

# COMMUNITY REPORT 2020

---



NORFOLK  
HOUSING  
ASSOCIATION



# MESSAGE FROM THE BOARD CHAIR AND EXECUTIVE DIRECTOR

---

This past year is certainly one we are all glad to put behind us. While we had grand plans to celebrate our 40th year in operation, the pandemic forced us back to basics; protect our residents and ensure the stability of their homes.

The need for safe, stable, and affordable homes has never been more profoundly demonstrated than during this pandemic. Many of our community members found themselves in precarious positions, loss of employment, and uncertainty about the future.

Understanding this, our staff and board was ever more committed to ensuring that Norfolk buildings were safe, stable, and remained affordable for all residents. We were most humbled by the dedication and spirit of our staff and the many ways they went above and beyond to serve our residents and the community.

The 2020 pandemic highlighted the gaps in our collective social safety net,

**Maya Kambeitz**



EXECUTIVE DIRECTOR

## BOARD OF DIRECTORS

Bryan Slauko - Board Chair

Mark Roberge - Vice Chair

Eric Beaton - Treasurer

Gerald Wheatley - Secretary

Henrietta Falasinnu - Director

Eriata Dania - Director

Roland Walters - Director

Nevena Ivanovic - Director

Heather Hansler - Director

but it also encouraged Norfolk Housing in setting out a bold vision for the future. We strongly believe that to build back and safeguard our communities, the mixed-model approach should be the standard of community housing delivery.

We are excited to collaborate with sector partners, developers, and property owners to find innovative ways to help make the Norfolk model a reality across Calgary's communities.

Thank you for your ongoing support.

**Bryan Slauko**



BOARD CHAIR

# 40 YEARS OF BUILDING COMMUNITY (1980-2020)

---

2018  
MORTGAGE FREE



A dark blue circular graphic containing an illustration of a wooden gavel and a green rectangular stamp with the word "PAID" written on it.

20%  
GROWTH  
IN OUR  
PORTFOLIO



A dark blue circular graphic with a colorful city skyline illustration at the bottom.

\$850,000  
SPENT IN  
SUBSIDIES  
FOR  
CURRENT  
RESIDENTS  
SINCE 2018



A dark blue circular graphic with an illustration of two people, one holding a small object.

NHA MOVED TO A  
PARTNERSHIP  
MODEL IN 2015 TO  
BETTER SUPPORT  
RESIDENTS



A dark blue circular graphic with an illustration of a diverse group of people, including an elderly person with a cane, a person in a wheelchair, and a child.


RESIDENT  
RESPONDENTS  
THAT REPORT A  
SENSE OF  
COMMUNITY &  
BELONGING

80%



A dark blue circular graphic with a yellow banner at the bottom.

\$100,000  
COMMITTED  
OVER 5  
YEARS TO  
PORTABLE  
HOUSING  
BENEFIT FOR  
FAMILIES



A dark blue circular graphic with an illustration of a man and a child.

## OUR MISSION

Collaboratively create affordable and socially sustainable communities by providing a mix of market and non-market housing where everyone belongs.



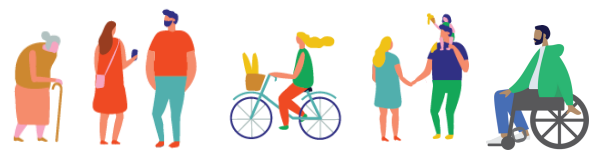
# WE ARE THE STANDARD OF COMMUNITY HOUSING DELIVERY

7

Average length  
of tenancy at  
NHA in years

## OUR VALUES REMAIN:

Dignity & Respect  
Sustainability  
Quality Homes  
Compassion & Belonging



## Meet Mahmood

Mahmood first moved into NHA's community in 1998 and has helped us become who we are today.

He always has a joke at the ready and a helpful insight to share with the staff and board. He works hard to make Kensington (and NHA!) more accessible and safe for all, and is one of the first people to offer a helping hand, volunteer time, or even offer to share his Calgary Dollars with someone who might need it.

Mahmood embodies the spirit of community and everything we hope that NHA represents in this great city.

# OUR STORY

## THE EARLY YEARS

Norfolk Housing Association (NHA) is a non-profit founded in 1980 by residents of Hillhurst-Sunnyside community. We built our inaugural building, Norfolk House, at that time - but it wouldn't be until years later that the organization itself would take the same name.

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

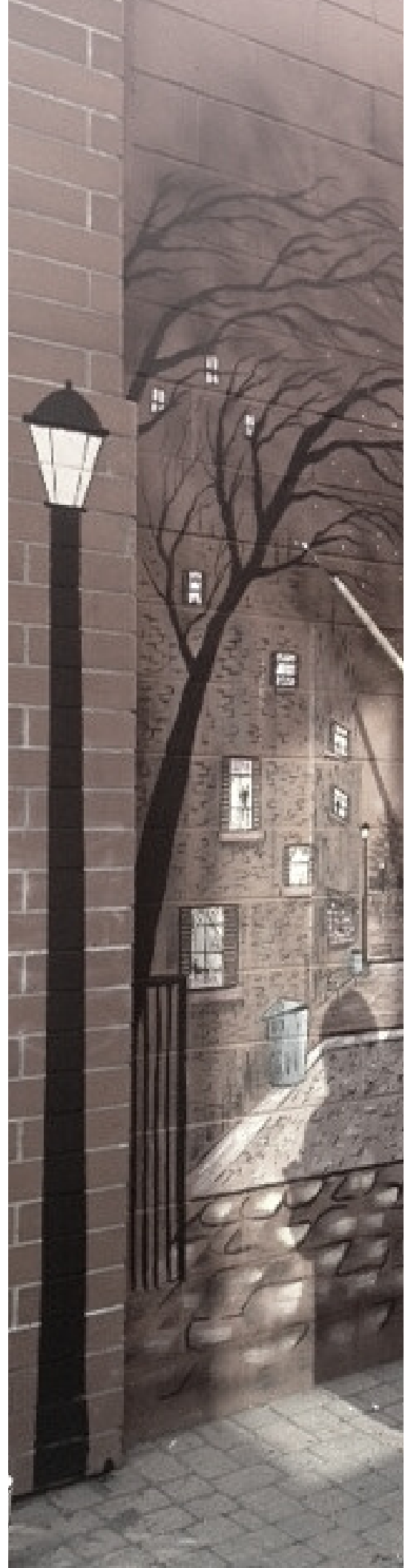
In 2018 the association became mortgage free on all of its properties, and this was a significant milestone that we have been preparing for since 2009. That year, for the first time in 15 years, NHA added a building of 24 units to our portfolio.

## THE FUTURE OF NHA

The future of NHA looks bright as we move towards increasing our capacity to offer affordable and appropriate rental options for Calgarians. We hold true to our values throughout these changes - that of quality service and affordability for our current residents.

We will embrace collaborative partnerships with both the public and private sectors to create more communities like ours and think creatively about our role in housing delivery.

Our plan will also explore unique and innovative approaches to improving access to affordable units and generating a social return for our community.



# 2020: REFLECTING ON A YEAR DURING A PANDEMIC

---

**38k**

Amount provided by NHA to both residents and commercial tenants in Covid rental relief and deferrals in 2020.

**190k**

Amount spent on capital upgrades and building maintenance in 2020, amidst increased health and safety procedures and longer transition times between units.

In 2020, amidst the worst of the pandemic, Calgary's rental vacancy rate averaged 6.6% (nearly double to the year prior).

NHA was able to maintain a vacancy rate of 1.7% by supporting residents to remain in their homes through various means.

**87%**

Percentage of respondents that have felt engaged or very engaged with NHA throughout (and despite) the pandemic.





# FINANCIALS 2020

## REVENUES

\$1,681,299

95% Rent Revenue

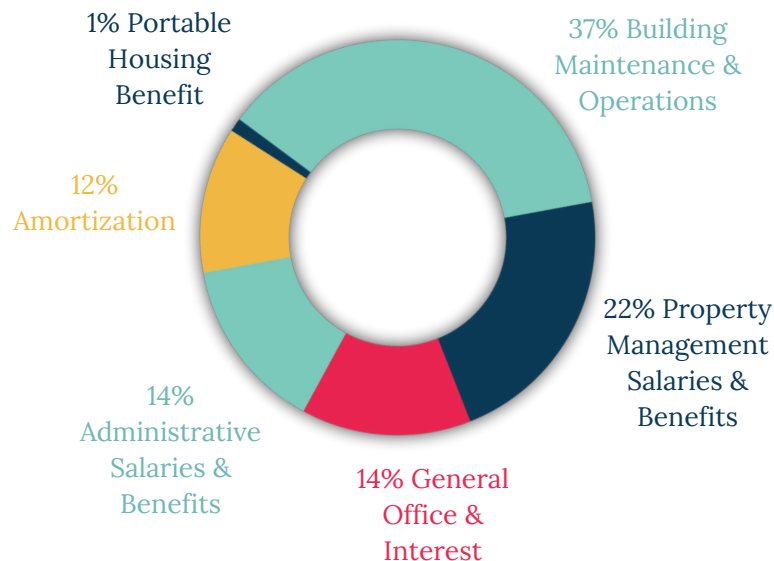


2% Investments & Other

3% Grants & Subsidies

## EXPENSES

\$1,658,527



1% Portable Housing Benefit

37% Building Maintenance & Operations

12% Amortization

14% Administrative Salaries & Benefits

14% General Office & Interest

22% Property Management Salaries & Benefits

## ASSETS

Current	\$ 849,794
Property and Equipment	\$ 5,890,277
Long Term Investments	\$ 100,821

**\$ 6,840,892**

## LIABILITIES

Current	\$ 414,497
Deferred Contributions	\$ 171,517
Mortgage Payable	\$ 3,758,528

**\$ 4,344,542**

## NET ASSETS

Unrestricted	\$ 330,843
Internally Restricted	\$ 319,00
Capital	
Invested in Property and Equipment	\$ 1,846,507

**\$ 2,496,350**

## TOTAL LIABILITIES

## & NET ASSETS

**\$ 6,840,892**

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



**NORFOLK  
HOUSING  
ASSOCIATION**

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

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

