

Norfolk Housing Association Strategic Roadmap 2021-2023

Foundation

Our Vision *We are the standard of community housing delivery.*

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

Our Core Values

- Dignity & Respect
- Compassion & Belonging
- Sustainability
- Quality Homes

Impact

- ✓ Housing + Equity
- ✓ Safety + Belonging
- ✓ Empowerment
- ✓ Healthy Families
- ✓ Healthy Communities
- ✓ Stability – rent revenues cover operating costs.



NORFOLK HOUSING
ASSOCIATION

Strategic Priorities

House current residents now & into the future	Create a sense of place & belonging for all	Establish awareness & influence of NHA	Increase number & diversity of rental stock	Maintain & strengthen governance & operations
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Key Objectives & Principles

<p>i. Maintain existing portfolio of housing assets in good condition.</p> <p>ii. Aim to provide a 50/50 split of market & non-market units in each building.</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 improving environmental efficiency and accessibility when possible.</p> <p>WHY this matters: Our buildings are the tools we use to create a community of belonging where people of all socio-economic backgrounds have an opportunity to create home. Well kept buildings instill pride, demonstrate respect, & control costs which in turn supports affordability for all.</p>	<p>i. Adhere to best practices in property & non-profit management using principles rooted in respect, compassion & professionalism.</p> <p>ii. Provide opportunities for residents to participate & access community services/events that enhance a sense of belonging & inclusion.</p> <p>iii. Utilize innovative approaches to engage & communicate with our supporters & residents.</p> <p>iv. Encourage stakeholders to engage with NHA & be active participants in advocacy efforts.</p> <p>WHY this matters: A holistic, high standard of service delivery ensures high resident satisfaction. Satisfied residents are more engaged with community, have improved connections with neighbours resulting in lower vacancy and turnover rates.</p>	<p>i. Demonstrate NHA's impact to the community at large – showcase our unique model & promote as viable & sustainable option.</p> <p>ii. Increase opportunities for collaboration & partnership that support existing operations & future growth.</p> <p>iii. Increase NHA's advisory role & capacity to influence major investments or decision affecting affordable housing.</p> <p>iv. Secure opportunities to share our property management knowledge.</p> <p>WHY this matters: Increasing awareness of our impact leads to opportunities for growth, partnership & expansion of our model. Whether NHA delivers or others, mixed model is ideal solution to prevent homelessness & build resiliency.</p>	<p>i. Optimize our cashflow from existing operations for the purposes of acquiring, developing, or partnering to secure more affordable housing for Calgarians.</p> <p>ii. Explore and implement innovative approaches, such as our Portable Housing Benefit, to maximize our capacity to serve more families in need of affordable housing.</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 & community.</p> <p>WHY this matters: Families are most underserved by the housing sector in Calgary & NHA, as a nonprofit, has a moral obligation to use all tools it has to create more housing options.</p>	<p>i. Become an organization that employees, volunteers, and directors are proud to be a part of.</p> <p>ii. Adhere to best practices in governance with a focus on transparency, stakeholder engagement and efficient use of resources.</p> <p>iii. Continuously invest in Board and Staff training and development.</p> <p>iv. When feasible, ensure organization can sustain its basic operations and non-market housing commitments without reliance on operational funding from governments.</p> <p>WHY this matters: A strong governance & operational foundation is key to our organization's ability to grow, live our values, and ensure sustainable operations.</p>
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Approved by Board
April 2021

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 & subject matter expert on mixed-income housing policy with industry, government & community.
4. Calgarians in-need have more housing options & opportunities to become part of an inclusive community.
5. Long term organizational stability, strength & continuity

Implementation

How we make strategy a habit

- Develop a strategic workplan & reporting framework
- Hold people accountable
- Coach for achievement
- Empower staff
- Hold effective & regular strategy meetings
- Hold annual strategic retreat