



BC Housing

Service Plan
Appendix 2
2005/06 - 2007/08



APPENDIX 2

HIGHLIGHTS OF CHANGES FROM THE PREVIOUS SERVICE PLAN

There have been a number of changes and revisions to this year’s Service Plan. These changes have been made with the underlying objectives being to work to strengthen and improve our measurement and reporting framework and to better respond to the requirements set out under the government’s reporting principles. The changes include working to establish stronger logical linkages between our goals, objectives, measures and targets as well as improvements and refinements to our performance measurement and reporting framework. The tables below highlight the changes to the goals, objectives and measures when compared to the previous Service Plan as well as provide an explanation of the changes.

Changes to the Goals Set Out in the Service Plan

<i>Goals from the Previous Service Plan</i>	<i>Goals in the Current Service Plan</i>	<i>Explanation of the Changes</i>
<p>Goal #1: Increased Housing Options</p> <p>Goal #2 Client-Focussed Service Delivery</p> <p>Goal # 3 Sustainable Local Housing Solutions</p> <p>Goal # 4 A High Performing Organization</p>	<p>Goal #1: Respond to Gaps in Housing Supply</p> <p>Goal #3 House Eligible Applicants and Respond to Those in the Greatest Housing Need</p> <p>Goal #2 Protect and Manage the Existing Housing over the Long-Term</p> <p>Goal #4 Financial and Operating Success</p>	<p>The changes that have been made to the goals have been designed to provide greater clarity. There has also been a shift from reporting on public housing and non-profit and co-op housing under separate goals to a more integrated sectoral approach to reporting. Hence the discussion of client-focussed service delivery has shifted from emphasizing the public housing portfolio to the importance of providing housing for eligible applicants and responding to those in the greatest housing need. Likewise the discussion under sustainable local housing solutions has shifted from focussing on the non-profit and co-op housing sectors to discussing specific strategies and measures designed to protect and manage existing housing assets over the long-term. The emphasis under Goal 4 has also shifted from focussing on the organization’s internal capacity to a more complete articulation of the results to be achieved.</p>

Changes to the Objectives Set Out in the Service Plan

<i>Objectives from the Previous Plan Related to Goal 1</i>	<i>Objectives in the Current Service Plan Related to Goal 1</i>	<i>Explanation of the Changes</i>
<p><i>Increasing Housing Options</i></p> <p>Direct new resources to increase housing options for the province’s most vulnerable citizens</p> <p>Lever existing assets to generate additional housing units</p> <p>Establish partnerships with the federal government, community organizations, the private sector, local government and other ministries to create locally-based housing solutions</p>	<p><i>Respond to Gaps in Housing Supply</i></p> <p>Increased Stock</p>	<p>The changes that have been made to the objectives related to Goal 1 have been designed to provide greater clarity and focus. This is in keeping with the expectations set out under the government’s reporting principles to “focus on the few, critical aspects of performance”. It should also be noted that the previous objectives all remain as important strategies for responding to gaps in the housing supply and therefore remain an important aspect of BC Housing’s overall strategic directions. The primary objective, however, in terms of responding to gaps in the existing housing supply would be to increase the stock.</p>

<p><i>Objectives from the Previous Plan Related to Goal 2</i> <i>Client-Focussed Service Delivery</i></p>	<p><i>Objectives in the Current Service Plan Related to Goal 3</i> <i>House Eligible Applicants and Respond to Those in the Greatest Housing Need</i></p>	<p><i>Explanation of the Changes</i></p>
<p>Provide access to well-managed public housing for those who are most vulnerable</p> <p>Ensure the long-term quality and viability of the public housing stock through effective management</p> <p>Maximize housing options through the public housing portfolio for those with complex housing and health needs</p>	<p>Facilitation of the Application Process</p> <p>Available Housing Targeted to the Most Vulnerable</p>	<p>The changes that have been made to the objectives related to Goal 2 have been designed to provide greater clarity and focus with a shift in emphasis from looking only at the public housing portfolio to a broader emphasis on the full range of housing assistance available. The revised Service Plan also places a greater emphasis on service to applicants and tenants with an emphasis on ensuring that limited housing resources are being targeted to those who are most vulnerable.</p>

<p><i>Objectives from the Previous Plan Related to Goal 3</i> <i>Sustainable Local Housing Solutions</i></p>	<p><i>Objectives in the Current Service Plan Related to Goal 2</i> <i>Protect and Manage Existing Housing for the Long-Term</i></p>	<p><i>Explanation of the Changes</i></p>
<p>Effective planning, management and delivery of housing programs and services</p> <p>Provision of affordable housing options for those most in need in the private sector</p> <p>Respect and support for the expertise and local autonomy of community-based housing providers</p>	<p>Maintain the Quality of the Existing Asset</p> <p>Adequate Provisions for Future Requirements</p>	<p>The changes that have been made to the objectives related to Goal 3 have been designed to provide greater clarity and focus with a shift in emphasis from looking only at the non-profit and co-operative housing sectors to the broader housing continuum. This shift in emphasis also draws attention to the importance of the social housing stock and the role that it plays in responding to on-going needs in communities across the province.</p>

<p><i>Objectives from the Previous Plan Related to Goal 4</i> <i>A High Performing Organization</i></p>	<p><i>Objectives in the Current Service Plan Related to Goal 4</i> <i>Financial and Operating Success</i></p>	<p><i>Explanation of the Changes</i></p>
<p>Maintain a professional and committed work force that is responsible to and reflective of the diversity of the communities where we live and work</p> <p>Demonstrated commitment to excellence, integrity and continuous improvement</p> <p>Ensure that the functions of the organization are carried out according to government priorities, legislated requirements and broader social policy objectives</p>	<p>Costs Controlled</p> <p>Value for Money</p>	<p>The changes that have been made to the objectives related to Goal 4 have shifted from an emphasis on the organization's structures and processes to placing greater emphasis on the business results that we want to achieve.</p>

Changes to the Measures Set Out in the Service Plan

Measures from the Previous Service Plan Related to Goal 1	Explanation of the Changes
<p>Number of additional units provided</p> <p>Number of additional units levered through innovative partnership strategies and initiatives</p> <p>Equity contributions levered under the Canada-B.C. Affordable Housing Framework Agreement</p> <p>Equity contributions levered from other sources including housing providers and others government partners</p>	<p>No changes have been made to this measure. It remains part of the revised performance measurement framework under Goal 1 in the revised Service Plan.</p> <p>This measure remains an important element to BC Housing's overall Service Plan. However, these units will no longer be reported separately but rather they will be included in the measure related to the <i>number of new housing units created</i>.</p> <p>The Canada-BC Affordable Housing Agreement is only one source of federal funding. The use of this measure resulted in some confusion about the results being communicated. Recognizing these limitations a decision was made to remove this measure from the performance measurement framework. A discussion of the importance of the federal role as well as an overview of <i>all</i> federal funding contributions will remain part of the information that is reported in the management discussion and analysis.</p> <p>In the same way that there were challenges in reporting on federal equity contributions there were also challenges related to this measure in terms of meaningfully tracking and reporting on the results. This contributed to a decision to remove this measure from the performance measurement framework as well.</p>
Measures from the Previous Service Plan Related to Goal 2	Explanation of the Changes
<p>Families and individuals assisted through access to public housing</p> <p>Applicants housed as a result of turnover in the public housing units</p> <p>Families and individuals with complex housing and health needs assisted through access to public housing</p> <p>Vacancy rates in the public housing portfolio</p> <p>Average time taken to collect tenant rents</p> <p>High levels of tenant satisfaction captured through periodic surveys</p>	<p>This measure is included as part of the <i>new</i> measure – total inventory of subsidized housing under Goal 1 with public housing representing one of a number of different forms of housing assistance available to vulnerable families and individuals.</p> <p>This measure is included as part of the <i>new</i> measure under Goal 3 related to the percentage of tenants belonging to one of the designated priority groups being assisted through the range of housing options available with a shift in focus away from looking only at the those who have been assisted through public housing.</p> <p>This measure is also captured as part of Goal 3 under the measure related to the percentage of tenants belonging to one of the designated priority groups. There is a shift in focus however from looking only at those who have been assisted through public housing to look at the broader housing continuum.</p> <p>This measure is an important operational measure and will continue to be tracked and reported internally. This measure will also be incorporated into the <i>new</i> measure related to the percentage of social housing developments meeting 'best management practices' under Goal 2 of the revised Service Plan.</p> <p>This measure is an important operational measure and will continue to be tracked and reported internally. This measure will also be incorporated into the <i>new</i> measure related to the percentage of social housing developments meeting 'best management practices' under Goal 2 of the revised Service Plan.</p> <p>This measure remains as an important element in BC Housing's Service Plan under Goal 2. However, it will be expanded to include a representative sample of tenants living in non-profit and co-operative housing.</p>

Funding allocated to modernization and improvement processes

This measure remains as an important element in BC Housing's Service Plan under Goal 2. However, it will be revised and expanded to look at the extent to which there are provisions in place to meet the future requirements of the social housing sector as a whole rather than looking only at the public housing portfolio.

Measures from the Previous Service Plan Related to Goal 3

Households assisted through access to non-profit and co-op housing programs

Assistance provided to households in the private rental market

Effectively respond to applicant enquiries

Increasing provider participation in the Housing Registry

Decreased levels of review for housing providers that have demonstrated effective management practices

Competitive rates for all mortgages renewed or placed

Explanation of the Changes

This measure is included as part of the *new* measure – total inventory of subsidized housing under Goal 1 with non-profit and co-op housing representing one of a number of different forms of housing assistance available to vulnerable families and individuals.

This measure is included as part of the *new* measure – total inventory of subsidized housing under Goal 1 with rent assistance to households living in the private rental market representing one of a number of different forms of housing assistance available to vulnerable families and individuals.

This measure has been replaced with a measure designed to gather feedback from applicants about their satisfaction with the information and assistance that they received.

This measure remains an important part of the performance measurement framework under Goal 3 with some minor changes being made to the way in which this measure is reported with a shift from reporting on the number of housing providers participating in the *Housing Registry* to the percentage of units represented through the level of participation realized. This change will help to provide more meaningful information about the results being achieved.

This measure will be incorporated into the *new* measure related to the percentage of social housing developments meeting 'best management practices' under Goal 2 of the revised Service Plan with an emphasis on looking at the financial and operational health of *all* social housing developments.

While this measure provides important insight into BC Housing's success in generating competitive rates for all mortgages renewed or placed, this measure is considered to be an operational measure and has been replaced with measures that can provide a complete and longer term view of the financial and operational health of the sector.

Measures from the Previous Service Plan Related to Goal 4

Maintain a skilled work force

High levels of perfect attendance

Success in maintaining a diverse work force

Increased use of technology to enhance productivity and improve operational outcomes

Explanation of the Changes

The shift in strategic directions related to this Goal has resulted in a shift in emphasis from the performance of the organization to an articulation of the business results that we want to achieve. This shift has resulted in the replacement of the existing internally focussed measures with measures that emphasize competitive and cost-effective service delivery. While these measures are no longer included as part of the overall performance measurement framework, it should be recognized that working to continue to build the capacity of the organization to respond to challenges in a flexible and responsive manner will remain an important focus.



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