



HNHC
COMMUNITY HOUSING 



2022 ANNUAL REPORT

Embracing Change and Growth



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Successful partnerships lead to successful outcomes. Rhonda Geyer, Executive Director of True Experience, hosts a celebration of the opening of their new affordable supportive housing with Haldimand Councillor Stewart Patterson, MPP Sam Oosterhoff, MPP Bobbi Ann Brady, Honorable Michael Parsa from the Ministry of Municipal Affairs and Housing, Haldimand Mayor Shelley Ann Bentley, and HNHC CEO Matt Bowen. See page 10 for more information on True Experience and HNHC's ongoing partnership.



MESSAGE FROM THE BOARD & CEO



Embracing Change and Growth

Innovative organizations that can adapt and pivot in challenging times are aligned to face future growth. 2022 presented both challenges and opportunities for HNHC. Emerging out of the pandemic stronger and more resilient has revitalized our board and staff. Together, we have endured and celebrated several milestones and objectives outlined in our strategic plan. We're extremely proud of the teamwork, culture, continuous improvement initiatives and evidence-based reporting highlighted in this year's annual report. Highlights for us were balancing the budget, reducing our rent collection arrears target, and focusing on employee engagement and resident satisfaction.

With that said and celebrated we must acknowledge the housing affordability crisis that persists before us. People are facing a combination of rising housing costs, limited access to subsidized housing, and stagnating incomes that just don't meet inflation or increases in costs of living often leaving folks to forego a healthy diet, medications, or costly organized sports for their children. More now than ever, collectively we need to work harder and smarter to secure additional tenant support dollars and stretch the limited resources we already have. We must work collaboratively with citizens, key stakeholders and partners to develop real and meaningful solutions that are impactful.

HNHC, as identified in its core values and business strategies, is working harder than ever to advocate and provide housing stability across the housing continuum. That means continuing to work with city staff and elected officials across all levels of government to focus on alleviating the burden of unaffordable housing, especially for low-income renters while building new sustainable community housing and preserving our existing housing stock.



STRATEGIC PLAN UPDATE

Build Better Homes

- ✓ 15-year Asset Management Plan - Completed and Approved
- ✓ Prepared 3-year Repair & Renewal Strategy commencing in 2023
- ✓ Dunnville development - issued and awarded RFP for pre-development feasibility
- ✓ Simcoe development - prepared comprehensive request ready for Council consideration

Improve our Resident's Satisfaction

- ✓ Completed renovations to common rooms
- ✓ Conducted annual Resident Satisfaction Survey
- ✓ Conducted Maintenance and Repair Surveys

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

Empower our Staff to Lead and Succeed

- ✓ Training in mental health, self-awareness
- ✓ Housing sector-specific workshops, including new legislation changes
- ✓ Continuous Improvement methodologies
- ✓ Skill-building and personal development opportunities
- ✓ Team-building activities
- ✓ Staff Satisfaction Survey

Achieve Financial Fitness

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

- ✓ Consistent independent audits
- ✓ Savings achieved through process improvements, bulk purchasing, and our robust internal maintenance program
- ✓ Improved arrears and rent collection

Strengthen Our Community

- ✓ Community Gardens in Dunnville and Port Dover provide fresh produce, a healthy lifestyle and the opportunity for residents to work together
- ✓ With the completion of updated common rooms and post-pandemic, resident groups can once again meet and participate in activities together

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"**.

2022 Satisfaction Dashboard





\$97M

value of assets
owned & managed



413 units
owned



128 units managed
for others



1000+
people housed



23 properties throughout
Haldimand & Norfolk



12
staff
members



**Volunteer
board members**
(4 boards)



NUMEROUS
community
partners



CAPITAL OVERVIEW

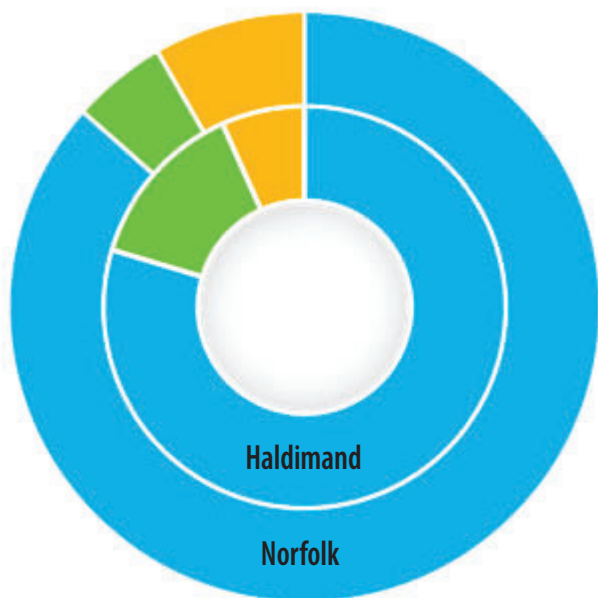


2022 Capital Funding

60% Norfolk Allocation \$375,000

40% Haldimand Allocation \$250,000

TOTAL: \$625,000



2022 Capital Expenditures

83.7% Building Element Renewal \$523,354

8.6% Life Safety \$53,894

7.6% Remediation Projects \$47,752

TOTAL: \$625,000

FINANCIAL YEAR IN REVIEW

2022 Revenue



| | | |
|-------|----------------------------|-------------|
| 47.6% | Rent Revenue | \$1,736,068 |
| 4.8% | Other Revenue | \$173,598 |
| 46.2% | Municipal Subsidy | \$1,686,207 |
| 1.4% | Provincial/Federal Funding | \$52,793 |

TOTAL: \$3,648,666







2022 Expenses



| | | |
|-------|--------------------------|-----------|
| 17.6% | Maintenance & Repairs | \$641,407 |
| 17.1% | Capital Repairs | \$625,000 |
| 14.3% | Utilities | \$521,245 |
| 12.4% | Property Taxes | \$451,544 |
| 3.4% | Insurance | \$124,139 |
| 21.7% | Salaries, Wages, On-Call | \$790,093 |
| 6.6% | Administration | \$240,510 |
| 6.9% | Benefits & Pension | \$250,494 |

TOTAL: \$3,644,433

KEY PERFORMANCE MEASURES

| | Benchmark | Actual |
|---|--|--------|
|  Housing Occupancy Rate | 97.4% | 99.5% |
|  Housing Move-Out Rate | 12.4% | 8.9% |
|  Rent Collection Rate | 95% | 99.4% |
|  IM Repair Response (in days) | 7 | 4.8 |
|  Balanced Budget |  | |

ARREARS

Making up 47.6% of HNHC's Revenue, receiving rent on time is vital to our business.

Monthly Arrears are analyzed and reviewed by our Continuous Improvement Team. Our Property Management Team works together with our residents to ensure rent is paid on time. If a resident is having financial difficulties, our team will

help them find resources in the community to help them avoid arrears and maintain their tenancy.

As part of our quality improvement initiative, we regularly review our internal processes, the graph below shows the results of this hard work with a steady decline in arrears rates over the last four years.

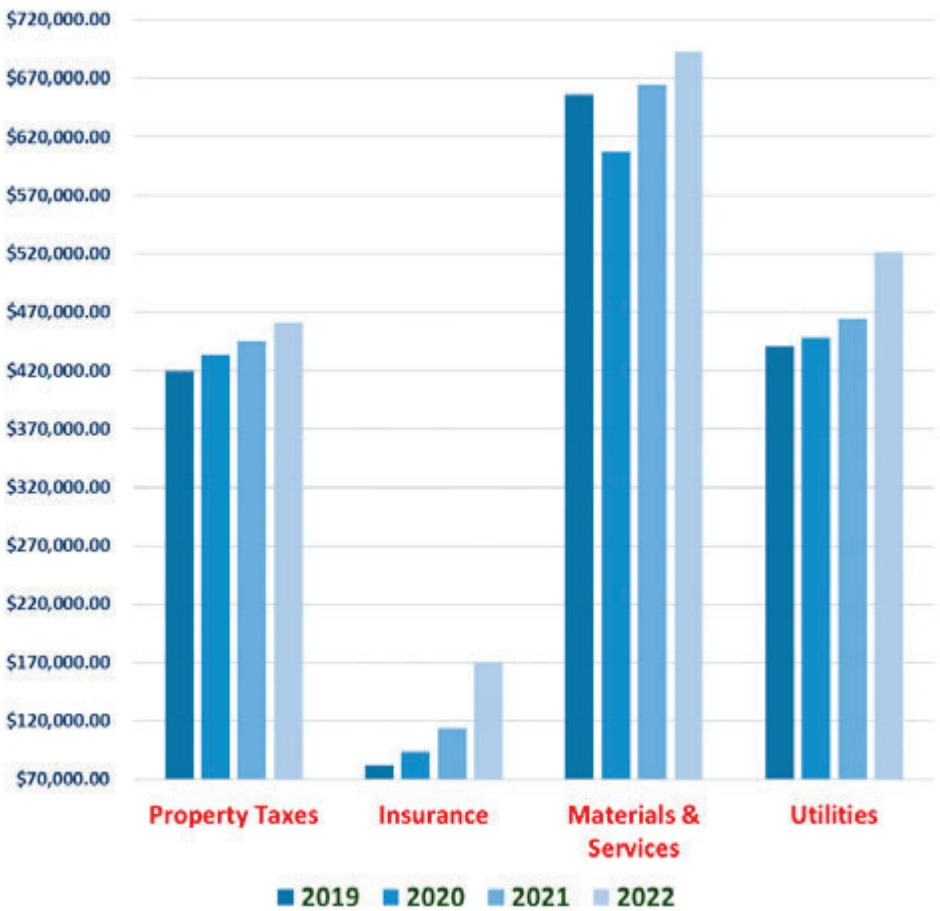
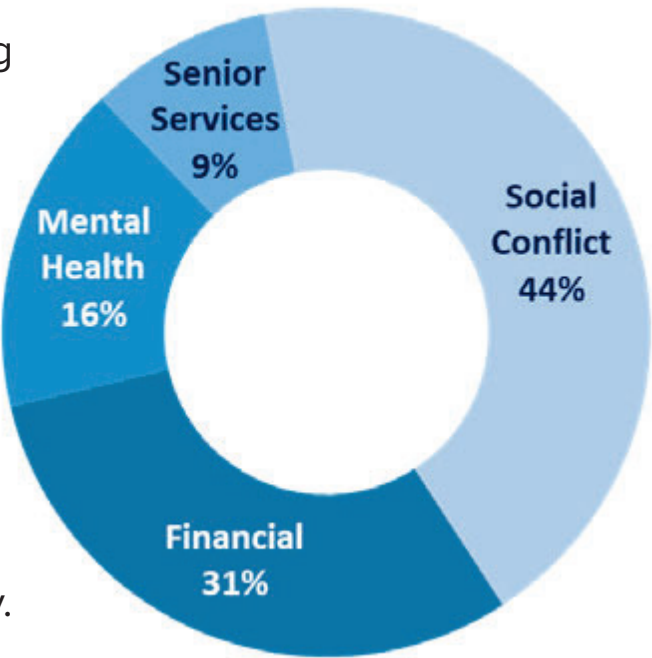


EMERGING PRESSURES

Housing providers face many challenges each year, among the more serious are rising costs and tenant support needs.

Our Operations team tracks all costs for budgeting purposes, analyzing trends and identifying pressures and vulnerabilities.

HNHC will continue to work closely with our municipal partners to find solutions to mitigate these challenges in order to continue our mission to provide safe, affordable, quality housing to our community.



Celebrating a Win-Win Partnership with True Experience



Associate Deputy Minister Parsa speaks at the official opening of True Experience's three new supportive housing 'co-living' homes in Dunnville.

The partnership between HNHC and True Experience has been long-standing. Through their vocational training program aimed at supporting community members with mental illness, True Experience has been providing contracted services at HNHC properties such as landscaping, snow removal, janitorial and waste removal. This mutually beneficial partnership has continued to be very successful.

After receiving approval from Council to dispose of single-family homes in Dunnville as part of HNHC's Master Regeneration Plan, discussions began around the prospect of converting and repurposing these homes as supportive housing for True Experience. The partners met with Health and Social Services who was able to secure funding through the Social Services Relief

Fund offered by the Ministry of Municipal Affairs and Housing. The funding True Experience received covered the purchase of three homes that were converted to 9 affordable supportive housing units. This innovation netted 6 new beds above the current service level.

The proceeds of the sale of these homes are placed in a reserve savings account to be used towards the development of new affordable housing in Haldimand County. This housing plan is currently in the pre-development stage with the expected outcome of a 'shovel-ready' project.

HNHC believes that partnerships such as these result in positive outcomes that benefit the community in so many ways and on so many levels!



Associate Deputy Minister Parsa, MPP Oosterhoff, and Matt Bowen tour one of the newly renovated homes.

Partnerships that Work! Abel Enterprises

Abel Enterprises, in Simcoe, is another great organization that HNHC has the privilege to partner with. Also providing Employment Skills training and Career Counselling to community members who live with a mental illness or addiction, HNHC contracts Abel workers for move-out repairs, cleaning, and painting, tile installation, drywall, and many other general repairs.



Looking Forward to 2023 and Beyond: **GROWTH & RENEWAL**



Regeneration, New Development, Repair and Renewal

- Shifting from a legacy social housing provider to a mixed-income, Affordable Housing Model



Today: 100% Rent-Geared-to-Income (RGI)



Goal: Meet a Wider Range of Housing Needs

- RGI (Community Housing)
- Emergency/Transitional
- Affordable
- Student Housing (Affordable)
- Market



Gearing Up!

HNHC has a robust Repair & Renewal 3-year strategy commencing in 2023. With targets for energy efficiency (including 25% energy reductions and 25% reduction in greenhouse gas), accessibility, and priorities aimed at units for women and women-led households, the plan was developed and approved in conjunction with County Staff and the Consolidated Service Manager.

Although the list is extensive, a few of the highlights that residents can expect to see are window and patio door replacements, LED lighting retrofits, furnace replacements, DHW replacements, roof replacements, and accessibility improvements.

As part of the Repair & Renewal Plan, a resident engagement strategy will be initiated to make sure residents are aware of upcoming work at their homes and to mitigate resulting inconveniences.



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.

OUR VALUES

TEAMWORK

TRUST

RESPECT

STRENGTHENING
OUR COMMUNITIES
ONE NEIGHBOURHOOD
AT A TIME!

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Check out our socials for news and updates:

