



Chapter 1

INTRODUCTION

This *Management Performance Guide* is one in a series of guides designed to help non-profit societies and housing co-operatives manage affordable housing developments. Together, these guides provide detailed reference material and form a comprehensive Housing Provider Kit that covers key areas of housing management, including:

- Operations
- Financial Management
- Governance
- Maintenance
- Management Performance

Following the practices outlined in these guides will enable your organization to operate safe, secure, affordable housing communities that:

- Demonstrate excellence in management and maintenance.
- Provide residents with secure tenure and opportunities to participate in decision-making.

Your organization owns and manages the development, because community groups are in the best position to understand and meet local housing needs. BC Housing plays a dual role as a resource and monitoring agency. We provide the subsidies you need to run the development, and review the administration and use of public funds to ensure housing program goals are met.

For a copy of any of these guides, contact BC Housing's Home Office at 604-433-1711, or visit our Web site at www.bchousing.org, and select the Housing Provider Kit in the Housing Provider section.

What's in this Guide?

In chapter one of the *Management Performance Guide*, we list the most Frequently Asked Questions about management performance, with answers, for quick reference. You'll also find these FAQs on our Web site at www.bchousing.org

Chapter two describes BC Housing's roles and responsibilities and lists our operating standards for well run affordable housing developments.



In chapter three, we explain the operational review process designed to assess how well your management systems are working in five key areas: maintenance, finance, resident relations, record keeping and human resources. We also outline the support available to help you implement any remedial action required to improve the quality of your housing services.

Chapter four lists the best practices resources available to help housing providers manage housing portfolios and prepare for the operational review with BC Housing, using recognized standards for success.

And in chapter five, we explain the purpose of BC Housing's financial review process and the electronic profile we use to identify housing providers that need support.

Frequently Asked Questions

What's the purpose of an operational review?

BC Housing reviews the operation and management of affordable housing developments to assess whether housing providers are:

- Delivering an appropriate level of service to residents.
- Ensuring health and safety standards are met.
- Operating the development in a fiscally responsible manner.
- Meeting the terms of your operating agreement.
- Maintaining the physical structure and grounds of the development.

The review process identifies strengths, areas that need improvement, and the level of support housing providers need to manage affordable housing developments efficiently and effectively. Refer to chapter three on page 9 for more information on operational reviews.

What's covered in an operational review?

The operational review is divided into five modules that cover key areas of affordable housing management in detail, including:

- Maintenance Management
- Financial Management
- Resident Management
- Information and Records Management
- Human Resources Management



What are best practices?

Best practices include strategies, practices and management tools that have worked well for organizations, and produce superior performance when adapted and implemented elsewhere. Refer to chapter four on page 18 for more information on best practices.

How can best practices help us?

Best practices information and resources will help housing providers:

- Manage housing portfolios effectively and efficiently.
- Compare performance to recognized standards.
- Measure success/identify challenges.
- Establish business priorities and a plan for improvement.
- Orient new Board and executive members.
- Prepare for the operational review with BC Housing.
- Be creative in solving problems.

Where can I find out more about best practices?

Contact the BC Non-Profit Housing Association at 604-291-2600 or 1-800-494-8859 for more information on best practices. Or visit the BCNPHA Web site at www.bcnpha.bc.ca, which contains a best practices *Self-Assessment Tool* and links to information and resources housing providers can use to achieve the best practices in each category. (Available in late 2002. There will also be a link to the *Self-Assessment Tool* in the *Resource Directory* on BC Housing's Web site at www.bchousing.org.)

Housing co-ops can contact the Co-operative Housing Federation of BC at 604-879-5111 or 1-866-879-5111, or visit the CHF BC Web site at www.chf.bc.ca. CHF BC offers workshops, consultation services and resource materials to help co-ops manage and govern effectively.