

# 2017 COMMUNITY REPORT

creating inclusive  
and affordable  
communities  
for all



NORFOLK HOUSING  
ASSOCIATION

# OUR MISSION, VISION, & VALUES

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At Norfolk Housing Association our **VISION** is that everyone feels at home in our community.

Our **MISSION** is to create inclusive and affordable communities by providing mixed-market rental housing through collaborative partnerships.

We **VALUE**:

**Neighbours.** Together, we advance an inclusive and respectful community.

**Quality Homes.** We offer housing that is affordable, accessible, and appropriate.

**Relationships.** We commit to being professional, responsive, and compassionate.

**Sustainability.** We simultaneously pursue financial performance, asset preservation, and environmental responsibility.



# OUR BOARD OF DIRECTORS

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Bryan Slauko, Chair  
Mark Roberge, Vice Chair  
Alison Grittner, Secretary  
Eric Beaton, Treasurer  
Henrietta Falasinu

Gerald Wheatley  
Gerald Albert  
Karina Campbell  
Eriata Dania  
Aida Nciri

Cover page photo provided by Norfolk staff Cynthia Mazereeuw from her personal collection. The view is looking down into the city and river from the top of the Memorial Drive stairs on the edge of Sunnyside in 2017.

# MESSAGE FROM THE BOARD CHAIR & EXECUTIVE DIRECTOR

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As we close off another great year at Norfolk Housing Association, we move into 2018 with a renewed sense of purpose and a commitment to meeting the needs of our residents and our city.

In 2017 we engaged with residents, community, the housing sector, and government. Our unique position as a relatively self-sustaining organization has given us an opportunity to have a distinctive dialogue with stakeholders about the importance of mixed-income communities.

Our Board of Directors spent 2017 focused on solidifying our future objectives and commitments. We are guided by five strategic pillars:

1. Maintain affordable, appropriate housing for current and future residents and ensure our properties are well taken care of with environmental sustainability in mind.
2. Create opportunities for residents to be involved and belong in community. Continue to deliver services rooted in values of respect, compassion, and professionalism.



Bryan Slauko  
Board Chair

3. Establish awareness of Norfolk Housing and its unique model. By showcasing our approach and impact we hope to promote the creation of more mixed-income and inclusive communities in our city.

4. Future growth is focused on increasing access to affordable housing for families and individuals on low and moderate incomes. New housing will be located in communities that provide critical amenities.

5. Ensure we meet standards of excellence in how we operate by utilizing best practices, having a strong operational foundation, and maximizing our resources.

Achieving these objectives will require support, participation, and collaboration by residents, staff, volunteers, and sector partners.

We would like to acknowledge all of the people that continuously engage with Norfolk by committing their time, choosing to live with us, and championing a community where everyone belongs. Thank you for your ongoing support.



Maya Kambeitz  
Executive Director

# 2017 BY THE NUMBERS

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**114**

Number of NHA Units



**264k**

Spent on Repairs & Capital Upgrades



**23**

NHA Sponsored Community Events



Over 75% of residents surveyed reported high or excellent levels of satisfaction with living in a Norfolk home, overall service delivery, and value for dollar.



**35**

Longest Tenancy (Years)



**56k**

Received in Grants



**63**

Income Based Rent Beneficiaries

## HOUSING RESIDENTS NOW AND INTO THE FUTURE

Norfolk Housing Association implements best practices in asset maintenance with a focus on environmental sustainability and improvements in accessibility.

This year, NHA spent \$264,000 on repairs and capital upgrades, including a new roof on one building and new windows in another. All repairs and upgrades consider greater accessibility wherever possible, and we partner with organizations that value social procurement and good environmental standards.

NHA also joined CHAC (Community Housing Affordability Collective) alongside other sector partners, with the joint aim of supporting choice along the housing spectrum in safe, affordable, and appropriate locations.

## CREATING A SENSE OF BELONGING

Residents were engaged quarterly via the Community Advisory Group as well as through an annual survey, and also attended numerous events and meetings to discuss their experience of living at Norfolk Housing. This has resulted in a better understanding of resident needs, increased profile of the organization, and demonstrable impact of inclusive communities.



Aida is an exemplary member of our community; she's a new mom, a PhD candidate, an immigrant to Canada, a resident of Norfolk Housing AND she sits on our Board of Directors. From participation in community events and the creation of a parenting group, to advocacy around affordable housing and climate change responsibility, Aida is always involved, interacting, and clearly committed to making this community the best it can be.

## INCREASE AWARENESS OF NHA'S WORK

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In the last year we have increased our efforts to demonstrate NHA's unique model, showcasing it as a viable and sustainable option when considering affordable housing.

I like the sense of community, especially the sense of belonging.



- Norfolk Resident

## INCREASE NUMBER & DIVERSITY OF RENTAL STOCK

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NHA envisions growth in the coming years through two pillars: acquisition and collaboration.

Norfolk plans to leverage existing buildings to acquire new properties, managing its risk tolerance by maintaining reasonable debt levels to ensure that current levels of service and existing commitments are not compromised for growth objectives.

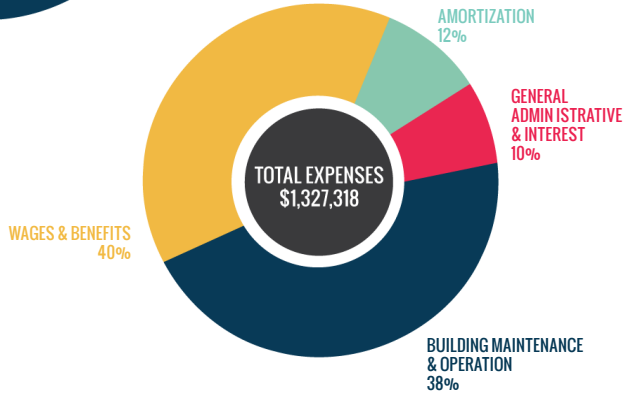
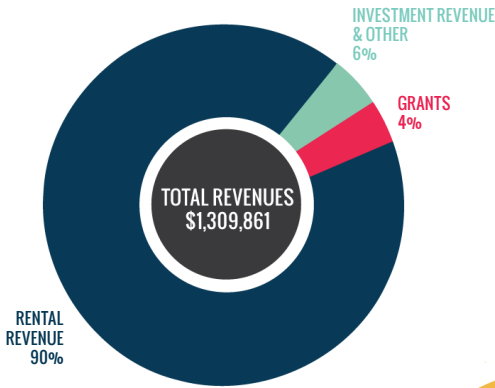
Norfolk will also increase access to affordable rentals by developing and funding a unique portable rent supplement program between 2018-2023. We hope to administer the program in partnership with local organizations and government.

## MAINTAIN & STRENGTHEN CORPORATE & GOVERNANCE OPERATIONS

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We aim to be the organization of choice for employees, volunteers, and directors by adhering to best governance practices with a focus on transparency, engagement and the maximization of available resources.

# FINANCIALS



## ASSETS

Current	\$ 1,023,544
Property and Equipment	\$ 1,511,184
Long Term Investments	\$ 238,493
	<b>\$ 2,773,221</b>

## LIABILITIES

Current	\$ 180,139
Deferred Contributions	\$ 135,740
Mortgage Payable	\$ 0.0
	<b>\$ 315,879</b>

## NET ASSETS

Unrestricted	\$ 282,557
Internally Restricted	\$ 403,500
Capital	
Future Development Reserve	\$ 395,839
Invested in Property and Equipment	\$ 1,375,446
	<b>\$ 2,457,342</b>

**Total Liabilities & Net Assets \$ 2,773,221**

For the full audited financial statements, please contact our office by emailing [admin@norfolkhousing.ca](mailto:admin@norfolkhousing.ca)



# NORFOLK HOUSING ASSOCIATION

1118 Kensington Road NW  
Calgary, AB T2N 3P1  
(403) 270-3062

[www.norfolkhousing.ca](http://www.norfolkhousing.ca)

