

- To act honestly, in good faith and in the best interests of BC Housing;
- To exercise care, skill and diligence in decision making; and
- To follow ethical standards to avoid real or apparent conflict of interest between Commissioners' private interests and the interests of BC Housing.

# Organizational Chart

The following chart highlights BC Housing’s core business areas and the responsibilities and accountabilities in each area.





### Relationship to the Provincial Rental Housing Corporation

The Provincial Rental Housing Corporation (PRHC) was incorporated in 1973 under the *Business Corporations Act* and exists solely as BC Housing's land-holding company. It holds provincially-owned social housing properties (public housing), and leases residential properties to non-profit societies and co-operatives.

The Minister Responsible for Housing is the sole shareholder of PRHC. Because of its relationship with BC Housing, PRHC is administered by BC Housing. To ensure the appropriate governance links between the two entities, senior management of BC Housing serve as PRHC's Directors. PRHC does not employ any staff.



# Strategic Context

# Strategic Context

Our ability to deliver on our strategic priorities is influenced by many factors. The following is a summary of BC Housing's operating environment, identifying potential risk areas, challenges, strategies and opportunities for BC Housing in 2012/13. An enterprise risk management approach is used to monitor and assess organizational risks and to address or mitigate the potential impacts. Key financial risks, sensitivities and mitigation strategies are presented in the Financial Overview section on page 37.

POTENTIAL RISK AREAS	CHALLENGES	STRATEGIES AND OPPORTUNITIES
<p>The impact of the aging social housing stock on:</p> <ul style="list-style-type: none"> <li>▪ the quality of life for tenants;</li> <li>▪ the environment; and</li> <li>▪ the ability of housing providers to respond to housing needs in the community.</li> </ul>	<p>Built over the past number of decades, many buildings require significant repair, and in the non-profit sector, mortgages/ operating agreements are beginning to expire. In some cases this creates funding pressures to carry-out urgent repairs and emphasizes the importance of long-term planning for the stock.</p>	<p><b>Strategic Priority #1</b> – support a strong non-profit sector to ensure long-term provision of social housing; and</p> <p><b>Strategic Priority #5</b> – emphasis on sustainability and long-term portfolio and capital planning.</p>
<p>BC Housing's ability to create affordable housing options.</p>	<p>High housing costs and low vacancy rates mean increased housing need and greater demand on existing programs and resources.</p>	<p><b>Strategic Priority #2</b> – continue to identify and implement strategies along the housing continuum. Explore new partnership models to deliver affordable housing.</p>
<p>Meeting the disproportionate housing needs of Aboriginal individuals and families.</p>	<p>Unmet Aboriginal housing needs are significant across the province. Devolution of social housing administration to Aboriginal organizations is underway.</p>	<p><b>Strategic Priority #3</b> – build on current strengths and initiatives to build capacity, and explore new opportunities to create lasting benefits for Aboriginal communities in the work that we do.</p>
<p>Integrity of BC's system of consumer protection, including builder licensing and home warranty insurance, for buyers of new homes.</p>	<p>Respond to the desire of industry associations to enhance professionalism in residential construction. Currently builder education requirements are not part of the licensing system.</p>	<p><b>Strategic Priority #4</b> – work collaboratively with industry to develop an accreditation system for builder education.</p>
<p>Human capital/people risks and our ability to respond to strategic priorities.</p>	<p>Challenges include the impact of labour market trends on retirements, retention and recruitment, as well as our ability to adapt to new strategies and new ways of doing business.</p>	<p><b>Strategic Priority #6</b> – support the People Strategy such that BC Housing continues to be an employer of choice with staff aligned with corporate objectives.</p>



# Performance Measurement Framework

# New Strategic Priorities

This section sets out BC Housing’s strategic priorities (previously referred to as goals), objectives, performance measures and targets for 2012/13 to 2014/15.

Our Performance Measurement Framework (PMF) provides strong linkages with government’s key strategies as set out in *Housing Matters BC*. With a focus on continuous improvement, each year we review the alignment of the PMF to ensure that it is an effective measurement tool that supports the strategic direction of BC Housing and government, accurately reflects the business that we conduct throughout the organization and informs our partners and the public of the progress we have made or the challenges encountered throughout the year.

A strategic review was conducted in 2011/12 that identified changes to the PMF to ensure the Service Plan remains effective and relevant to our business strategies and partners. The main changes to the Service Plan included the introduction of two new strategic priorities specifically supporting our non-profit housing partners: *Support a strong non-profit housing sector* and *Enhance Aboriginal housing partnerships*.

Additional changes involve the introduction of new objectives and measures as well as the realignment or refining of some existing objectives and measures. Details on the changes are identified in Appendix A: Changes in Reporting.

In addition to the strategic review and realignment of the PMF, targets for the remaining historical measures (with the exception of the measures “controllable administration costs as a percentage of program delivery costs” and “high level of employee engagement”) have been either adjusted or introduced. These target adjustments reflect trend data on results achieved, and anticipated performance for the measures over the service planning period. Results are benchmarked externally where possible.

Further information regarding these target changes, as well as more information on our PMF is contained in the Service Plan Appendices:

- Appendix A – Changes in Reporting
- Appendix B – Disclosure of Key Reporting Judgments (includes information regarding data sources, methodology, reliability and benchmarks)

# BC Housing's Performance Measurement Framework 2012/13 – 2014/15

STRATEGIC PRIORITIES & OBJECTIVES	MEASURE	09/10 RESULTS	10/11 RESULTS	11/12 FORECAST	12/13 TARGET	13/14 TARGET	14/15 TARGET
<b>Strategic Priority 1: Support a strong non-profit housing sector</b>							
Collaborate with our non-profit housing partners to ensure long-term provision of social housing	Reduction in the number of indicators requiring follow-up	New measure commencing 2012/13			Baseline year	TBD	TBD
<b>Strategic Priority 2: Respond to critical gaps</b>							
Increase housing options	Number of new units/beds created in priority areas	1,755	1,812	1,797	827	1,289	326
	Number of new households assisted through rent assistance programs	7,011	7,406	6,000	6,500	6,500	6,500
Available housing targeted to vulnerable citizens	Percentage of clients belonging to priority groups in subsidized housing	85%	86%	84%	84%	84%	84%
Provide opportunities for greater housing stability	Percentage of homeless individuals accessing housing who remain housed six months after placement	86%	83%	85%	85%	85%	85%

STRATEGIC PRIORITIES & OBJECTIVES	MEASURE	09/10 RESULTS	10/11 RESULTS	11/12 FORECAST	12/13 TARGET	13/14 TARGET	14/15 TARGET
<b>Strategic Priority 3: Enhance Aboriginal housing partnerships</b>							
Facilitate opportunities that increase a self-reliant Aboriginal housing sector	Progressive Aboriginal Relations Certification	New measure commencing 2012/13			Bronze	Silver	Silver
<b>Strategic Priority 4: Help bring about improvements to the quality of residential construction and strengthen consumer protections</b>							
Promote consumer protections and compliance with the <i>Homeowner Protection Act</i>	Builders' rating of the effectiveness of compliance efforts to monitor and enforce licensing and home warranty insurance requirements and the owner builder exemption	80%	Not surveyed	82%	84%	84%	84%
<b>Strategic Priority 5: Sustainability leader</b>							
Adequate provisions for future requirements	Facility Condition Index	New measure commencing 2011/12		30% (Baseline year)	1% reduction from baseline year's result	1% reduction from 2012/13 result	1% reduction from 2013/14 result
Environmental leadership in the housing sector	Percent reduction in greenhouse gas emissions <sup>1</sup>	Methodology revised in 2011 <sup>2</sup>	25% <sup>3</sup>	5% reduction from 2005 baseline	10% reduction from 2005 baseline	10% reduction from 2005 baseline	10% reduction from 2005 baseline

# BC Housing's Performance Measurement Framework 2012/13 – 2014/15

(continued)

STRATEGIC PRIORITIES & OBJECTIVES	MEASURE	09/10 RESULTS	10/11 RESULTS	11/12 FORECAST	12/13 TARGET	13/14 TARGET	14/15 TARGET
<b>Strategic Priority 6: Organizational excellence</b>							
Financial and operating success	Controllable administration costs as percentage of program delivery costs	8.2%	7.8%	10% or less	10% or less	10% or less	10% or less
	Tenants' rating of BC Housing's service delivery <sup>4</sup>	72%	70%	72%	74%	75%	75%
High level of employee engagement	Employee engagement index	Top quartile	Top quartile	Top quartile	Top quartile	Top quartile	Top quartile

<sup>1</sup> The results for this measure are based on a calendar year. For example, 2010 results were reported in the 2010/11 Annual Report, results for 2011 will be reported in the 2011/12 Annual Report.

<sup>2</sup> In 2010 this measure reported the reduction in greenhouse gas (GHG) emissions in offices and public housing buildings managed by BC Housing. In accordance with the government requirement pertaining to the *Greenhouse Gas Reduction Targets Act* and Carbon Neutral Regulation, BC Housing expanded the scope of this measure in January 2011 to include the reduction in greenhouse gas (GHG) emissions from buildings owned or leased by the Provincial Rental Housing Corporation. Future targets and results will be based on the new methodology.

<sup>3</sup> This figure, using the old methodology, represents the reduction in GHG emissions in offices and public housing buildings managed by BC Housing in 2010.

<sup>4</sup> Although this is a revised measure commencing in 2012/13, data for this measure had been collected in the past. As such, results for 2009/10 and 2010/11 based on this new measure are reported in this chart.



# Strategic Priority 1: Support a Strong Non-Profit Housing Sector

BC Housing will support a strong non-profit housing sector by building relationships and collaboration to achieve common goals – with a dual focus on the sustainability of the sector and provision of social housing over the long-term. Non-profit housing providers and BC Housing share a common objective and purpose to provide stable, safe and affordable housing. Mutual success depends on being strategic about priorities and making the best use of our different but complementary capabilities.

## Key strategies:

1. Provide support to housing providers to help improve financial and operating practices;
2. Work with the sector to create roadmaps for:
  - Addressing common issues with the expiry of operating agreements and supporting non-profit housing providers through the transitional impact of this;
  - Supporting housing providers to carry out portfolio/capital planning and energy management, with the goal of ensuring adequate provisions for future requirements;
3. Take steps to move towards an outcome-based approach to funding and program management; and
4. Re-align delivery of our services to better support the needs of non-profit housing providers.

Although identified as a new priority area for 2012/13, these strategies build on past and current activities to support the sector, such as: education and training partnerships, including participation at the annual BC Non-Profit Housing Association (BCNPHA) conference; providing enhanced partner resources through our website; collaborating with the non-profit sector on strengthening the development consultant sector; establishing the Shared Purpose Statement with BCNPHA to help foster stronger relationships with non-profit housing providers, and; strengthening operational and financial reviews through a streamlined process with greater focus on outcomes.

# Strategic Priority 1: Support a Strong Non-Profit Housing Sector *(continued)*

## Objective: Collaborate with Our Non-Profit Housing Partners to Ensure Long-Term Provision of Social Housing

### MEASURE: REDUCTION IN THE NUMBER OF INDICATORS REQUIRING FOLLOW-UP

This measure replaces the measure “percentage of social housing providers meeting financial and operational standards”. The revised measure is designed to focus on the efforts by BC Housing in collaboration with housing providers that result in improved financial and operational practices within the sector.

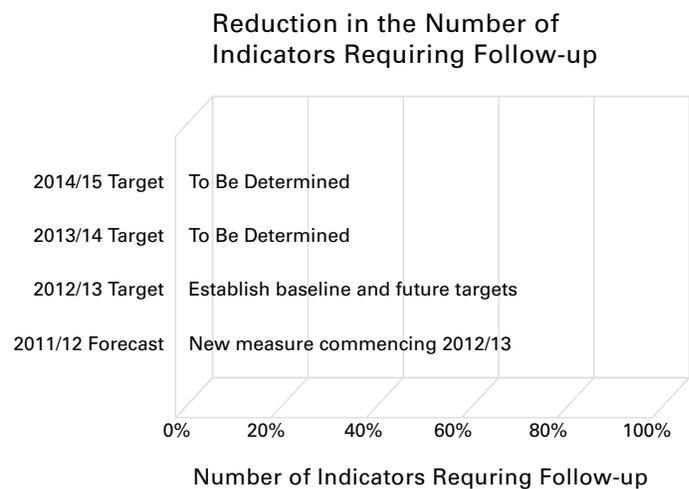
Partnerships between BC Housing and non-profit housing providers is essential for the delivery and maintenance of subsidized housing throughout the province. Consultation with non-profit housing providers has provided valuable insight into the capacity and priorities of the sector. This information aided the refinement of the business processes utilized for this measure.

With the aim of better supporting the financial and operational practices of the non-profit housing sector, consultations were conducted resulting in the identification of 28 key indicators that form the foundation for the financial and operational review process. These 28 indicators focus on financial and operational practices in each of the following key areas:

- Property management;
- Tenant/client management;
- Financial management;
- Health and safety;
- Support services (if applicable to that site); and
- Capital asset plan (future).<sup>5</sup>

Items identified in the on-site review requiring follow-up form the basis of a workplan which is jointly developed by the non-profit housing provider and their relevant Non-Profit Portfolio Manager. The workplan outlines the actions required and timelines in which indicators are to be completed. BC Housing’s Non-Profit Portfolio Manager then works closely with the non-profit housing provider, supporting them, as necessary, in order to complete any items identified.

Measurement for this performance measure is based on the number of non-profit housing providers with five or fewer items in their workplans. 2012/13 is the baseline year for this measure.



<sup>5</sup> The capital asset plan is currently monitored under the Facility Condition Index performance measure and these results will inform the operational review measure going forward.

# Strategic Priority 2: Respond to Critical Gaps

BC Housing will respond to critical gaps along the housing continuum and expand the range of housing choices and supports for British Columbians in greatest need. This is carried out with our housing partners. This strategic priority supports our policy direction under *Housing Matters BC* and builds on programs and initiatives put into place since 2006.

## Key strategies:

1. Develop and implement initiatives to meet housing needs through:
  - Implementing measures to break the cycle of homelessness;
  - Creating new housing options through a range of programs;
  - Facilitating innovative partnerships to create new affordable housing;
  - Providing rent assistance to low-income family and senior renters in private market;
  - Offering assistance to improve the physical accessibility of homes for low-income homeowners and renters;
  - Identifying ways to further our activities to support families;
2. Make the best use of existing social housing and integrated supports to meet needs of priority groups; and
3. Work with Ministry partners to analyze province-wide demographic trends and identify critical housing gaps.

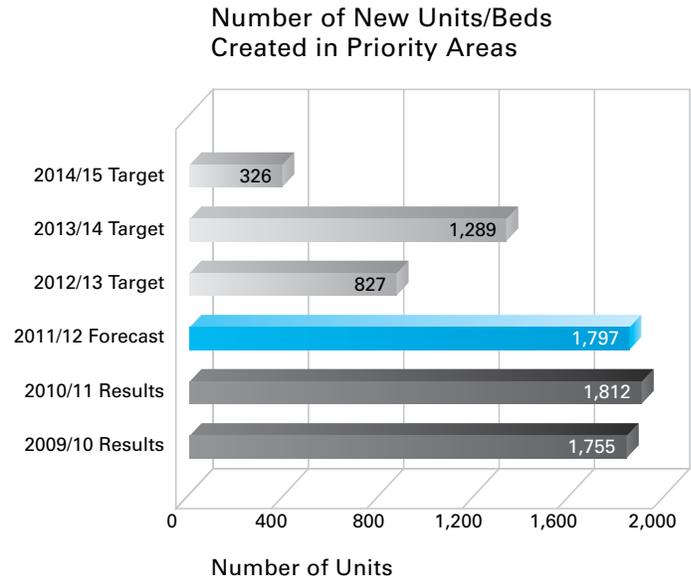
## Strategic Priority 2: Respond to Critical Gaps *(continued)*

### Objective: Increase Housing Options

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

This measure monitors BC Housing’s performance, through partnerships with non-profit housing providers, in creating new units on the supportive end of the housing continuum. Through our programs we are able to add new housing units for priority groups identified as being vulnerable, such as frail seniors, Aboriginal households, persons with physical and mental disabilities as well as individuals who are homeless.

The targets are based on the completion of new units (or short-stay emergency beds in some cases) under existing funding programs, such as *Provincial Homelessness Initiative*, *Independent Living BC*, Memoranda of Understanding negotiated with local governments, *Community Partnership Initiatives*, *Aboriginal Housing Initiative* and the federal-provincial *Seniors’ Rental Housing* initiative.



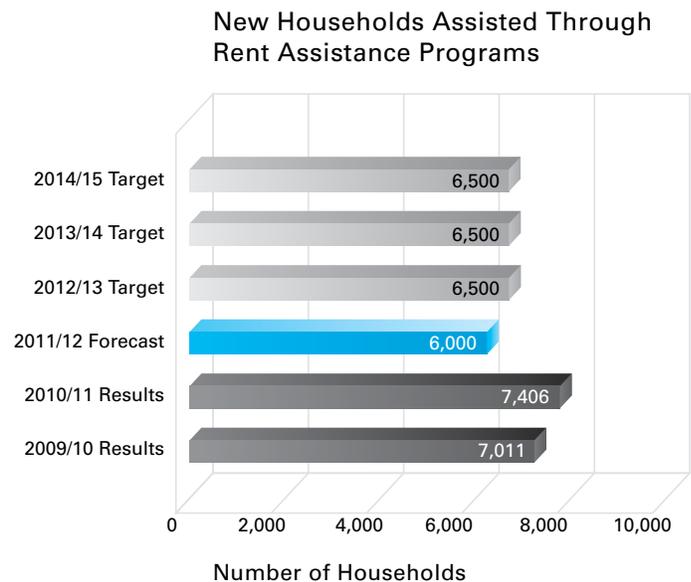
#### MEASURE: NUMBER OF NEW HOUSEHOLDS<sup>6</sup> ASSISTED THROUGH RENT ASSISTANCE PROGRAMS

This measure monitors the performance of BC Housing’s rent assistance programs, the *Rental Assistance Program* and *Shelter Aid For Elderly Renters* in improving access for low-income households to rental housing within the private market.

These programs assist working families and seniors who do not have enough income to secure housing in the private rental market by bridging the gap between market rents and what a household can afford.

Providing financial assistance for low-income families and seniors through these rent assistance programs allows us to support individuals within their existing communities which minimize their need to relocate, keeping them connected to their community thereby providing a greater range in housing choice.

This measure reports on the number of new households that are receiving subsidies under each of the programs. Target levels reflect estimated program take-up based on past trends as well as the projected level of future demand.



<sup>6</sup> A new household is defined as a household that is receiving rent subsidies for the first time, or a household that is re-entering the relevant program after a minimum of three months without any subsidy. Please see Appendix B: Disclosure of Key Reporting Judgments for more information.

## Objective: Available Housing Targeted to Vulnerable Citizens

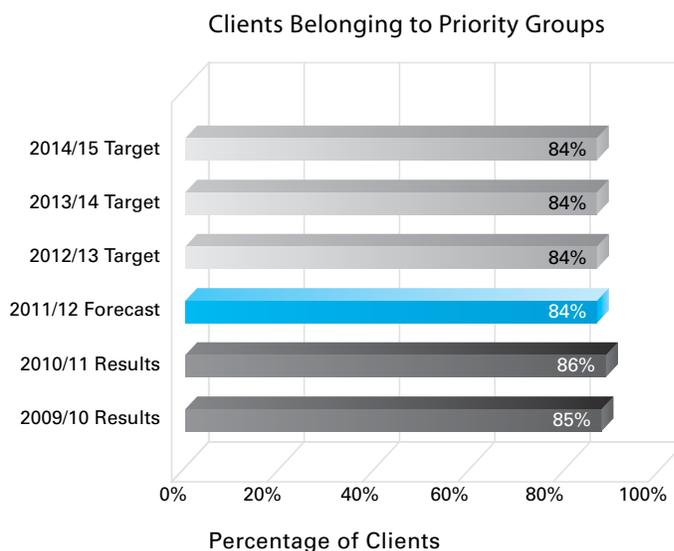
### MEASURE: PERCENTAGE OF CLIENTS BELONGING TO PRIORITY GROUPS IN SUBSIDIZED HOUSING

Through this measure we track our performance in ensuring that those in greatest need receive priority assistance for housing.

Priority groups, for the purposes of this measure, are identified as:

- Low-income or frail seniors;
- Persons with physical or mental disabilities;
- Persons with a mental illness;
- Women and children who have experienced domestic violence;
- Individuals facing alcohol and drug addiction challenges;
- Aboriginal families and individuals; and,
- Those who are homeless or at risk of homelessness.

The targets are set to reflect the projected number of households in government-assisted housing within one of the designated priority groups, as well as the anticipated number of new and acquired housing units, all of which are targeted to priority groups.



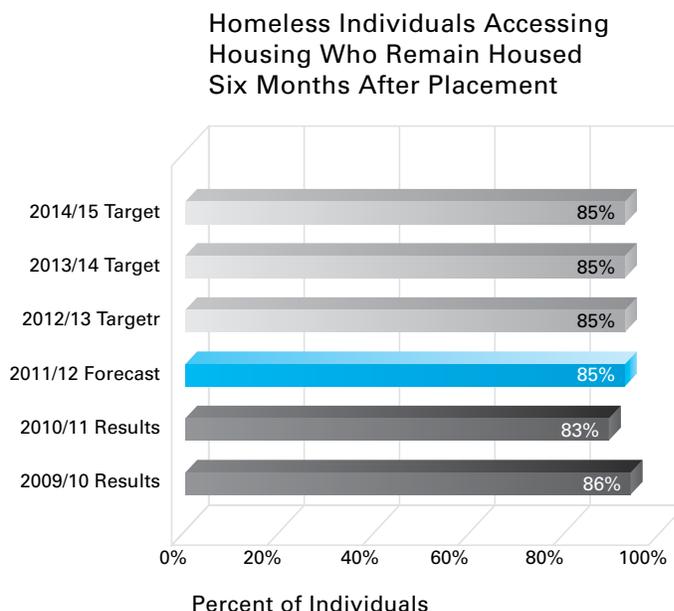
## Objective: Provide Opportunities for Greater Housing Stability

### MEASURE: PERCENTAGE OF HOMELESS INDIVIDUALS ACCESSING HOUSING WHO REMAIN HOUSED SIX MONTHS AFTER PLACEMENT

Measuring the percentage of homeless individuals accessing housing and remaining housed six months after placement enables us to assess the performance of programs and initiatives intended to break the cycle of homelessness. This shifts our monitoring efforts to be more focused on outcomes.

This measure takes into account the number of homeless people who have remained housed six months from their housing date through the *Emergency Shelter Program*, *Homeless Outreach Program* or *Aboriginal Homeless Outreach Program*.

Only clients whose housing status can be verified at the six month anniversary are included in this measure. Monitoring housing status at six months is an indicator of stabilization, and the longer an individual is housed, the greater the likelihood they will remain housed.



# Strategic Priority 3:

## Enhance Aboriginal Housing Partnerships

BC Housing will work with the Aboriginal housing sector to enhance partnerships to address Aboriginal housing need and increase self-reliance and build capacity within the sector. *Housing Matters BC* identifies Aboriginal housing need as a priority issue recognizing that Aboriginal peoples are more likely to be in core housing need and are significantly over-represented within the homeless population.

Our partnerships with Aboriginal organizations over the past several years have been diverse, including:

- Transfer of the administration of subsidies and operating agreements of Aboriginal housing projects to the Aboriginal Housing Management Association;
- Development of an ownership and management transfer of Rural Native Housing properties on Vancouver Island to an Aboriginal non-profit housing society;
- A training and job readiness partnership between BC Housing, Métis Nation BC, and the Aboriginal Community Employment Services Society for essential skills building; and
- Preparing Aboriginal individuals for careers within an employer partner's organization, including on-site service teams at BC Housing.

### Key strategies:

1. Build on strong partnerships with the Aboriginal Housing Management Association and Aboriginal housing providers that will result in culturally-appropriate housing options;
2. Continue to transfer administration of Aboriginal social housing to Aboriginal housing providers and organizations to support self-reliance in the sector; and
3. Ensure that there are other lasting benefits to the Aboriginal communities that we work with through a range of initiatives such as housing-related training and employment.

This strategic priority is about building capacity within the Aboriginal housing sector, and recognizes that much needs to be done to respond to the disproportionate housing need within the Aboriginal community.

## Objective: Facilitate Opportunities that Lead to a More Self-Reliant Aboriginal Housing Sector

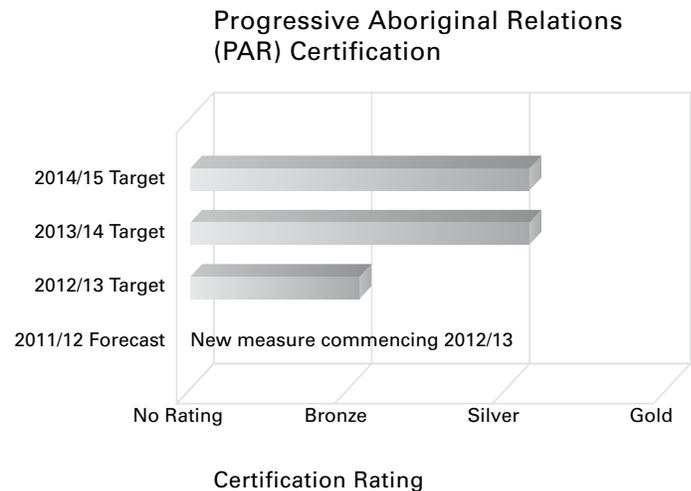
### MEASURE: PROGRESSIVE ABORIGINAL RELATIONS (PAR) CERTIFICATION

This new measure will demonstrate BC Housing's recognition of the importance of building strong partnerships with the Aboriginal housing sector as a means of addressing housing needs and supporting the sector towards greater self-reliance.

This measure relies on an existing certification program, the Progressive Aboriginal Relations (PAR) Certification, whereby BC Housing's broad range of initiatives and partnerships with Aboriginal communities are assessed by an independent third-party organization, the Canadian Council for Aboriginal Business (CCAB).

The CCAB assesses our commitment to the Aboriginal sector through four key performance areas: employment, business development, community investment and community engagement. Assessment results are certified at a bronze, silver or gold level, depending on how the organization has demonstrated its performance under the four performance areas.

Benchmarking is conducted on a national level against other Canadian companies participating in the PAR Certification program. Current PAR certified companies and organizations include BC Hydro, Canada Post, IBM and BMO Financial Group. As of 2012/13, BC Housing will be the first social housing provider in Canada to participate in the PAR Certification program.



# Strategic Priority 4: Help Bring About Improvements in the Quality of Residential Construction and Strengthen Consumer Protections

BC Housing will, in partnership with industry and consumer organizations, provide consumer protection for buyers of new homes and ensure continuous improvements in the quality of residential construction. These activities help support consumer confidence and a thriving residential construction sector in British Columbia. This strategic priority supports the *Housing Matters BC* goal that our building regulatory system is safe, stable and efficient.

## Key strategies:

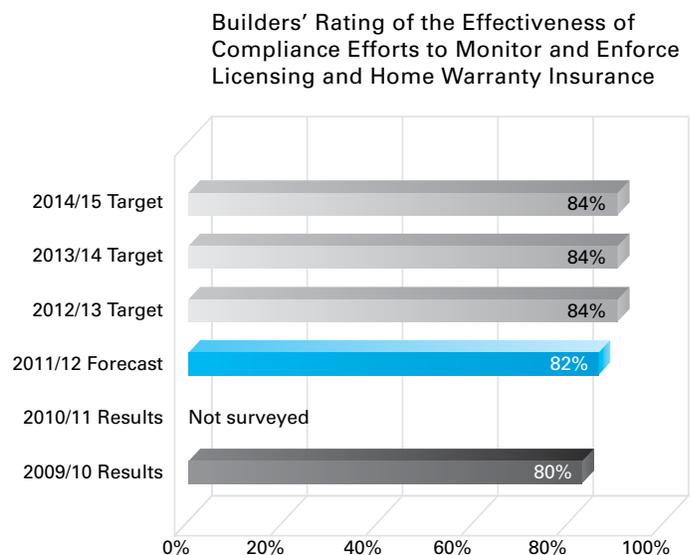
1. Work with the Professional Builders’ Institute as well as industry associations to create an accreditation system for builder education and education providers;
2. Ensure ongoing compliance under the *Homeowner Protection Act* to support consumer protections; and
3. Carry out strategic research and education to support continuous improvement in quality of residential construction and consumer awareness.

## Objective: Promote Consumer Protections and Compliance with the *Homeowner Protection Act*

### MEASURE: BUILDERS’ RATING OF THE EFFECTIVENESS OF COMPLIANCE EFFORTS TO MONITOR AND ENFORCE LICENSING AND HOME WARRANTY INSURANCE REQUIREMENTS AND THE OWNER-BUILDER EXEMPTION

This is a measure of the overall health of the builder licensing, home warranty insurance and owner-builder exemption system whereby compliance issues are dealt with quickly and effectively by the Homeowner Protection Office. This assessment is done by industry participants (licensed residential builders) who operate their businesses within the regulatory framework established by the *Homeowner Protection Act*. Targets are based on past trends and projects further improvements in builders’ rating of compliance efforts.

This measure was previously reported on a bi-annual basis. Commencing 2012/13, this measure will be reported on an annual basis to more effectively monitor performance.





# Strategic Priority 5: Sustainability Leader

BC Housing will work to ensure the long-term sustainability of the social housing stock in British Columbia for the benefit of those in greatest housing need, and while doing so lessen our impact on the environment. This strategic priority supports *Housing Matters BC* which identifies leadership in sustainability as a priority.

**Key strategies:**

1. Carry out sustainable asset planning and implementation for the maintenance, capital improvement, redevelopment and energy management of the public housing stock;
2. Implement initiatives through our *livegreen* Housing Sustainability Plan to promote environmental sustainability in our work and more broadly within the housing sector; and
3. Expand our approach to sustainability to leverage both environment and social benefits from the work we do through more deliberate and holistic approach to corporate social responsibility.

Although identified as a new strategic priority for 2012/13, it builds on our ongoing efforts to protect and manage existing social housing for the long-term, including major upgrades and retrofits of existing social housing buildings carried out over the past several years. It also incorporates our sustainability efforts through our *livegreen* Housing Sustainability Plan that was initiated in 2008.

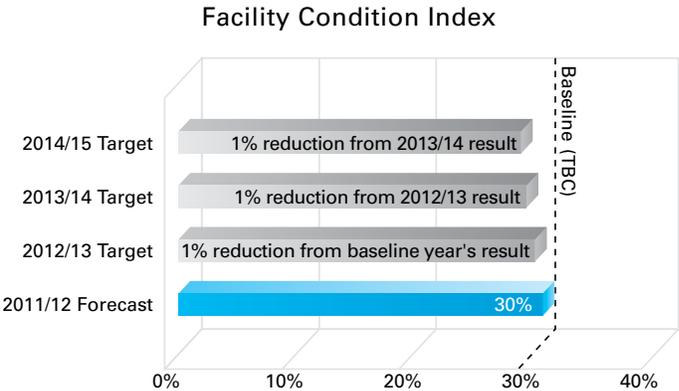
## Objective: Adequate Provisions for Future Requirements

**MEASURE: FACILITY CONDITION INDEX**

As part of BC Housing’s focus on continuous improvement, we introduced the Facility Condition Index (FCI) measure in the 2011/12 Service Plan, with the 2011/12 Annual Report being the debut reporting year.

A lower FCI value corresponds to an improved building condition. The initial baseline for 2011/12 is forecasted to be 30 per cent. The targeted FCI of 15 per cent by 2026/27 is a modest long-range target that allows BC Housing to achieve an acceptable service level. Future targets are set at cumulative one per cent reductions, each year over the next 15 years, based on the 2011/12 results.

A valuable decision-making tool, BC Housing has used the FCI to assist with investment decisions and strategic directions regarding capital works and budgets for the social housing portfolio. Technological advancements regarding FCI monitoring have made this a robust option for asset management and as such, it is appropriate to employ it across the portfolio.



## Objective: Environmental Leadership in the Housing Sector

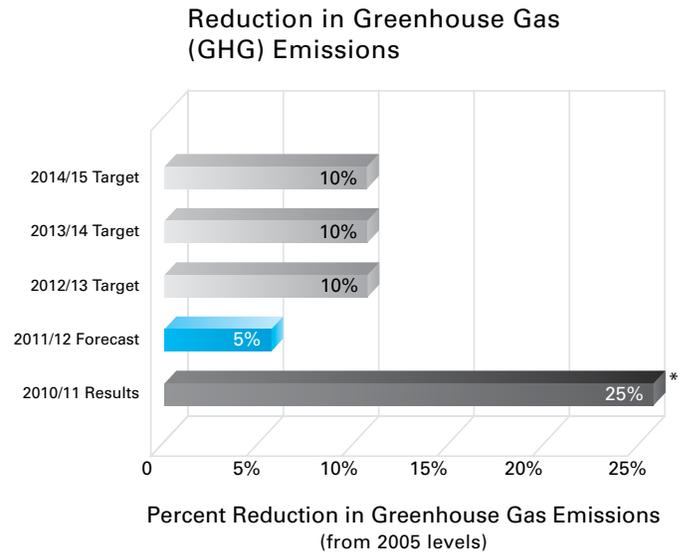
### MEASURE: PER CENT REDUCTION IN GREENHOUSE GAS EMISSIONS

This measure tracks progress in reducing greenhouse gas (GHG) emissions produced through the day-to-day operations of BC Housing’s public housing portfolio and offices. When introduced in 2008/09 the measure covered only emissions from offices and public housing buildings managed by BC Housing. In 2010/11 the GHG emissions for this portfolio were reduced by 25 per cent compared with the 2005 baseline, exceeding the 15 per cent target.

In 2011 the scope for this measure was expanded to include all of the buildings owned or leased by the Provincial Rental Housing Corporation (PRHC) in order to align our reporting with the government requirement pertaining to the Greenhouse Gas Reduction Targets Act and Carbon Neutral Government Regulation.

Results continue to be calculated on reductions achieved within a calendar year, in accordance with legislative requirements.

The 2005 baseline has been maintained as the level to which we compare our reductions, even as the housing portfolio continues to grow each year. Targets for the 2011/12 to 2013/14 period were set at maintaining a 10 per cent reduction in GHG emissions from the 2005 level.



\*Based on previous methodology.

# Strategic Priority 6: Organizational Excellence

BC Housing will provide cost-effective solutions and value for money in carrying out our mandate.

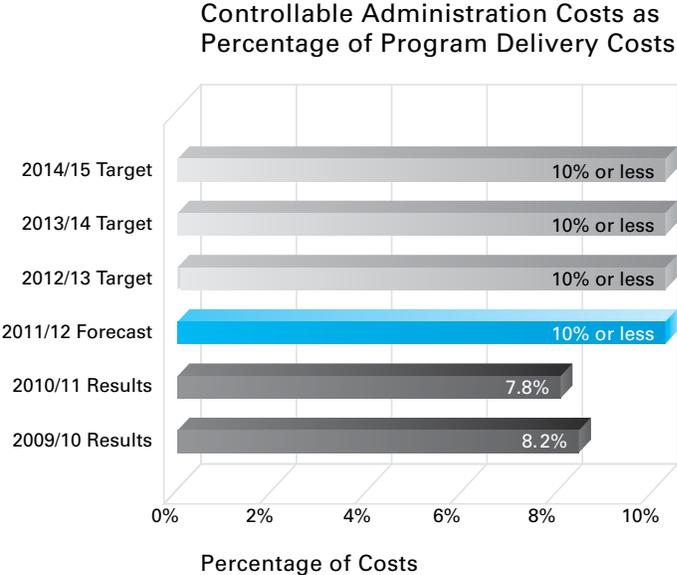
### Key strategies:

- 1. Identify organizational and operational efficiencies, and ensure that appropriate structures and processes are in place to control costs and manage risks;
- 2. Ensure a client-centred approach in all of our work; and
- 3. Continued focus on our People Strategy to ensure we have effective, engaged and aligned employees.

## Objective: Financial and Operating Success

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

This 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. The targets are set to ensure that BC Housing continues to maintain this level of performance.



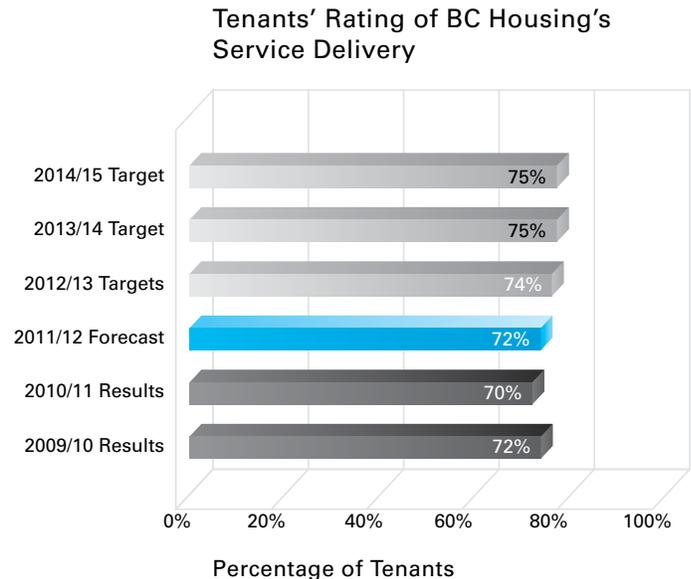
## Strategic Priority 6: Organizational Excellence *(continued)*

### Objective: Financial and Operating Success *(continued)*

#### MEASURE: TENANTS' RATING OF BC HOUSING'S SERVICE DELIVERY

This measure has been adjusted for 2012/13. Previously, we reported on the percentage of tenants in public housing reporting satisfaction with the quality and safety of their housing. For 2012/13 and onwards, we will report on the percentage of tenants in BC Housing's directly managed properties indicating their rating of BC Housing staff's performance as either "very good" or "good" in terms of meeting their housing needs. This change allows us to more clearly focus on BC Housing's performance and identify areas where we can make improvements that address tenants' needs. Historic data is available on the revised measure, going back to 2009, thus providing baseline results for setting future targets. Future targets are slightly higher than historical results to encourage continuous improvement in the delivery of our services to tenants.

Feedback from tenants living in public housing that is directly managed by BC Housing is obtained through an annual survey. The results help BC Housing determine whether tenants are receiving the services and support they need. Year-over-year results are analyzed across developments and tenant groups, thereby helping to provide important insight into our tenants' experience.

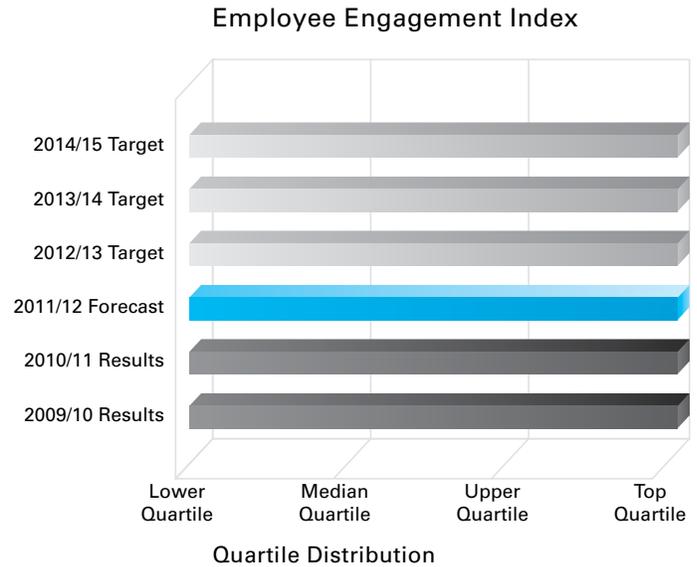


## Objective: High Level of Employee Engagement

### MEASURE: EMPLOYEE ENGAGEMENT INDEX

BC Housing's employees play a critical role in organizational performance. Engagement is a productivity indicator based on employee satisfaction and motivation. Focusing on employee engagement fosters an environment of creativity, innovation, organizational excellence and customer service. A significant contributor to an engaged workforce is access to leadership, and learning and growth opportunities which serve to meet business objectives as well as the personal aspirations of employees.

This measure is based on an annual staff survey that gathers feedback on different aspects of the 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. The target is set to ensure that employee engagement continues to be an important focus within the organization and is supported by its *People Strategy*.



# Financial Overview



# Summary Financial Outlook

## SUMMARY OF FINANCIAL RESULTS AND BUDGET PROJECTIONS – 2006/07 to 2014/15

(in thousands of dollars)

	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
	Actual	Actual	Actual	Actual	Actual	Forecast	Budget	Budget	Budget
<b>Revenues</b>									
Provincial Share*	318,644	351,690	429,457	390,738	481,472	493,597	403,824	383,012	393,169
Federal Share	135,852	141,270	142,461	165,245	223,423	223,374	176,473	174,678	148,578
Other**	43,044	46,802	54,730	64,640	59,168	54,666	51,989	52,509	53,559
<b>Total Revenues</b>	<b>497,540</b>	<b>539,762</b>	<b>626,648</b>	<b>620,623</b>	<b>764,063</b>	<b>771,637</b>	<b>632,286</b>	<b>610,199</b>	<b>595,306</b>
<b>Expenditures</b>									
Housing Subsidies	329,479	337,133	380,981	400,552	552,307	551,495	403,201	391,538	381,353
Rent Assistance	33,142	45,517	64,022	73,334	76,716	82,694	87,126	85,886	85,958
Building Repairs and Maintenance	59,044	68,804	60,629	32,849	24,788	25,566	26,750	26,821	26,991
Operating Costs	36,423	47,862	55,772	62,889	51,021	50,617	49,851	50,665	51,529
Other Costs	39,346	40,313	65,153	50,973	59,182	61,265	65,358	65,029	65,105
<b>Total Expenditures</b>	<b>497,433</b>	<b>539,629</b>	<b>626,557</b>	<b>620,597</b>	<b>764,013</b>	<b>771,637</b>	<b>632,286</b>	<b>619,939</b>	<b>610,936</b>
<b>Net Income***</b>	<b>107</b>	<b>133</b>	<b>91</b>	<b>26</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>(9,740)</b>	<b>(15,630)</b>
Total Debt	10,028	1,000	75,201	53,026	110,475	140,475	95,475	114,475	99,475
Retained Earnings****	1,249	1,382	1,473	1,499	4,717	4,717	4,717	(5,023)	(20,653)
Capital Expenditures	4,837	5,926	14,995	6,610	3,595	5,000	6,000	6,000	6,000

\* In 2012/13 this includes funding of \$379.7 million provided directly by the provincial government to BC Housing, \$13.2 million from the *Housing Endowment Fund* and \$10.9 million provincial funding through other partnering ministries

\*\* This includes tenant rent and revenues from other sources including builder licensing fees.

\*\*\* Provincially-approved budget deficits for 13/14 through 14/15.

\*\*\*\* \$3.2 million of retained earning from the Homeowner Protection Office were transferred to BC Housing in 2010/11.

The above chart shows BC Housing's actual and forecasted financial outlook from 2006/07 through 2014/15. The 2012/13 total budget is forecasted at \$632.3 million.

### REVENUES

Over 90 per cent of BC Housing's revenues are received through contributions from the provincial and federal governments (see "Revenues" chart on page 38). The remaining revenues come from tenant rent and revenues from other sources including builder licensing fees.

Provincial contributions shown in the "Revenues" chart fluctuate throughout the years from a low of \$318.6 million in 2006/07 to a forecasted high of \$493.6 million in 2011/12, and then dropping to \$393.2 million in 2014/15. The primary cause of this fluctuation has been various one-time capital grant initiatives, whereas the portion related to

## Summary Financial Outlook *(continued)*

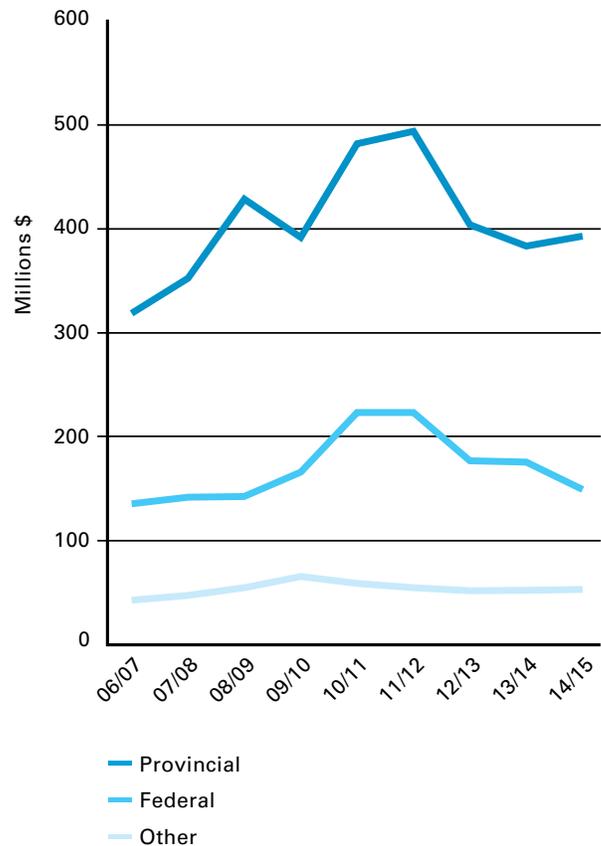
ongoing operating and support costs tends to remain constant or to grow as a result of the growth and development of housing programs such as the *Provincial Housing Initiative*, *Independent Living BC*, the *Women's Transition Housing and Supports Program*, the *Homeless Outreach Program*, the *Aboriginal Homeless Outreach Program*, the *Emergency Shelter Program*, and the Memoranda of Understanding (MOUs) with B.C. municipalities.

The fluctuations in federal funding are also primarily the result of one-time capital grant initiatives. In contrast, the portion of federal funding associated with ongoing operating costs has only experienced minor fluctuations, as ongoing federal funding is associated with older programs and is not impacted by new development.

Overall contribution decreases from 2011/12 through 2014/15 are a result of the completion of construction projects under provincial and federal one-time capital grant initiatives. Many of these initiatives consist or consisted of a multi-year funding envelope where the funding is committed based on construction schedules. Major current initiatives include:

- The recent Canada/British Columbia Investment in Affordable Housing (IAH) will result in an additional \$90 million of federal funding from 2012/13 through 2014/15 to improve living conditions of households in need by improving access to sound, suitable and sustainable affordable housing. This will include grants for new construction and the renovation of social housing, as well as the *Home Adaptations for Independence* program which will provide financial assistance to help low-income seniors and people with disabilities to carry out home adaptations for improved accessibility;
- Provincially funded capital grants under the Memoranda of Understanding (MOUs) with municipalities have a \$240 million funding envelope from 2009/10 through 2013/14;
- Provincially/federal cost shared grants for infrastructure projects to increase the supply of provincially-owned housing for seniors and persons with disabilities have a \$127 million funding envelope from 2009/10 through 2011/12;
- Provincially/federal cost shared grants to renovate and modernize aging publically-owned housing stock have a \$137.1 million funding envelope from 2009/10 through 2011/12;
- Federal grants under the *Affordable Housing Initiative* have a \$31.7 million funding envelope from 2009/10 through 2011/12; and
- Numerous older initiatives such as Housing Trust grants, Aboriginal Housing Trust grants and *Seniors' Supportive Housing* grants.

Revenues – 2006/07 to 2014/15





## EXPENDITURES

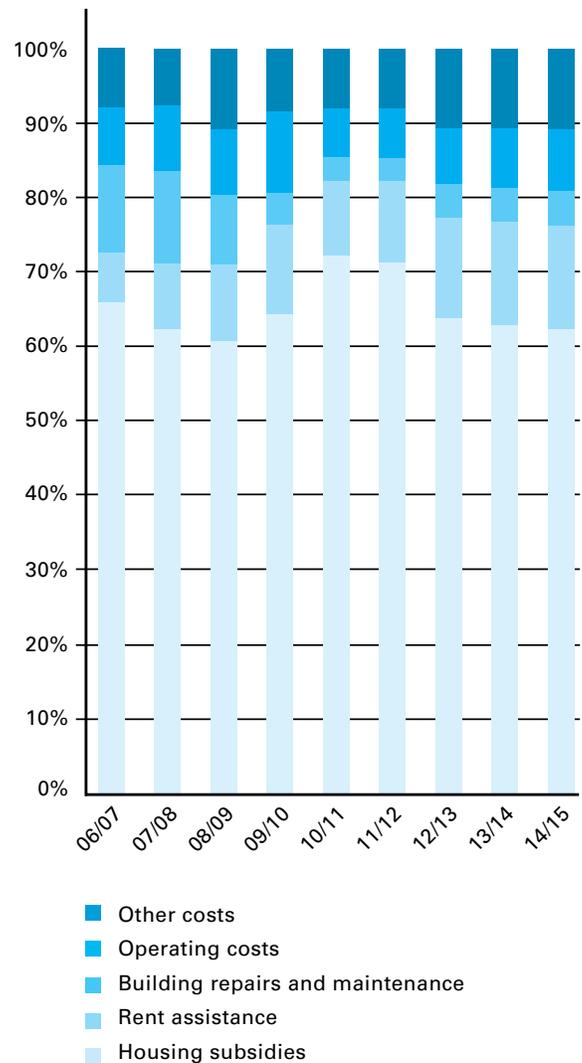
Housing subsidies comprise the majority of BC Housing’s expenditures, ranging from 61 per cent to 73 per cent of the total budget (see “Expenditures” chart on the right). These expenditures include ongoing subsidies for non-profit societies as well as one-time capital grants for new construction or renovations of subsidized housing.

Demand for rent assistance has grown consistently since 2005/06 as a result of improvements to the *Shelter Aid For Elderly Renters* program and the implementation of the *Rental Assistance Program*. This is expected to stabilize at approximately \$86.0 million. Building repairs and maintenance will drop from \$59.0 million in 2006/07 to a forecasted \$27.0 million in 2014/15 as a result of modernisation work being funded through infrastructure grants.

Operating costs will grow from \$36.4 million in 2006/07 to \$51.5 million in 2014/15 as a result of property taxes and utility bills for newly acquired PRHC properties, an increase in support services provided at BC Housing’s directly managed stock, and a variety of other inflationary and growth related pressures. “Other costs” have grown in line with the overall growth of BC Housing and experienced an increase in 2010/11 when the Homeowner Protection Office became part of BC Housing.

As a branch of BC Housing, the Homeowner Protection Office is fully self-supporting, and is anticipated to generate approximately \$4.8 million in revenues through the collection of builder licensing fees. This revenue will fund costs associated with the licensing and home warranty insurance system as well as research and education respecting residential construction and consumer protection.

Expenditures – 2006/07 to 2014/15



# Key Financial Risks, Sensitivities and Risk Mitigation Strategies

The chart below summarizes our key financial risks, sensitivity analysis and mitigation strategies.

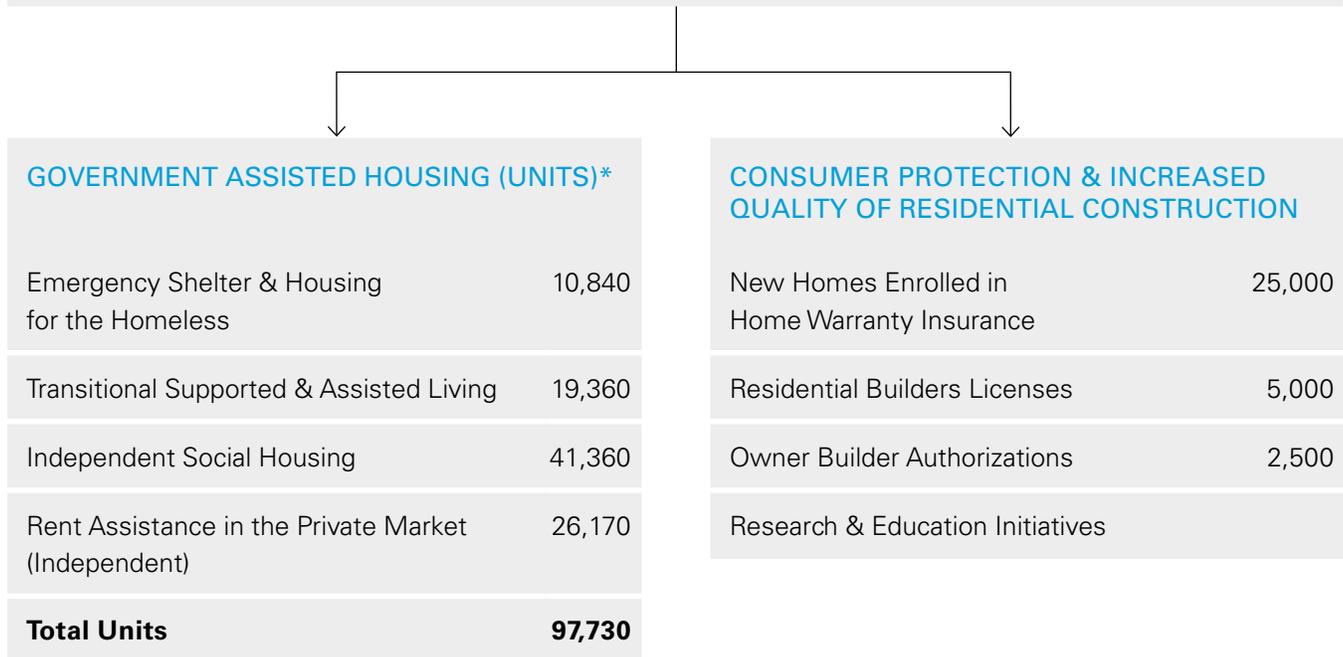
POTENTIAL RISKS	SENSITIVITIES RISK MITIGATION	STRATEGIES & OPPORTUNITIES
Mortgage/ interest rate fluctuations	A one per cent increase above the budgeted mortgage rate would increase housing subsidies by about \$1.4 million in 2012/13 and up to \$2.7 million in 2013/14	<ul style="list-style-type: none"> <li>▪ Bulk tendering of mortgages</li> <li>▪ Laddered renewal dates with less than 20 per cent of portfolio renewed in a year</li> <li>▪ Staggered mortgage terms</li> <li>▪ Locked-in longer mortgage terms at lower interest rates</li> <li>▪ Low-interest construction financing to reduce new housing capital costs, thereby reducing ongoing subsidies</li> </ul>
Investment returns fluctuations	Volatility in the global financial markets impacts the rate of return on investments	<ul style="list-style-type: none"> <li>▪ Engage sound investment managers that balance risk and return over the long-term</li> <li>▪ Diversify the portfolio with a strategic asset mix of various financial instruments such as equities and bonds</li> <li>▪ Review and rebalance the strategic asset mix as required</li> </ul>
Higher heating costs	A \$1 increase per gigajoule in the price of natural gas would increase the budgeted estimates by approximately \$1.9 million in 2011/12	<ul style="list-style-type: none"> <li>▪ Development of a retrofit strategy</li> <li>▪ Implementation and installation of energy efficient equipment resulting in reduced energy consumption</li> </ul>
Higher inflation	A one per cent increase above the budgeted consumer price index would increase expenses by \$0.9 million in 2012/13	<ul style="list-style-type: none"> <li>▪ Bulk purchasing for insurance, natural gas and appliances</li> <li>▪ Best practices in operational and management by housing providers</li> </ul>

# BC Housing's Business Overview

The tables below provide an overview of BC Housing's key activities and expected results for 2012/13.

## Key Activities and Expected Results for 2012/13

REVENUES AND EXPENDITURES			
Funding		Expenses	
Provincial Government	\$392.9M	Emergency Shelter & Housing for the Homeless	\$175.2M
Federal Government	\$176.5M	Transitional Supported & Assisted Living	\$140.6M
Tenant Rent	\$38.8M	Independent Social Housing	\$215.3M
Provincial Partnering Ministries	\$10.9M	Rent Assistance in the Private Market (Independent)	\$90.4M
HPO Fees	\$4.8M	HPO Administration, Research & Education, and PST Relief Grants**	\$4.8M
Other	\$8.4M	<i>Home Adaptations for Independence</i>	\$6.0M
<b>Total</b>	<b>\$632.3M</b>	<b>Total</b>	<b>\$632.3M</b>



\* Due to the diverse number of programs delivered by BC Housing, the term "unit" may refer to a bed, room, apartment or household assisted through a rental subsidy program. Units may differ between programs and/or within programs, depending on the Program delivery requirements and available resources.

# Contact Information

## Home Office

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Facsimile: 604-439-4722  
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## Interior Region

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Outside Penticton call: 1-800-834-7149  
Facsimile: 250-492-1080  
E-mail: [interiorregion@bchousing.org](mailto:interiorregion@bchousing.org)

## Lower Mainland Non-Profit Housing

Suite 800 – 5945 Kathleen Avenue  
Burnaby, BC V5H 4J7  
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Facsimile: 604-525-8201

## Lower Mainland Directly Managed Housing

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Telephone: 604-609-7024  
Facsimile: 604-609-7031

## Homeowner Protection Office

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Burnaby, BC V5H 0A3  
Telephone: 604-646-7050  
Toll-free in Canada: 1-800-407-7757  
Fax: 604-646-7051  
Email: [hpo@hpo.bc.ca](mailto:hpo@hpo.bc.ca)

## Northern Region

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Prince George, BC V2L 3S6  
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Outside Prince George call:  
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Facsimile: 250-562-6488  
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## Northern Region:

### Prince Rupert Area Office

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Facsimile: 250-627-8975  
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## Vancouver Island Region

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Victoria, BC V8Z 3L5  
Telephone: 250-475-7550  
Facsimile: 250-475-7551  
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## Program and Information Line

1-800-257-7756  
Website: [www.bchousing.org](http://www.bchousing.org)



# Appendices



# Appendix A – Changes in Reporting

A 2011 review of our Performance Management Framework (PMF) resulted in a revised framework with more focus on our relationship and collaboration with our primary stakeholders, specifically the non-profit and Aboriginal housing sectors. The revised PMF also provides greater focus on sustainability.

Identifying these areas as strategic priorities required a review of the goals laid out in previous Service Plans. In order to accommodate these inclusions in the performance management framework, changes to the framework were required to ensure the underlying objectives and measures were relevant and effectively demonstrated the work carried out that supported each of the strategic priorities.

Changes to the performance management framework included the introduction, refinement or removal of goals, objectives and measures. The term “strategic priority” has replaced “goal” in previous plans.

The following is a summary of the reporting changes.

# Appendix A – Changes to the Performance Management Framework

GOALS, OBJECTIVES AND MEASURES (BASED ON 2011/12 SERVICE PLAN)		STATUS (IN 2012/13 SERVICE PLAN)
Goal 1: Respond to gaps in the housing continuum		Retained in Strategic Priority 2
<b>OBJECTIVE:</b> Increasing housing options		
<i>Measure</i>	Number of new units/beds created in priority areas	
<i>Measure</i>	Number of new households assisted through rent assistance programs	
<b>OBJECTIVE:</b> Adapt existing stock to target resources to vulnerable households		Removed and incorporated in Strategic Priority 2
<i>Measure</i>	Number of existing units adapted to higher priority needs	
Goal 2: Protect and manage existing housing for the long-term		Removed and incorporated in Strategic Priorities 1, 5 and 6
<b>OBJECTIVE:</b> Maintain the quality of existing assets		
<i>Measure</i>	Percentage of clients reporting satisfaction with the quality and safety of their housing	
<i>Measure</i>	Percentage of social housing providers meeting financial and operational standards	Replaced by measure: Reduction in the number of indicators requiring follow-up (Strategic Priority 1)
<b>OBJECTIVE:</b> Facility Condition Index		Retained in Strategic Priority 5
<i>Measure</i>	Ratio of the repair needs to replacement value of current building components of existing assets (expressed as a percentage)	

## Appendix A – Changes to the Performance Management Framework *(continued)*

GOALS, OBJECTIVES AND MEASURES (BASED ON 2011/12 SERVICE PLAN)		STATUS (IN 2012/13 SERVICE PLAN)
Goal 3: Provide access to appropriate housing and services for vulnerable British Columbians		Removed and incorporated into Strategic Priority 2
<b>OBJECTIVE:</b> Ease of access to housing		
<i>Measure</i>	Percentage of new applicants reporting satisfaction with the process	Removed; monitoring retained at the branch level
<i>Measure</i>	Percentage of homeless individuals accessing housing who remain housed six months after placement	Retained in Strategic Priority 2
<b>OBJECTIVE:</b> Available housing targeted to vulnerable clients		
<i>Measure</i>	Percentage of clients belonging to priority groups in subsidized housing	
Goal 4: Help bring about improvements to the quality of residential construction and strengthen consumer protections		Retained in Strategic Priority 4
<b>OBJECTIVE:</b> Compliance with the <i>Homeowner Protection Act</i>		Retained with updated wording in Strategic Priority 4
<i>Measure</i>	Builders' rating of the effectiveness of compliance efforts to monitor and enforce licensing and home warranty insurance requirement and the owner-builder exemption	Retained; previously a bi-annual measure, this will now be measured annually
<b>OBJECTIVE:</b> Informed and protected consumers		Removed; monitoring retained at branch level
<i>Measure</i>	Homeowner satisfaction with home warranty insurance on their new home	
Goal 5: Organizational excellence		Retained in Strategic Priority 6
<b>OBJECTIVE:</b> Financial and operating success		
<i>Measure</i>	Controllable administration costs as percentage of program delivery costs	Removed; monitoring retained at branch level
<i>Measure</i>	Per-square-foot construction costs	
<b>OBJECTIVE:</b> Environmental leadership in the housing sector		Retained in Strategic Priority 5
<i>Measure</i>	Percentage reduction in greenhouse gas emissions	
<b>OBJECTIVE:</b> High level of employee engagement		Retained in Strategic Priority 6
<i>Measure</i>	Employee engagement index	



## New Additions to the Performance Measurement Framework

STRATEGIC PRIORITIES, OBJECTIVES AND MEASURES		STATUS
Strategic Priority 1: Support a strong non-profit housing sector		New
<b>OBJECTIVE:</b> Collaborate with our non-profit housing partners to ensure long-term provision of social housing		
<i>Measure</i>	Reduction in the number of indicators requiring follow-up	New – replaces the measure: Percentage of social housing providers meeting financial and operational standards
Strategic Priority 3: Enhance Aboriginal partnerships		New
<b>OBJECTIVE:</b> Facilitate opportunities that increase a self-reliant Aboriginal housing sector		
<i>Measure</i>	Progressive Aboriginal Relations (PAR) certification	
Strategic Priority 6: Organizational Excellence		Retained
<b>OBJECTIVE:</b> Financial and operating success		
<i>Measure</i>	Tenants' rating of BC Housing's service delivery	New – replaces measure: Percentage of clients reporting satisfaction with the quality and safety of their housing

# Appendix B – Disclosure of Key Reporting Judgments

## Strategic Priority 1: Support a Strong Non-Profit Housing Sector

**OBJECTIVE:** COLLABORATE WITH OUR NON-PROFIT HOUSING PARTNERS TO ENSURE LONG-TERM PROVISION OF SOCIAL HOUSING

**Measure:** Reduction in the number of indicators requiring follow-up

### About the Measure

This measure replaces the measure “percentage of social housing providers meeting financial and operational standards”. While the previous measure focused on the efforts demonstrated by the sector organizations, the revised measure is designed to report on the efforts by BC Housing in collaboration with housing providers that result in improved financial and operational practices within the sector.

The partnership between BC Housing and non-profit housing providers is essential to the delivery and maintenance of subsidized housing throughout the province. Consultation with non-profit housing providers has provided valuable insight into the capacity and priorities associated with the provision of subsidized housing. This information aided the refinement of the business processes utilized for this measure and subsequently influenced changes in the methodology and design of a new reporting tool that helps to further streamline the supporting processes.

With the common goal of strengthening the non-profit housing sector, the review and refinement of our previous performance measure enables us to monitor and report on improvements to the financial and operational practices of housing providers.

With the aim of ensuring a level of consistency of the financial and operational practices for the non-profit housing sector, consultations were conducted resulting in the identification of 28 key indicators that form the foundation for the financial and operational review process.

These 28 indicators focus on financial and operational practices in each of the following key areas:

- Property management;
- Tenant/client management;
- Financial management;
- Health and safety;
- Support services (if applicable to that site); and
- Capital asset plan (future).<sup>7</sup>

These indicators are reviewed by the Non-Profit Portfolio Manager in consultation with the non-profit housing provider. The results of the review provide the basis for a joint workplan which identifies and monitors the actions taken to address or complete any indicators. The relationship between the Non-Profit Portfolio Manager and the non-profit housing provider is a valuable component to this process as BC Housing may be required to provide support and assistance to ensure the indicators are addressed.

### Data Sources and Methodology

Currently there are over 800 non-profit housing providers eligible for participation in the financial and operational review process. A three year schedule has been outlined to ensure that each non-profit housing provider is reviewed with the review taking approximately one year from end to end. This is to ensure there is sufficient time for the non-profit housing provider to address any indicators without experiencing undue pressure.

<sup>7</sup> The capital asset plan is currently monitored under the Facility Condition Index performance measure, and these results will inform the operational review measure going forward.

## Strategic Priority 1: Support a Strong Non-Profit Housing Sector *(continued)*

**OBJECTIVE:** COLLABORATE WITH OUR NON-PROFIT HOUSING PARTNERS TO ENSURE LONG-TERM PROVISION OF SOCIAL HOUSING *(continued)*

**Measure:** Reduction in the number of indicators requiring follow-up *(continued)*

### Data Sources and Methodology *(continued)*

Data to support this measure is gathered through the operational review process carried out by BC Housing in partnership with the housing providers. The operational review process involves five high level stages: an initial “desktop” review, an on-site visit, development of a workplan, a collaborative follow-up stage that addresses any indicators requiring attention and the completion stage.

The number of outstanding indicators identified within the workplan determines the number of follow-up actions required. They have been categorized as follows:

<b>0 – 5 indicators</b>	High number of completed indicators
<b>6 – 8 indicators</b>	Medium number of completed indicators
<b>9 indicators</b>	Low number of completed indicators

Systems have been developed that facilitate monitoring and reporting on the number of initial indicators identified and those completed by the year end.

Some of the key indicators that reporting systems will allow us to monitor include:

- Initial number of indicators requiring follow-up by the Non-Profit Portfolio Manager
- Number of indicators followed through to completion by the Non-Profit Portfolio Manager, in collaboration with the non-profit housing provider

Additionally, it will allow us to identify trends and areas where some specific support may be required, such as training sessions or workshops. This information will help guide sector-led education initiatives.

Ensuring that the number of indicators is reduced provides insight into the level of support given to non-profit housing providers. The greater the number of completed indicators, the stronger the non-profit housing provider and by extension, the stronger the sector.

### Reliability of the Data

Information is collected by the Non-Profit Portfolio Manager and reviewed regularly to ensure that any indicators are completed within the timelines identified in the workplan.

2012/13 is the baseline year for this measure. To ensure that the data and reporting tool are operating as effectively as possible, this measure will be closely monitored throughout the year with quarterly results reported internally. It is anticipated that the baseline will be developed from results obtained from approximately 200 non-profit housing providers. Future targets will be set once the baseline data has been analyzed.

### Benchmarks

Performance will be benchmarked internally against past performance.

### Strategic Priority 2: Respond to Critical Gaps

**OBJECTIVE:** INCREASE HOUSING OPTIONS

**Measure:** Number of new units/beds created in priority areas

#### **About the Measure**

This measure reports on the number of new housing units or beds created at the supportive end of the housing continuum during the reporting period. Through funding programs, such as the *Independent Living BC*, *Provincial Homelessness Initiative*, *Community Partnership Initiatives*, *Aboriginal Housing Initiative* and through Memoranda of Understanding negotiated with local governments, BC Housing adds new housing units for priority groups identified as being our most vulnerable, such as frail seniors, Aboriginal households, persons with physical and mental disabilities as well as individuals who are homeless, many of whom are living with mental illness, addictions and other challenges.

Seniors and disabled individuals in need of affordable rental housing are also a growing priority. As such, the federal-provincial program *Seniors' Rental Housing* initiative for low- and moderate-income seniors and persons with disabilities was created in 2009/10. New units created under the *Seniors' Rental Housing* initiative are also included in this measure.

#### **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 information systems.

#### **Reliability of the Data**

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

#### **Benchmarks**

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

## Strategic Priority 2: Respond to Critical Gaps *(continued)*

**OBJECTIVE:** INCREASE HOUSING OPTIONS *(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 *Rental Assistance Program* and *Shelter Aid For Elderly Renters*.

### Data Sources and Methodology

This measure reports on the number of new households in either the *Rental Assistance Program* or *Shelter Aid For Elderly Renters* who have received a rent subsidy during the relevant reporting period.

The definition of new household is defined as:

- A household that is receiving rent subsidies for the first time; or
- A household that is re-entering the relevant program after a minimum of three months without any subsidy.

Households receiving subsidies under either program must meet set eligibility criteria to qualify for a rent subsidy. To ensure that the subsidies are reaching the target groups, households' eligibility status are monitored to ensure they remain eligible for subsidies under the relevant program. Should a household experience changes such as improved financial circumstances, they may no longer be eligible for support under the program and subsidies are no longer provided.

In order to accommodate changes in one's circumstances, a household is able to reapply for rent subsidies provided they have met the eligibility criteria and have had a minimum of three months break from the relevant program.

This measure monitors the number of households receiving subsidies, within a specified reporting period, under either program. If an applicant or household has received a rent subsidy, they are identified as an "Active" client within the system.

### Reliability of the Data

Information to support this measure is based on past performance and is captured through BC Housing's information systems.

It should be noted that these programs support a high volume of applicants with applicants required to meet a set eligibility criteria for inclusion in either program. As such, applicants are required to reapply on an annual basis to ensure they are still eligible for the relevant program.

It is possible, where life circumstances may change, that an applicant may be eligible in one year, ineligible the following year, but may be eligible in the third year. In this example, an applicant would receive a subsidy in years one and three, but none in year two. This ensures that the *Rental Assistance Program* and *Shelter Aid For Elderly Renters* continue to support the households they were designed to assist.

## Appendix B – Disclosure of Key Reporting Judgments *(continued)*

### Strategic Priority 2: Respond to Critical Gaps *(continued)*

**OBJECTIVE:** INCREASE HOUSING OPTIONS *(continued)*

**Measure:** Number of new households assisted through rent assistance programs *(continued)*

#### **Reliability of the Data** *(continued)*

A review of the existing reporting query was conducted, and enhancements were applied to ensure that the automated reports identify only those clients with a status of “Active.” This has removed manual filtering of clients with a status other than “Active” and has mitigated the possibility of including clients not receiving a subsidy within the defined reporting period.

#### **Benchmarks**

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

## Strategic Priority 2: Respond to Critical Gaps *(continued)*

### OBJECTIVE: AVAILABLE HOUSING TARGETED TO VULNERABLE CLIENTS

#### Measure: Percentage of clients belonging to priority groups in subsidized housing

##### About the Measure

This measure reports on the extent to which those in greatest need receive priority assistance for housing. For the purpose of this measure, low-income and frail seniors, persons with physical and mental disabilities, women and children who have experienced domestic violence and those facing alcohol and drug addiction challenges, Aboriginal families and individuals, those who are homeless or at risk of homelessness are considered to be among those in greatest need. Clients of either the *Rental Assistance Program* or *Shelter Aid For Elderly Renters* are excluded from this measure.

##### Data Sources and Methodology

This measure is calculated by taking the current inventory of subsidized housing and determining the percentage of units that are available for each of the designated priority groups.

The greatest challenge regarding this measure was in determining the best way to provide a single, meaningful indicator that captured all the priority groups included in the measure. Each program measures in units. However, depending on the program, a unit may be a room, a bed or a person.

For example, an Aboriginal family provided with social housing would be measured in terms of a unit of housing (apartment/house), a client with special needs provided with housing in a group home may be measured in terms of either a bedroom or a bed in a shared room, and a client fleeing domestic violence and accessing a transition house may be measured in terms of the number of clients supported by the transition house.

The complexities contained within this measure, given the diversity of clients supported and the range of services required to provide safe and adequate housing, presented a significant challenge. Each of the programs report independently, providing the opportunity to monitor any changes at the program level. The overall “percentage of clients belonging to priority groups in subsidized housing” provides an overall indicator of how BC Housing is continuing to prioritize those clients in greatest need and ensuring they have speedy access to safe and appropriate, secure housing.

##### Reliability of the Data

A detailed review of the methodology for this measure is underway with the primary focus of the review to investigate the possibility of providing further clarity around the mix of “housing units” and “people” to mitigate against the possibility of double counting. Recent reporting improvements have indicated a possibility of double counting of some of the units used in this measure. To date, the extent of any double counting is undetermined, however, continued improvements will allow us to better identify and address any possibility of double counting. It is anticipated that any double counting may occur if, to meet the ever increasing demands and priorities, a person may be housed under a service program but the housing unit may be funded by a different program. This may result in both the person and the housing unit being counted. It has also been identified that the number of “fully and partially modified units” included in this measure is likely

## Appendix B – Disclosure of Key Reporting Judgments *(continued)*

### Strategic Priority 2: Respond to Critical Gaps *(continued)*

**OBJECTIVE:** AVAILABLE HOUSING TARGETED TO VULNERABLE CLIENTS

**Measure:** Percentage of clients belonging to priority groups in subsidized housing *(continued)*

#### **Reliability of the Data** *(continued)*

under-reported. The number of “fully and partially modified units” included in this measure is based upon a study conducted in 2006. Technical issues have prevented us from substantiating this study. Therefore, a review of the systems and processes that identify a modified unit is underway. It is anticipated that this review will result in an improved reporting process that will ensure we are capturing all appropriately modified units within this measure.

#### **Benchmarks**

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



## Strategic Priority 2: Respond to Critical Gaps *(continued)*

### OBJECTIVE: PROVIDE OPPORTUNITIES FOR GREATER HOUSING STABILITY

Measure: Percentage of homeless individuals accessing housing who remain housed after six months after placement

#### About the Measure

Tracking housing stability is an important factor in being able to measure performance programs and initiatives designed to break the cycle of homelessness. Recent research has shown that providing housing and appropriate supports to homeless individuals in the first six months can have a meaningful impact on housing stability.

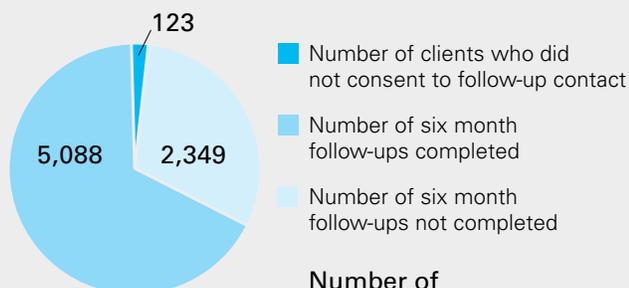
Measuring and tracking the homeless population is a relatively new and emerging field of study. Recent studies are contributing to a body of knowledge both within B.C. and other jurisdictions that benefit from service provider feedback, emerging techniques for locating homeless individuals and general improvements to the methodology when locating homeless individuals. BC Housing is taking a similar approach to managing this measure, continually providing more information and analysis regarding the results.

#### Data Sources and Methodology

The Homelessness Services System (HSS) database captures information about homeless people who receive services through the *Emergency Shelter Program*, the *Homeless Outreach Program*, the *Aboriginal Homeless Outreach Program*, and the *Homeless Rent Supplement Program*.

Information about the homeless housed through these programs is recorded in the database by the outreach worker and follow-up with individuals who have given consent for follow-up is conducted at their six month anniversary of being housed, in order to track tenancies. This measure calculates the percentage of persons where follow-up was completed, housing status was verified, and where they have remained housed for six consecutive months.

The process for gathering information for this performance measure involves a number of steps. Individuals who have consented to follow-up at the six month anniversary of being housed are contacted by an outreach worker. At this point, the outreach worker identifies whether or not the individual is housed either at the original location or at a different location, or is not



#### Number of Follow-ups Due

Of the 7,560 individuals housed, 7,437 consented to follow-up contact



83% of clients with verified housing status remained housed at six months

## Appendix B – Disclosure of Key Reporting Judgments *(continued)*

### Strategic Priority 2: Respond to Critical Gaps *(continued)*

**OBJECTIVE:** PROVIDE OPPORTUNITIES FOR GREATER HOUSING STABILITY *(continued)*

**Measure:** Percentage of homeless individuals accessing housing who remain housed after six months after placement *(continued)*

#### **Data Sources and Methodology** *(continued)*

longer housed. The population whose housing status has been verified (as either housed or no longer housed) is reported in this measure.

Using relevant 2010/11 data, the pie charts on the previous page provide an overview of the measure's methodology.

Often the workers must make several attempts before housing status is verified, and as their first priority is to find housing, housing status is not always verified in the given time. In addition, some of the required follow-ups are simply not able to be accomplished.

#### **Reliability of the Data**

Measurement is based upon those clients whose housing status is recorded in the database system by the outreach and shelter workers, who issued consent for follow-up contact at their six month anniversary of being housed and whose housing status could be verified as either "remaining housed" or "no longer housed." Reporting on verified only data provides BC Housing with the highest level of data integrity possible for this measure, based upon the current methodology.

The final result does not include individuals who did not issue consent for follow-up contact.

#### **Benchmarks**

The methodology was applied to this measure in anticipation of being able to benchmark against other jurisdictions. As indicated above, as time progresses, our understanding of the population has evolved, as our understanding of other jurisdictions. We continue to seek opportunities to informally compare results with other agencies particularly in Canada and the United States using similar methods.

Formally, benchmarking will be conducted, internally, against previous years. Using historical data, a comparison study will be conducted that identifies the difference in year-to-year results.

## Strategic Priority 3: Enhance Aboriginal Housing Partnerships

**OBJECTIVE:** FACILITATE OPPORTUNITIES THAT INCREASE A MORE SELF-RELIANT ABORIGINAL HOUSING SECTOR

**Measure:** Progressive Aboriginal Relations certification

### About the Measure

This measure is an indicator of BC Housing's commitment across the organization to support a more self-reliant Aboriginal sector.

The Canadian Council for Aboriginal Business (CCAB) developed the Progressive Aboriginal Relations (PAR) certification program, an online management and reporting program that supports progressive improvement in Aboriginal relations, and certifies corporate performance in Aboriginal relations at the bronze, silver or gold level. Many of Canada's leading corporate organizations, including IBM, BC Hydro, and Canada Post, have achieved PAR standing.

PAR remains the only corporate responsibility assurance program with an emphasis on Aboriginal relations. In 2011, CCAB introduced major program changes to make PAR participation more accessible and incorporated major developments in corporate social responsibility.

### Data Sources and Methodology

Certification is based upon an independent, third-party verification of organizational reports on initiatives and outcomes in four performance areas: employment, business development, community investment and community engagement.

Organizations forward their PAR certification submissions to the CCAB and once received, an independent verifier is assigned to conduct a site visit. The verifier will select and interview the organization's Aboriginal partners to solicit confirmation or feedback on their business practices supporting the Aboriginal sector.

Once the onsite assessment and sector review have been completed, a report is submitted and reviewed by a jury consisting of individuals who represent Aboriginal organizations. The jury assigns ratings based on the following criteria:

## Appendix B – Disclosure of Key Reporting Judgments *(continued)*

### Strategic Priority 3: Enhance Aboriginal Housing Partnerships *(continued)*

**OBJECTIVE:** FACILITATE OPPORTUNITIES THAT INCREASE A MORE SELF-RELIANT ABORIGINAL HOUSING SECTOR *(continued)*

**Measure:** Progressive Aboriginal Relations certification *(continued)*

#### Data Sources and Methodology *(continued)*

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<b>Gold Level</b>	<ul style="list-style-type: none"><li>▪ 85% confirmed score</li><li>▪ Excellent feedback from verifier</li><li>▪ Strong support from community; compelling evidence from community of sustained positive impacts of company's programs and activities</li><li>▪ Progressive engagement of 8+ years</li></ul>
<b>Silver Level</b>	<ul style="list-style-type: none"><li>▪ 75% confirmed score</li><li>▪ Good feedback from verifier; some gaps identified</li><li>▪ Strong support from community; compelling evidence from community of increasingly positive impacts of company's programs and activities</li><li>▪ Progressive improvements in engagement of 5+ years</li></ul>
<b>Bronze Level</b>	<ul style="list-style-type: none"><li>▪ 60% confirmed score</li><li>▪ Good feedback from verifier but gaps identified in multiple performance areas</li><li>▪ Good to strong support from community; not a high level of awareness of company efforts; some evidence from community of increasingly positive impacts of company's programs and activities</li><li>▪ Progressive improvements/efforts in engagement of at least 3 years</li></ul>

The report also provides feedback to applicant organizations. The report serves as an opportunity to provide advice, highlight best practices, as well as identify strengths, opportunities, and gaps to applicant organizations.

Certified companies can promote their certification with a PAR logo that signals to communities that they are good business partners; great places to work, and are committed to prosperity in Aboriginal communities.

#### Reliability of the Data

The program was enhanced to reflect best practice in the Global Reporting Initiative framework and build on PAR's ten years of expertise and knowledge.

#### Benchmarks

Benchmarks will be conducted against other PAR Certified organizations.

## Strategic Priority 4: Help Bring About Improvements in the Quality of Residential Construction and Strengthen Consumer Protections

**OBJECTIVE:** PROMOTE CONSUMER PROTECTIONS AND COMPLIANCE WITH THE HOMEOWNER PROTECTION ACT

**Measure:** Builders' rating of the effectiveness of compliance efforts to monitor and enforce licensing and home warranty insurance requirements and the owner-builder exemption

### **About the Measure**

This measure is an indicator of the overall health of the builder licensing, home warranty insurance and owner-builder exemption system whereby compliance issues are dealt with quickly and effectively. This measure was previously monitored bi-annually. Beginning in 2011/12 the measure will be monitored annually.

### **Data Sources and Methodology**

Data for this measure is obtained through the biennial Licensed Residential Builder survey. The survey is carried out by an independent market research firm, and is a self-administered questionnaire sent to all Licensed Residential Builders in the province.

### **Reliability of the Data**

The response of 1,125 builders in the 2009/10 survey provides a confidence level of 95 per cent with a maximum margin of error of plus/minus 2.9 per cent.

### **Benchmarks**

Performance is benchmarked internally against past performance with informal external benchmarking conducted with the Tarion Warranty Corporation in Ontario.

Strategic Priority 5: Sustainability Leader

OBJECTIVE: ADEQUATE PROVISIONS FOR FUTURE REQUIREMENTS

Measure: Facility Condition Index

About the Measure

The Facility Condition Index (FCI) is a robust performance indicator used to monitor capital maintenance, repair, rehabilitation and replacement programs and costs. This is the debut year for this measure.

A functional indicator, FCI results from an analysis of different but related operational indicators (such as building repair needs) to provide an overview of a building’s condition as a numerical value, i.e.: “rating.” Additionally, it is an industry standard asset management tool which measures the “constructed asset’s condition at a specific point in time” (US Federal Real Property Council, 2008) and is currently used by organizations such as the Council of Ontario Universities, Federation of Canadian Municipalities, health authorities, education ministries and social housing authorities throughout North America.

Data Sources and Methodology

A FCI rating is obtained by aggregating the total cost of any needed or outstanding repairs, renewal or upgrade requirements at a building compared to the current replacement value of the building. It is the ratio of the repair needs to replacement value of current building components expressed in percentage terms. Land value is not considered when evaluating FCI.

$$FCI = \frac{\text{Total of Building Repair/Upgrade/Renewal Needs (\$)}}{\text{Current Replacement Value of Current Building Components (\$)}}$$

The lower the value of FCI, the better condition a building’s asset renewal liability is. Current industry benchmarks indicate the following subjective condition ratings for facilities with various ranges of FCI:

0-5% FCI	FCI Asset renewal liability is in <b>GOOD</b> condition
5-10% FCI	FCI Asset renewal liability is in <b>FAIR</b> condition
10-30% FCI	FCI Asset renewal liability is in <b>POOR</b> condition

Reliability of the Data

As of April 2012, we will have a confirmed FCI baseline of our social housing portfolio with a confidence level of 95% (+/- 3%). This baseline will have been confirmed through on-site building condition assessments and a subsequent quality assurance review process.

Benchmarks

BC Housing benchmarks its portfolio FCI with other governmental social housing providers. However seeing as this is an emerging sector for FCI, we also benchmark against other governmental and private sector building asset owners.

## Strategic Priority 5: Sustainability Leader *(continued)*

### OBJECTIVE: ENVIRONMENTAL LEADERSHIP IN THE HOUSING SECTOR

Measure: Percentage reduction in greenhouse gas (GHG) emissions

#### About the Measure

This measure monitors BC Housing's progress in reducing greenhouse gas (GHG) emissions from activities in all buildings leased and owned by the Provincial Rental Housing Corporation. Previously the measure included only buildings owned and managed by BC Housing and that will continue to be monitored, and will also consist of a portion of the entire portfolio of all buildings owned or leased.

#### Data Sources and Methodology

This measure considers GHG emissions from day-to-day operational activities in buildings leased or owned by the Provincial Rental Housing Corporation. The emissions are calculated based on energy and electricity consumption data from these buildings. They have not been corrected for weather effects.

Data is reported on a calendar year basis, e.g., performance for 2011/12 is based on data for the period of January 1 to December 31, 2011.

Intensity indicators of GHG emissions per floor area, or per tenant, or per employee, will be used to provide additional details and narrative regarding the GHG results. "Per tenant" means the "estimated tenant occupancy capacity" and "per employee" means per Full Time Equivalent (FTE).

#### Reliability of the Data

The data used was compiled in accordance with the legislated requirements\*. The reporting process included quality assurance processes. However, it has not been verified by an external third party.

The data is based on the energy data provided directly from the utilities, compiled by an external consultant. The GHG emissions were based on BC Climate Action Smart Tool reporting.

#### Benchmarks

Performance is benchmarked internally against past performance and progress is measured against the 2005 baseline data.

\* For details on the Province's GHG emission methodology please refer to the Ministry of Environment's website: <http://www.env.gov.bc.ca/epd/codes/ggrcta/reporting-regulation/reporting/index.htm>.

### Strategic Priority 6: Organizational Excellence

#### OBJECTIVE: FINANCIAL AND OPERATING SUCCESS

Measure: Controllable administration costs as a percentage of program delivery costs

#### About the Measure

This measure assesses the efficiency of BC Housing's management practices by comparing the percentage of controllable administration costs 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.

The result for 2010/11 had previously been reported at 7.8 per cent. However, it was necessary to recalculate this to remove any costs associated with the Homeowner Protection Office (HPO), BC Housing's newest branch. 2010/11 was the first year administration costs associated with the HPO had been included in the measure.

Recalculating of the total ensures that the methodology remains consistent with that of the previous years and also provides a clear delineation between the administration costs associated with the HPO and other BC Housing's branches that are responsible for the delivery of the subsidized housing programs.

The HPO's expenditures are directly related to the revenues generated by builder licensing fees. Revenue generated by the HPO is specifically allocated to program administration and to research and education initiatives and administration of the branch. Revenue and expenditure for the HPO are not subject to the costs associated with the delivery of subsidized housing program.

#### Reliability of the Data

The results have been benchmarked with other housing organizations through an independent, third-party review in 2006. The review found that BC Housing had the lowest cost profile of all of the organizations involved in the study and concluded that given variations in context and accounting across organizations, a year-over-year comparison within the same agency is 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 that operate in a municipal context.



## Strategic Priority 6: Organizational Excellence *(continued)*

**OBJECTIVE:** FINANCIAL AND OPERATING SUCCESS *(continued)*

**Measure:** Tenants' rating of BC Housing's service delivery

### **About the Measure**

This measure reports on the level of satisfaction reported by tenants in BC Housing's directly managed sites on BC Housing's overall performance in meeting their housing needs.

### **Data Sources and Methodology**

This measure is based on a tenant survey and reflects the percentage of tenants awarding BC Housing a rating of "very good" or "good" in response to the question, "How would you rate BC Housing's overall performance in meeting your housing needs?"

The survey methodology for collecting data for this measure employs a third party survey research firm to manage the survey process by administering the questionnaire to all tenants at the same time. The questionnaire sent to tenants contains the question: "How would you rate BC Housing's overall performance in meeting your housing needs?" with the results based on a five point scale system. Although this is a new measure commencing in 2011/12, data for this measure had been collected in the past. As such, results for 2009/10 and 2010/11 based on this new measure are reported in this chart.

Results for future targets are based on this survey methodology and are set at slightly higher than past results to encourage improvement in the coming years. Changing from the more subjective satisfaction-based question to the more objective performance-based question allows staff to focus on more specific service delivery areas that directly impact the overall performance result.

The targets are based on the percentage of tenants rating BC Housing as "very good" or "good" with their current housing. The survey company also provides a key driver analysis to provide useful insights into specific focus areas where gains or improvements would be most impactful.

### **Reliability of the Data**

The survey methodology typically provides a confidence level of 95 per cent with a maximum margin of error of plus/minus three per cent.

### **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)*

### Strategic Priority 6: Organizational Excellence *(continued)*

**OBJECTIVE:** HIGH LEVEL OF EMPLOYEE ENGAGEMENT

**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, 2008, 2009 and 2010. The survey is self-administered online with results being analyzed by an external research firm.

#### **Benchmarks**

The target is set to ensure that employee engagement continues to be an important focus within the organization. Results are benchmarked with other employers through the use of standard industry survey instruments. The database contains more than 10,000 responses from across different public- and private-sector organizations.

# Appendix C – Glossary of Terms

## Program Abbreviations and Acronyms at a Glance

AHOP	Aboriginal Homeless Outreach Program	IAH	Investment in Affordable Housing
AHI	Aboriginal Housing Initiative	ILBC	Independent Living BC
AHI	Affordable Housing Initiative	NIMBY	Not In My Backyard
CPI	Community Partnership Initiatives	PHI	Provincial Homelessness Initiative
ESP	Emergency Shelter Program	RAP	Rental Assistance Program
EWR	Extreme Weather Response	SAFER	Shelter Aid for Elderly Renters
HAFI	Home Adaptations for Independence	SHR	Supportive Housing Registration Service
HEF	Housing Endowment Fund	SRI	SRO Renewal Initiative
HOP	Homeless Outreach Program	SRO	Single Room Occupancy Hotel
HPO	Homeowner Protection Office	SSH	Seniors' Supportive Housing
HRP	Housing Renovation Partnership	SRH	Seniors' Rental Housing

**Aboriginal Homeless Outreach Program:** Homeless outreach workers directly engage homeless Aboriginal people living on the street and provide access to housing, income assistance, and community-based support services to help break the cycle of homelessness.

**Aboriginal Housing Initiative:** Provides funding to develop new, affordable housing for Aboriginal people living off-reserve and to meet long-term Aboriginal housing needs.

**Affordable Housing:** When housing costs do not exceed 30 per cent of a household's gross income, housing is considered affordable.

**Affordable Housing Initiative:** In December 2001, the Province of British Columbia and the Government of Canada announced the first bilateral agreement under the Canada-British Columbia Affordable Housing Agreements. Funding from this agreement created units under the *Provincial Housing Program*, the *Independent Living BC* program and the *Community Partnership Initiatives* program. The agreement was renewed in December 2004 with each level of government contributing about \$42 million towards the *Provincial Homelessness Initiative* in BC. In April 2009, the Extension to the Canada-BC Affordable Housing Initiative was signed, with each level of government contributing funding for the *Provincial Homeless Initiative*, *Seniors' Rental Housing* initiative, and the *Housing Renovation Partnership*.

**Assisted Living:** Assisted living units are self-contained apartments for seniors or people with disabilities who need some support services to continue living independently, but do not need 24-hour facility care. Services provided include daily meals, social and recreational opportunities, assistance with medications, mobility and other care needs, a 24-hour response system and light housekeeping.

**Building Envelope:** The assemblies, components and materials of a building that are intended to separate and protect the interior space of the building from the adverse effects of exterior climatic conditions.

**Building Envelope Renovation:** The construction work on a residential building to either repair defects in the building envelope, which allow unintended water penetration, or to repair damage caused by unintended water penetration.

**Building Envelope Renovator:** A residential renovator who is licensed under the *Homeowner Protection Act* to either engage in, to arrange for, or to manage all or substantially all of a building envelope renovation.

## Appendix C – Glossary of Terms *(continued)*

**Community Partnership Initiatives:** This program helps our housing partners create a range of innovative housing projects for people in need. CPI offers one-time grants, access to consulting services, and construction and long-term financing for projects that do not need ongoing operating subsidies.

**Co-operative Housing:** A housing development in which individual residents own a share in the co-operative. This share grants them equal access to common areas, voting rights, occupancy of an apartment or townhouse and the right to vote for board members to manage the co-operative. Each member has one vote and members work together to keep their housing well-managed and affordable.

**Core Housing Need:** Households in core housing need are those who currently reside in housing that is either in need of major repair, does not have enough bedrooms for the size and make-up of the household, or costs 30 per cent or more of their total income, and who are unable to rent an alternative housing unit that meets these standards without paying 30 per cent or more of their income.

**Directly Managed Housing:** Refers to social housing, sometimes referred to as public housing, where BC Housing is responsible for the day-to-day property management.

**Emergency Shelter:** Short-stay housing of 30 days or less. Emergency shelters provide single or shared bedrooms or dorm-type sleeping arrangements, with varying levels of support to individuals.

**Emergency Shelter Program:** The program offers temporary shelter, food and other services to meet the basic nutritional and hygiene needs of people who are homeless and provides a gateway to support services that help individuals to stabilize their lives. There are approximately 60 homeless shelters and drop-in agencies funded by the government throughout British Columbia.

**Group Home:** A small, community-based development, usually under 10 beds/units, that provides affordable housing with supports to those with special needs including individuals with severe mental and physical disabilities, youth, and women with their children fleeing abuse. BC Housing provides administration and property management support for group homes on behalf of other provincial ministries and health authorities.

**Home Adaptations for Independence:** Provides financial assistance to help low-income seniors and people with disabilities with home adaptations so that they can continue to live in the comfort of their home.

**Homeless Outreach Program:** Homeless outreach workers directly engage homeless people living on the street and provide access to housing, income assistance, and community-based support services to help break the cycle of homelessness.

**Home Warranty Insurance and Third-Party Home Warranty Insurance:** Under the *Homeowner Protection Act*, all residential builders in B.C. must be licensed and arrange for third-party home warranty insurance on proposed new homes prior to obtaining a building permit or obtaining an applicable exemption. Minimum coverage and allowable exclusions for third-party home warranty insurance are set by legislation. Home warranty insurance can only be provided by insurance companies approved by the provincial Financial Institutions Commission. Insurance brokers acting on behalf of warranty insurance providers are regulated by the Insurance Council of B.C.

The Homeowner Protection Office, a branch of BC Housing, monitors the performance of the home warranty insurance system in accordance with the Act and its regulations, but has no authority to regulate warranty providers or insurance brokers. In geographic areas where building permits are not required for new home construction, licensing and warranty insurance must be in place prior to the commencement of construction. Owner builders who have been issued an authorization by the Homeowner Protection Office are exempt from the licensing and home warranty insurance requirements.

**Homeowner Protection Office:** A Crown agency established under the *Homeowner Protection Act* in 1998 with responsibility for the residential builder regulatory system, research and education in building science and consumer information, and, financial assistance for owners of water-damaged homes.

In April 2010, many responsibilities under the Act and most functions of the Homeowner Protection Office were transferred to BC Housing and administration of the reconstruction loan portfolio was transferred the Ministry of Finance. The Homeowner Protection Office is now a branch of BC Housing.

**Housing Endowment Fund:** The fund is a \$250 million capital endowment that was established to encourage new ideas and support innovative housing solutions. The intent is to allocate available revenue on an ongoing basis each year.

**Homeless Rent Supplement:** Through the *Homeless Outreach Program* and the *Aboriginal Homeless Outreach Program*, outreach service providers may provide clients with a rent subsidy for housing in the private market.

**Housing Providers:** Non-profit housing societies and housing co-operatives that own and manage subsidized housing developments. This term can also include private market landlords through whom BC Housing provides rent assistance to low-income households.

**Housing Renovation Partnership:** A \$177 million cost-shared joint agreement between the Governments of Canada and British Columbia announced in October 2009. The funding is used to renovate and retrofit social housing in greatest need of repair throughout the province.

**Independent Living BC:** Created in 2002, this housing-for-health program serves seniors and people with disabilities who require some support, but do not need 24-hour institutional care. ILBC offers a middle option to bridge the gap between home care and residential care.

**Investment in Affordable Housing:** Announced July 2011, the Investment in Affordable Housing is a \$180-million cost-matching agreement between the Government of Canada and the Province of British Columbia with the objective to improve access to affordable housing that is sound, suitable and sustainable. Funding can go toward new construction, renovation, homeownership assistance, rent supplements, shelter allowances, and accommodations for victims of family violence.

**NIMBY:** Community opposition to new social housing developments based upon fear, assumptions and stereotypes that some people may harbour about the individuals who will live in these developments.

**Non-Profit Housing:** Rental housing that is owned and operated by community-based, non-profit societies. The mandates of these societies are to provide safe, secure, affordable accommodation to households with low- to moderate-incomes. Most non-profit housing societies receive some form of financial assistance from government to enable them to offer affordable rents. Each society operates independently under the direction of a volunteer board of directors.

**Operating Budget:** The annual budget for a non-profit or co-operative housing development. The budget forecasts the costs of operating a development, based on income and expenses, and is used to determine the subsidy level BC Housing provides each month to run the building.

**Operating Subsidy:** BC Housing provides monthly subsidies to organizations to fund the costs of operating subsidized-housing units. The subsidy is based on the operating costs set out in the annual budget, less the total rents/housing charges collected from tenants. Subsidy payments include rent subsidies/repayable assistance and cover the mortgage payments, building maintenance and other shelter-related costs.

**Owner Builder:** An individual who has been issued an owner builder authorization by the registrar of the Homeowner Protection Office to build a single-detached or self-contained dwelling unit for personal use and who is therefore exempt from the *Homeowner Protection Act's* mandatory licensing and home warranty insurance requirements of the *Homeowner Protection Act*.

## Appendix C – Glossary of Terms *(continued)*

**Provincial Homelessness Initiative:** BC Housing provides funding for non-profit housing developments with support services that address homelessness in B.C. communities. Through Housing Matters BC, the Province has committed to creating nearly 4,000 new and upgraded supportive housing units across B.C.

**Provincial Rental Housing Corporation:** BC Housing's land holding company. Incorporated in 1973, PRHC buys, holds and disposes of provincially-owned social housing properties and leases residential properties to non-profit societies and co-ops.

**Public Housing:** Housing that is jointly funded by the provincial and federal governments and predominantly managed by BC Housing. Most of these developments were constructed in the 1950s and 1960s.

**Rental Assistance Program:** The program is for low-income, working families with at least one dependent child and a household income of less than \$35,000. Cash assistance is paid directly to eligible households to assist these families in meeting monthly rent payments in the private market.

**Residential Builder:** A person who engages in, arranges for or manages all, or substantially all, of the construction of a new home, and includes a developer and a general contractor. Residential builders are licensed under the *Homeowner Protection Act*.

**Safe Homes:** Temporary housing for women and children at risk of violence where transition homes are not available in the community. This may include private homes, hotel units or rental apartments. Stays do not usually exceed five days.

**Second Stage Housing:** Housing for women and children at risk of violence who have completed a stay in a transition house or safe home. Stays can be up to 18 months.

**Seniors' Rental Housing:** The Province is working in partnership with the federal government's contribution to develop approximately 1,300 affordable housing units for seniors and persons with disabilities and stimulate local economies by developing new affordable rental housing in smaller communities across B.C.

**Seniors' Supportive Housing:** A program to upgrade or convert approximately 765 social housing units to supportive housing. The program provides specially modified rental homes, in selected subsidized housing developments, primarily to low-income seniors who need some assistance in order to continue to live independently.

**Shelter Aid For Elderly Renters:** The SAFER program provides direct cash assistance to eligible residents of British Columbia who are age 60 or over and pay rent for their homes.

**Single Room Occupancy Hotel:** These hotels provide long-term accommodation in single rooms, typically without private bathrooms or kitchens.

**Single Room Occupancy Renewal Initiative:** The initiative uses a public-private-partnership delivery model to renovate and revitalize 13 provincially-owned single room occupancy hotels in the Downtown Eastside.

**Social Housing:** Includes both public housing and housing that is owned and managed by non-profit and co-operative housing providers.

**Subsidized Housing:** Encompasses all types of housing for which the provincial government provides a subsidy or rent assistance, including public, non-profit and co-operative housing, as well as rent assistance for people living in private market housing. It also includes emergency housing and short-term shelters.

**Supportive Housing:** Housing that provides ongoing supports and services to residents who cannot live independently and are not expected to become fully self-sufficient.

**Supportive Housing Registration Service:** With the goal to facilitate the transition from homelessness and emergency shelter use to permanent, supportive housing, SHR provides a single point of access for applicants seeking low-barrier supportive housing. The service manages the allocation of supportive housing units in the Vancouver SROs acquired by BC Housing and select City of Vancouver-owned supportive housing sites.

**The Housing Registry:** A centralized database of applicant information and housing provider information coordinated by BC Housing. It allows individuals to apply for housing with multiple service providers using one application form.

**Transition Houses:** Temporary housing for women and children at risk of violence. Transition houses provide housing, food, crisis intervention and referrals. All provincially-funded transition houses have around-the-clock staff coverage. Stays do not exceed 30 days.

**Transitional Housing:** Housing that is provided for a minimum of 30 days and up to two or three years, which includes the provision of on- or off-site support services to help people move towards independence and self-sufficiency.

**Women's Transition Housing and Supports Program:** Serves women and their dependent children fleeing violence. It includes transition houses, safe homes, second stage housing and related supports. Services are provided by community-based contractors and provide clients with housing, food, crisis intervention, and referrals.

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