

Civida

Strategic Plan 2024-2029

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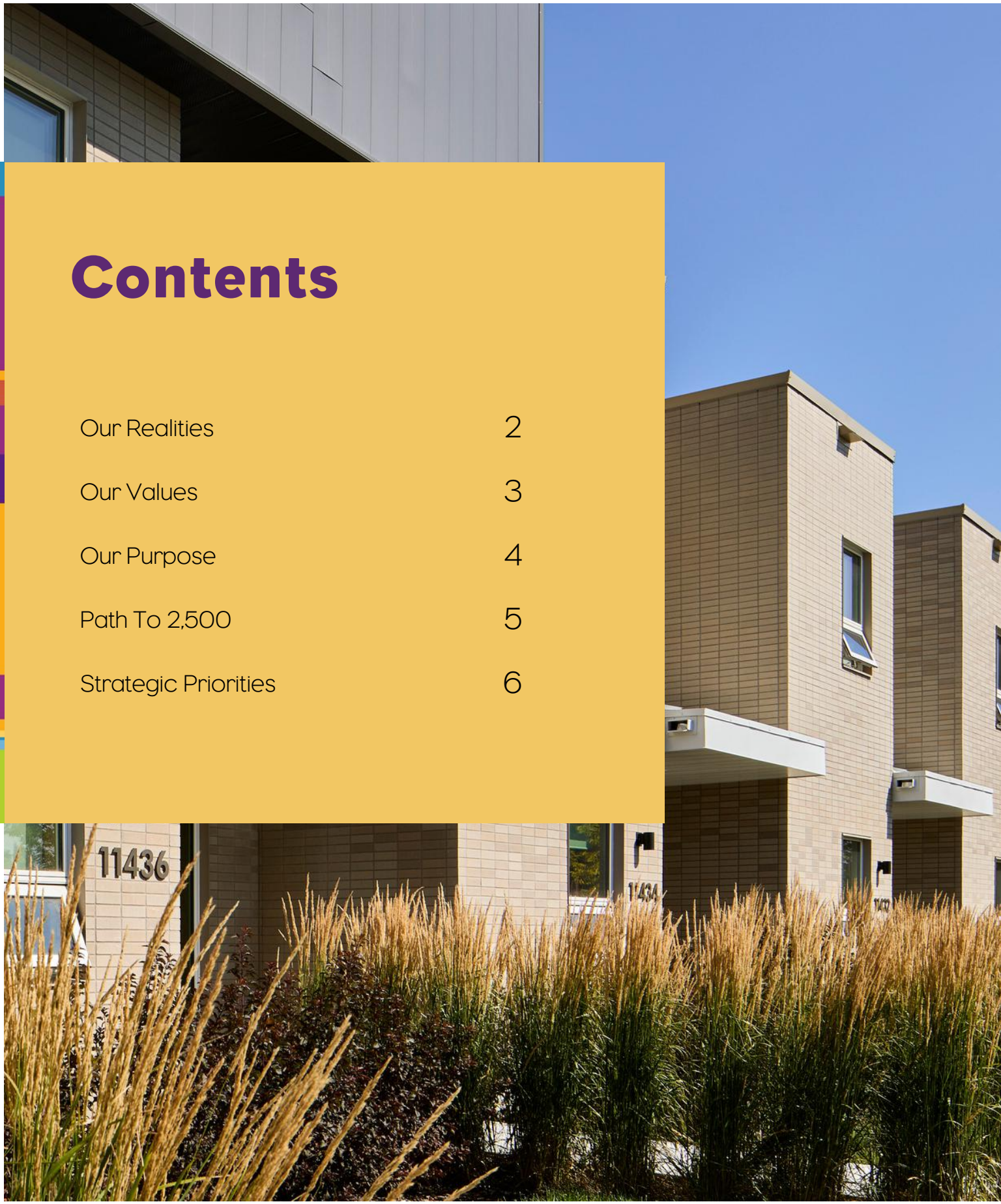

Our Realities



Edmonton is a growing city, and is expected to increase by an additional 25% or 500,000 people by 2040. With this increase, Civida is experiencing unprecedented demand for community and affordable housing, receiving 1,000 new applications for housing per month and 70% of those households are eligible for subsidized housing.

- **A complex and evolving public policy environment requires Civida to lead with clarity of vision, defined value proposition, and leverage incentives available in the current context. In addition** to the interplay between housing policy at all levels of government, recent regulatory changes have incentivized and enabled private sector partnership in affordable housing.
- **The high levels of deferred maintenance, and a significant portion of our assets approaching end of life, poses a challenge** and require new decisions and new approaches for Civida and government partners.
- **Civida tomers are navigating increased challenges and conditions** thatlead to adverse childhood experiences (Finkelhor, 2020) and increased likelihood and reports of family violence (Buceris et al., 2021; Snowdon et al., 2020). Additionally, the dramatic rise in costs of living and inflation is impacting those most marginalized in our communities.
- Negative public opinion that is often informed by outdated notions of affordable housing can present a challenge as **Civida seeks to serve those in need of housing in all areas of the City.**
- **Managing fiscal constraints in an inflationary environment** requires an adaptive and agile approach by Civida, while staying focused on strategic priorities.

Our Values

Our Vision Everybody's Home

Our Mission To provide safe, affordable housing



Integrity

We act with respect, embrace diversity, and treat everyone with empathy and fairness.

Diligence

We use the best available information, apply sound judgement and hold ourselves to high standards in all we do.

Authenticity

We foster a transparent and accountable environment where people feel safe to share perspectives and work collaboratively.

Investment

We commit to the success of our employees, customers, communities, and partnerships to strengthen Civida and create lasting value.

Stewardship

We responsibly manage the homes, resources, and relationships entrusted to us, making thoughtful decisions that support our long-term sustainability and success.

Innovation

We embrace future-focused thinking, keep learning, and continually evolve, pursuing new approaches and meaningful solutions that create lasting impact for Civida and the communities we serve.

Our Purpose

Improved life outcomes are supported with a quality, and affordable home in a safe, welcoming community with easy access to childcare, schools, employment, transportation, groceries and other amenities.

We are committed to building a Civida that is:

As a housing management body, our core purpose is to provide safe, affordable housing. Our aspirations however, for our organization, for the sector and for our clients go beyond this.

1 A provider of quality, fit- for-purpose homes and communities

Civida homes should be affordable and safe, and meet the evolving needs and requirements of our customers and the community.

2 More than a Property Manager

While Civida has always sought to support the well-being of its customers, housing alone is not sufficient to attain independence. The “Civida approach” to housing includes value-added partnerships that contribute to improvements in customers’ well-being and independence.

3 A transformative sector leader

Civida promotes excellence and innovation in delivering its core mandate and is a driver of system wide change and improvement.

4 A sought-after community partner

Positioning Civida as a distinguished partner in the community is a key element of the future vision. In this role, Civida collaborates with partners with authenticity, credibility and influence earned through its expertise, approach, and service to customers and stakeholders.

The Path to 2,500:

Opening More Affordable Doors

Civida is investing in innovation, collaboration to strategically address housing needs.

With aged housing stock, and rapidly increasing demand, Civida has the opportunity to shape the future and support more meaningful investment in affordable housing. Civida is proposing a 10-year goal of adding 2,500 affordable homes through a number of interconnected pathways. This ambitious goal will be made possible through innovative approaches that intentionally position Civida for sustainable growth and development, maximizing opportunities for funding and partnerships while ensuring long-term feasibility.

PARTNER

- Civida aims to enhance affordable housing capacity by creating enabling conditions that help customers navigate their journey along the housing continuum. This is achieved in partnership with Civida's community and sector collaborators, creating supportive environments at Civida properties.
- By ensuring excellence in property management, Civida fosters well-maintained, quality housing that contributes to resident stability. Through collaboration with various organizations, Civida strengthens its role in community development, connecting individuals and families to the resources they need for smooth transitions across the housing spectrum, while promoting long-term stability and well-being.
- Civida seeks partnerships opportunities to extend its property management services to other organizations, leveraging Civida's proven expertise in delivering high-quality property management. By sharing its knowledge, operational excellence, and tenant-focused approach, Civida will help partners strengthen housing stability and support long-term sustainability of affordable housing, ensuring continued access to safe, quality homes for individuals and families.

GROW

- Civida undertakes new construction projects for affordable housing. In building new affordable homes, Civida is able to expand housing supply, address growing demand, and create modern, sustainable living spaces that meet the needs of individuals and families seeking affordable housing. This includes the exploration of partnership opportunities that bring together the skills and expertise of private and public sectors to work collaboratively to develop affordable housing.

PRESERVE

- Civida also aims to expand affordable housing capacity by acquiring existing units on the private market, through strategic investments. Through acquisition, Civida is able to provide immediate access to housing stock, expedite the delivery of affordable housing options, and leverage existing infrastructure to meet the needs of the community in a timely manner.
- Civida seeks opportunities to grow the rent assistance benefits for eligible individuals and families, supporting greater affordability for low to middle-income families, thereby creating housing stability by enabling access to safe and affordable housing options within the community.

Strategic Priorities

Based on Civida's core purpose and areas of focus, Civida aims to deliver on these five strategic priorities over the next five years. These key priorities will inform the Operational Plan and Performance Plans of the organization.

PRIORITY 1

EXCELLENCE IN PROPERTY MANAGEMENT

Efficiency and effectiveness in the use of operating capital is key to the sustainability, safety and performance of our communities. Our first priority is serving and being accountable to the needs of the more than 15,000 customers who currently live in Civida homes.

Key objectives:

- Respond to customer and neighbour property management concerns in a timely and effective manner utilizing the new district offices to meet specific community needs.
- Be a leader in property management excellence, focusing on the needs of those requiring affordable housing,
- Monitor and evaluate the enterprise risk, including financial risk, of the organization.

Key performance indicators:

Performance Measure: Tenant Satisfaction Survey

This measure reports on Civida's ability to meet the needs of customers and support them to feel safe and well in their homes.

Results	2022	2024	2026 (Target)
Percentage of tenants who are satisfied with the condition of their home	68%	77%	76%
Percentage of tenants who are satisfied with the condition of their building	65%	74%	73%



PRIORITY 2

IMPACT DRIVEN DEVELOPMENTS AND REDEVELOPMENTS

In response to unprecedented demand for affordable housing, Civida will take advantage of funding opportunities and strategic partnerships to continue to expand our portfolio of housing. We practice strong financial stewardship while leveraging our unique knowledge of the sector and customer needs.

Key objectives:

- Be a leader in the provision of affordable housing, portfolio management, and property redevelopment, including sites owned and operated by Civida while identifying future projects which support people in need of affordable housing.
- Effectively manage capital construction projects at various stages of development.
- Develop partnerships that will advance the expansion of affordable housing in timely ways for those in need.

Key performance indicators:

Performance Measure: Capital Projects

This measure reports on Civida's capacity to build and redevelop affordable housing units for Edmontonians in need.

Results	2023	2024	2025
Number of new units added to the housing portfolio	281 (5.4% increase)	-	-
Number of property improvement projects	300	408	325

PRIORITY 3

PARTNERSHIPS THAT SUPPORT CUSTOMER STABILITY AND WELLNESS

Cividа builds communities, not just houses. Doing so requires that we understand the unique needs of our customers.

The demand for affordable housing in Edmonton is growing substantially, and Cividа is ready to partner and leverage investments from governments, non-governmental and not-for-profit organizations to support the diverse communities who need affordable housing. Partnerships that bolster our customer's stability, support access to needed services and create conditions to thrive are a key priority for Cividа.

Key objectives:

- Build stronger relationships and form synergies with non-government and not-for-profit community partners to increase customer wellness.
- Increase the number of Cividа sites that have community partners delivering services.
- Engage with community to develop strategies and housing options that support the needs of Cividа customers for their journey along the housing continuum, while maintaining our core function of providing affordable housing.





- Promote the value of inclusive communities and the development of housing options, in partnership with community and all levels of government to leverage grant opportunities to support customer well-being.
- Frequently engage with Cividа tenants to better understand their needs, and to support their safety and wellbeing.

Key performance indicators:

Performance Measure: Partnerships

This measure reports on Cividа's ability partnerships with non-profit organizations and others that support tenant stability and wellbeing.

Results	2023	2024	2025
Number of formal tenant support partnerships	15	17	18

Performance Measure: Tenant Satisfaction Survey

This measure reports on Cividа's ability to meet the needs of customers and support them to feel safe and well in their homes.

Results	2022	2024	2026
Percentage of tenants who are satisfied with overall service	76%	82%	79%
Percentage of tenants who feel that Cividа cares about their well-being	64%	72%	70%
Percentage of tenants who report that they (and their family) are in a better economic situation than when they first moved into a Cividа home.	-	82%	76%



PRIORITY 4

TRUST-BASED FUNDER RELATIONSHIPS

To optimize funding opportunities for affordable housing, Civida will have projects at multiple levels of readiness, including shovel ready projects, that align with our purpose. Civida is interested in collaborating with our funders to facilitate innovation and grow partnerships and projects that advance affordable housing.

Key objectives:

- Continue to operate as an industry leader and trusted partner with government to successfully implement government strategic direction.
- Continue to explore the opportunities in the Stronger Foundations Affordable Housing Strategy, including the work under the Asset Management Transfer Framework, with strategic consideration of what we want to own, sell, and redevelop.
- Work with the Government of Alberta, as well as the City of Edmonton to continue renewal of operating agreements.
- Seek out, whenever possible, sources of grant funding for new developments, as well as funding opportunities for capital maintenance renewal.
- Focus on strong advocacy measures that signal to funding partners the nature and magnitude of the housing crisis, Civida's unique position to provide solutions, and the need for grant funding from all levels of government to ensure the construction provision of both deeply affordable and mixed income housing.

Key performance indicators:

Performance Measure: Grant Funding

This measure reports on Civida's ability to build on relations, and access funding sources that support the affordable housing needs of Edmontonians.

Results	2023	2024	2025
Value of external grants received for new capital	$15,025,812	N/A	$5,800,000
Value of external grants received for property maintenance	$25,897,000	$8,000,000	$12,850,000

PRIORITY 5

CULTURE OF EXCELLENCE

Cividа has a high-performance organizational culture that values excellence in every process, decision, and interaction. Cividа's commitment to a strong, accountable, and resilient organization, establishes itself as an employer of choice.

Key objectives:

- Engage in strategic workforce planning, including succession planning, learning and development, and retention to build an effective and accountable organization, and increase organizational resiliency.
- Value teamwork, with an emphasis on open and respectful communication, sharing ideas, and finding creative solutions to challenges.
- Reward and acknowledge outstanding value and service to customers, reinforcing a positive cycle of high performance that motivates employees to strive for success.
- Prioritize and commit to incorporating equity, diversity, and inclusion, and employee engagement into the organization's policies, practices, and corporate culture.



Key performance indicators:

Performance Measure: Staff Engagement Survey

This measure reports on Cividа's ability to engage staff in the implementation and realization of the Strategic Plan.

Results	2023	2026
Percentage of Cividа staff who feel that they can see their work contributing to the Strategic Plan	89%	83%

Please note that this performance measure is assessed every three years through an employee engagement survey.



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