



NORFOLK HOUSING ASSOCIATION

creating inclusive and affordable
communities for all

2019 COMMUNITY REPORT



OUR MISSION, VISION, & VALUES

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

NHA's **vision** is that everyone feels at home in our community.

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

Bryan Slauko, Chair	Gerald Albert
Mark Roberge, Vice Chair	Roland Walters
Eric Beaton, Treasurer	Eriata Dania
Gerald Wheatley	Aida Nciri
Henrietta Falasinnu	Allison Grittner

Cover page photo provided by former NHA resident and graphic designer, Lauren Lepp. Her gorgeous designs can also be seen in the lobby windows of Norfolk House.

MESSAGE FROM THE BOARD CHAIR & INTERIM DIRECTORS

As we look back on 2019, we feel a sense of pride in the progress Norfolk Housing Association (NHA) has made this year; progress towards growth, collaboration with intent, and improved outcomes for Calgarians.

Though we acquired our sixth building late 2018, this year marked when we took over management of the property and made small changes that match our values. We were delighted by the addition of more families to the NHA community and worked closely with residents to ensure a successful transition to our model and management style. Staff also worked hard to update suites and beautify common areas in the building, with plans to increase accessibility features on the horizon.

In 2019, we also extended our Norfolk community beyond the walls of our six buildings by launching the pilot Portable Housing Benefit program. Our goal with the pilot program is to support families in another way, specifically those who have one or more of the primary caregivers pursuing post-secondary

education. With the aid of the benefit, families are empowered to choose housing that is appropriate for their families and lifestyles, while also supporting the pursuit of a brighter future through education and community.

Though NHA is a relatively small organization, we have found that we can be a mighty voice through collaboration and intention. We increased our advocacy efforts this year, collaborating with the affordable housing sector and working to strengthen support for the mixed-income model, better outcomes and choices for all residents, and improved health of the housing spectrum overall.

We are grateful for the support of our residents, volunteers, staff and community members for allowing us to grow, innovate, and serve more Calgarians. It truly takes a village, and we can't imagine being a part of any other.

Thank you to everyone who makes their home with us, and for bringing community into all that we do.



Bryan Slauko
Board Chair



Cynthia Mazereeuw
Interim Director of
External Relations



Charlaine Power
Interim Director of
Operations

NHA AT A GLANCE

A healthy housing spectrum should include an array of housing options to suit individual and family needs. NHA sits between non-market rental housing and market rental housing.

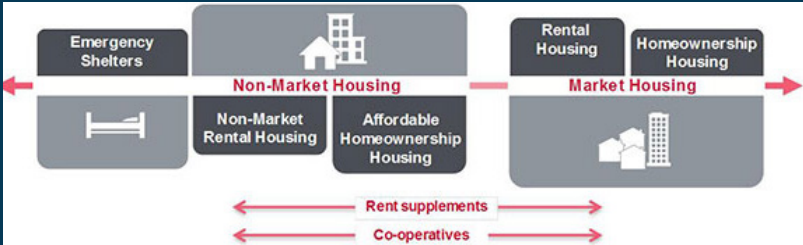
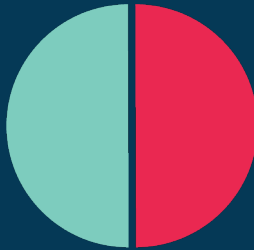


Image via City of Calgary

Our unique model means approximately 50% of renters pay market rents and the other 50% pay rent-geared-to-income.

Residents that pay market rent



Residents that pay rent-geared-to-income (RGI)

Together, neighbours advance an inclusive and respectful community; this ripples out of our buildings and is echoed into the communities that Norfolk serves (and beyond).

Residents are able to transition from social impact renters to rent-geared-to-income, and even back again, due to the flexibility of the mixed-income model.



I'm in a market priced unit and it's knowing that my rent supports other people that I find appealing.

- Norfolk Resident

2019 BY THE NUMBERS



138

Number of NHA units
across six buildings



5

Residents transitioned
from RGI* to market



306K

Amount provided to
residents in subsidies



In 2019, residents were able to use Calgary Dollars earned city wide to pay a portion of their rent with NHA. We saw 19 residents pay a cumulative total of \$1700 in rent across the year, a direct savings to those residents.



12.6K

Provided as Portable
Housing Benefits



22

of families housed
with NHA**



9

Number of full and part
time staff

* RGI = Rent Geared to Income ** families defined here as containing one or more dependents

WHERE INNOVATION IS TAKING US

NHA is committed to exploring innovative ways to serve more individuals and families across Calgary and to expand our accessibility options.



The [Portable Housing Benefit pilot program](#) launched early 2019 to support precariously housed families in the private market through a monthly rent supplement. The objective of the program is to improve housing affordability and stability as the family works toward financial independence.



We recently added [Environmental Sustainability](#) to our organizational values because we believe it is all of our responsibility to ensure that future generations have a safe, clean world in which to live. To that end, in 2020 we are pursuing an organization-wide sustainability program alongside residents and community partners.



NHA is committed to empowering residents to remain in their homes as long as possible. As we grow, we will be formalizing policies and procedures around [Equitable Access](#) and continuance of care for all residents.



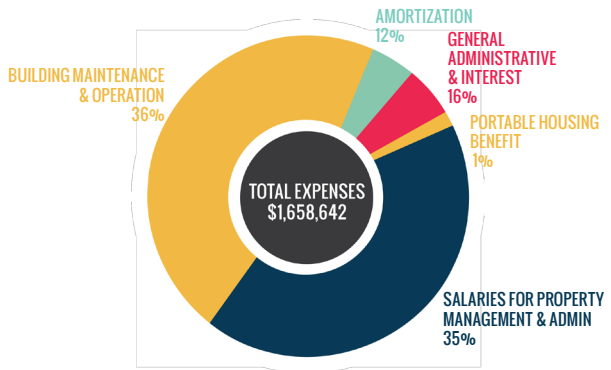
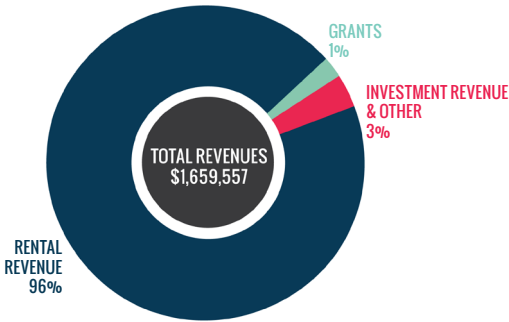
We made moves to form [stronger partnerships](#) and search out [innovative collaborative opportunities](#) within the housing and social services sectors, aiming to house more persons with the best wrap-around supports and services in Calgary.



The community is amazing. Maintenance has been very fast and done well. I love Norfolk!

- Norfolk Resident

FINANCIALS



ASSETS

Current	\$ 852,042
Property and Equipment	\$ 6,079,565
Long Term Investments	\$ 0
	\$ 6,931,607

LIABILITIES

Current	\$ 377,966
Deferred Contributions	\$ 195,250
Mortgage Payable	\$ 3,872,227
	\$ 4,445,443

NET ASSETS

Unrestricted	\$ 188,604
Internally Restricted Capital	\$ 395,500
Future Development Reserve	\$ 0
Invested in Property and Equipment	\$ 1,902,060
	\$ 2,486,164

TOTAL LIABILITIES & NET ASSETS \$ 6,931,607

For the full audited financial statements, please contact our office by emailing admin@norfolkhousing.ca



NORFOLK HOUSING ASSOCIATION

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