



HNHC
COMMUNITY HOUSING

CELEBRATING  50 YEARS

2024 ANNUAL
REPORT



BRIDGING GAPS
BUILDING HOMES

BOARD OF DIRECTORS

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President

BRIAN SNYDER

Vice President

JEAN MONTGOMERY

Director

LEAH VANTIL

Director

BERNIE CORBETT

Director

DOUG MILLER

Director

KIM HUFFMAN

Norfolk County Councillor

STEWART PATTERSON *(In Memoriam)*

Haldimand County Councillor

SENIOR LEADERS

MATT BOWEN

Chief Executive Officer

GARY MOYAERT

Chief Financial Officer

MARC PUYPE

Director of Development
and Technical Services

LOUISE JONES

Manager of Business Services
and Continuous Improvement

TRICIA FEIST

Property Manager

TODD SMITH

Property Manager



1975

Haldimand Norfolk Housing (Authority) Corporation was formed by provincial Order-In-Council as the Local Housing Authority for the Regional Municipality of Haldimand Norfolk



1990

The Haldimand Norfolk Housing (Authority) Corporation was one of the first housing Authorities in Ontario to provide property management services to other non-profit housing corporations.



2000

Province dissolves all housing authorities converting them to autonomous housing corporations. We became the Haldimand Norfolk Housing Corporation, a new corporation owned by Haldimand County and Norfolk County as our new Shareholders while retaining the same Board of Directors and Staff.



MESSAGE FROM THE BOARD & CEO

HNHC - 50 Years of Purpose, Progress, and Partnership

As we mark 50 years of service, our reflections are filled with gratitude — for the progress we've made, the partnerships we've built, and the people who have brought our mission to life. This year has been one of meaningful growth as we move closer to developing new housing in both Dunnville and Delhi. With a shared commitment to addressing critical community needs, we are making tangible strides in expanding affordable, supportive, and transitional housing — for individuals in recovery from addiction, women fleeing domestic violence, and, most recently, for students in our community.

Our success is deeply rooted in collaboration. Through strong partnerships with organizations such as Norfolk General Hospital, the Canadian Mental Health Association, Haldimand & Norfolk Women's Services, Fanshawe College, and Flourish, we continue to respond to emerging challenges with innovative and inclusive housing solutions.

This progress would not be possible without our small but mighty team. The dedication, compassion, and tireless effort of our staff are the driving force behind our work. Their commitment to our mission and to the people we serve inspires us every day.

As we look ahead, we remain grounded in our core values and energized by the opportunities to come. Together, with our partners, staff, and community, we are building a legacy that will continue to grow for the next 50 years and beyond.



2019

Through a reorganization, rebranding, and new Strategic Plan, HNHC sets on the course to modernize and bring new Affordable Housing to Haldimand and Norfolk.



2025

Our hard work pays off as we begin the move from pre-development, to breaking ground on two new developments. The first one in Dunnville, and the second in Delhi.

Along with development progress, HNHC is set to complete a \$8M Repair & Renewal plan of existing stock in Q1/2026.



2026 +

The future is bright as we continue to work with our Municipal partners to meet the dynamic needs of our community. Stay tuned!



Municipal Funding Stream Breakdown

Municipal Subsidy - Operating

Working with the Service Manager, an Operating Subsidy calculated to allow us to manage the day-to-day costs of running and maintaining our housing portfolio. This subsidy is shared between the two Counties based on the 60/40 unit split and is funded by the municipal levy.



Municipal Subsidy - Property Taxes

This is a flow through subsidy which is used to pay the property taxes for the properties in our portfolio. It changes annually depending on the annual tax rate.



Municipal Funding - COCHI & OPHI

COCHI (Canada-Ontario Community Housing Initiative) and OPHI (Ontario Priorities Housing Initiative) are Federal & Provincial Funding programs under the National Housing Strategy that are given to the Municipality through the Service Manager. The Service Manager allocates these funds between all of the Housing Providers in Haldimand and Norfolk. These funds are not guaranteed and are subject to strict guidelines.



Municipal Subsidy - Capital Allocation

HNHC receives an Annual Capital Subsidy allocated by the Service Manager on behalf of both Counties. Following our 15-year Asset Management Plan, this subsidy is used to ensure the longevity of our assets.



Municipal Subsidy - Repair & Renewal Program

The Repair & Renewal Program is funded by CMHC through the National Housing Strategy's Affordable Housing Fund. It is for the repair and renewal of existing housing and consists of contributions from the municipality and matching contributions from CMHC.



