



## NORFOLK HOUSING ASSOCIATION

### Who We Are

Norfolk Housing Association (NHA) is a non-profit organization incorporated under the Societies Act of the Province of Alberta. Our mission is to provide quality and affordable housing in a mixed-model rent format, to those in need within the Calgary area, and facilitate the provision of affordable housing by partnering with other organizations. NHA is governed by a volunteer board of directors who are responsible for strategic and financial planning.

### What We Do

We currently own and operate 6 residential buildings in the desirable Hillhurst and Sunnyside areas with a total of 138 residential units and 3 commercial tenants. We have a variety of suites available, including studio, 1 and 2 bedroom suites, and 2 and 3 bedroom townhouses. Many of our residents are seniors, single parents or individuals with disabilities. Several of our residents are long-term residents.

NHA is dedicated to the use of a mixed model concept, with fifty percent of residents paying rent-geared-to-income and fifty percent of residents paying near market rent. This approach helps the organization and the residents avoid stigma that may be attached to social housing, allowing people from all socio-economic backgrounds and all levels of ability to integrate into the larger community. Other benefits of the mixed-model approach include:

- Helping individuals develop and maintain a greater sense of personal pride and inclusion; fostering greater personal success;
- An enlivened community built on emotional, physical, mental and spiritual respect;
- Well-maintained properties that complement and enhance the value of neighboring properties, thereby increasing acceptance of affordable housing within the community;
- Reduced amount of government funding required due to revenue from market and commercial rents;
- Increased efficiencies based on partnerships;
- Fostering community development as all community members, regardless of ability or income, contribute to the overall well-being of the community.

## Vision, Mission & Values

### Vision

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

### Mission

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

### Values

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.

### History

Norfolk Housing Association originated in the mid-1970s as a member-based housing committee of the Hillhurst Sunnyside Community Association. It became apparent that government funding for the purpose of purchasing housing in the Hillhurst/Sunnyside area was only available to non-profit societies with a charter acceptable by CMHC standards. The committee transformed into the first Board of Directors, creating the newly incorporated Hillhurst Sunnyside Non-Profit Housing Association on August 25, 1980. The name was changed in 2002 to Norfolk Housing Association.

### Partners and Supporters

Norfolk Housing Association is fortunate to have a number of partners, including the Canada Mortgage and Housing Corporation (CMHC), who support us in our pursuit of providing affordable housing. We are grateful to all of the partners, funders and service providers that offer ongoing support to our organization and our tenants.

We are currently seeking to expand our model and develop new partnerships.

## **Support is Critical**

We believe that for a city to be truly great, it must be great for everyone. As Calgary continues to grow, the city has suffered a significant loss in its rental housing stock, some through conversion to condominiums, others torn down to be replaced by more expensive housing.

In your neighborhood and in all neighborhoods, we encourage you to support the establishment of more quality, affordable rental housing. Let your elected representatives at all three levels of government know that you support the land leases, building grants, changes to legislations and living allowances that make housing possible for those in our midst, who have the fewest options.

## **Not Just a Landlord**

Norfolk Housing Association provides and facilitates quality, affordable, supportive housing for families and individuals with low incomes or special needs.

Norfolk Housing Association considers its responsibilities to extend further than to simply act as a custodian of buildings: many of our residents need assistance in areas of their lives in which health or social circumstances have put them at a disadvantage.

While we are not qualified to provide many of these services ourselves, we routinely – and productively – work with a variety of social service agencies to facilitate access to support needed by residents.

In our pursuit of providing affordable housing using the mixed-model approach, NHA promotes an enlivened community, built on mutual respect and emotional, physical, mental and spiritual well-being.

To do this effectively, Norfolk Housing has evolved a model that mixes social impact renters with subsidized residents, in a compassionate and community-based environment.

## **Resident Subsidies and the Mixed Model**

Subsidized monthly rents in our mixed-model concept are calculated as thirty percent of a resident's monthly income.

Since residents who receive a subsidy live undistinguished in any way, side-by-side with residents paying market rents, there is no 'social housing' stigma attached to either the apartment or the property as a whole.

Integration also accomplishes the following:

- Helps individuals develop and maintain a greater sense of personal pride and inclusion, fostering greater personal success;
- Provides well-maintained buildings that compliment or even enhance the value of neighboring properties, increasing the acceptance of affordable housing within communities;
- Fosters community development as all community members, regardless of ability or income, to contribute to the well-being of the neighborhood.

### **Maintaining Property Value and Community Enhancement**

It is central to our belief in promoting healthy, involved communities that each of our properties be maintained in a condition that reflects respect for our residents and for our neighborhoods.

Cleanliness and good repair are a self-fulfilling promise. As a maintenance practice, it also sets a standard for our residents and encourages them to 'take ownership' of the condition of their own suites, common areas and grounds of their buildings.