

# Norfolk Housing Association Strategic Roadmap 2017

## Foundation

**Our Vision** *That everyone feels at home in our community.*

**Our Mission** *To create inclusive and affordable communities by providing mixed-market rental housing through collaborative partnerships.*

### Our Core Values

- Neighbours
- Quality Homes
- Relationships
- Sustainability

## Impact

- ✓ Housing + Equality
- ✓ Safety + Belonging
- ✓ Empowerment
- ✓ Healthy Families
- ✓ Healthy Communities



# NORFOLK HOUSING ASSOCIATION

Approved by BoD  
April 2017

## Strategic Priorities

①	②	③	④	⑤
House current residents now and into the future	Create a sense of place and belonging for all	Establish awareness and influence of NHA	Increase number and diversity of rental stock	Maintain and strengthen corporate/ governance operations

## Key Actions & Objectives

<p>i. Maintain existing portfolio of housing assets in good condition.</p> <p>ii. Maintain a 50/50 split of market &amp; affordable units – post operating agreements.</p> <p>iii. Ensure current residents have affordable rent into the future.</p> <p>iv. Implement best practices in asset maintenance with a focus on environmental sustainability and improvements in accessibility.</p> <p><b>Resources:</b> -Capital Reserves -Financial Oversight -Increased Operational Costs to Implement (20%)</p>	<p>i. Adhere to best practices in property &amp; non-profit management using principles rooted in respect, compassion &amp; professionalism.</p> <p>ii. Provide opportunities for residents to participate &amp; access community services/events that enhance a sense of belonging &amp; inclusion.</p> <p>iii. Utilize innovative approaches to engage &amp; communicate with our supporters &amp; residents.</p> <p>iv. Encourage stakeholders to engage with NHA &amp; participate in affordable housing advocacy.</p> <p><b>Resources:</b> -Maintain Current Service Approach (Relationship Focused) -Comms/Engagement Role -ED/Board Assistant -Board Participation</p>	<p>i. Demonstrate NHA's impact to the community at large – showcase our unique model &amp; promote as viable &amp; sustainable option.</p> <p>ii. Increase opportunities for collaboration &amp; partnership that support existing operations &amp; future growth.</p> <p>iii. Increase NHA's advisory role &amp; capacity to influence major investments or decision affecting affordable housing.</p> <p>iv. Secure opportunities to share our property management knowledge.</p> <p><b>Resources:</b> -ED/Board Assistant (this will ensure that ED can focus on stakeholder engagement, sector participation, and advocacy) -Board Champions</p>	<p>i. Utilize increased cashflow post operating agreements to serve more Calgarians in need through acquisition of housing stock.</p> <p>ii. Explore innovative approaches to housing supports to maximize our investment in families. ie. Develop &amp; implement Rent Supplement Program</p> <p>iii. Support provision of housing stock for families and those requiring accessible housing that is appropriate and provides good access to critical amenities such as transportation, schools, shopping &amp; community.</p> <p><b>Resources:</b> -Growth Funding 10% increase in general costs -Refinancing of Existing -Project Assistant (1FTE to develop program &amp; assist with acquisition process) -Board Champions &amp; Connections</p>	<p>i. Become the organization of choice for employees, volunteers and directors.</p> <p>ii. Adhere to best governance practices with a focus on transparency, engagement and maximization of resources.</p> <p>iii. Invest in Board and Staff training and development.</p> <p><b>Resources:</b> -ED/Board Assistant to implement governance policies and best practices -Board Recruitment, Evaluation, and Succession Planning -Living Wage &amp; Reflect market</p>
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## Primary Outcomes

1. NHA continues to be a respected & valued provider of quality, appropriate & affordable housing
2. Residents & stakeholders see value & become champions of our approach to community building
3. NHA is a valued contributor & contact on housing policy with industry, government & community
4. Calgarians in-need have more housing options & opportunities to become part of a community
5. Long term organizational stability, strength & continuity

## Implementation

### How we make strategy a habit

- Appoint a strategic plan manager
- Hold people accountable
- Coach for achievement
- Empower staff
- Hold effective & regular strategy meetings
- Hold annual strategic retreat