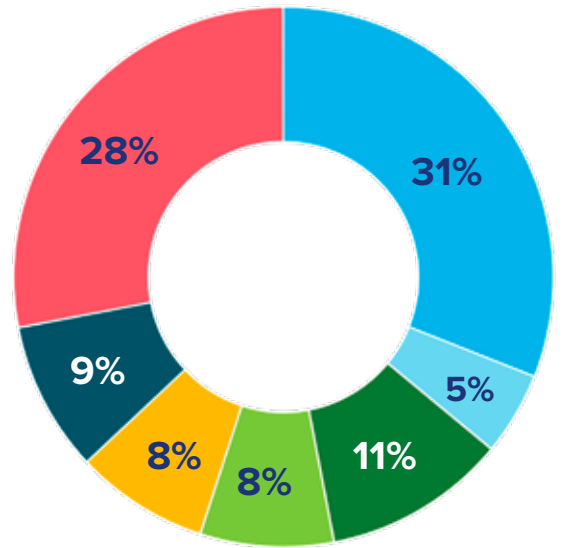
HNHC received almost \$8M for projects conducted over 3 years (2024-2026).

FINANCIAL YEAR IN REVIEW

2024 Revenue

Rent Revenue	\$2,047,334
Other Revenue	\$323,713
Municipal Subsidy-Operating	\$761,881
Municipal Subsidy - Property Taxes	\$509,241
Municipal Funding - COCHI & OPHI	\$542,912
Municipal Subsidy - Capital Allocation	\$625,000
Capital - Repair & Renewal Program	\$1,875,993

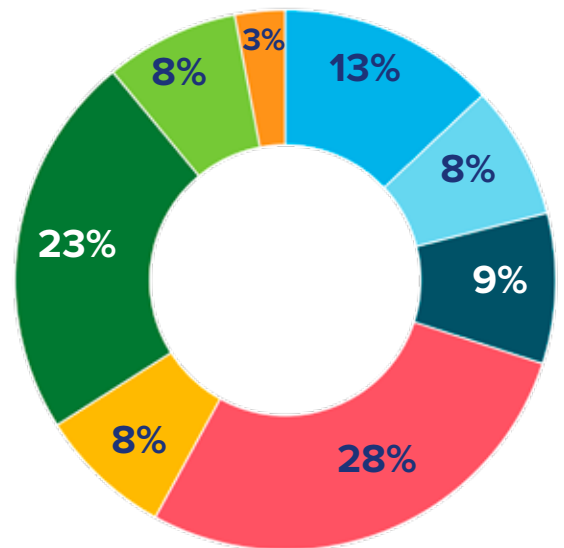
TOTAL REVENUE \$6,686,074



2024 Expenses

Maintenance & Repairs	\$864,411
Utilities	\$546,704
Capital Repairs	\$625,000
Capital Repairs - Repair & Renewal	\$1,876,127
Capital Repairs - COCHI & OPHI	\$542,912
Admin & Salaries, Wages, Benefits	\$1,509,734
Municipal Property Taxes	\$509,241
Insurance	\$209,410

TOTAL EXPENSES \$6,683,539



NET SURPLUS \$2,535

INDEPENDENT AUDIT:



An independent audit of our 2024 financials resulted in a clean opinion, confirming the integrity and accuracy of our financial reporting

THE LARGEST HOUSING PROVIDER IN HALDIMAND NORFOLK



\$ 106.5M
PORTFOLIO VALUE



535

HOMES & GROWING!

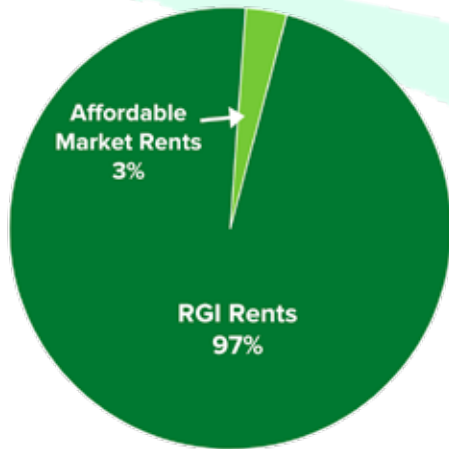


1000+
people housed

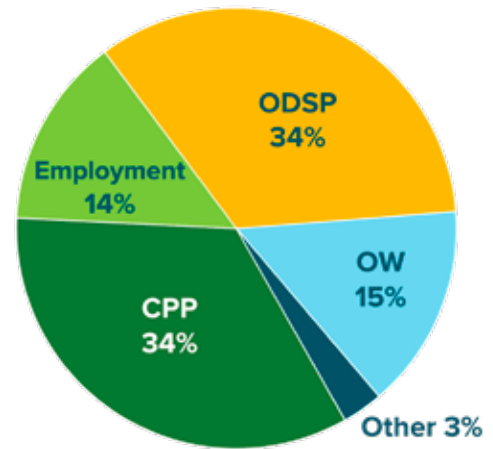
HNHC Portfolio - spanning 2900+ km²



Unit Rent-Type Breakdown



Household Primary Income



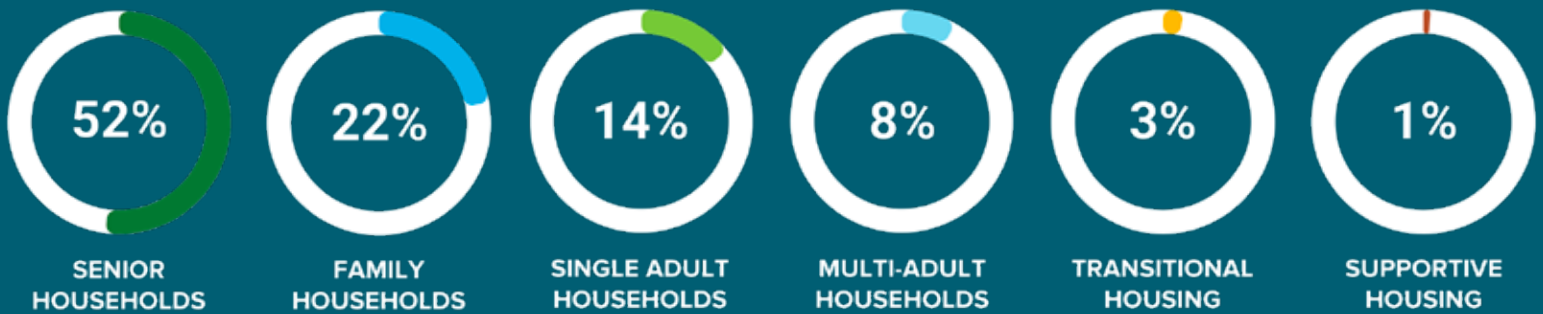
Rent-Geared-to-Income (RGI) or Subsidized Housing - RGI rent is no more than 30% of household income

Affordable Market Rent - is 80% of Canada Mortgage and Housing Corporation (CMHC) Average Market Rent (AMR) for the Municipality

Average Monthly RGI Rent in 2024 = \$428

Average Monthly Affordable Market Rent in 2024 = \$828

DRILLING DOWN THE DATA, WHO WE SERVE:



Complex Tenancies

HNHC's mandate is to provide independent housing; however, many residents require additional supports to maintain successful tenancies—and access to these services is limited.

Currently,

12%

of our households are considered 'at risk' and are waiting for the supports needed to retain their housing. These households often face complex challenges such as hoarding, mental health or addiction issues, and difficulty managing daily living tasks.

Aging in Place



58% of our senior residents are over age 70



72% of our family households are led by a single parent

65% of new RGI tenant move-ins were SPP (Special Priority Policy) applicants





Investing in Homes



Dunnvile Development

- In 2024, we worked closely with Haldimand Council and Flourish to advance pre-development of our Dunnvile project. Optimized to 56 units and a state-of-the-art childcare facility on the ground floor, final approvals and groundbreaking are anticipated in June 2025

Delhi Development

- Our Delhi development is progressing through pre-development, with site preparation beginning in 2024 through the demolition of two existing units. We are now working with our development consultant to optimize the proforma, which will be presented to Norfolk Council in the coming months



10 Vacant Homes Repaired and Re-Rented

- As part of our regeneration plan — and through the strategic sale of select properties — we funded deep renovations to 10 homes that had been vacant due to disrepair, providing 10 families with safe, affordable housing

Rebuilding Lives

Tenant Engagement

- In 2024, we launched our Tenant Engagement Strategy by holding building meetings across all properties to hear directly from tenants. Their feedback will guide future improvements, reinforcing our core belief that engagement is key to building stronger communities



Expanding Solutions Through Partnerships

- In partnership with Norfolk General Hospital and CMHA, we renovated a duplex into purpose-built supportive housing for individuals completing addiction treatment
- In collaboration with Fanshawe College, we converted another duplex into much needed affordable housing for students in our community

Improvements Across our Portfolio

- Completed 70% of our 3-Year, \$8M Repair & Renewal program, including:
 - Upgraded central heating control systems
 - Lighting, thermostat, and fire alarm upgrades
 - Window, door, and roof replacements
 - Toilet, flooring, and ceiling tile replacements
 - Repair & repainting of interior common areas
 - Upgraded building automation and control systems





KEY PERFORMANCE INDICATORS

Our commitment to excellent customer service means we track results, set benchmarks, and work to improve results through our annual surveys.

