



## NORFOLK HOUSING ASSOCIATION

### **Career Opportunity**

Title: Executive Director

Compensation: Salary to commensurate with experience

Hours of Work: Full time (40 hours per week)

#### **About Norfolk Housing Association:**

At Norfolk Housing Association (NHA) we believe that everyone has a right to feel at home in our community. Our mission is to create inclusive and affordable communities by providing mixed-market rental housing through collaborative partnerships.

We are driven by our value in neighbours, quality homes, and relationships. These principles are present in everything we do. Together with the support of our neighbours we advance an inclusive and respectful community. We believe in providing quality rental housing that is affordable, accessible, and appropriately meets the needs of our residents. Our commitment to positive relationships means we approach our partners, supporters, residents, and the community with professionalism, responsiveness, and compassion.

NHA has been a valued and respected member of the Hillhurst and Sunnyside community for over 30 years. Currently, all of the NHA owned properties are located in these two vibrant neighbourhoods but the organization is seeking to expand and replicate our successful housing model in other Calgary communities or with new properties within Hillhurst and Sunnyside.

Our current portfolio includes 5 multi-residential properties with a total of 114 units comprising bachelor, 1, 2, and 3 bedroom units. The association also owns and manages 4 commercial spaces in the Kensington district. Residents include families, seniors, and individuals from all walks of life with half paying rent that is geared to their income and the other half paying market rent. This mixed model approach ensures the organization can remain financially sustainable and also provide opportunities for people of all socioeconomic levels to integrate into the larger community.

#### **Primary Responsibilities:**

Reporting to a volunteer Board of Directors, the Executive Director is a collaborative partner to the board on visioning and strategic planning and provides organizational leadership for the organization.

The Executive Director ensures that NHA infrastructure meets tenant and community needs in a caring manner with fiscal prudence. The Executive Director, through an operations staff of 6 direct reports, is accountable for effective board relations and governance, overall administration, fiscal

management, community relations, human resource management, strategic partnerships and planning, policy and procedure development, and facility management.

*Specifically the Executive Director is responsible for the following:*

### **1. Governance & Board Relations**

- Serve as a collaborative partner to the Board in developing the Strategic Plan.
- Develop, implement and report on the Growth Plan
- Communicate regularly and effectively with Board of Directors about issues, opportunities, challenges and risks affecting the organization.
- Leverage the Board members individually and collectively in order to advance priorities as required.
- Provide regular financial and operational reports.
- Work closely with the Board Chair to develop board agenda items.
- Provide support to Board of Directors in the facilitation of transparent and effective decision making.

### **2. Leadership & Visioning**

- Work in collaboration with the Board of Directors in developing a vision to guide the organization.
- Encourage and facilitate team building through open communication and positive working relationship among staff and Board.
- Represent the organization within the community to enhance its profile and meet engagement objectives.
- Lead the development of programs and services that support the vision and mission of the organization.

### **3. Strategic Planning & Policy Management**

- Act as professional advisor to the Board of Directors on all aspects of the organization's activities.
- Ensure development and implementation of the organization's strategic and growth plans in support of the vision and mission.
- Work closely with the Board of Directors in developing policies and procedures, and creating an operational system consistent with the mission and values of Norfolk Housing Association.
- Draft policies for the approval of the Board and prepares procedures to implement the organizational policies.
- Develop, execute, and report on growth plan for expansion of organization's asset portfolio.

#### **4. Operational Planning & Facility Management**

- Ensure long-term structural and operational integrity of the association owned assets.
- Oversee and ensure efficient and effective administration and facility management activities.
- Lead operational planning and implementation.
- Facilitate the research, planning, development, implementation, and evaluation of programs and services.
- Ensure programs and services meet Board's policy guidelines and reflect the priorities of the Board.

#### **5. Human Resources Management**

- Promote an organizational culture that is built on inclusivity, diversity, compassion, respect, and responsiveness to the needs of our residents and community.
- Determine staffing requirements and ensure sufficient resources are available for program service and delivery.
- Ensure a positive, healthy, and safe working environment that adheres to best practices, regulatory requirements, and supports the vision of everyone belonging to community.
- Hire, evaluate, coach, mentor, and if necessary, dismiss staff as appropriate to achieve the objectives of the organization.
- Develop, implement, and evaluate human resource policies and procedures to support strategic objectives of the organization.

#### **6. Financial Planning & Risk Management**

- Lead financial forecasting, budget development, and monitoring/reporting on financial stability with the Board and staff.
- Maintain sound bookkeeping and financial reporting policies and procedures.
- Administer the funds of the organization in accordance with developed budget approved by the Board of Directors.
- Evaluate, broadly, the potential assets and liabilities of projects, proposals, or strategies.
- Assist and ensure identification of both risks and opportunities for projects, proposals, or strategies.
- Assess potential threats or risks to the organization's image, financial security, and growth.
- Provide regular and reliable reports on the progress of projects, and strategies.
- Support and work closely with external auditors in conducting the annual finance audit.

- Identify external resourcing requirements and oversee external engagements that support organizational objectives.

## **7. Communications & Community Relations**

- Promote community awareness around affordable housing and the organization's vision and mission.
- Provide leadership and oversight in the execution of the communications strategy.
- Develop and present the annual report at the annual general meeting of association members.
- Identify and research funding opportunities.
- Cultivate and sustain new and existing relationships with tenants, community partners, business, media, and funding partners to advance NHA's strategic goals.

## **Core Competencies**

### **Strategic Leadership**

- Holds a clear vision of the organization, which is shared by the board and staff, and demonstrates the ability to lead the organization toward shared vision
- Distinguishes and articulates connection between personal and organizational vision
- Keeps an awareness of the organization as a whole as well as the complexity of its parts

### **Effective Communications**

- Fosters and sustains internal/external relationships
- Demonstrates an adaptive communication style suitable for a wide range of individuals
- Actively listens to seek clarification and understanding
- Open to considering other viewpoints

### **Operational Strategy and Alignment**

- Creates shared understanding of organizational values, goals and unique niche
- Designs a strategy to achieve organization's goals
- Recognizes the connection between fundraising strategy and organization goals
- Identifies the knowledge and skills needed to grow the organization and knows where to get them
- Understands how to craft meaningful messages to the organization's key audiences
- Strategically collaborates and partners with other organizations

### **People Management**

- Builds meaningful partnerships with individuals at various levels of the organization
- Nurtures relationships with diverse backgrounds and value systems
- Manages divergent needs and wants within the organization
- Develops a team environment and fosters empowerment within the organization
- Manages staff development
- Coaches and mentors staff

### **Organizational Management**

- Matches leadership approach to current and upcoming needs of the organization

- Balances attention to detail and effective use of resources
- Supports a flexible and 'learning organization' equipped for adaptive change
- Understands and implements financial management systems and controls
- Generates revenue aligned with an effective program and business model
- Employs a risk management framework to all NHA operations and communicates potential risk to the Board

#### **Self-Direction**

- Practices self-awareness
- Establishes a level of comfort in asking for support when needed
- Manages time effectively
- Maintains and promotes a work and life balance

#### **Shared Leadership with the Board of Directors**

- Recognizes the role the board plays in the organization
- Understands the Executive Director's responsibility to the Board
- Communicates effectively and strategically with the Board
- Provides material and organizational support to the Board and committees that facilitates transparency and effective decision-making
- Develops leadership and works with the Board at multiple levels - whole Board, committees, individuals

#### **Qualifications & Experience:**

The successful candidate will possess the following qualifications:

- 5 or more years in progressive management experience in either real estate, property management, affordable housing or the non-profit sector.
- Solid financial knowledge and experience with financial budgeting, reporting, monitoring and policy.
- A balance of business acumen and social conscience regarding accessibility for those in need of quality, affordable homes.
- Confident and inspirational public speaker/facilitator with a well-developed network in the non-profit and/or public sector.
- Demonstrated policy development and strategic planning experience.
- Demonstrated aptitude for creating a positive culture and a cooperative work environment that fosters collaboration, innovation, and employee development.
- Excellent verbal and written communications skills.
- Capacity to foster positive relationships with internal and external stakeholders with diverse backgrounds and agendas.
- Experience in reporting to or working with a governance Board of Directors.

## Working Conditions & Other Requirements

NHA is an equal opportunity employer.

All employees of NHA are required to provide a clear Criminal Record Check due to the nature of the property management services provided.

The Executive Director works in an office environment and on occasion is required to travel to association owned properties, conferences, and meetings/events in non-standard workplaces.

The Executive Director works a standard 37.5 hour work week, but additionally will often work evening, weekends, and overtime hours to accommodate activities such as Board meetings and representing the organization at public events.

**We thank all applicants for their interest in Norfolk Housing Association. Only those selected for an interview will be contacted.**

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