



# 2025

ANNUAL REPORT

# GROWING TO MEET COMMUNITY NEEDS

**81**  
HOMES UNDER  
CONSTRUCTION

**20%**  
NET NEW  
HOUSING

**\$8M**  
REPAIR & RENEWAL  
COMPLETED



# SENIOR LEADERS

# BOARD OF DIRECTORS

## MATT BOWEN

Chief Executive Officer

## GARY MOYAERT

Chief Financial Officer

## MARC PUYPE

Director of Development  
and Technical Services

## LOUISE JONES

Director of Strategy and  
Data Intelligence

## TRICIA FEIST

Property Manager

## TODD SMITH

Property Manager

## JEFF MILLER

President

## BRIAN SNYDER

Vice President

## JEAN MONTGOMERY

Director

## LEAH VANTIL

Director

## BERNIE CORBETT

Director

## DOUG MILLER

Director

## KIM HUFFMAN

Norfolk County Councillor

## DEBERA MCKEEN

Haldimand County Councillor

## Growing Stronger Together



The amalgamation of Long Point Non-Profit Housing Corporation at the end of 2025 marks an important step in HNHC's continued growth.

By bringing smaller non-profit housing providers into a larger, more integrated organization, HNHC is better positioned to deliver consistent service, improve operational efficiency, and support the long-term sustainability of affordable housing across our communities.



Pictured: Matt Bowen and Louise Jones with members of the Long Point Non-Profit Housing Board. Board Chair Ed Doerksen (26 years), Vice Chair Don Nethercott (21 years), Director Ed Teigrob (23 years), Ernie Doerkson and Helmut Teigrob (14 years), and Brenda Himburg (9 years).

*HNHC is grateful for the many years of dedicated service provided by the LPNP Board and recognizes their lasting contribution to affordable housing in the community.*



# MESSAGE FROM THE BOARD & CEO

## Growing to Meet Community Needs

Over the past several years, Haldimand Norfolk Housing Corporation has been guided by a clear vision to strengthen our organization, renew our housing portfolio, and expand opportunities for affordable housing across our communities. In 2025, that vision evolved into measurable growth.

This year marks a period of significant transformation for HNHC. Through strategic planning, strong partnerships, and disciplined financial management, the organization has expanded its capacity to respond to increasing housing needs across Haldimand and Norfolk. Our operating scale has grown substantially, reflecting both the rising demand for affordable housing and our commitment to meeting that need.

A key priority in 2025 was continued investment in our existing housing portfolio. Through the Repair and Renewal program, supported by the Affordable Housing Fund, along with municipal and federal contributions, we made substantial upgrades across our communities. These investments have improved building performance, enhanced safety and accessibility, and extended the life of our assets, ensuring residents continue to have access to quality, sustainable housing.

Our growth is also reflected in the advancement of several new housing initiatives. While development projects in Dunnville, Delhi, and Port Dover continue to progress, 2025 has focused on building the organizational foundation required to support these developments over the long term. These efforts are helping position HNHC to deliver sustainable, accessible, and cost-effective housing solutions that will serve our communities well into the future.

None of this progress would be possible without the dedication of our staff, the guidance of our Board of Directors, and the continued support of our municipal and community partners. Together, we are responding to increasingly complex housing needs with a shared commitment to accountability, innovation, and service.

**2025 has been a year of growth and transformation. The work ahead is significant, but so is the opportunity. Together, we are growing to meet the needs of our communities.**



# Investing in Sustainable Communities

Across the housing sector, affordable housing providers continue to face rising operational pressures, aging infrastructure, and increasing tenant support needs. HNHC remains focused on responsible stewardship, long-term sustainability, and reinvestment in the communities it serves.

## Rising Operating Pressures



- Maintenance & Repairs
- Insurance
- Utilities
- Unit turnover costs
- Contract costs
- Snow removal

## Rising Tenant Complexities



- Mental Health Needs
- Addictions
- Aging in Place
- Housing Instability
- Crisis Response
- Community Supports

## Capital Investment to Sustain Aging Infrastructure

Increased capital investment from Haldimand and Norfolk Counties has strengthened HNHC's ability to reinvest in aging housing assets and respond to growing infrastructure needs. These investments support long-term asset sustainability, housing quality, and the preservation of affordable housing throughout our communities.



 **Capital Budget**

## Responding to Evolving Operational Demands

Rising infrastructure investment, increasing operational pressures, and more complex tenant support needs continue to expand the scope and pace of work across the organization.



## Supporting Long-Term Sustainability Through

- Project Management Capacity
- Process & System Modernization
- Asset Management Planning
- Preventative Maintenance Strategies
- Tenant Support Coordination
- Regeneration Planning
- Data & Reporting Improvements

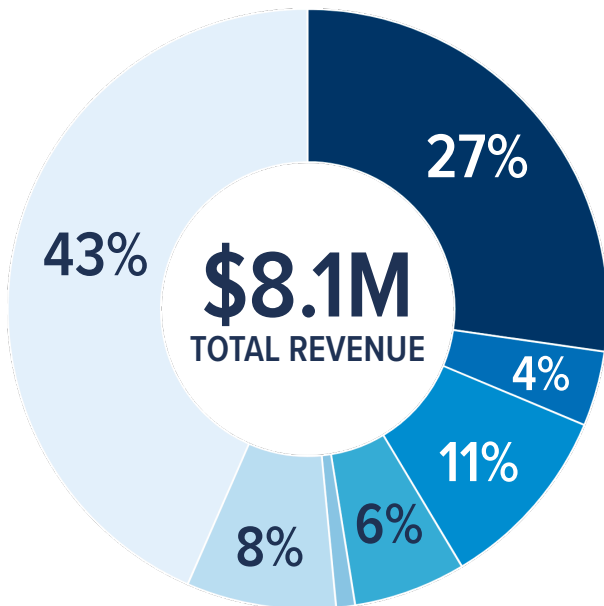
## Strategic Reinvestment

Through the Regeneration Plan, HNHC continues to transition select legacy assets into new, modern affordable housing while maintaining overall rent-gear-to-income service levels.

New developments are being designed with long-term sustainability in mind, incorporating mixed-income models that support financial viability and future growth.

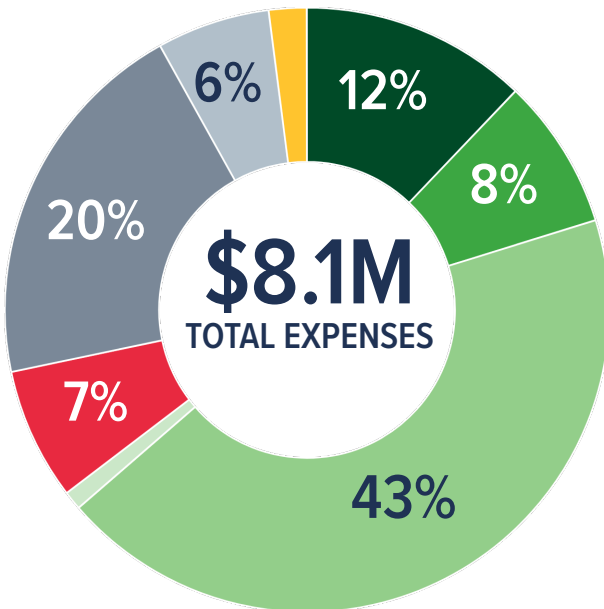
**HNHC's long-term planning and reinvestment strategies align closely with the broader municipal priorities of sustainability, infrastructure resilience, new development, and healthy communities identified by both Haldimand and Norfolk Counties.**

# FINANCIAL YEAR IN REVIEW



Rent Revenue	\$2,195,436	27%
Other Revenue	\$340,406	4%
Municipal Subsidy - Operating	\$844,296	11%
Municipal Subsidy - Property Taxes	\$512,455	6%
Municipal Subsidy - COCHI & OPHI	\$114,378	1%
Municipal Subsidy - Capital Allocation	\$625,000	8%
Capital - Repair & Renewal Program	\$3,481,434	43%

**TOTAL REVENUE** **\$8,113,405**



Maintenance & Repairs	\$984,091	12%
Capital Repairs	\$625,000	8%
Capital Repairs - Repair & Renewal	\$3,481,434	43%
Capital Repairs - COCHI & OPHI	\$114,378	1%
Utilities	\$560,219	7%
Admin & Salaries, Wages, Benefits	\$1,641,227	20%
Municipal Property Taxes	\$512,455	6%
Insurance	\$193,110	3%

**TOTAL EXPENSES** **\$8,111,914**

## NET SURPLUS

**\$1,491**



### INDEPENDENT AUDIT:

An independent audit of our 2025 financials resulted in a clean opinion, confirming the integrity and accuracy of our financial reporting.



Strong Finances

Responsible Stewardship

Sustainable Communities



## Repair & Renewal: Investing in Our Homes

### Maintaining quality housing across Haldimand and Norfolk

HNHC is committed to protecting and strengthening the long-term sustainability of community housing assets across Haldimand and Norfolk.

With many properties now more than 50 years old, ongoing Repair and Renewal investments are critical to maintaining building performance, modernizing infrastructure, improving energy efficiency, and ensuring homes remain safe and functional for residents. As the portfolio continues to age, long-term capital investment remains an increasing priority across the organization.

**Over \$8 million invested in renewing HNHC's housing portfolio through the 3-year Repair & Renewal Project**

#### CONTINUED CAPITAL INVESTMENT

**\$625K to \$2M**

Significant growth reinforces HNHC's commitment to maintaining and renewing community housing assets



#### Protecting Community Assets

Ensuring long-term quality and reliability of publicly owned housing.



#### Investing in Existing Homes

Balancing new development with reinvestment in current properties.



#### Building for the Future

Improving efficiency, performance, and sustainability across our portfolio.



#### Sustainability in Action

Reducing utility consumption remains a key priority, supporting energy efficiency, lowering operating costs, and improving long-term environmental performance.



## Executing Our Asset Management Plan

Repair and Renewal investments were delivered across HNHC's housing portfolio, supporting safety, accessibility, sustainability, and long-term housing quality in both Haldimand and Norfolk communities.

### Modernizing Building Systems

- Heating and cooling system upgrades
- Hot water system improvements
- Building automation systems
- Lighting and electrical upgrades



### Upgrading Interiors & Living Spaces

- Unit renovations and interior upgrades
- Flooring replacements
- Appliance replacements



### Enhancing Safety & Security

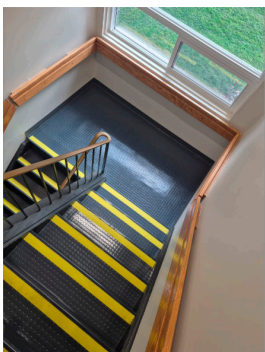
- Fire alarm upgrades
- Security system improvements
- Code compliance upgrades

### Accessibility & Mobility Improvements

- Accessibility retrofits & barrier-free improvements
- Handrail and mobility support upgrades
- Entrance accessibility enhancements

### Improving Energy Efficiency

- Window and door replacements
- energy-efficient equipment installation
- insulation and building envelope upgrades



### Maintaining Building Infrastructure

- Roofing projects
- Exterior repairs and upgrades
- General building system replacements

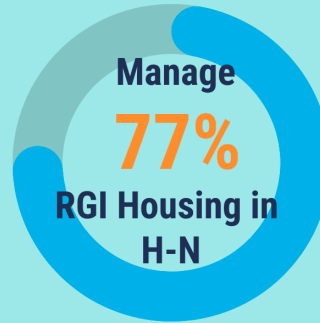
# ABOUT HNHC



**\$112.2M**

PORTFOLIO VALUE

**Largest Community Housing  
Provider in  
Haldimand Norfolk**



## Who We Serve



SENIOR  
HOUSEHOLDS



FAMILY  
HOUSEHOLDS



SINGLE ADULT  
HOUSEHOLDS



MULTI-ADULT  
HOUSEHOLDS

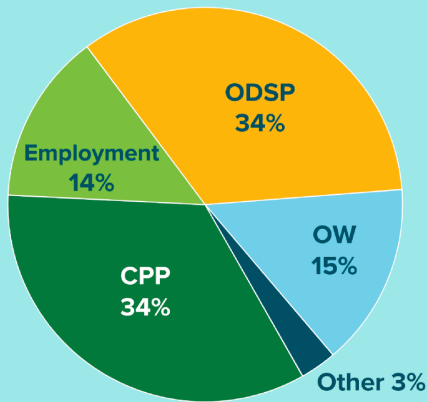


TRANSITIONAL  
HOUSING



SUPPORTIVE  
HOUSING

## Household Primary Income



## Complex Tenancies



12% of households are considered "at risk" and are waiting for supports needed to retain their housing.

535  
homes &  
growing



over 1000+  
people housed

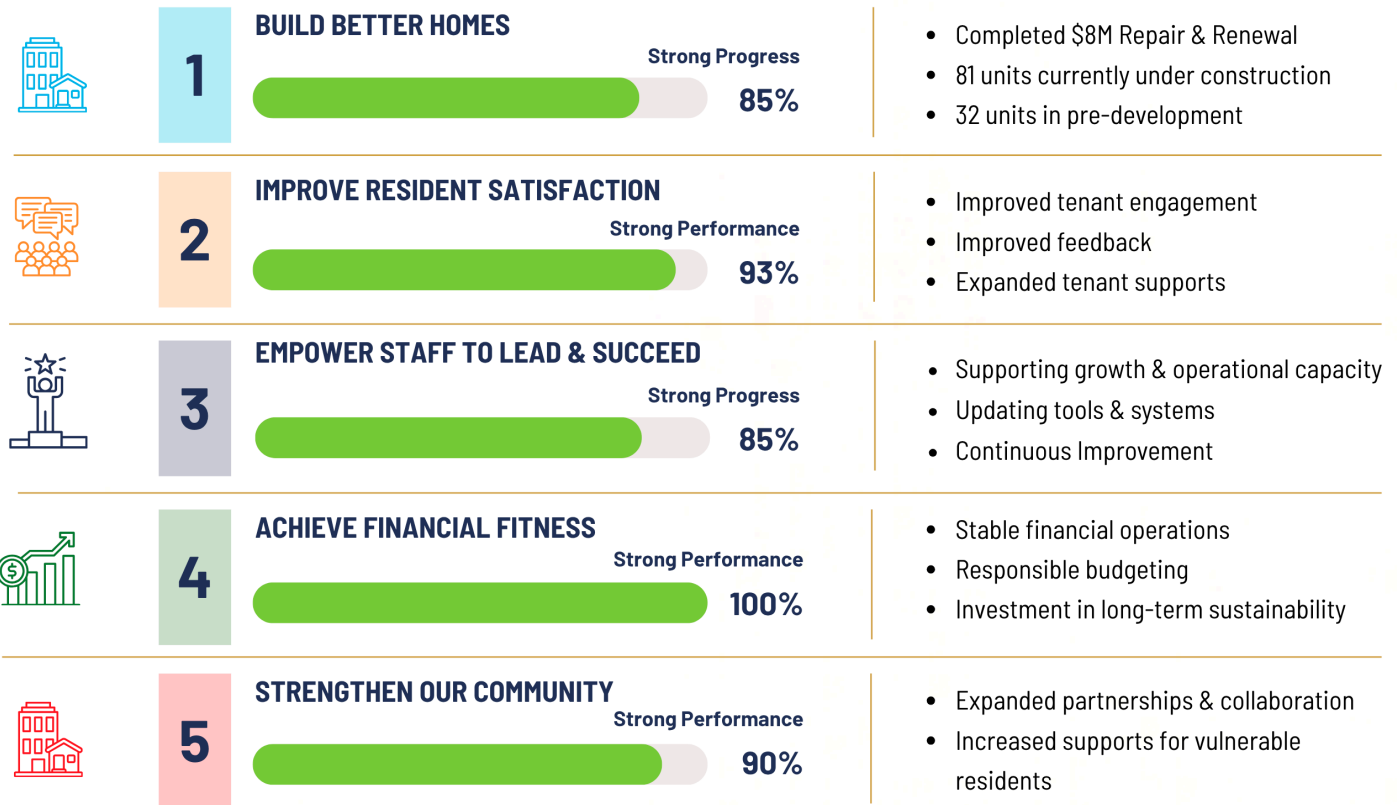
## Seniors Aging in Place



58% of our  
senior residents  
are over age 70

# STRATEGIC SCORECARD & KPIs

## 2020-2027 STRATEGIC PLAN UPDATE



### WHAT HAS CHANGED SINCE 2020?



Increasing complexity of tenant needs



Growing demand for affordable housing



Expanded partnerships & collaboration



More decentralized workforce



Aging infrastructure, rising costs



+21% additional units under construction

## Annual Corporate KPIs

HNHC Target: 100%

HNHC Actual: 100%



### Annual Unit Inspections

Percentage of all units in the housing portfolio that received an annual inspection in 2025. This KPI tracks completion rates to ensure ongoing property maintenance and adherence to health and safety standards.

