



**HNHC**  
COMMUNITY HOUSING 

# ANNUAL REPORT 2020

# **Adaptive Innovative Leadership**



## BOARD OF DIRECTORS

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President

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Manager of Finance & Administration

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Business Services Supervisor

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Technical Services Manager

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TODD SMITH  
Property Managers

### We're always glad to get feedback from new tenants:

*"I'm writing to let you and everyone who made it possible for me to be here how much I appreciate everything that's been done.*

*The laundry facilities onsite are so convenient, work well every single time, and I find the cost to be affordable. The secured entry and indoor and outdoor lighting make me feel safer as I come and go. I appreciate that the rent is geared to my income, withdrawn automatically, and that my utilities are included. I can budget and pay my bills, but not having to think about it is such a relief right now, and I can focus on getting to work each day.*

*I am forever grateful for coming into contact with you, and for everything you do to help folks like me."*

## A MESSAGE FROM OUR BOARD

### Adaptive Innovative Leadership: That's HNHC.

2020 was a challenging year for every organization in the region, including HNHC. From lockdowns to pivots to protocols, our organization stepped up and led the way.

The COVID-19 pandemic has accelerated economic and societal trends that were already underway - in Haldimand Norfolk, the need for more affordable housing went from dire to critical, as home prices and rental rates skyrocketed. HNHC is prepared, with the development of key strategies like Asset Management and Regeneration.

The HNHC team met 2020 head-on. We started the year with a new strategic plan, a reorganization, and a focus on improving office culture. As part of these changes, we adopted a Continuous Improvement Model analyzing and streamlining our processes. This team decision paid dividends when the pandemic created a very large number of complications, impacting the entire organization at every level.

We streamlined our operation to work effectively with a decentralized staff often working from home, we launched an updated website to improve communication with tenants and the community at large, and we reworked our property maintenance model creating an in-house maintenance position, saving money and time while also improving the tenant experience.



HNHC achieved a significant milestone at the end of 2020 when Haldimand and Norfolk Counties signed a Shareholder Agreement providing HNHC defined and established roles and responsibilities with clear operational guidelines for future growth.

We established partnerships with organizations to combat isolation with meal delivery to our senior tenants, we instituted regular wellness checks, we partnered with True Experience in Dunnville to train our staff and theirs on new enhanced COVID cleaning protocols. A recent highlight was having onsite vaccination clinics for residents at our apartment buildings.

### 2020 was a challenge - the HNHC team met the challenge with a solution-focused outlook and together got the job done.

Our philosophy of teamwork and continuous improvement means that our future looks brighter every day.

There are some big wins coming from the work we are doing today, to continue to improve the value we provide to our tenants, our directors, our staff, and Haldimand Norfolk as a whole.

### “What do residents think?”

“Communication is much better now, when I call in, things are taken care of quickly. The Common Room upgrades are nice!” “You guys are great!”

### OUR MISSION

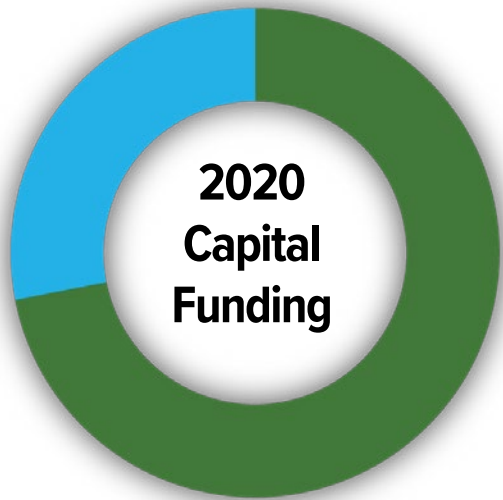
To make a positive difference in people's lives and our communities by providing safe, affordable, quality housing.

### OUR VISION

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



# FINANCIAL YEAR REVIEW



<b>72%</b>	Annual Capital Allocation	\$625,000
<b>28%</b>	OPHI Funding (Provincial)*	\$243,576

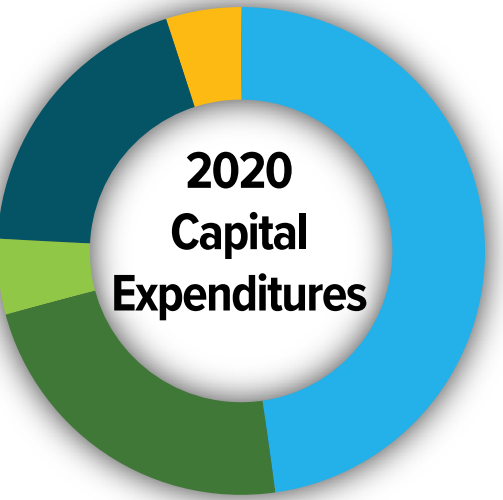
**TOTAL: \$868,576**

\* Ontario Priorities Housing Initiative.



<b>46%</b>	Rent Revenue	\$1,784,270
<b>5%</b>	Other Revenue	\$183,989
<b>47%</b>	Municipal Subsidy	\$1,846,972
<b>2%</b>	Provincial/Federal Funding	\$63,104

**TOTAL: \$3,878,335**



<b>48%</b>	Building Element Renewal	\$420,065
<b>23%</b>	Energy Conservation Projects	\$201,182
<b>5%</b>	Remediation Projects	\$39,997
<b>19%</b>	Asset Management and Energy Management	\$165,112
<b>5%</b>	Reserve Fund Allocation	\$42,220

**TOTAL: \$868,576**



<b>16%</b>	Maintenance & Repairs	\$600,789
<b>23%</b>	Capital Repairs	\$868,576
<b>12%</b>	Utilities	\$448,020
<b>22%</b>	Salaries, Wages, On-Call	\$842,560
<b>11%</b>	Property Taxes	\$433,277
<b>2%</b>	Insurance	\$76,808
<b>6%</b>	Benefits & Pension	\$231,432
<b>8%</b>	Administration	\$332,674

**TOTAL: \$3,834,136**

# STRATEGIC PLAN UPDATE

## Key Outcomes - In 2020 we implemented our new Strategic Plan:

### Build Better Homes - 2020 Steps to Success

- Master Regeneration Plan
- Asset Classification
- 15-Year Asset Management Plan

#### Completed Capital Projects including:

- Boiler System Retrofits
- Elevator Modernization
- Energy Audits
- Building Condition Assessments
- AODA Accessibility Audits

### Improve our Resident's Satisfaction

- Standardized resident correspondence in clear, easy to read formatting
- Accessible communication, update and feedback channels through our website
- Resident wellness checks during pandemic
- Faster repair response
- Resident Surveys

### Empower our Staff to Lead and Succeed

- Prioritized staff safety during pandemic
- Updated technology to allow work from home to limit numbers in the office
- New office protocols focused on safety
- Created community on-site offices and supported residents by phone, email, and our website
- Flexible schedules to help staff to balance additional pressures during the pandemic
- Encouraged and fostered a positive workspace where staff give real-time feedback and suggestions
- Conducted Staff surveys

### Achieve Financial Fitness

- 2020 Capital projects resulted in:
  - 4% reduction in electricity
  - 9% reduction in natural gas
  - 9% reduction in water use
- Our pilot Internal Maintenance program detailed on the next page resulted in an estimated annualized savings of over **\$65,500**.

### Strengthen our Community

Continued building and fostering meaningful and beneficial partnerships with community organizations.

## Next Steps - Our Goals as we continue following our strategic plan are:

- Add new affordable housing stock to Haldimand and Norfolk County.
- Continue to support the HN Housing and Homelessness strategy.
- Work collaboratively with both county's senior leadership teams and elected officials to achieve their objectives as they relate to Community Housing.
- Initiate a robust resident engagement strategy while supporting our residents with meaningful programming and support services that they choose.
- Laser focus on organizational and continuous improvement.
- Build a culture that yields high productivity and morale.

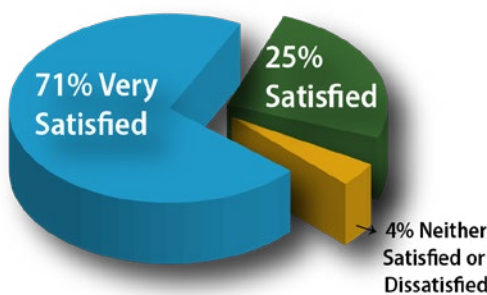
# BUILDING MOMENTUM

## HNHC's new Internal Maintenance Program

In early 2020, HNHC's Board approved a pilot program to hire an Internal Maintenance Worker for a contract term of 18 months. Aligned to our Strategic Plan, the project identified five main outcomes and we achieved success in each:

- ✓ **Better repair response time and communication** - Achieved through qualitative and quantitative measurement.
- ✓ **Stronger control over workflow and quality of work.**
- ✓ **Broadened capacity and workload distribution** - The right people are doing the right work!
- ✓ **Cost savings and revenue generation** - self funded the program making it viable and sustainable.
- ✓ **Increase in Resident Satisfaction** - by building meaningful relationships with our residents and providing access to staff on-site with regular hours.

Evaluation of data from the first seven months identified the following key outcomes:



- **A 70% faster average repair response rate** **14 DAYS**
- **A 96% Overall Satisfaction Rate**  
*Approval rate up 40% from 2018 survey*
- **Over 44% savings in repair costs**
- **Revenue positive** - Program costs funded with realized savings and revenue from Housing Providers we manage
- **Estimated annualized savings of over \$65,500**



### What do residents think?

"He was excellent! He had to repair more than originally thought and had to get a needed part, but came back when he said he would. You guys are great!" -Dunnville Resident



## Continuous Improvement

As part of our continuous improvement strategy, the Business Services Supervisor conducted a Lean 6 Sigma project to evaluate key aspects of the process while analyzing data to further optimize outcomes.

**As a result, the Board has approved an extension and expansion of the program through 2021!**





# HNHC LEADING FORWARD

## **Build New Affordable Housing**

With the completion of our Master Regeneration and Asset Management plans, HNHC is geared up and ready to build! We will be working closely with the Consolidated Municipal Services Manager and County Councils to start bringing new homes to our community.

## **Continuous Improvement Initiative**

Undertaking a Lean 6 Sigma analysis showed us how to optimize our maintenance program by creating an in-house maintenance position. The positive outcomes in cost savings and resident satisfaction tell the story. We will be expanding this program in 2021!

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

We were able to meet many of the challenges of the COVID-19 Pandemic with the help of organizations who share our vision. We are developing additional partners who would like to work with us to build new affordable housing in Haldimand and Norfolk. We will continue to nurture these valuable partnerships.

## **Keep the Base Strong = Our People**

Developing a strong sense of Teamwork and positive Culture are key elements that made 2020 successful. We will continue to encourage our staff to grow, support, and encourage each other to lead and succeed.

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