



Civida

Civida Operational Plan 2023



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EXECUTIVE SUMMARY

Civida has a mandate to provide safe and affordable housing, and how we do this is set by five strategic priorities. The 2023 Operational Plan outlines the focused initiatives under each strategic priority that will help us move forward to achieving our mandate. The actions for 2023 are:

Action	Lead
1. Develop service standards and commitments to set expectations between tenants and Civida (e.g., maintenance timing expectations, accessibility standards, health and safety, etc.)	Lead: Property Management, Customer Engagement, Occupational, Health & Safety
2. Accurately track reasons for tenant move-outs to inform operations	Lead: Customer Experience
3. Increase budget accountability at the site level	Lead: Finance
4. Support decision-making through dashboard with live budget data	Lead: Finance
5. Automation of accounting reconciliation	Lead: Project Management Office Support: Finance
6. Develop a tenant maintenance request portal to facilitate maintenance services	Lead: Project Management Office
7. Provide site coordination of maintenance requests	Lead: Property Management
8. Implement an inventory control management system	Lead: Project Management Office Support: Property Management
9. After hours integration of security and maintenance	Lead: Project Management Office Support: Property Management
10. Build referral database of community partners to support customers to access the services they need	Lead: Policy & Strategic Planning
11. Host community engagement events and education sessions to increase Civida’s presence and partnership with the community	Lead: Customer Experience
12. Work with community partners to enhance utilization of Tenant Centres to improve tenant experience	Lead: Policy & Strategic Planning

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13. Create a customer engagement strategy to guide and support tenant-focused practices	Lead: Policy & Strategic Planning
14. Conduct a Civida customer needs analysis to better understand Civida's customers	Lead: Policy & Strategic Planning
15. Develop policies and procedures from a trauma-informed perspective, that support sustainable tenancies (e.g., eviction prevention, NTV procedure, accessibility framework, etc.)	Lead: Policy & Strategic Planning
16. Create new processes for waitlist management that provide transparency and support tenant agency	Lead: Customer Experience, Policy & Strategic Planning
17. Establish a Tenant Advisory Committee to inform tenant-focused practices	Lead: Policy & Strategic Planning Support: Community Engagement
18. Provide proactive and accurate reporting to funding partners	Lead: Policy & Strategic Planning
19. Establish a designated resource for grants coordination and application	Lead: Capital Projects
20. Purchase Melcor and transition site into a community and near market housing	Lead: Property Management
21. Effectively implement the Social Housing Accommodation Regulation changes	Lead: Customer Experience, Policy & Strategic Planning
22. Operationally transfer government-owned affordable housing assets from the GoA to Civida to support the successful management of ASHC assets	Lead: Property Management Support: Finance
23. Develop a commercial leasing strategy which provides a planned and consistent approach to commercial leasing	Lead: Property Management Support: Policy and Strategic Planning
24. Implement an upgraded property management system which meets operational needs	Lead: Project Management Office
25. Implement a purpose-built rent subsidy program	Lead: Project Management Office Support: Customer Experience
26. Continue with the design and build of Keheewin	Lead: Capital Planning
27. Plan and design the Petrolia demolition and redevelopment	Lead: Capital Planning
28. Pre-lease and lease Lendrum, including commercial space to maximize unit availability	Lead: Property Management Team

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29. Conduct a building assessment and gap analysis of work required at each site to support strategic budget and maintenance planning	Lead: Property Management
30. Establish priority list of upgrades per site	Lead: Property Management
31. Publicly and internally share success stories of Civida operations to promote Civida’s story	Lead: Communications
32. Formalize succession planning process to foster a healthy and sustainable workforce	Lead: Human Resources
33. Establish foundational training and growth training plans for each department to promote a skilled workforce (e.g., EDI, accessibility, trauma-informed, etc.)	Lead: Human Resources
34. Implement a learning management system	Lead: Project Management Office

CIVIDA OVERVIEW

Life starts with a home.

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.

As a housing management body, our core purpose is to provide safe, affordable housing. However, our aspirations for our organization, for the sector, and for our customers go far beyond this. Civida's 2022-27 Strategic Plan provides the organization with a clear mandate to support quality homes and communities, support customer wellbeing, promote excellence in the housing sector, and be a sought-after community partner. Over the next year, Civida is committed to carrying out the actions laid out in this operational plan, in alignment with the strategic direction put forward by the Board in Civida's Strategic Plan.

Civida will also continue to operate under the following corporate 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 resource.

GLOSSARY

Civida's 2023 Operational Plan has been established in alignment with Civida's 2022-27 Strategic Plan. Building on that direction, there are different levels of activities described in the following plan. These include:

Priority → Goal → Action → Key Performance Indicators

- **Priority:** A priority represents a strategic area of focus for the organization, which have been identified to move the organization towards achieving its mission. Civida priorities are established by the 2022-27 Strategic Plan.
- **Goal:** An operational goal is an objective set for Civida, as a means to address the priority areas.
- **Actions:** The specific steps that must be taken in order to achieve the goals under each priority area.
- **Key Performance Indicators (KPIs):** a measurable value that demonstrates how effectively Civida is achieving the stated goals.

OPERATIONAL PLAN

Civida has a mandate to provide safe and affordable housing, and how we do this is set by five strategic priorities. The 2023 Operational Plan outlines the focused initiatives under each strategic priority that will help us move forward to achieving our mandate. The goals for 2023 are:

Priority 1: Excellence in Property Management

Goal 1: Setting service standards and expectations

Action	Lead
Develop service standards and commitments to set expectations between tenants and Civida (e.g., maintenance timing expectations, accessibility standards, health and safety, etc.)	Lead: Property Management, Customer Engagement, Occupational, Health & Safety Support: Policy & Strategic Planning
Accurately track reasons for tenant move-outs to inform operations	Lead: Customer Experience

Key Performance Indicators:

Indicator	Data Source
Service standards developed (Y/N)	
Tenant move-outs due to maintenance/building issues (n)	

Goal 2: Budget clarity to support data-driven decision making

Action	Lead
Increase budget accountability at the site level	Lead: Finance
Support decision-making through dashboard with live budget data	Lead: Finance Support: Project Management Office
Automation of accounting reconciliation	Lead: Project Management Office Support: Finance

Key Performance Indicators:

Indicator	Data Source
Budgets reported at site level (n)	
Live budget dashboard developed (Y/N)	
Automation implemented (Y/N)	

Goal 3: Streamlined management of maintenance services

Action	Lead
Develop a tenant maintenance request portal to facilitate maintenance services	Lead: Project Management Office Support: Property Management
Provide site coordination of maintenance requests	Lead: Property Management
Implement an inventory control management system	Lead: Project Management Office Support: Property Management
After hours integration of security and maintenance	Lead: Project Management Office Support: Property Management

Key Performance Indicators:

Indicator	Data Source
Maintenance request portal developed (Y/N)	
Maintenance request costs (\$)	Yardi maintenance reports
Processing time of maintenance requests (d)	Yardi maintenance reports
Number of work orders (n)	Yardi maintenance reports
Inventory control management system implemented (Y/N)	
Data import functions to read after-hours incident data (Y/N)	
Notification system to teams (Y/N)	
System generated legal cards and work orders (Y/N)	

Priority 2: Partnerships that Support Customer Stability and Wellness

Goal 1: Develop and enhance partnerships with community organizations

Action	Lead
Build referral database of community partners to support customers to access the services they need	Lead: Policy & Strategic Planning Support: Customer Experience
Host community engagement events and education sessions to increase Civida's presence and partnership with the community	Lead: Customer Experience Support: Policy & Strategic Planning

Key Performance Indicators:

Indicator	Data Source
Database developed (Y/N)	
Community engagement events held (n)	
Community education events held (n)	
Attendees of engagement events (n)	
Attendees of education events (n)	

Goal 2: Enable tenant-focused practices

Action	Lead
Work with community partners to enhance utilization of Tenant Centres to improve tenant experience	Lead: Customer Experience Support: Policy & Strategic Planning, Communications
Create a customer engagement strategy to guide and support tenant-focused practices	Lead: Policy & Strategic Planning Support: Customer Experience, Communications
Conduct a Civida customer needs analysis to better understand Civida's customers	Lead: Policy & Strategic Planning Support: Customer Experience
Develop policies and procedures from a trauma-informed perspective, that support sustainable	Lead: Policy & Strategic Planning Support: Customer Experience

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tenancies (e.g., eviction prevention, NTV procedure, accessibility framework, etc.)	
Create new processes for waitlist management that provide transparency and support tenant agency	Lead: Customer Experience, Policy & Strategic Planning
Establish a Tenant Advisory Committee to inform tenant-focused practices	Lead: Policy & Strategic Planning Support: Community Engagement

Key Performance Indicators:

Indicator	Data Source
Tenants utilizing tenant centres (n)	
Customer engagement strategy developed (Y/N)	
Customer needs analysis completed (Y/N)	
Policies/procedures updated (n)	
Waitlist management process developed (Y/N)	
Reduction in waitlist (%)	
Tenant Advisory Committee implemented (Y/N)	

Priority 3: Trust-based funder relationships

Goal 1: Add value to funding partners

Action	Lead
Provide proactive and accurate reporting to funding partners	Lead: Policy & Strategic Planning Support: Project Management Office
Establish a designated resource for grants coordination and application	Lead: Capital Projects
Purchase Melcor and transition site into a community and near market housing	Lead: Property Management Support: All
Effectively implement the Social Housing Accommodation Regulation changes	Lead: Policy & Strategic Planning, Project Management Office, Customer Service
Operationally transfer government-owned affordable housing assets from the GoA to Civida to support the successful management of ASHC assets	Lead: Property Management Support: Finance
Develop a commercial leasing strategy which provides a planned and consistent approach to commercial leasing	Lead: Property Management Support: Policy and Strategic Planning

Key Performance Indicators:

Indicator	Data Source
Reports delivered on-time (n)	
Grants coordinator established (Y/N)	
Grants applied (n)	
Grants successful (n)	
Grant dollars awarded (\$)	
Community housing units ready to rent (n)	
Number of applications point scored (n)	
Number of assets transferred (n)	
Number of units added (n)	
Number of accessible units added (n)	
Commercial leasing strategy developed (Y/N)	
Revenue generated from all commercial leases (\$)	

Goal 2: Reliable and effective stewards of government funding

Action	Lead
Implement an upgraded property management system which meets operational needs	Lead: Project Management Office Support: Customer Experience, Property Management
Implement a purpose-built rent subsidy program	Lead: Project Management Office Support: Customer Experience

Key Performance Indicators:

Indicator	Data Source
Property management system implemented (Y/N)	
Rent subsidy system implemented (Y/N)	

Priority 4: Impact driven developments and re-developments

Goal 1: Effectively administer the capital project lifecycle

Action	Lead
Continue with the design and build of Keheewin	Lead: Capital Planning
Plan and design the Petrolia demolition and redevelopment	Lead: Capital Planning
Pre-lease and lease Lendrum, including commercial space to maximize unit availability	Lead: Property Management

Key Performance Indicators:

Indicator	Data Source
Keheewin designed (Y/N)	
Funding acquired for Keheewin (\$)	
Petrolia redevelopment plan completed (Y/N)	
Funding acquired for Petrolia (\$)	
Units pre-leased at Lendrum (n)	
Units leased at Lendrum (n)	
Commercial spaces leased at Lendrum (n)	
Revenue generated from commercial lease spaces (\$)	

Goal 2: Update Building Condition Assessments

Action	Lead
Conduct a building assessment and gap analysis of work required at each site to support strategic budget and maintenance planning	Lead: Property Management
Establish priority list of upgrades per site	Lead: Property Management

Key Performance Indicators:

Indicator	Data Source
Number of BCAs completed in Ameresco (n)	
Priority list developed (Y/N)	

Priority 5: Culture of Excellence

Goal 1: Engage in storytelling about Civida’s business

Action	Lead
Publicly and internally share success stories of Civida operations to promote Civida’s story	Lead: Communications Support: All

Key Performance Indicators:

Indicator	Data Source
Number of positive news stories – public (n)	
Number of positive news stories – internal (n)	
Number of organizational awards applied to (n)	
Number of awards received (n)	

Goal 2: Promote an empowered and skillful workforce

Action	Lead
Formalize succession planning process to foster a healthy and sustainable workforce	Lead: Human Resources Support: All
Establish foundational training and growth training plans for each department to promote a skilled workforce (e.g., EDI, accessibility, trauma-informed, etc.)	Lead: Human Resources Support: Policy & Strategic Planning
Implement a learning management system	Lead: Project Management Office

Key Performance Indicators:

Indicator	Data Source
Number of succession plans complete (n)	
Training plan developed (Y/N)	
Trainings booked (n)	
Trainings attended (n)	
Learning Management System implemented (Y/N)	
Number of courses uploaded (n)	
Number of courses completed (n)	