HNHC Target: 97%

HNHC Actual: 99%



### Housing Occupancy

Percentage of rentable homes occupied in 2025, based on the average of quarterly occupancy rates across the housing portfolio. This figure is influenced by the number of move-outs, the efficiency of the offer process, and the time required to turn over units.

HNHC Target: 30

HNHC Actual: 28



### Unit Turnover

Average number of days homes are vacant between tenancies. This KPI reflects the efficiency of the offer process and the time required to complete repairs and prepare units for the next applicant on the waitlist.

HNHC Target: 95%

HNHC Actual: 98%



### Rent Collection

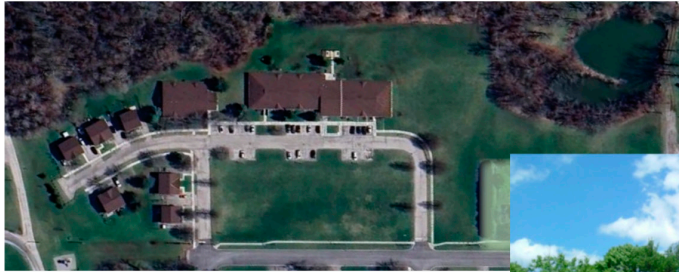
Average percentage of total rent collected in 2025 across the housing portfolio, based on quarterly results. This KPI compares the total rent collected to the total rent charged, reflecting overall payment trends and arrears management.



# Growing Stronger Together

## Preserving Affordable Housing for the Future

In 2024, the Board of Directors for Long Point Area Non-Profit Housing Corporation (LPNP) approached the Board of Haldimand Norfolk Housing Corporation to explore a voluntary amalgamation as a long-term strategy to preserve affordable housing in the Port Rowan community. Following a collaborative planning and due diligence process, the amalgamation was successfully completed in 2025.



Established in 1990, LPNP provides 40 homes for seniors, adults, and families, including apartment buildings and family townhomes.

**40**  
AFFORDABLE  
UNITS

**\$7.77M**  
ASSET VALUE

**11.5**  
ACRES

## Why Amalgamation Matters

Across Ontario, many small non-profit housing providers are facing increasing pressures related to growing legislative and compliance requirements, rising capital repair costs, administrative demands, and limited access to long-term funding opportunities. At the same time, many long-standing volunteer Boards are planning for future leadership transition and long-term organizational sustainability after decades of dedicated community service.

**The amalgamation reflects more than organizational change — it represents a long-term investment in the sustainability of affordable housing within our rural communities.**



HNHC’s Amalgamation Strategy recognizes that voluntary amalgamation can strengthen the long-term sustainability of community housing assets while ensuring tenant stability, continued affordability, and long-term community stewardship of publicly supported housing assets. In some cases, surplus lands associated with amalgamated properties may also support future housing development opportunities and long-term regeneration initiatives.



## Executing our Regeneration Strategy

HNHC continues to invest in the future of affordable housing across Haldimand and Norfolk Counties. Our focus remains on expanding and intensifying housing options, strengthening communities, and improving services for tenants across the region.



### Dunnville

**Moving Forward** - From the groundbreaking of 311 Ramsey Drive, Dunnville in July 2025 to active construction in Spring 2026.

**This 56 unit mixed-income development** continues to make significant progress. The development is anticipated to welcome residents in late Fall, 2027.



### Delhi



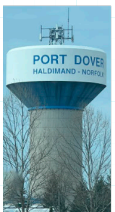
**Taking Shape** - Ground was broken on a snowy day in March 2026 at 686 Gibraltar Street, Delhi.



**The 25 unit mixed-income development** is expected to be completed by mid-2027.



## Looking Ahead



### Port Dover

Plans continue to advance for a proposed 32-unit addition to HNHC's existing housing community at 219 Regent Avenue in Port Dover. Following pre-development work completed in 2025, the concept is anticipated to move forward for Council consideration later in 2026.

### Regeneration Strategy 2.0

With the major redevelopment projects identified in the original Regeneration Master Plan now underway or advancing toward implementation, HNHC has developed Regeneration Strategy 2.0 – a long-term strategic framework focused on portfolio transformation, intensification opportunities, acquisitions, and future housing growth across the region. The strategy is anticipated to be presented to municipal Councils later in 2026.





## 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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