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Our Realities

This strategic plan is shaped by the following realities:

• **A complex and evolving public policy environment requires Civida to lead with clarity of vision and a defined value proposition.** The interplay between federal, provincial and municipal policy direction creates uncertainty for Civida. Among the significant economic, housing and social sector policy options for government, there is both opportunity and risk for Civida.

• **The post-pandemic strategic environment is characterized by uncertainty.** The effects of the pandemic are widespread and still emerging. Among many interconnected impacts has been a major increase in demand for community housing.

• **Our customers are facing increased challenges,** as they navigate the impacts of the pandemic, face increased inflation, and look to multiple sources of income to meet their basic needs.
• **Shifts in the housing and rental market** brought about by changes in the economy, interest rates, inflation and housing prices require an adaptive and agile approach by Civida, while staying focused on strategic priorities.

• A history of **deferred maintenance poses a challenge** to Civida and all three levels of government.

• Negative public opinion that is often informed by outdated notions of affordable housing can present a challenge as **Civida seeks to serve those in need of housing** in all areas of the city.

• **Diverse and evolving customers** present an opportunity for Civida to explore responsive service delivery models and innovative solutions that better meet their needs.
Our Values

- **Integrity**: We act with respect, embrace diversity, and treat everyone with empathy and fairness.

- **Diligence**: We use the best information to focus on positive change and solutions.

- **Authenticity**: We foster an environment of accountability where all feel safe to work collaboratively and transparently.

- **Investment**: We invest in the success of our employees and customers.

- **Stewardship**: We exercise responsible management of our housing and resources.
Our Core Purpose

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

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

We are committed to building a Civida that is:

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.
Our Areas of Focus

1. Focus on areas of highest need in the community housing and near-market rental housing space.
   - Pursue funding (capital and ongoing subsidies) that can assist in meeting these needs.

2. Focus on property management and rent subsidy programs.
   - Deliver with an impactful portfolio of owned and managed properties and rent support programs.
   - Our focus is not on self-funded development projects.
Key Priorities

Based on the Strategy priorities and areas of focus, Civida aims to deliver on these five goals over the next five years. These key priorities will inform the Business Plans, Operational Plans, and Performance Plans of the organization.

Efficiency and effectiveness in the use of operating capital is key to the sustainability, safety and performance of our communities.

Key objectives

- Monitor and evaluate the enterprise risk, including financial risk, of the organization.
- Be a leader in property management excellence by effectively managing and evaluating property management contracts.
- Respond to customer and neighbour property management concerns in a timely and effective manner.

Key performance indicators

Performance Measure: Property Operating Costs

This measure reports on Civida’s ability to effectively and efficiently operate the affordable housing portfolio.

<table>
<thead>
<tr>
<th>Targets*</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating cost per unit:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Community housing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Near market</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Mixed income</td>
<td></td>
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*Gathering baseline data in 2023
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.

<table>
<thead>
<tr>
<th>Targets</th>
<th>2022</th>
<th>2024</th>
<th>2026</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of tenants who are satisfied with the condition of their home</td>
<td>68%</td>
<td>72%</td>
<td>76%</td>
</tr>
<tr>
<td>Percentage of tenants who are satisfied with the condition of their building</td>
<td>65%</td>
<td>69%</td>
<td>73%</td>
</tr>
</tbody>
</table>

Civida builds communities, not just houses. Building communities requires that we understand the unique needs of our customers and create partnerships that bolster our customer’s stability, support access to needed services and create the conditions to thrive.

Key objectives

- Build stronger relationships and form synergies with community partners to increase customer wellness.
- Increase the number of Civida sites that have formal relationships with community partners.
- Engage with community to develop strategies and housing options.
- Promote the value of inclusive communities and the development of housing options, in partnership with community and other levels of government.
- Consistently engage with Civida customers to better understand their needs, and to support their safety and well-being.
Key performance indicator

Performance Measure: Partnerships
This measure reports on Civida’s partnerships with non-profit organizations and others that support tenant stability and well-being.

<table>
<thead>
<tr>
<th>Targets*</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of formal tenant support partnerships</td>
<td></td>
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<td></td>
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</tbody>
</table>

*Gathering baseline data in 2023

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.

<table>
<thead>
<tr>
<th>Targets</th>
<th>2022</th>
<th>2024</th>
<th>2026</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of tenants who are satisfied with overall service</td>
<td>76%</td>
<td>80%</td>
<td>84%</td>
</tr>
<tr>
<td>Percentage of tenants who feel that Civida cares about their well-being</td>
<td>64%</td>
<td>68%</td>
<td>72%</td>
</tr>
</tbody>
</table>
Civida must consider and plan in collaboration with our funder’s interests in densification, community development, environmental sustainability and economic sustainability as we develop innovation opportunities, policy options and creative cross-sector solutions.

**Key objectives**

- Continue to work with our Government of Alberta partners in relation to 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 and develop.
- Work with the Government of Alberta, as well as the City of Edmonton to continue dialogue around renewal of operating agreements.
- Seek out, whenever possible, sources of grant funding for new developments, as well as funding opportunities for capital maintenance renewal.

**Key performance indicator**

**Performance Measure:**

**Grant Funding**

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

<table>
<thead>
<tr>
<th>Targets*</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value of external grants received for new capital</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Value of external grants received for property maintenance</td>
<td></td>
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*Gathering baseline data in 2023*
As the asset manager of fully funded development and redevelopment projects, we bring unique knowledge of sector and customer needs. This is key to ensuring our portfolio of owned and managed properties create the greatest possible positive social impact.

**Key objectives**

- Be a leader in effective housing, portfolio management and redevelopment, including sites owned and operated by Civida.
- Effectively manage capital construction projects.

**Key performance indicator**

**Performance Measure:**
**Capital Projects**

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

<table>
<thead>
<tr>
<th>Targets</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of new units added to the housing portfolio</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of property improvement projects</td>
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</table>

*Gathering baseline data in 2023*
Civida will be a distinct and unique contributor to the housing sector by enabling innovative housing models and supporting staff to meaningfully contribute to projects and operations.

**Key objectives**

- In collaboration with funding partners, seek out opportunities to create innovative affordable housing models and construction.
- Engage in strategic workforce planning, including succession planning, to build an effective and accountable organization, increase organizational resiliency, and be an employer of choice.
- Continue to engage staff in the overall direction setting of Civida to ensure that recommendations to the Board are well informed.

**Key performance indicator**

**Performance Measure:**
**Evaluating Innovative Housing Models and Construction**

This measure reports on Civida’s ability to collaborate with partners to provide innovative housing models and construction.

<table>
<thead>
<tr>
<th>Targets*</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key learnings emerging from evaluations of housing models and housing construction</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Gathering baseline data in 2023 (qualitative measure)