

0.0



Civida

Resiliency Toolkit

INTRODUCTION

Resiliency Toolkit: Introduction

This toolkit is intended to describe, measure, assess and support resiliency in the context of business transformation. Given the context of the changing housing sector, business transformation is going to be vital for the growth and sustainability of the affordable housing sector and for housing providers. For those changes to be successful though, housing providers must foster both organizational and individual resiliency.

The Context – The Changing Canadian Housing Sector

The provision of affordable housing in Canada is at a turning point; operating agreements are coming to an end and many of these properties are facing significant amounts of deferred maintenance. Public investment in affordable housing has declined and although the Government of Canada is reinvesting in affordable housing after years of declining resources, there is little clarity about what exactly this will mean for the future of subsidized housing providers. The work of affordable housing providers is central to community wellbeing and resiliency – ensuring their ability to respond to change is vital to the sustainability of both the communities they serve and the housing sector.

In the face of these broader, sector-level changes, many housing providers are exploring new ways of operating and engaging in business transformation activities to remain sustainable. This includes developing new enterprises to increase revenue, digitization, mixed income developments, and cost-efficiency measures. These changes, as they are occurring currently in Canada, also result in significant organizational culture change – this can range from role shift, to expanding scope of work, to moving away from government funding.

For these kinds of large-scale changes to be successful, housing providers must foster resiliency at both the organizational and individual levels. Resiliency is a necessary trait for housing organizations to strengthen and develop so they can adapt to and be more likely to succeed the changes and disruptions in the sector.

Resiliency is a teachable skill that is applied to different scales, from organizations to individuals. As it is strengthened and developed, housing providers are more likely to succeed through disruptions or changes, whether planned or unplanned. The ability of housing providers and staff to succeed through disruption and change is vital so that the sector remains able to meet the demands that they are facing and continue to provide affordable homes to Canadians.

Key Terms

Here are some key definitions to help you use this toolkit:

Affordable Housing: refers broadly to non-market housing that is intended to be affordable to low to moderate income households. Affordable housing is an umbrella term that includes permanent supportive housing, social housing (also called community housing, rent-geared-to income housing, subsidized housing, or public housing), and near market affordable housing.

Resiliency: an individual or organization's capacity to adapt to change and sustain operations. As it is strengthened and developed, people and organizations are more likely to succeed through planned and unplanned disruptions or changes.

Business Transformation: significant, large-scale change(s) that is planned and strategic. Due to its large scope, a business transformation will change the organization's culture.

Change Management: the discipline of strategically approaching change initiatives that drive organizational success.

Organizational Culture: the shared values present in an organization that guide operations and practices.

How To Use this Toolkit

This toolkit is designed to help housing providers understand, assess and improve the resiliency of your employees and organization. The toolkit contains a series of activities that you can use to engage your staff to understand, measure and build resiliency in your organization. We have built the toolkit to accommodate for remote or in-person engagement, as well as options for all-staff workshop, activities to use as part of regular team meetings, and instructions for individual, self-led activities.

Part 1 of the toolkit describes what resiliency is and why it is important for housing providers to understand.

Part 2 of the toolkit describes key resiliency indicators and some ways to measure resiliency. You can use the measurement tools we describe to regularly measure changes in resiliency and to help staff engage in building their resiliency capacity.

Part 3 of the toolkit describes activities to improve and support resiliency, including a facilitation guide, worksheets, videos, and other activities.

In each of the sections of the toolkit, you will see a 'map' like the one below to help you find your way through the materials. We recommend you begin with Part 1, however, if you are looking for the activities and videos, these are in Part 3 of the series.

You can find the entire toolkit, videos and other resources on the Civida website here: civida.ca/Resiliency

Resiliency Toolkit INTRODUCTION



About Civida

Civida has a long history of promoting affordable housing options. We began as the Edmonton Housing Authority in 1970. In 1995, we became Capital Region Housing. Today, we are Civida — the largest provider of social and near-market housing in the Edmonton region. A lot has changed since 1970, but our mission remains the same: To provide safe and affordable housing.

We manage over 4,500 community (social) housing units on behalf of the Government of Alberta and own and manage over 600 near market units and 130 mixed income units. We also administer 3,000 rent subsidies to tenants in the private market on behalf of the Government of Alberta.

