



HNHC
COMMUNITY HOUSING 

*A forward approach to Stewardship,
Community, and Growth.*



2019

ANNUAL REPORT

BOARD OF DIRECTORS

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MARC PUYPE
Technical Services Manager

TRICIA FEIST

TODD SMITH

JANET EARL
Property Managers

"It's important to me that we continue to do as much as we can to minimize greenhouse gas emissions. As we move toward building new affordable housing, I will continue to promote pursuing technologies that will reduce our carbon footprint so that we can preserve our beautiful counties for future generations to enjoy.

I'm extremely privileged to work with the amazing individuals that make up our staff and board. Thanks for a highly successful year!"

Jeff Miller

A MESSAGE FROM OUR CEO



The Haldimand Norfolk Housing Corporation is the largest provider of Community Housing in Haldimand and Norfolk celebrating over 45 years of dedicated, high-quality service to our communities. We are also a recognized LHC (Local Housing Corporation) operating in the Province of Ontario.

Throughout the year our focus has been to transform our service delivery model so that not only are we aligning to the Modernization process that's occurring across the housing sector but also to remain impactful, relevant, responsive, and cost-effective to the citizens we so proudly serve. A growing need exists for more "Affordable" housing; we see our role to lead and champion this very critical work.

Momentum is building, this year we have collaborated and re-established past relationships while building new Strategic Partnerships that will move the needle on ensuring our residents are well connected and able to integrate seamlessly with the broader community to ensure a better quality of life.

We have taken the necessary steps to facilitate the delivery of critical and necessary business documents like our Strategic Plan, Asset Management Strategy, Energy Audits, Building Condition Assessments, and Regeneration planning that so that the economic viability of our organization remains strong and deeply rooted for the next 45 years.

I am proud of the incredible team of caring and committed individuals at HNHC. Our focus and ability to engage, collaborate, and reconnect with our residents has been a key step in building their trust so collectively we can move ahead together shaping the future of Community Housing!

Matt Bowen

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.



99%	Annual Capital Allocation	\$625,000
1%	OPHI Funding (Provincial)*	\$3,887

TOTAL: \$628,887

* Ontario Priorities Housing Initiative. The majority of this funding allocation was provided in 2020 and will be reported in the 2020 Annual Report



65%	Building Element Renewal	\$408,661
21%	Energy Conservation Projects	\$127,332
14%	Remediation Projects	\$89,647

TOTAL: \$625,640

FINANCIAL YEAR IN REVIEW



50%	Rent Revenue	\$1,763,723
5%	Other Revenue	\$186,641
43%	Municipal Subsidy	\$1,543,312
2%	Provincial/Federal Funding	\$76,875

TOTAL: \$3,570,551

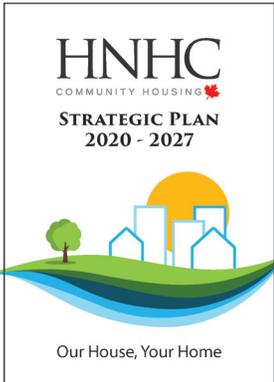


19%	Maintenance & Repairs	\$656,117
18%	Capital Repairs	\$625,640
12%	Utilities	\$440,511
22%	Salaries, Wages, On-Call	\$787,759
12%	Property Taxes	\$419,115
3%	Insurance	\$88,555
7%	Benefits & Pension	\$251,491
7%	Administration	\$252,209

TOTAL: \$3,521,397

NEW STRATEGIC PLAN

A Map to Our Future



With our existing Strategic Plan coming to an end in 2019, our Leadership Team took the last half of the year to evaluate our previous accomplishments, identify what is most important to HNHC and our Stakeholders, and set a plan for the future. With our Key Stakeholders being Haldimand County and Norfolk County, it was important that we align our Plan with the Strategic Plans of both Counties as well as the Haldimand Norfolk 10 Year Housing and Homelessness Plan.

As a result, we identified 3 core values:

Teamwork · Trust · Respect

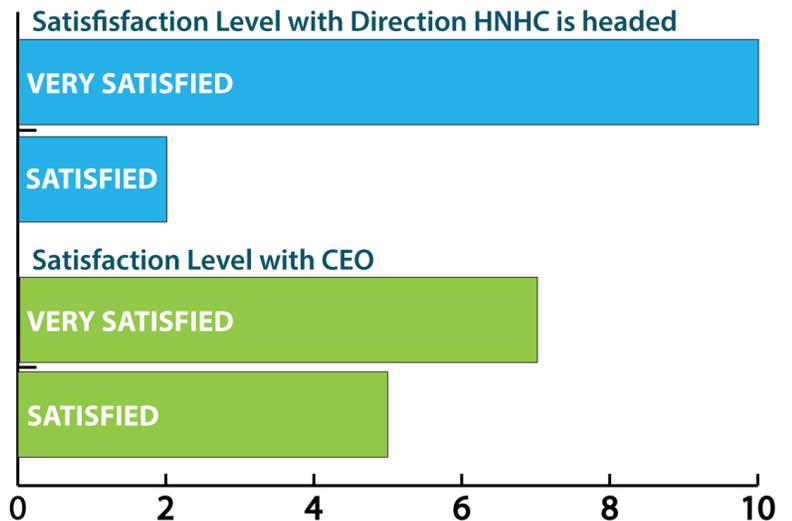
The goals that will drive our actions for the next seven years are:

1. **Build** Better Homes;
2. **Improve** our Resident's Satisfaction;
3. **Empower** our Staff to Lead and Succeed;
4. **Achieve** Financial Fitness;
5. **Strengthen** our Community.

A full copy of our Strategic Plan is available on our website www.hnhousing.ca.

Staff Survey

With a new Strategic Plan, Reorganization, and many other changes at HNHC, we conducted an anonymous survey to check in with staff to see how they were feeling. With a rating scale of Very Satisfied, Satisfied, Neither Satisfied or Dissatisfied, Dissatisfied, and Very Dissatisfied, we were pleased with very positive results in all categories. To the right are results from two key questions.



LAYING THE GROUNDWORK FOR SUCCESS



LOOKING FORWARD

- **Continuous Improvement Initiative**

Utilizing Lean Six Sigma techniques to evaluate and improve our processes and service delivery.

- **Build new Affordable Housing**

Upon completion of our Regeneration Master Plan in 2020, HNHC will work with the Consolidated Municipal Service Manager and County Councils to initiate projects in each county.

- **Prepare for End of Operating Agreements**

One of the vital issues facing community housing providers; new funding models will be required in order to maintain economic sustainability. Working with the Service Manager, we will explore the best options for moving forward successfully.

- **Collaborating with Current and Future Partners and Key Stakeholders**

Working together with our partners and fostering new partnerships will ensure our success.



HNHC

COMMUNITY HOUSING 

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www.hnhousing.ca

Strengthening our Counties, one Neighbourhood at a time.