

**NORFOLK HOUSING
ASSOCIATION**

●
2022



REPORT TO COMMUNITY



**NORFOLK HOUSING
ASSOCIATION**

OUR VISION

We are the standard of community housing delivery.

BOARD OF DIRECTORS

Bryan Slauko - Board Chair
Roland Walters - Vice Chair
Eric Beaton - Treasurer
Gerald Wheatley - Secretary
Mark Roberge - Director
Eriata Dania - Director
Zureen Kazmi - Director
Nevena Ivanovic - Director
Kate van Fraassen - Director
Arianne Brady - Director

OUR MISSION

Our mission at NHA is to create quality, affordable, vibrant, and financially sustainable communities.

A MESSAGE FROM OUR CEO & BOARD CHAIR

We marked our 42nd year of operation with an immense amount of optimism and an eye to the future. NHA remains incredibly resilient, primarily due to its focus on a clear mission and guiding values, which are deeply woven into our focus on the places and quality assets we take pride in, the people that we serve, and the partnerships that are necessary in creating quality, affordable, vibrant and financially sustainable communities.

Much like a home, a good and solid foundation is critical to the stability and longevity of an organization. For Norfolk, our sustainable foundation is built on excellence in operations and governance. This means that we acknowledge and respect our roots and how we came to be, while also being committed to best practices and continuous improvement in everything we do.

This renewed focus on place, people, and partnerships saw the organization sharing its expertise at the local and national level and securing significant grant funding to improve NHA's approach to resident wellbeing now and into the future. Our reputation and resident satisfaction rates propelled us into new partnerships that will see the organization grow to serve more Calgarians while ensuring our current commitments to affordability for residents is not compromised.

For leadership and the board, there is no doubt that our ongoing commitment to people, place and partnerships coupled with passion and deep understanding of the Norfolk approach will continue to lead to success - stability, reliability, and sustainability. We are grateful to the residents, staff, board, and partners who walk alongside us each day in creating a city and neighbourhood where everyone belongs.



MAYA KAMBEITZ
CEO of NHA



BRYAN SLAUKO
Board Chair

OUR VALUES

1

DIGNITY AND RESPECT

We believe quality housing is a human right, and within each person's right to have a say in shaping and contributing to their community.

2

CARE AND PRIDE

We take pride in caring for our properties, our people, and our community.

3

VIBRANT COMMUNITIES

We value inclusive, accessible, and engaging communities.

4

SUSTAINABILITY

Our social enterprise model exists to create long-term stability for our residents and financial security in our operations.

5

EXCELLENCE

We hold ourselves to high standards in our business operations and interpersonal relationships.



PEOPLE

A key priority of Norfolk Housing is that we are creating a sense of place and belonging for all those who make their home with us.

The intention behind this has remained, but the understanding of how to do so continues to evolve as we gain clarity on what our residents need, and as we understand more deeply our role in community.

This year we aligned deeply with two key factors that support this outcome:

- 1) a focus on resident wellness
- 2) a focus on building community

A holistic, high standard of service delivery ensures high resident satisfaction. Satisfied residents have better quality of life and healthier relationships with neighbours which results in lower vacancy and turnover.



There is a great sense of community in the building where we look out for and help each other.

- NHA Resident

PLACE

At NHA we value providing our residents with homes that instill pride, demonstrate respect, and as a fiscally responsible organization, still control costs and prioritize affordability for all.

Our buildings are the tools we use to create a community of belonging where people of all socio-economic backgrounds have the opportunity to create home and integrate into community.

Our aim is - and always has been - to preserve and steward our existing quality assets. We are also working to increase our housing stock and housing diversity to meet more of the demand for affordable housing in Calgary, including for families and those in need of accessible housing.

NHA will continue to strive for an overall "50-50" split between market units and units geared-to-income, and look for opportunities to implement best practices with regards to environmental efficiency and accessibility wherever possible.



PARTNERSHIPS



Whether it's NHA or others delivering mixed model housing, we know this to be an ideal solution to prevent homelessness and build resiliency.

However, we also recognize the importance of other models of housing, wrap-around supports of all types, and the importance of community. NHA is dedicated to improving relationships at every level of government, within the sector, beyond the sector, and reaching out into our neighbourhoods and local community.

We seek out partnerships based on shared values and client needs and are always open to evaluating opportunities to collaborate with and engage in advocacy.

THANK YOU TO OUR LONG-STANDING PARTNERS





3

New families housed
in affordable units



91%

Of respondents in our resident survey
“definitely would” or “probably would”
recommend NHA's mixed model to
someone looking to rent

\$294k

Spent on repairs and maintenance to our 6
buildings over the course of 2022



3

New community
partnerships

\$150k

Received in grants that were and will be
directed to supporting resident needs such
as the wellness program, security & safety
upgrades in various buildings, and rent
affordability

DID YOU KNOW?

MIXED-INCOME HOUSING CAN BE OPERATIONALLY SUSTAINABLE

Mixed-income housing comes in many forms - and those various forms encompass differences in both the way that rents are calculated and offered, as well as how the organizations are established and even taxed.

At Norfolk Housing Association, we have a unique 50/50 model whereby half of our renters pay market rents and the others pay rent-geared-to-income. This allows us to operate as a non-profit and to be operationally sustainable - in large part because non-profits do not pay tax on their income, which allows them to use that earned income to build community prosperity by reinvesting into community assets that can serve generations to come.

MIXED-INCOME HOUSING PROVIDES PARTNERSHIP OPPORTUNITIES FOR THE SECTOR

Mixed-income housing provides incredible opportunities for private landlords and developers to implement affordability options into their properties without having to be experts in the social sector. The possibilities for improving affordability through partnerships like these is nearly endless - and extremely fruitful for the long-term health of a community.

Additionally, mixed-income housing providers can partner with and collaborate with any number of social services agencies to leverage community resources or skills and better serve residents.

MIXED-INCOME HOUSING SERVES THE BROADER COMMUNITY

First of all, non-profit mixed-income housing providers tend to be committed to affordability in perpetuity. Our motivations are not profit driven, but sustainability driven, so the conversation is always around ensuring the existing assets continue to provide housing affordability for generations to come by remaining in good working order.

Secondly, a diverse community is generally a thriving one, because a diversity of need ensures a diversity of amenities

MIXED-INCOME HOUSING PREVENTS PEOPLE FROM FALLING INTO HOMELESSNESS

A mixed-income model can create a sense of stability for folks if or when their economic situation changes. For example, any current resident of NHA whose economic situation changes drastically is automatically put to the top of the list for the next available subsidy. The goal, of course, is to keep someone homed - and keep them in their current home if at all possible.

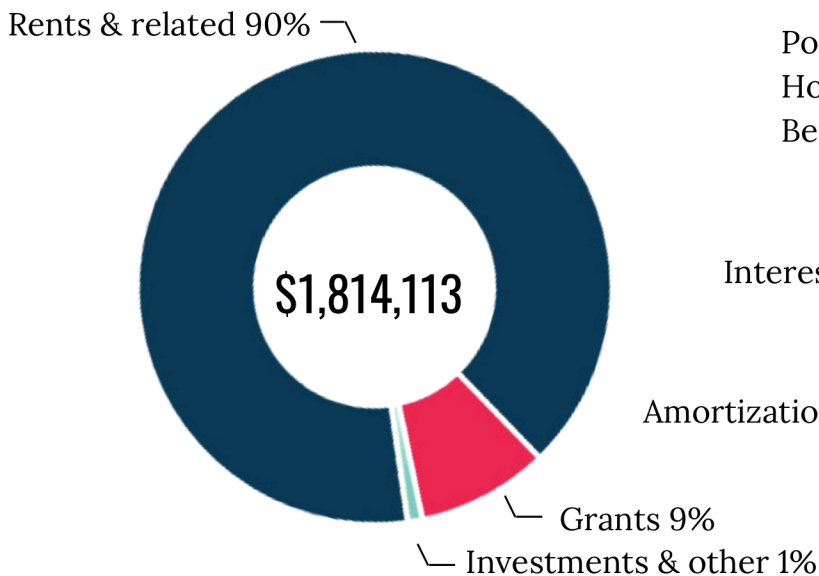
NHA also focuses on overall rent stability across units, the stability of the community in which we live and work, and we embrace a theme of stability when revising operational policies as well.

MIXED-INCOME HOUSING PRESERVES PURPOSE BUILT RENTALS

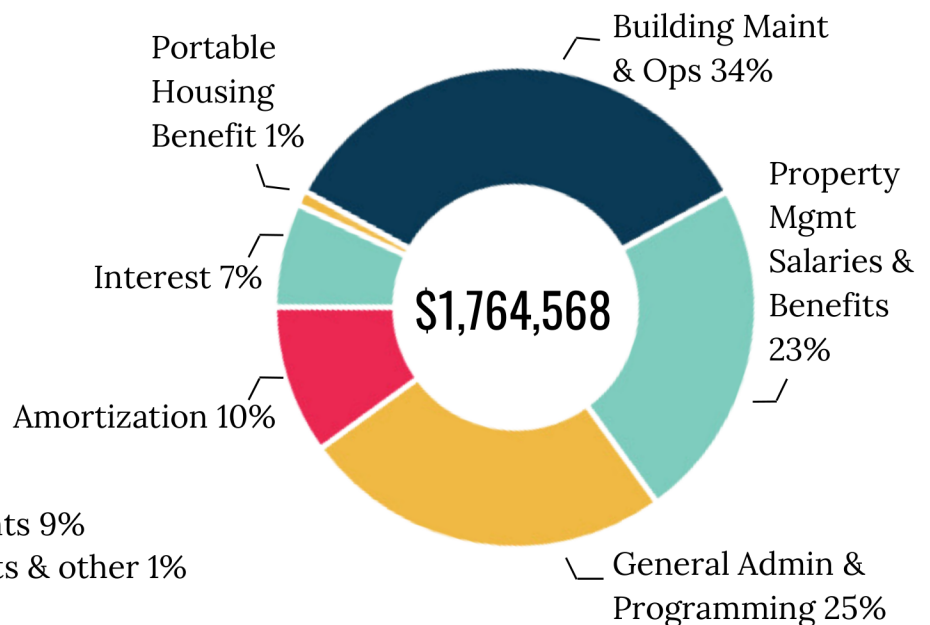
Preserving existing purpose built rental housing ensures the city maintains an adequate and healthy supply of rentals which stabilize rent amounts and provide choice. Modest purpose built rentals also ensure that those with modest incomes are not overspending on housing costs and allows folks the opportunity to move along the housing spectrum.

FINANCIAL REPORT

REVENUES



EXPENSES



ASSETS

Current	\$	570,937
Investments, Restricted	\$	204,640
Property and Equipment	\$	5,759,482
		\$ 6,535,059

LIABILITIES

Current	\$	422,254
Deferred Contributions	\$	124,050
Mortgage Payable	\$	3,519,493
		\$ 4,065,797

NET ASSETS

Unrestricted	\$	297,814
Internally Restricted	\$	177,000
Capital		
Invested in Property and Equipment	\$	1,994,448
		\$ 2,469,262

TOTAL LIABILITIES

& NET ASSETS

\$ 6,535,059

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

THE
STANDARD
OF
COMMUNITY
HOUSING
DELIVERY



NORFOLK
HOUSING
ASSOCIATION

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