Our embedded Policy, Research and Education Team completes applied research projects on issues and trends in the social and affordable housing sector. For more information, please visit our website at civida.ca

Contact us at:

10232 112 St NW
Edmonton AB T5K 1X5

P 780-420-6161
F 780-426-6854
E research@civida.ca

Acknowledgements

We gratefully acknowledge the support of CMHC-SCHL to complete this research.

This toolkit is based on two-hour workshops that the project team developed and piloted with two housing providers in Canada. We thank the housing providers for participating in this research and supporting the development of this material.

Notice to Readers

Civida has undertaken this research as a part of its research program into social and affordable housing. The greatest care has been taken to confirm the accuracy of the information contained herein. However, no responsibility is accepted by the authors, Civida, or the funders for the accuracy or omission of any statement, opinion, advice, or information in this publication. The views expressed in this publication do not necessarily represent those of any individual contributor, Civida, or the funders.

About The Project and Team

This report is part of a larger, CMHC-SCHL funded research project conducted by Civida that explored resiliency through business transformation for housing providers and developed practical materials to understand, measure, and improve resiliency for housing providers and their staff. Overall, this project intended to:

- support housing providers and their staff to become more sustainable and resilient, and
- support successful business transformation for housing providers in the face of these ongoing sector challenges.

In addition to this toolkit, the project team developed two detailed research reports. The first report explores how the concepts of resiliency, business transformation, organizational culture, and change management can be understood and applied in the housing sector. The second report describes developing a framework for measuring and evaluating resiliency.

You can find all of these materials on our website at civida.ca/Resiliency.

This project was led by Civida and a team of researchers, subject matter experts, and research assistants.

Project team members

Esther de Vos, Katie MacDonald (PhD), Yasmeen Krameddine (PhD), Madeleine Stout, Meryn Severson Mason, Francis Campbell, Mitchell Stykalo, Clare Buckley, Lauren Dormer, and Jiayi Li. Our thanks to **Shairose Lalani** who provided thought leadership.

Bios of Video Facilitators

Francis Campbell (she/her)
Policy and Research Analyst, Civida

Francis has her Bachelor of Arts in Political Science from the University of Alberta and is currently working towards her Master of Arts in Interdisciplinary Studies at Royal Roads, where she is focused on community development. Francis has been working in or adjacent to the public sector for over six years and joined Civida (formerly known as Capital Region Housing) in 2018. Her work at Civida as a Policy and Research Analyst includes development of strategic and operational policies, policy analysis, and applied research on projects

like tenant engagement. Francis has particular experience with public policy development and believes in the importance of including input from those with lived experience in the work she does.

Katie MacDonald (she/her)
Community Engaged Researcher

Katie has her PhD from the University of Alberta in Sociology and is interested in community engaged research that advocates for equity and justice. She is currently an Assistant Professor at Athabasca University in Sociology and Interdisciplinary Studies, and formerly worked at Civida on the Research, Policy and Education team. She can be reached at: macdonaldk@athabascau.ca

Meryn Severson Mason (she/her/hers)
Policy and Research Analyst, Civida

Meryn has a Bachelor of Arts with distinction in Human Geography and Sociology, a Certificate in Sustainability, and is currently working on her Master of Arts in Sociology, focusing on housing. She joined Civida (formerly known as Capital Region Housing) as a Policy and Research Analyst in 2017. At Civida, she is involved in strategic and operational policy development, applied research projects, and knowledge mobilization. Meryn has experience in both quantitative and qualitative research, primary and secondary data analysis, and policy analysis.

Yasmeen Krameddine, PhD
Expert: Resilience and De-escalation Training

Dr. Yasmeen Krameddine graduated with a PhD in Psychiatry and has made it her life's mission to create practical training to make front line-public interactions safe. She does so by creating and delivering evidenced-based de-escalation and resiliency training through her Resiliency and De-escalation Training Academy, or The RAD CAD. Based on ten years of scientific research, her training continues to be delivered to Police Officers, University Security, Bus Operators, Paramedics, Housing employees, and Government Agencies. She has trained groups across Canada, the USA, and the Netherlands. You can reach her here: info@theradcad.com.