Staff Satisfaction Survey

"Are you satisfied with the direction that HNHC is heading?"



Tenant Satisfaction Survey

"Overall, how satisfied are you with HNHC?"



Partner Agency Feedback

"How satisfied are you with your partnership experience?"



HNHC Target: 100%

HNHC Actual: 100%



Annual Unit Inspections

Percentage of all units in the housing portfolio that received an annual inspection in 2024. 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 2024, 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: 24.5



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: 99%

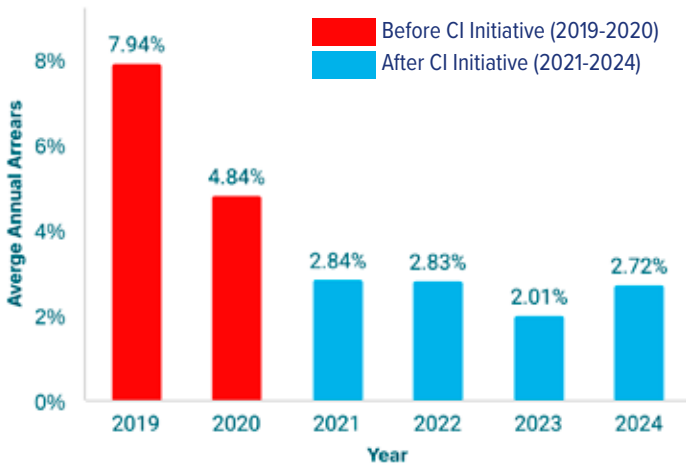


Rent Collection

Average percentage of total rent collected in 2024 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.

CONTINUOUS IMPROVEMENT

Sustained Reduction in Arrears Since 2019



Since launching our Continuous Improvement initiative in 2019, HNHC has made significant progress in reducing rent arrears.

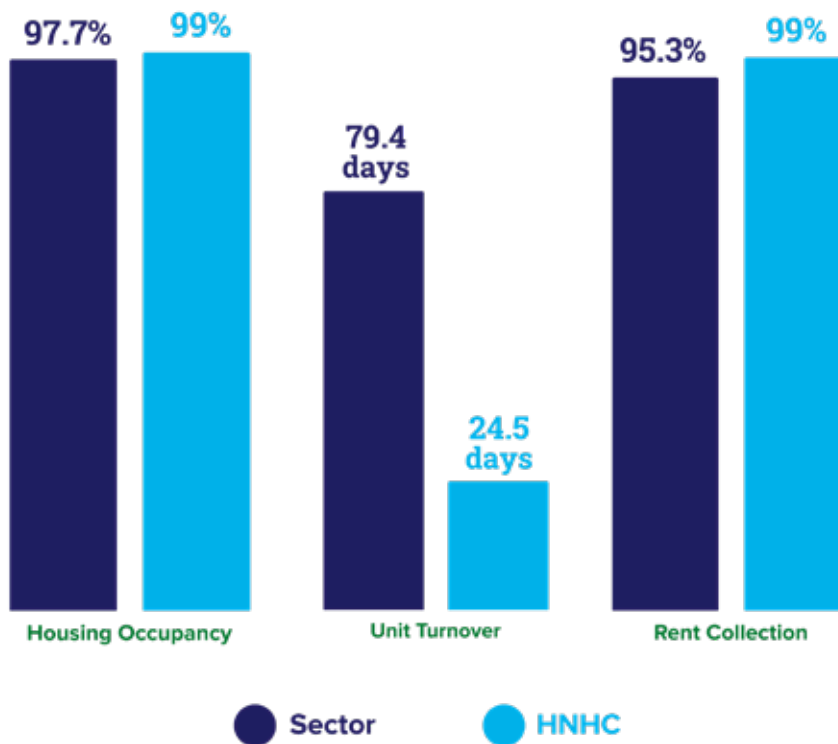
Using Lean Six Sigma principles, we analyzed and improved our arrears management process, leading to a dramatic drop in arrears from an average of 8% in 2019 to just over 2% by 2023. This reflects better internal systems, improved communication with tenants, and more proactive supports.

How We Stack Up

HNHC is a proud member of the Local Housing Corporation (LHC) Benchmarking Group, a partnership of nine housing providers across Ontario. This group collaborates to compare key performance metrics and share best practices that support continuous improvement in housing operations.

In addition to benchmarking, the LHC group engages in sector-wide advocacy, working together to influence policy at all levels of government—including intergovernmental bodies and the Ministry of Housing. Their shared goal is to improve tenant supports and increase funding for affordable housing.

Participation in this group allows HNHC to see how our performance aligns with sector peers, identify areas for improvement, and adopt proven practices from other organizations.





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:

