



HNHC
COMMUNITY HOUSING 

2023 ANNUAL REPORT

BUILDING FOUNDATIONS



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Property Manager

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Property Manager





MESSAGE FROM THE BOARD & CEO



"Building Foundations," the theme of the HNHC 2023 Annual Report, signifies a pivotal moment in the organization's evolution.

Haldimand Norfolk Housing Corporation has undergone a remarkable transformation in recent years, driven by a commitment to revitalization and innovation. This journey began with the strategic plan implemented in 2020, which outlined the organization's values and priorities and set a clear and promising path for the future.

In a world characterized by rapid change and complexity, the importance of modernization cannot be overstated, especially in industries like housing that face unprecedented challenges. The current housing crisis has made the dream of affordable housing seem out of reach for many, but HNHC is determined to be a part of the solution in Haldimand and Norfolk County.

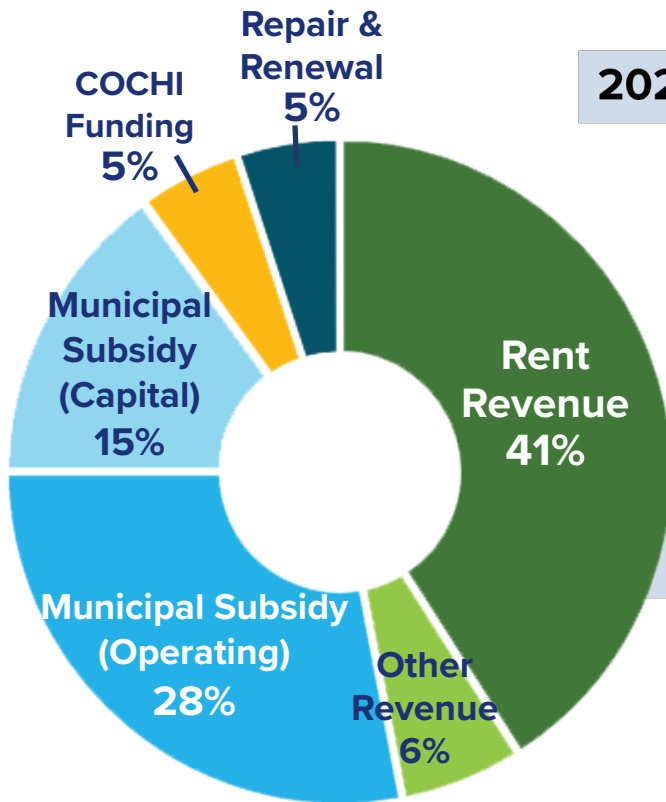
By embracing change and leveraging innovative technologies, processes, and practices, HNHC is paving the way for a more sustainable and inclusive future. The organization recognizes that its most valuable asset is its people, including the residents, dedicated staff and board, and municipal and community partners, who work tirelessly and are integral to our success. We appreciate your efforts and commitment to making a difference.

Looking ahead, the foundations laid by HNHC will give rise to transformative housing initiatives that cater to the community's diverse needs. These projects, from mixed-use affordable units to supportive and student housing, underscore HNHC's commitment to serving a broad spectrum of citizens.

The decision to sell older homes to finance the development of new, safe, and environmentally conscious housing reflects a forward-thinking approach to sustainable community housing. The recent integration of Del-Gold Villa into the Community Housing portfolio further demonstrates HNHC's strategic vision and leadership in the region.

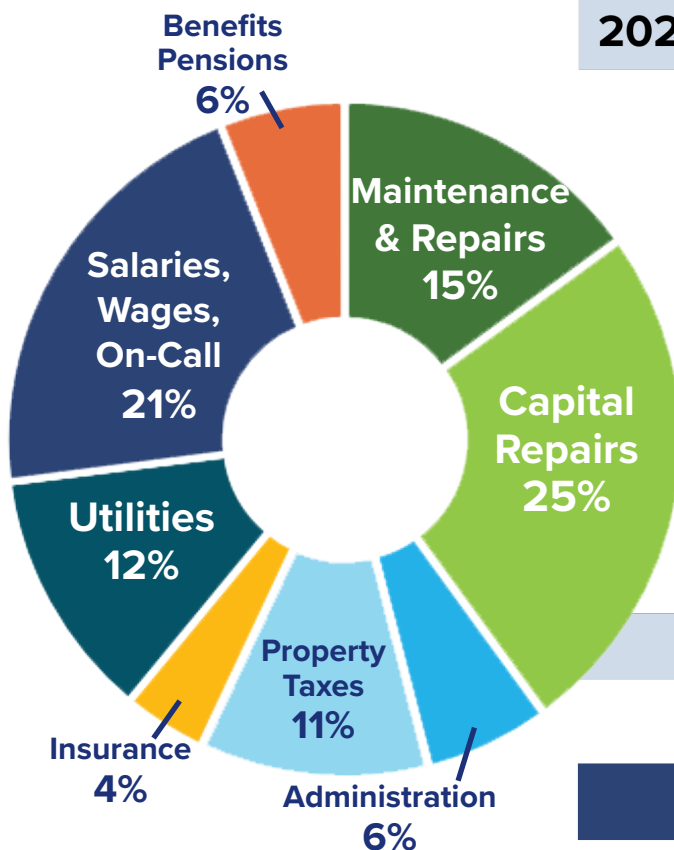
As HNHC continues to grow and evolve, the organization remains steadfast in its dedication to providing high-quality services and fostering a culture of innovation. The future holds great promise, and HNHC is well-positioned to embrace the challenges and future opportunities.

FINANCIAL YEAR IN REVIEW



2023 Revenue

Rent Revenue	\$1,757,530
Other Revenue	\$269,693
Municipal Subsidy-Operating	\$1,187,878
Municipal Subsidy - Capital	\$625,000
COCHI* Funding	\$193,416
Repair & Renewal: 2023-2025	\$233,941
TOTAL REVENUE	\$4,267,458



2023 Expenses

Maintenance & Repairs	\$650,133
Capital Repairs	\$1,052,358
Administration	\$242,809
Property Taxes	\$462,538
Insurance	\$177,637
Utilities	\$520,355
Salaries, Wages, On-Call	\$880,220
Benefits & Pensions	\$277,166
TOTAL EXPENSES	\$4,263,216

Net Surplus

\$4,242

CAPITAL INVESTMENT

5%



Site Work

\$58,735 sidewalk, curb, ramp repairs and replacements

6%



Remediation

\$64,283 to remediate asbestos or mould

6%



Life Safety

\$63,309 spent to upgrade Fire Alarm systems

17%



Energy Conservation

\$180,421 spent on window replacements and Building Automation upgrades

32%



Building Element Renewal

\$332,263 spent on projects such as unit renovations and roof replacements

34%



Reserve Fund Allocation

\$353,347 of the Repair & Renewal funds placed in a reserve account pending completion of projects

INNOVATION

Building upon the outcomes of 2023, HNHC continues to make progress toward the goals identified in our strategic plan



REGENERATION MASTER PLAN

Awarded Development tender for Dunnville's Frank Marshall Business Park

Deep retrofit of 4/5 BR family homes

Completed business cases for Delhi & Port Dover builds for Council Approval

ASSET MANAGEMENT STRATEGY

Implemented to drive improvements, highlighting performance gaps while identifying priorities. The Strategy sets goalposts for ongoing maintenance, capital investments and funding optimization



REPAIR & RENEWAL

Through funding such as CMHC's National Co-Investment Fund, HNHC was awarded \$9M over the next 3 years to invest in existing assets while supporting the asset management strategy and becoming "shovel ready" in various initiatives. This was possible through municipal partnership and collaboration

15-YEAR CAPITAL PLAN

The completion of this strategic planning document enables HNHC to utilize multi-year budgeting practices in supporting future financial needs while aligning to sector strategies



MODERNIZATION

Initiated innovative, Non-Profit viability studies, in partnership with the Housing Services Corporation to prepare our Non-Profit Housing partners for upcoming 'End of Operating Agreements'

AMALGAMATION

Merger of Del-Gold Villa to HNHC. This process, in alignment with provincial strategies, streamlines and coordinates scarce resources while strengthening and providing stability to the organization



TENANT SUPPORT INITIATIVES

Reorganized and allocated internal resources to better meet the fast-changing, complex tenant needs while developing a tenant engagement strategy to drive open landlord-tenant communications and to enable us to address specific tenant ideas to strengthen their communities

STRATEGIC PARTNERSHIPS

HNHC can't do it alone. We've built new strategic partnerships that offer Affordable, Supportive, and Student housing initiatives that will serve a broader range of citizens



AMALGAMATION



The successful amalgamation of Del-Gold Villa, a significant milestone for HNHC and a key component of Ontario's Community Housing Renewal Strategy, was successfully concluded in December, 2023.

Del-Gold Villa has a rich history. Established in 1981, this 25-unit, mixed-income seniors building in Delhi is a testament to the community's commitment.

Originally sponsored by the Rotary Club of Delhi, it was operated as a federal non-profit until its mortgage was paid off in 2020.

The Board initiated the process of merging ownership to HNHC after a thorough approval process through the municipality and the ministry. This transition highlights HNHC's commitment to providing safe, affordable, quality housing.



- Appraised value \$3.75M
- Mortgage Free
- Financially sustainable - consistent annual Surplus

Valuable Asset






- 13 Market-rent and 12 Rent-geared-to-income apartments
- Average monthly Market Rent: \$784
- Average RGI rent: \$574

Mixed Income





- Stable Seniors building - very low vacancy
- Sustainable - no municipal operating subsidy after mortgage ended
- Negligible Arrears
- Incorporated into HNHC 15-year Asset Management plan

Meets the Needs of the Community

KPIs

	Target	Actual
 Housing Occupancy Rate	97%	99%
 Tenant Move Out Rate	12%	11%
 Rent Collection Rate	95%	98%
 Unit Inspections Completed	100%	100%
 Internal Maintenance: Average Work Orders Per Day	5-6	7



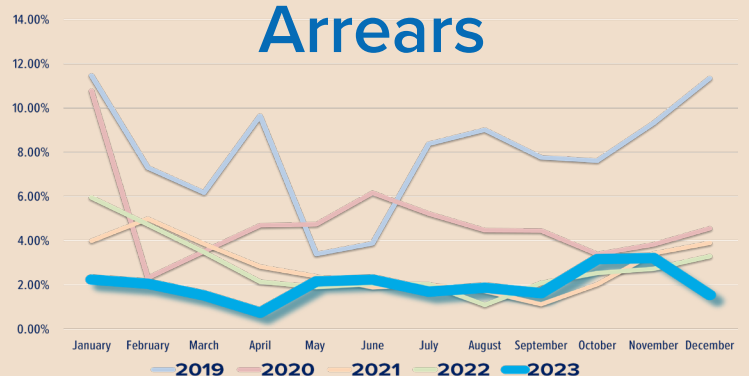
 Balanced Budget	
 Clean Audit	

Continuous Improvement Scorecard



	TARGET	ACTUAL
Number of Processes Optimized by Team	3	4
Estimated % of Time Saved through Optimization	10-20%	

Arrears



ABOUT HNHC

\$99M
in assets

 **529** units

 **23** properties throughout
Haldimand & Norfolk

Manage
77%
RGI Housing

Manage
68%
Community
Housing

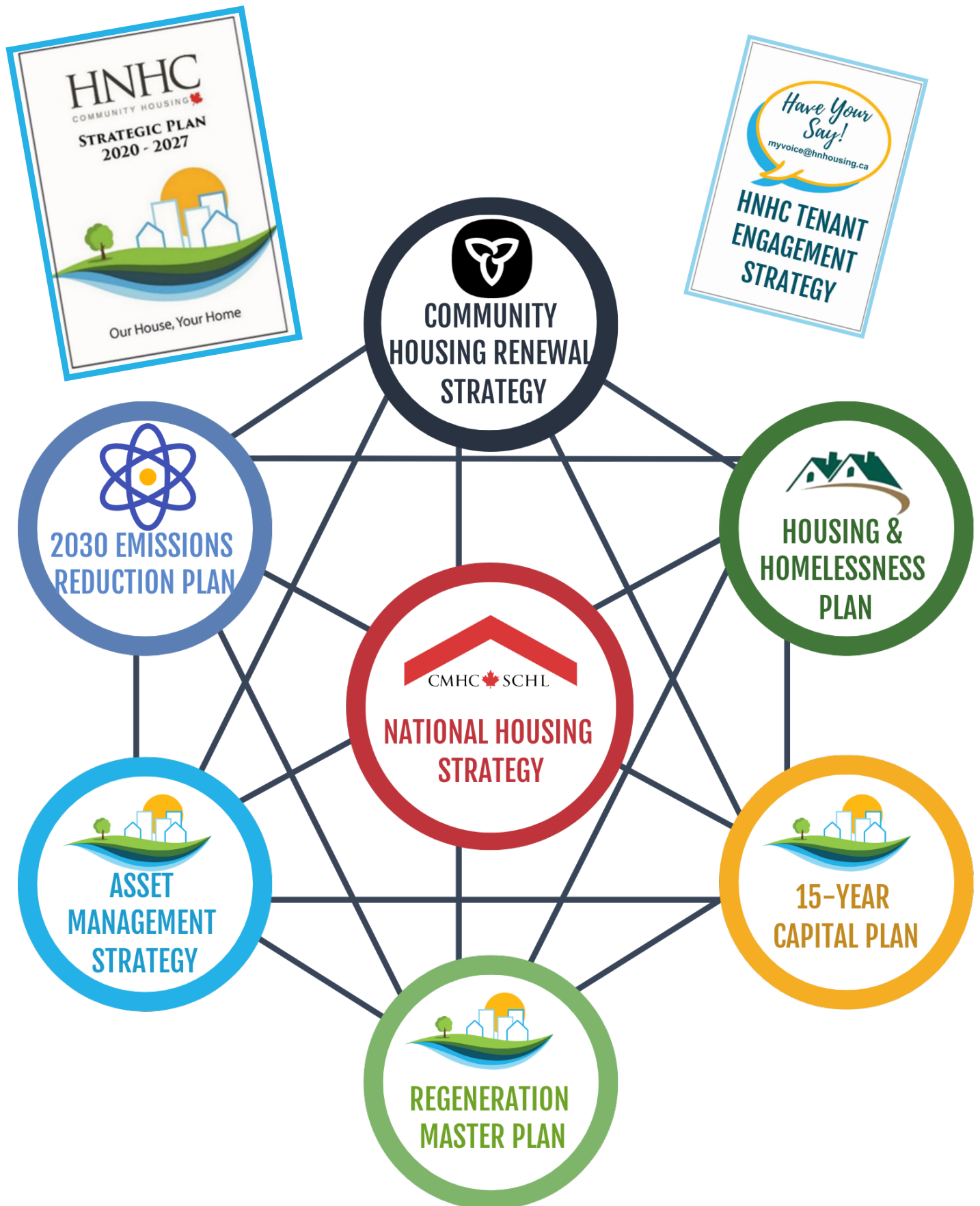
 **1000+**
people housed

 **28**
Volunteer board
members
(4 boards)

 **12**
staff
members

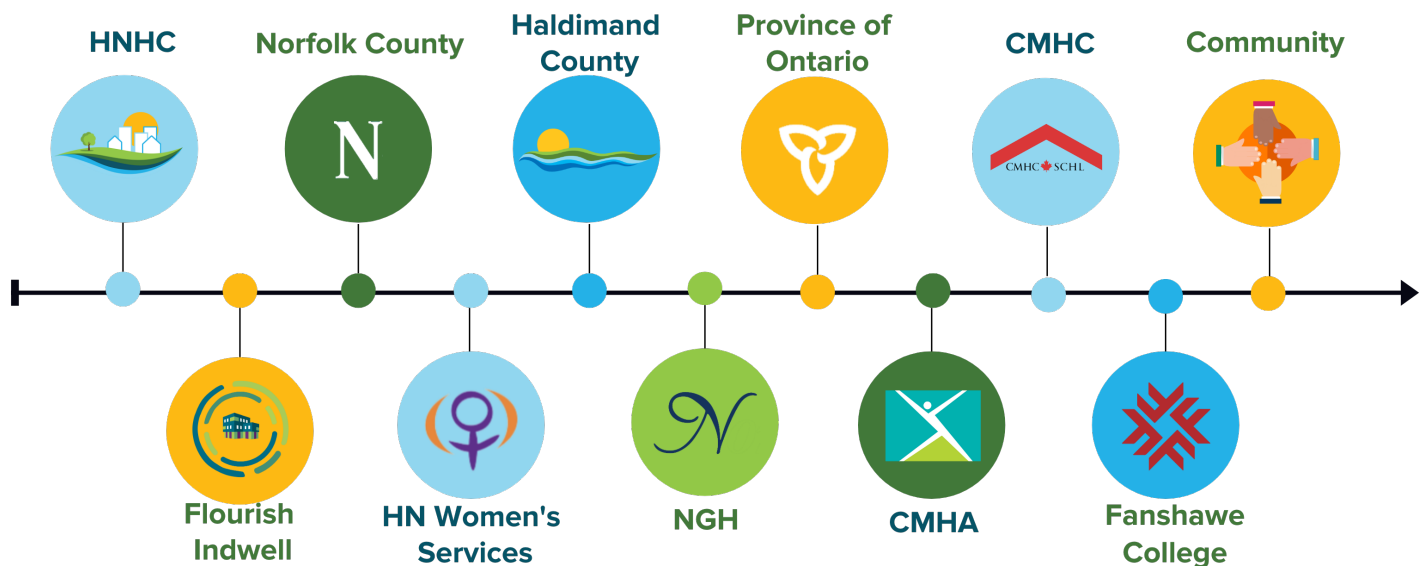


ALIGNING STRATEGIES



STRATEGIC PARTNERSHIPS

Aligned priorities between partners foster a cohesive approach to tackling challenges, ensuring integrated efforts for shared outcomes.



Representatives from the Canadian Mental Health Association, Norfolk General Hospital, past program participants, HNHC, and Norfolk County came together to devise innovative solutions for new supportive housing in Norfolk that will aid individuals in their recovery from addiction.

The outcome of this collaboration will be the conversion of two homes owned by HNHC to allow up to 8 individuals to participate in the Addiction Supportive Housing program conducted by NGH. With the support of CMHA and Health, Social Services, and Housing, HNHC will have ASH House ready for its residents in the summer of 2024.



**Limited
Funding**



**Vulnerable
Population**



**Complex
Tenants**



**Housing
Supply**

Effective partnerships address ongoing and emerging challenges



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:

