



**HNHC**  
COMMUNITY HOUSING 

ANNUAL  
REPORT 2021

**Pivot  
Partner  
Persevere**





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Director

# OUR TEAM

**MATT BOWEN**

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**LOUISE JONES**

Manager of Business Services & Continuous  
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Business Services Assistant

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Technical Services & Finance Assistant

## Property Management Team

**TRICIA FEIST**

Property Manager

**TODD SMITH**

Property Manager

**BRYAN MERTENS**

Residential Maintenance Worker

**CLAIR STANLEY**

Property Management Assistant

**KYRA EVES**

Property Management Assistant





# A MESSAGE FROM OUR BOARD



## Grit and Perseverance

Our second year into the pandemic was no less challenging than the first. We're both proud and gratified of our staff and how they continued to manage through these difficult times.

Adapting, pivoting, and continually improving, our Team took the circumstances in stride, looking for opportunities, focusing on the needs of our residents, and finding ways to help them to navigate these challenges through partnerships with other organizations and accessing resources to assist our residents who were affected by food insecurity, financial difficulty, and stress caused by fear and isolation.

The requirement to close common rooms became an opportunity to renovate them. Many common areas were repainted with antimicrobial paint, giving them a fresh new look. Old cloth furniture was replaced with more functional and easy-to-clean chairs and tables. When common rooms were reopened earlier this year, residents were able to resume all of the activities that create a healthy community.

Our many thanks go out to HNHC Staff, Residents, and our partners for their patience, understanding, and strong support.

Jeff Miller, President



Many tenants took part in on-site Vaccination clinics held by the Community Paramedic Services.

## OUR MISSION

To make a positive difference in people's lives and our communities by providing safe, affordable, quality housing.

## OUR VISION

Everyone in Haldimand Norfolk has a good home in a strong community where they are proud to live, work, and play.

# FROM THE CEO

One of the major outcomes of 2021 was the completion and Stakeholder approval of our Master Regeneration Plan and Asset Management Strategy. This strategic framework was necessary to begin the process of supplying new Affordable Housing to Haldimand County and Norfolk County. The current national housing crisis demonstrates this need and right now it may feel insurmountable, but HNHC's commitment remains stronger than ever.

Our Regeneration study looked closely at our current housing stock and through several strategic assessment tools assets were placed in four categories: Retain, Revitalize, Redevelop, or Dispose. The fifth category of Regeneration is New Development.

With housing stock almost 70 years old, and the newest 41 years old, it was imperative to evaluate the condition of these properties and come up with a robust plan to move forward. We have developed a strategy to dispose of these properties and use the proceeds to help fund new modern housing.

HNHC's broad strategy is focused on the development of new, environmentally and fiscally sustainable, accessible, mixed-income communities. The modernization process HNHC is going through is happening across the Province in many municipalities.

Creating mixed-income communities has been widely viewed and applied as a means of developing sustainable communities. While the trend is growing in Canada, there are a number of affordable housing developments both large and small that have a mixed-income approach as a founding principle on which the development is established.

The effective creation of a socially and economically inclusive community is generally viewed as a robust solution, that, as an integrated



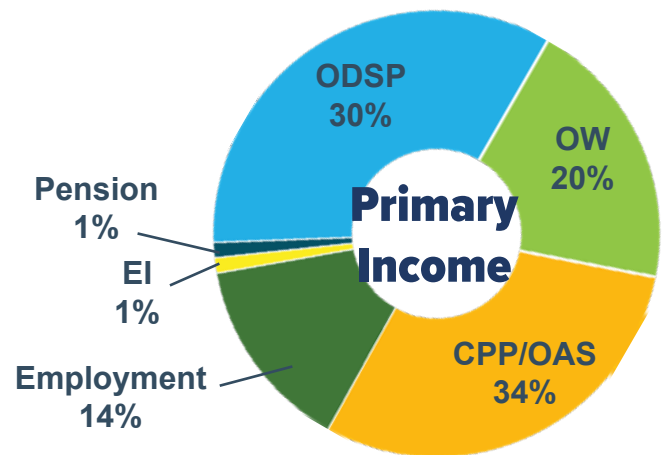
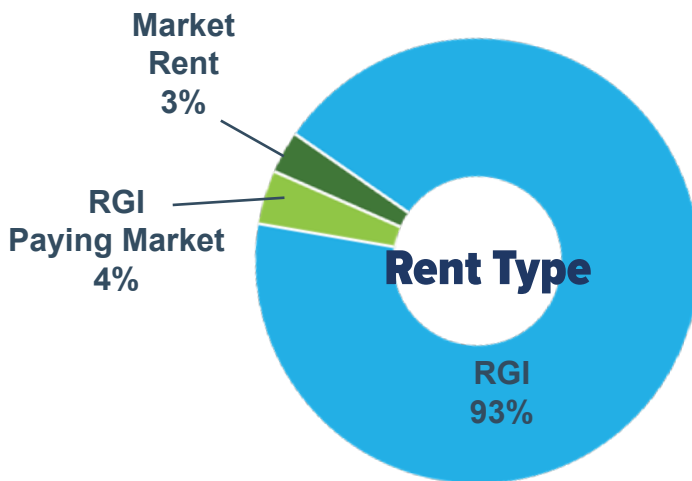
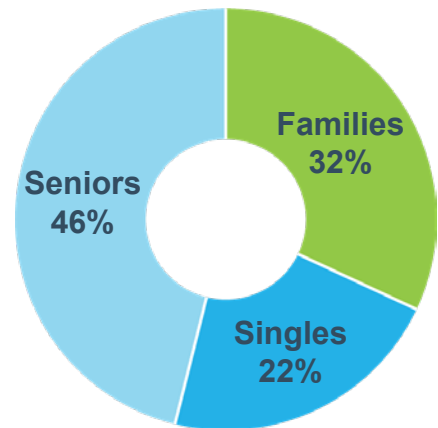
approach has benefits that are synergistic in nature while fiscally sustainable.

Mixed-income communities provide a better quality of housing, better access to services and amenities, and safer neighborhoods compared to concentrated poverty environments. Secondly, mixed-income communities create the opportunity for the social interaction of low-income people with their higher-income neighbors who model different behaviors. Mixed-income neighborhoods are also considered safer and provide the opportunity for racial integration.

Lastly, I want to thank our staff for stepping up and doing such a wonderful job and working together as a team.

A handwritten signature in dark blue ink that reads "Matt Bowen".

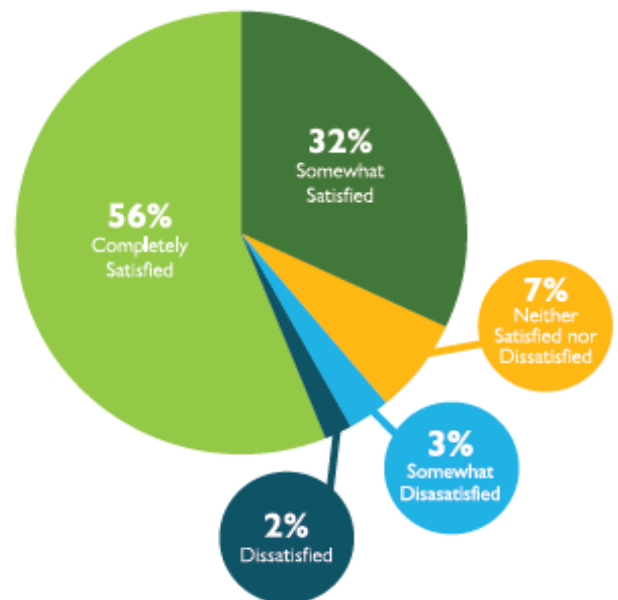
# ABOUT OUR RESIDENTS

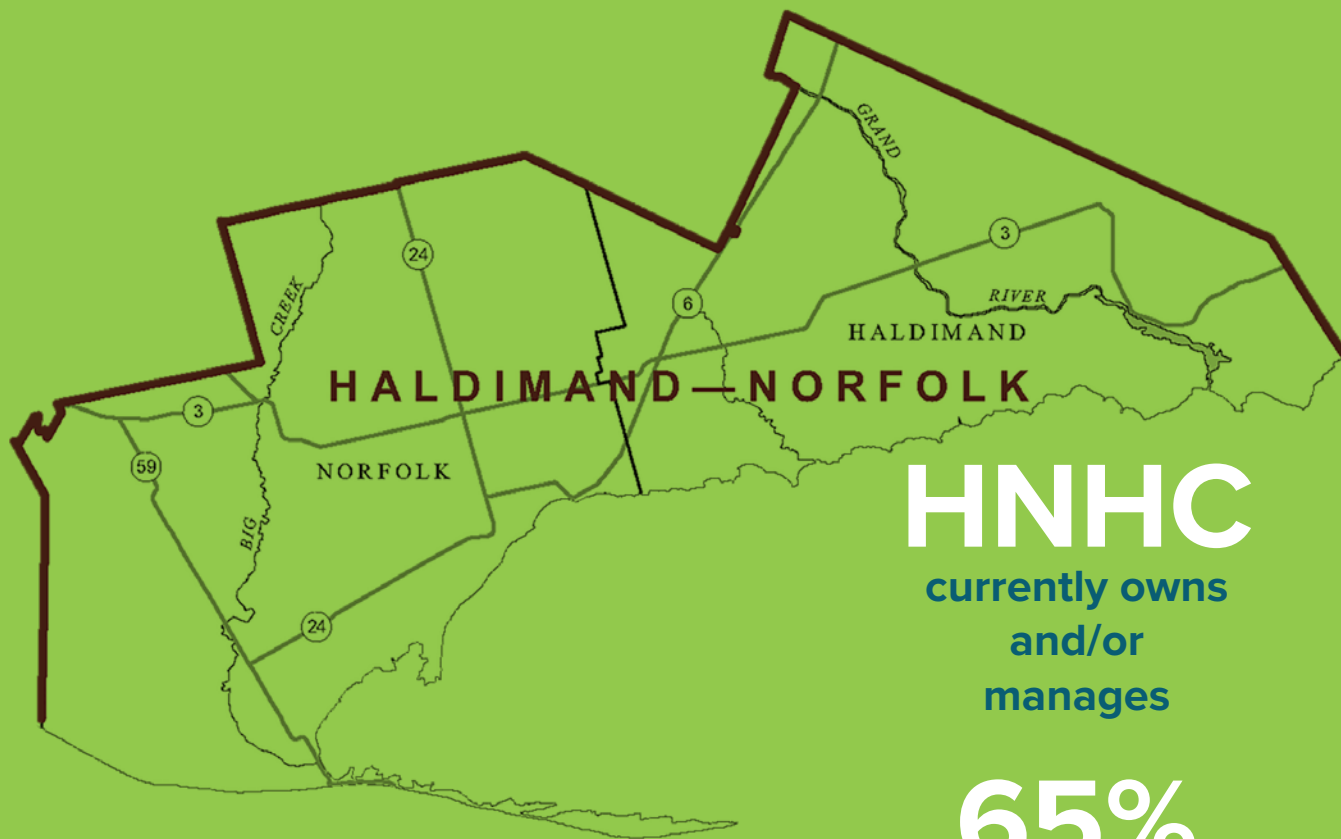


## 2021 Resident Satisfact Survey Overall Results

### Have Your Say...

*"I'm truly pleased with the changes in the maintenance department. Not just repairs/return calls in a timely manner, but excellent communication and people skills being used by staff (maintenance dept. and beyond). Thanks!"*





# HNHC

currently owns  
and/or  
manages

## 65%

of community  
housing in  
Haldimand-Norfolk

## 544 homes

Consisting of:

- 17 apartment buildings
- 171 family homes

Aged between 41 and 69 years old

With homes in Dunnville, Caledonia, Hagersville, Waterford, Simcoe, Delhi, Port Dover, and Port Rowan, the Haldimand-Norfolk region spans over 2895km<sup>2</sup>.

HNHC properties valued at approx. \$63.3M

Managed properties valued at approx. \$28.7M

## 2021 Statistics Owned & Managed Units

- Average RGI rent: **\$380**
- Number of move-outs **57**
- Unit turnover rate **10%**
- Occupancy rate **99.9%**
- Rent Collection rate **99.6%**

# CAPITAL OVERVIEW



**99.6%** Annual Capital Allocation \$640,420

**0.4%** OPHI Funding (Provincial)\* \$2,604

**TOTAL: \$643,024**

\* Ontario Priorities Housing Initiative.



**78.2%** Building Element Renewal \$502,950

**0.9%** Energy Conservation Projects \$5,763

**7.3%** Remediation Projects \$47,189

**13.6%** Asset Management and Energy Management \$87,122

**TOTAL: \$643,024**



# FINANCIAL YEAR IN REVIEW



47.2%	Rent Revenue	\$1,717,250
6.1%	Other Revenue	\$221,899
44.9%	Municipal Subsidy	\$1,631,499
1.8%	Provincial/Federal Funding	\$65,505

**TOTAL: \$3,636,153**



20.0%	Maintenance & Repairs	\$720,033
17.8%	Capital Repairs	\$643,024
12.9%	Utilities	\$464,493
12.4%	Property Taxes	\$445,623
2.7%	Insurance	\$97,707
20.6%	Salaries, Wages, On-Call	\$742,913
6.3%	Administration	\$226,215
7.3%	Benefits & Pension	\$263,072

**TOTAL: \$3,603,080**

# STRATEGIC PLAN UPDATE

## Build Better Homes

HNHC continues to pursue its goal of building new Affordable Housing. Our proposed Dunnville build has been approved by Council and is currently in the planning stage. Our anticipated Simcoe build will go in front of Council in 2023.

Sustainability, both fiscally and environmentally, is a key focus for HNHC.

## Improve our Resident's Satisfaction

Engaging our residents in a meaningful way is the best way for us to identify areas of improvement while enabling us to build impactful relationships with our residents. We commit significant resources and utilize a performance-measured approach with specific metrics and Key performance indicators to achieve these outcomes.

They include:

- ✓ Our annual Resident Satisfaction Survey
- ✓ Maintenance and Repair Surveys
- ✓ Website Surveys, Feedback forms, and on-site "Have your say" boxes

Genuine, and honest feedback is vital to fuel our continuous improvement model.

## Empower our Staff to Lead and Succeed

In 2021 staff participated and were called to various Leadership roles:

- ✓ Training in mental health, self-awareness
- ✓ Housing sector-specific workshops, including new legislation
- ✓ Continuous Improvement methodologies
- ✓ Skill-building and personal development opportunities
- ✓ Regeneration and Reorganization

## Achieve Financial Fitness

Our team continually pursues innovative and creative ways to save money.

- ✓ Technical Services continually seeks out incentives and special funding for energy-efficient equipment and building upgrades and improvements
- ✓ Our finance team achieved significant savings in 2021 by switching payroll services as well as consolidating health care benefits to one provider
- ✓ Our Property Management team achieves savings through process improvements, bulk purchasing, and our robust internal maintenance program

## Strengthen Our Community

The key to a strong community is building and maintaining meaningful, impactful partnerships. HNHC works closely with its partners to ensure integration and coordination of scarce resources to avoid duplication of services, and to help meet the growing needs of our residents because we understand, **"Together we are stronger"**.

## OUR VALUES

**TEAMWORK**

**TRUST**

**RESPECT**

# ELEVATOR MODERNIZATION



With a focus on asset management, HNHC has invested \$485,000 in elevator modernization since 2017, with an additional projection of \$106,000 by the end of 2022. This final project will complete these identified upgrades in the portfolio, providing a projected life span of 20 years.

Working with expert consultants a design scope and specifications for HNHC's elevator systems were established. Focusing on improving the safety, quality of life, and well-being of our residents, HNHC used new technology and accessibility standards to enhance performance, and reduce maintenance costs, with more efficient delivery and comfort for our residents and their visitors.



The key improvements in the systems included non-proprietary equipment providing maintenance flexibility and lower operating costs. The accessibility features included in the modernization program allow these buildings to be welcoming to people of all abilities and at various stages of their lives.

To date, the following HNHC elevators have been fully modernized:

- ✓ 503 Main Street East, Dunnville – completed 2017 externally funded with SHIP \$
- ✓ 219 Regent Avenue, Port Dover – completed 2020 externally funded with OPHI \$
- ✓ 11 Arthur Street, Simcoe – completed 2021
- ✓ 68 Selkirk Street, Caledonia – completed 2021

✓ Next update: 243 Western Avenue, Delhi – estimated completion date September 2022



An aerial photograph of a town, likely Simcoe, Ontario, featuring a large river, a multi-arched bridge, residential neighborhoods with colorful autumn foliage, and industrial areas with large buildings and parking lots.

# STRENGTHENING OUR COMMUNITIES ONE NEIGHBOURHOOD AT A TIME!

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[www.hnhousing.ca](http://www.hnhousing.ca)

Check out our socials for news and updates:

