

NORFOLK HOUSING ASSOCIATION

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REPORT TO COMMUNITY



NORFOLK
HOUSING
ASSOCIATION

MESSAGE FROM OUR CEO & BOARD CHAIR

In compiling this year's report we took the time to reflect on where we started, and to acknowledge the very tangible ways in which community housing models enrich our cities.

The affordable housing landscape has changed significantly in the last year; while there are many more folks who are struggling with the increasing cost of living and limited access to truly affordable housing, the renewed focus on the issue across our country provides significant opportunity as well. After years of collective action and advocacy, we are finally seeing government re-engagement and investment in housing affordability.

The time is right to demonstrate the true value of community housing and ensure that all levels of government, as well as our citizens, acknowledge that the simplest way out of the housing affordability crisis is an investment in community housing models.

Community housing organizations like NHA have an incredible impact on the lives of residents. They are accountable and

transparent employers who value humans over profit. They create social good and retain rental housing as community assets in perpetuity. And perhaps most importantly, community housing models are committed to housing affordability, now and well into the future.

NHA is committed to ensuring that we have clarity on why we exist – and for whom – even as times change. This reflection allows us to understand what our community needs so when we face forces of change, whether government programs and policies or market pressures beyond our control, we know what parts of our organization are simply non-negotiable and what values root us to who we are and who we are for.

As we begin to see renewed interest in improving housing affordability and supply, we call on our stakeholders, residents, volunteers, partners, and champions to demand elected officials make community-based housing models the number one priority for funding and investment.

We also would like to take this opportunity to thank residents, staff, and our Board of Directors for all they do to support our work, engage in collective advocacy, and take care of one another.



MAYA KAMBEITZ
CEO



BRYAN SLAUKO
Board Chair

RECOGNITION

Thank you to our dedicated staff and volunteers for their ongoing commitment to housing in Calgary, to showing up for residents, and for the immense value they bring to NHA.

DIRECTORS

Bryan Slauko
Eric Beaton
Roland Walters
Gerald Wheatley
Eriata Dania
Mark Roberge
Nevena Ivanovic
Kate Van Fraassen
Zureen Kazmi
Arianne Brady

STAFF

Maya Kambeitz
Charlaine Power
Derek Enns
Fatime Saleh
Jon Hesketh
Francis Chukwumaeke
Nick Missick
Devon Ayer
Paulah Madzinga

We were so honoured to win Social Housing Provider of the year from the Calgary Residential Rental Association (CRRRA). Thank you for recognizing our contribution and for all that you do to support housing providers in Calgary!



The beautiful artwork inside this report was illustrated and used with permission by Solita Work.

ROOTED IN OUR MISSION

Norfolk Housing Association (NHA) was founded on the same mission we uphold today - to create quality, affordable, vibrant and financially sustainable communities. This mission remains the sturdy roots upon which everything else that we do grows. We know that to chop at the roots of who we are, even to bring about new growth, would challenge the stability of our community - and the safety our hardy tree provides.

We'd love to see governments turn to the example of NHA's success - to grow while being firmly rooted in community - and enable and invest in community housing models such as ours; offering capital funding, and supporting organizations through favourable financing models to maintain, build, and acquire housing that remains as a community asset in perpetuity.

Though the world around has changed substantially since the proposal for what would become NHA was first submitted for community and government backing in 1977, we have remained committed to the foundational elements of who we are, why we exist, and how we honour our mission.

Let's dive deeper into those elements as we celebrate the closing of our 43rd year of community housing!



FINANCIAL STABILITY

NHA has always taken the approach that our financial stability is a direct result of our investment in community relationships, the power of our mixed-income model, and the dedication of staff and a talented Board of Directors.

Our unique housing model paves the way for social impact renters and non-market renters to provide organizational stability in different, but equally vital ways. Each resident contributes to the stability of our community via their rental income, reducing rental turnover (people stay with us for a long time!), and providing a robust community landscape with varied lived experiences.

The staff and Board make decisions that are centered around what our residents need now and into the future. This includes ensuring that our buildings are of good quality, receive timely repairs, become more climate resilient, and in turn stay an attractive place for people to call home and want to continue to invest in as residents.

We take a long view when planning for future growth and this means that we do not place the assets and relationships that support our organizational goals in jeopardy for what might be considered “short-term” gains. We protect our roots, our people, and our places, always.



ACCOUNTABILITY

Every staff, every volunteer, every community partner, and every resident at NHA shares an understanding on the importance and stability that a safe, affordable home provides, and a firm belief that housing is a human right.

Every step and every action taken by staff and volunteers, no matter how big or small, drives us towards our goal and vision of a community where everyone has a safe and affordable place to call home. Feedback loops with residents via our Community Advisory Group meetings, seasonal and annual events, and transparent policies around information sharing and rental prices, all contribute to a shared responsibility which in turn ensures that residents can remain housed with us as long as it remains sustainable for them.

As housing providers and caretakers of our community housing assets, we are clear about our responsibility in ensuring that housing remains viable long-term for our current and future residents. We make no secret about why and for whom we exist, and the deeply important role we play in building a future where the NHA model of housing is a known, valued and widely replicated one in communities across the country.

The NHA Board also holds the organization's leadership accountable by ensuring that there is tangible evidence that the operations team is delivering on our values and commitments. Even our reporting is structured to ensure that we can demonstrate, in concrete ways, how we are staying true to our values, our mission, and our accountability to residents.

**OUR VISION IS TO BE THE STANDARD
OF COMMUNITY HOUSING DELIVERY.**

CARE FOR OUR PEOPLE & PLACES

Here at NHA, we invest heavily in our people and our assets. We do this by asking for frequent and timely feedback about what our community needs now and what they may need in the future, and reflect on what is changing in our environment that has the potential to impact the organization, its sustainability, and its community.

In fact, with the support of the Canada Housing Transformation Centre, this year we were able to complete an in-depth Resident Wellness Study, resulting in a Toolkit that we are using to inform how we can best serve our residents and support their wellbeing from as many angles as possible.

We take care to be engaged neighbours because we know that it takes an entire community to shape a world where everyone can have dignity and belong. When we demonstrate care and pride for the things we can influence, touch, or are accountable for, we set the stage or plant a seed of reciprocity within our own backyard.



INTEGRITY

At NHA, we recruit staff and directors that have a high degree of integrity - folks who not only understand our model and our commitment to community wellbeing, but who live it in various ways in their own lives.

As an organization, and as individuals, we aim to lead with honesty and transparency in all of our interactions with residents and the broader community. We know that trust is foundational to all relationships - and we rely on these relationships to foster collaboration, provoke a long term commitment to the community housing model, to live in harmony with folks of all walks of life, and to create an environment where residents can build authentic connections with one another.

CONTINUOUS LEARNING

NHA works hard to intentionally prepare for and be responsive to changes that affect our community and our residents. We make it part of our operating procedure to think about how we can be nimble, responsive, and resilient in the face of unplanned events, economic shifts, political changes, and external pressures.

Like a deeply rooted tree that can bend with the wind without snapping apart, we are committed to shifting with inclement "weather", building a flexible approach to allow us to meet shifting needs, amplifying what continues to work for our organization and our residents, and ultimately protecting those roots so we can continue to grow strong in the future.

LEADERSHIP

NHA invests in leadership at all levels of the organization by providing staff with opportunities to develop and grow in their roles (and beyond), enabling them to develop their own long-term vision with the organization and our community of residents and neighbours.

We take the view that investing in our staff means to build mutually beneficial relationships with those that are committed to leading our organization through changes and seeing our residents safely to the other side of whatever comes (as demonstrated in those big moments, like during the flood of 2013 and the pandemic of more recent years).

The leadership and the Board recognize that we receive commitment and integrity from staff when we offer it. And by on-boarding staff and directors who lead by example, who have varied experiences, and who live their values, we're committing to being an organization that walks the talk it speaks into the world.

We are also committed to leadership in the housing advocacy space. By demonstrating and advocating for better housing choice and access across communities we hope to inspire organizations and individuals to step into their own roles as advocates for increased access to safe, affordable and appropriate housing in Calgary (and beyond).



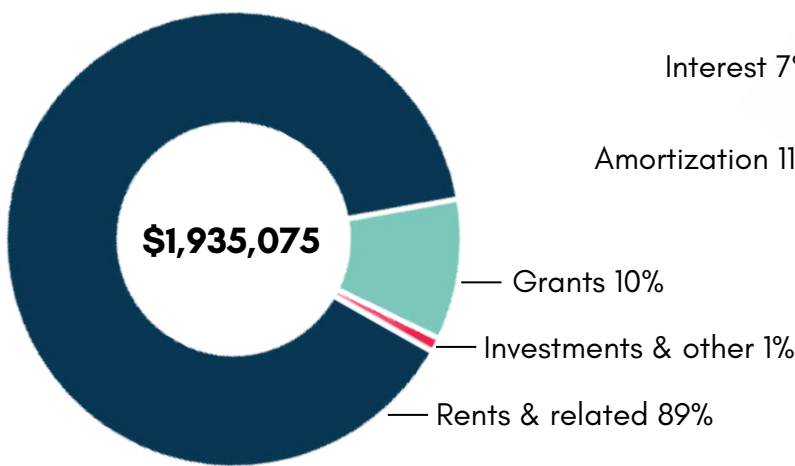
“It’s that whole idea of being 1% better...I think Norfolk helps us be a little bit better because we don’t have to worry about the roof over our head, what’s the condition of the roof overhead, if we’re going to have a huge rental increase, or if we’re going to get kicked out because the building is being redeveloped.

And I don’t think I can stress it enough, how a sense of security in this community is so [often] overlooked and unavailable to so many people, and how much it helps me.”

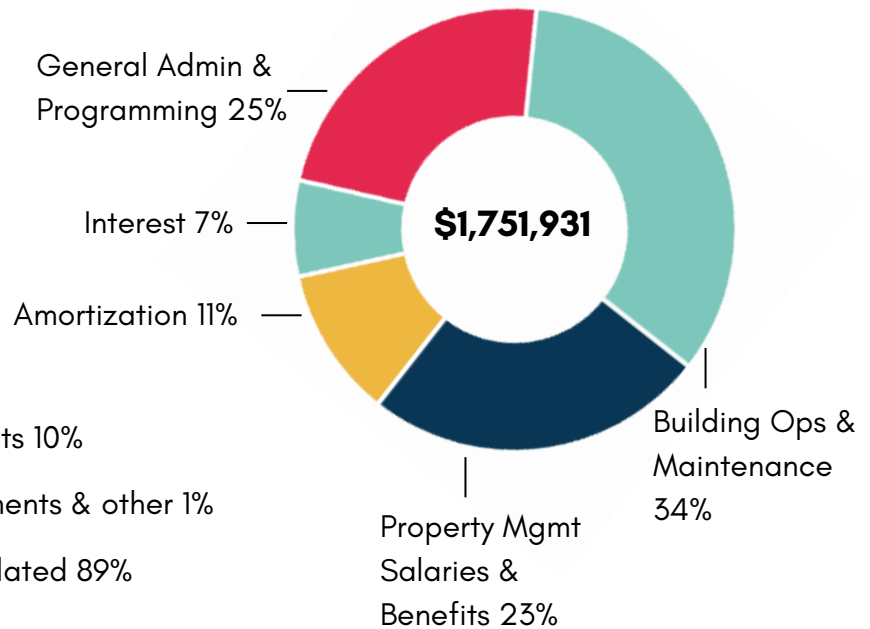
- Resident of NHA, 4 years

FINANCIAL STATEMENTS

REVENUES



EXPENSES



ASSETS

Current	\$ 681,649
Investments, Restricted	\$ 290,317
Property and Equipment	\$ 5,566,677
Total	\$ 6,538,643

LIABILITIES

Current	\$ 391,998
Deferred Contributions	\$ 100,317
Mortgage Payable	\$ 3,393,924
Total	\$ 3,886,239

NET ASSETS

Unrestricted Surplus	\$ 515,538
Internally Restricted Capital	\$ 190,000
Invested in Property and Equipment	\$ 1,946,866
Total	\$ 2,652,404

TOTAL LIABILITIES & NET ASSETS

\$ 6,538,643



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