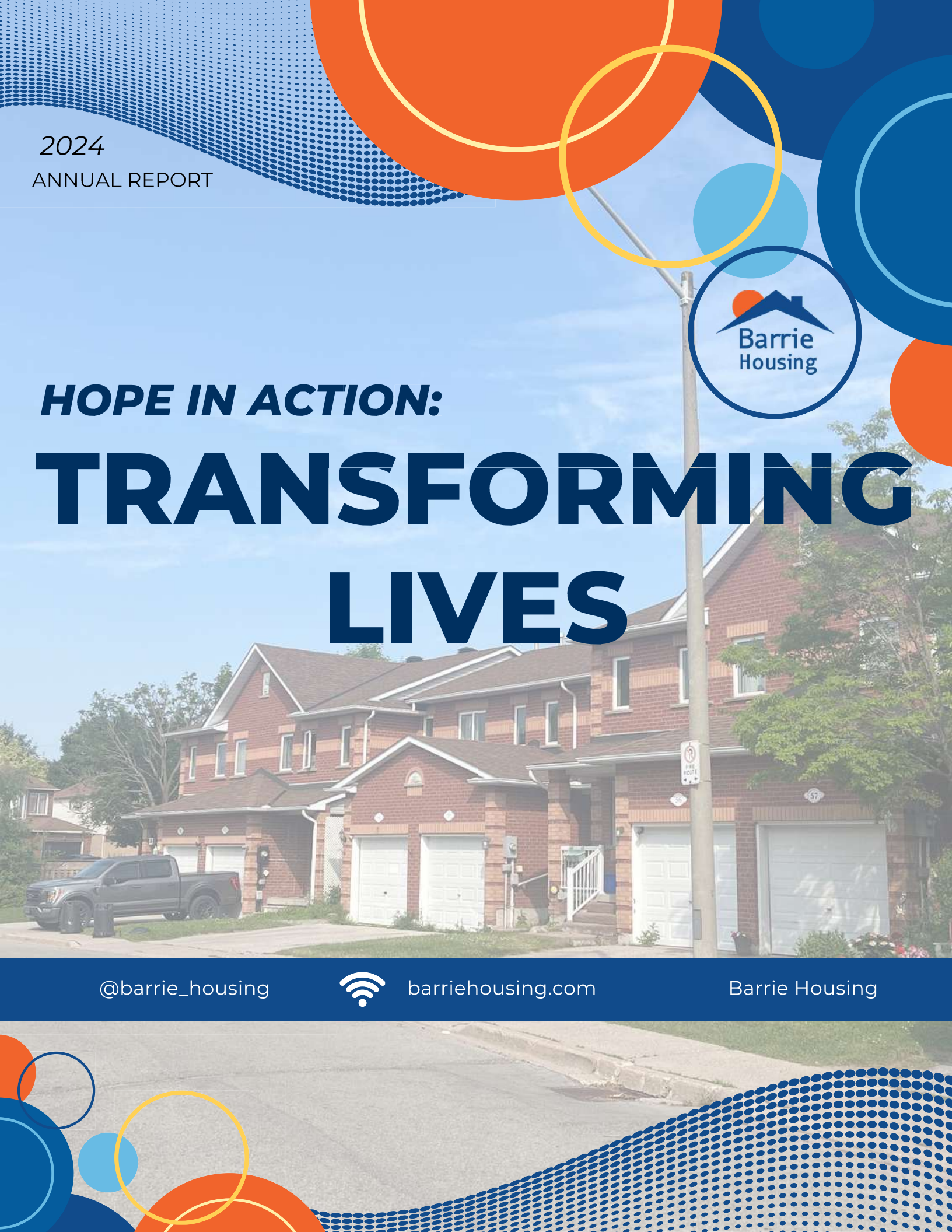


2024
ANNUAL REPORT



HOPE IN ACTION:
**TRANSFORMING
LIVES**



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Barrie Housing



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A Message from our CEO...

As we reflect on the past year, I am filled with a profound sense of gratitude and hope. Together, we have faced challenges, embraced opportunities, and remained steadfast in our mission to uplift and empower our communities. The theme of this year's annual report, "Hope in Action: Transforming Lives Together," perfectly encapsulates the spirit of what we have achieved and what we aspire to accomplish.



In 2024, we witnessed the transformative power of collective action. Through our partnerships, programs, and the unwavering dedication of our team, we have continued to provide safe, affordable housing and vital wrap-around services to more than 3,000 tenants. Every effort we made—whether addressing food insecurity, enhancing accessibility, or creating spaces for community engagement—was fueled by the belief that hope is more than a feeling; it is a call to action.

One of the year's most significant milestones was the establishment and grand opening of the Barrie Housing Beyond Homes Foundation. This foundation has not only broadened our scope beyond providing affordable housing but also focused on enhancing the quality of life for tenants and fostering safe and sustainable communities. The impact of these initiatives is already visible in our communities, from the smiles of children at our afterschool programs to the gratitude of tenants receiving Christmas food hampers. This is a testament to the collective effort and the transformative power of our actions.

Other highlights of the year include:

- NORC Project: This year marks the first year of Barrie Housing's involvement in the Naturally Occurring Retirement Community research project through the Women's Age Lab at the Women's College Hospital. Our tenants are not just participants but active contributors, helping to redefine how Canada and the world can support the health and well-being of older adults through programming designed to help them stay active and build community networks.

- **Addressing Food Insecurity:** In collaboration with local organizations, we expanded our food access programs. We have brought neighbours together through shared meals at several of our communities, started afterschool snack programs, created an in-house emergency food bank, piloted a give-and-get food drop-off at two of our sites, and delivered Christmas food hampers.
- **Community Engagement:** We launched tenant-led initiatives, fostering a sense of belonging and empowerment among our residents. From our Tenant Advisory Committee to our tenants wishing to host breakfast for their neighbours to hosting crafting evenings for children, we have seen our tenants coming forward to help build their communities and support one another.
- **Sustainability and Growth:** Through strategic asset management and innovative projects, we laid the groundwork for the future to meet the growing demand for affordable housing. The Board of Directors and the management team have worked tirelessly to develop ways to provide for our current buildings' capital and maintenance needs while looking to the organization's future and potential growth.
- **Wrap-Around Services:** The Beyond Homes Foundation played a pivotal role in offering support programs, from offering workshops to connecting tenants to resources tailored to meet the diverse needs of our tenants.

These accomplishments are a testament to what we can achieve when we work together. Behind every statistic is a story—a single mother finding stability, a senior rediscovering independence, a child daring to dream of a brighter future. These are the lives we touch, the lives we transform.

Looking ahead, we are inspired to do even more. The challenges we face are complex and evolving, but our commitment to our mission is unwavering. With your continued support, we will expand our reach, innovate our services, and strengthen our community. Together, we will turn hope into action, ensuring that every individual we serve has the opportunity to thrive.

Thank you for being an integral part of our journey. Whether you are a tenant, partner, volunteer, or supporter, your contributions are invaluable and make our work possible. Let us continue to build a future where hope and action go hand in hand, transforming lives and creating a community where everyone belongs.

*With Gratitude and Hope,
Mary-Anne Denny-Lusk*



From our Barrie Housing Board of Directors...

As Chair of the Barrie Housing Board of Directors, I am proud to reflect on another impactful year for Barrie Housing—one marked by collaboration, growth, and a renewed sense of motivation. Under the theme “Hope in Action: Transforming Lives,” this year’s efforts reflect our unwavering commitment to the people we serve and our collective drive to create a future where everyone has access to safe, collaborative and affordable housing.

One of the most exciting developments this year has been the near completion of our charitable arm, Beyond Homes. With registration through the Canada Revenue Agency nearly finalized, we are soon able to receive donations and expand our reach through targeted support and innovative programming. This milestone is a significant step in our long-term vision to enhance tenant well-being and community development.

We also strengthened our relationships with other community agencies, further deepening our collaborative efforts to maintain the collective goal of safe, affordable homes for our residents. Together, we’re not only creating innovative programs, but also sharing strategies, knowledge, and a common goal for the residents of Barrie Housing.

Operationally, our staff continues to rise to the challenge—completing work orders with care and maintaining our housing portfolio to an exceptional standard. Their dedication ensures that tenants enjoy safe, well-maintained homes, while our partnerships with the County ensure that capital projects are delivered on time and with fiscal responsibility. Management has never been stronger. Tenants are sharing positive feedback on the welcoming, respectful atmospheres they visit that have become the hallmark of Barrie Housing. This growing trust speaks volumes about the leadership and vision that help guide our day-to-day operations.

Tenant-focused initiatives have also reached new heights! From vibrant after-school programs to inclusive holiday celebrations and engaging community projects, our housing communities are more connected than ever. These initiatives are not just events—they are opportunities for belonging, growth, and empowerment.

As we look to the future, we know the work is far from over. The challenges of affordable housing remain urgent, but so too is our determination. With the continued support of our partners, staff, and community members, we will keep building momentum—creating not only a place to live but strong, resilient communities where everyone can thrive.

On behalf of the Barrie Housing Board of Directors, thank you for your ongoing support, dedication, and belief in the mission of Barrie Housing. Together, we are making a lasting difference.

Warm Regards, Ashley Polischuik

Transformative Changes and Events in 2024



SUMMITVIEW COMMON ROOM RENOVATION

Completed in partnership with Demand Construction

At 380 Duckworth Street we are extremely lucky to have a stand-alone Common Space that splits into two private rooms that are available to tenants and partnering agencies. This year our Building Services Team was able to renovate the left-side of this space into a completely new environment! Changes included important adjustments to meet AODA approved accessibility, a new storage space, freshly painted walls, brand new 3-piece kitchen, and new flooring! This room now hosts many family celebrations for our tenants, is home to one of our After School Snack Programs and provides a safe space rentable to all of Barrie Housing's portfolio.



DECEMBER HOLIDAY TURKEY RAFFLES

with CFS Counselling (Mature Minds) and Zehrs at Big Bay Point Road

In the fall, we met with CFS Counselling to discuss food insecurity across our communities. We worked together to fund our Turkey Raffle initiative for our tenants. In November, with this funding and with generous donations from Zehrs on Big Bay Road, we created food hampers that included potatoes, carrots, onions, a full turkey, box of stuffing, can of cranberry sauce, croissant rolls, gravy and a dozen fresh made cookies. Our Community Development Department and Tenant Services collected ballots throughout November and December, and with the help of all departments we loaded these baskets and delivered them to all of our buildings just in time for the holidays. Thank you to the teams at Zehrs Big Bay Point and CFS Counselling for making this possible! And a BIG thank you to our Tenant Advisory Committee for assisting in delivery to our communities!



EVERYONE'S BIRTHDAY @ COULTER AND SUMMITVIEW

with NIC Toronto and CFS Counselling

June is World Senior's Month and our partnership with the NIC Team of Toronto helped fund our "Everyone's Birthday" events at both Coulter Glenn and Summitview. Our NORC Coordinator met with the CFS Counselling in coordination with the Mature Minds Program, and co-facilitated events in both of these communities' common rooms. These were complete with decorations, birthday hats, prizes, music, games and cake for all tenants 55+. The intention of this event was to bring ageing neighbours together that may be far from family support systems or avoid celebration all-together. With over 50 attendees at both events, we are hopeful to make this a long-standing partnership that continues to expand!





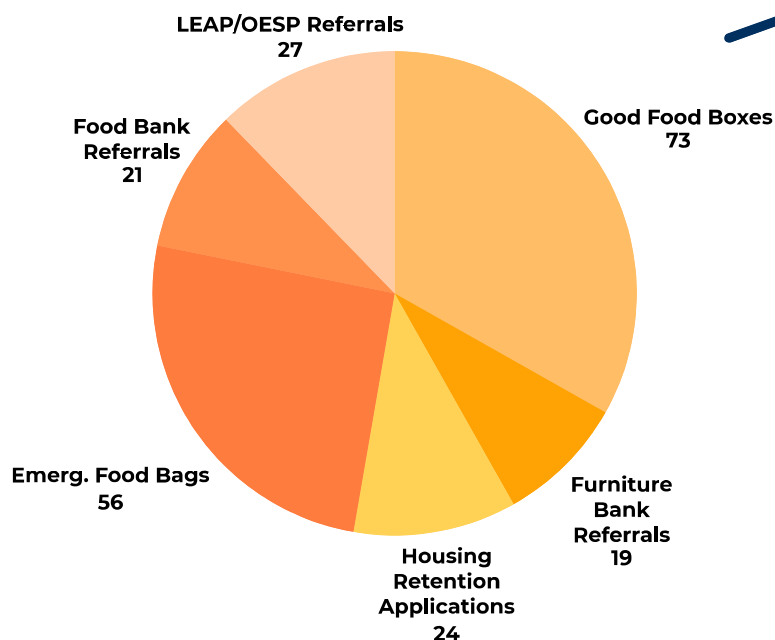
More Transformative Programs Were Created

Building rapport with our tenants has positively impacted the way we navigate programming within Barrie Housing. From monitoring applications and referrals, we've been able to recognize the importance that food security and financial barriers within our units. This identification brought forth our "After School Snack Program" for youth which now is operating at five of our communities.

Our Tenant Advisory Committee members at Allanview and Couter have begun After School Snack Programs for their buildings! Weekly on Wednesday's these tenants meet the youth of their building after school and share snacks and smiles. We also have our Community Engagement Coordinator and Supervisor that assist the Programs that operate out of Northfields, Millcreek and Summitview.

We were able to support many of our tenants through different avenues when they needed us, including financial help through Housing Retention, improving food security through referrals to the Food Bank and assisting tenants with their utility bills through the Ontario Electricity Support Program. Both Tenant Services and Community Development worked collaboratively with our tenants to navigate relevant supports and assist in completion of applications for them.

The data collected below highlights these supports:



The Canadian Mental Health Association offers "The Good Food Box" to residents of Barrie, and in 2024 they generously donated 10 boxes to our tenants over the course of a 6 month partnership! These boxes of fresh produce aided our tenants and helped relieve the stress of the higher costs of groceries. Understanding the importance of good food, Barrie Housing created "Emergency Food Bags" within The Community Development Department that are provided to tenants in situations of no power, crisis, or any other reasons they may need this support. We have seen the impact of these two supports, and are proud to continue these initiatives in 2025.

Celebrating Staff Milestones and Achievements!



In 2024 not only did we welcome a new Foundation and new Department – we were also able to welcome FIVE new employees to our teams throughout the year!

Tenant Services' Department: Cathleen Harrison

Building Services' Department: Cesar Benites Ramos, Ipek Yesilkaya

Community Development Department: Mackenzie Hryciw, Ayanna Cabrera

As we welcome NEW staff to our team, we also wanted to congratulate staff milestones!

One Year: Katherine Rodriguez, Nigatwa Abebe, Quentin Gilchrist, Robert Kendall and Jeff Cousineau

Five Years: Brenda Boughner



We also gained TWO new Supervisors!

On January 1, 2024 we congratulated Soula White and Bailey Moffat as our newest Supervisors within Barrie Housing.

Soula now oversees the Tenant Services Department and Bailey oversees the Community Development Department. Both Departments report to Adele Baxter; Tenant Services Manager and collaborate with other department Supervisors and staff to find solutions to tenant concerns and financial barriers.



Bailey Moffat (above photo on the right) helping out at Coulter's Weekend Breakfast and Gardening Social with Mary-Anne Denny-Lusk!

Soula White (right photo on the left) welcoming attendees and tenants to our

Barrie Housing: Beyond Homes Foundation Grand Opening with Adele Baxter!



A Story of *HOPE* in Barrie Housing



Hello,

My name is Sasha and I have been a tenant of Barrie Housing for six years. Fleeing an unstable and unhealthy environment for my then 3-year-old daughter, and being a stay-at-home mom who had no income or assets to build upon, Barrie Housing quickly got me into a two bedroom apartment at Northfields which acted as a catalyst to me advancing forward in life.

Starting over as a single mother, grieving my own personal traumas and trying to navigate how to best care for my daughter throughout it all was the most difficult struggle I had ever faced, but having a safe, affordable space that was just ours gave me the comfort and security I needed to flourish.

With a great school right across the street, staff who were welcoming, friendly and helpful, and a community of other families all around us - what started as a very scary situation has turned into something beautiful. Many of our neighbours have become like family. My daughter has made so many friends in this community, and has been able to participate in a number of programs provided through Barrie Housing and other affiliated networks. The staff at Barrie housing have become dear to me, with a few specifically who have been a light for me during some dark days.

Over the years being here, a lot in my life has changed. I was able to take adequate time to focus on my healing journey without worrying about how I would afford to provide for my daughter. I was able to start and grow a business helping many women in the community, as well as act as a support for others in this community who have come from similar situations as me.

Most excitingly, I was married in November 2023 and recently had another child, a son who is now 7 months old!

My family and I are now at a place of outgrowing our intimate little apartment at Northfields, and will likely be moving on in the near future, but I will forever cherish the memories I have here and will always be grateful for what has been provided to us through our experience here. I am happy to soon make space for another family to have the opportunity to thrive here in the ways we were able to!

Thank you Barrie Housing for all of your efforts and initiatives that help struggling people find hope.

Sincerely, Sasha C

A Message from our **NEW** Beyond Homes Board of Directors

Dear Friends and Supporters,

As Chair of the Beyond Homes Foundation Board of Directors, it is my privilege to reflect on the incredible strides we have made in our first year, thanks to your unwavering support. Together, we have embraced the transformative power of community, ensuring that our mission to enhance the lives of tenants in Barrie Housing communities remains at the heart of all we do.

This year has been a journey of growth, resilience, and hope. Through strategic partnerships and innovative programs, we have expanded the wrap-around services that address the diverse needs of our residents. From food security initiatives to educational workshops and wellness programs, every effort has been guided by our commitment to empowering individuals and fostering a sense of belonging.

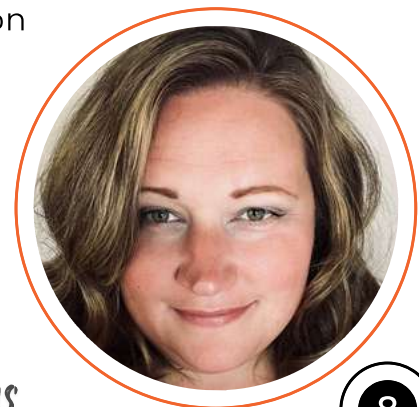
One of our most significant achievements has been strengthening collaborations with community organizations to broaden the impact of our services. These partnerships have enabled us to provide essential resources. Additionally, tenant-led initiatives have flourished, reinforcing the power of grassroots efforts to create lasting change.

Your generosity has also allowed us to invest in the future, supporting programs that equip our residents with tools to navigate life's challenges and build brighter tomorrows. From children finding joy in after-school activities to seniors feeling supported through outreach programs, every contribution has translated into a tangible difference in someone's life.

As we look to the year ahead, we remain steadfast in our mission to go beyond housing—creating environments where individuals and families can thrive. The challenges we face are real, but so is our determination to meet them with compassion and action. With your continued support, we will build on this year's successes and extend our reach even further.

On behalf of the Board of Directors of the Barrie Housing Beyond Homes Foundation, I extend my deepest gratitude to our donors, partners, staff, and volunteers. Your dedication fuels our vision and ensures that hope remains at the heart of everything we do.

With Kindness, Amanda Fellows



Beyond Homes Foundation: Grand Opening!

The Beyond Homes Foundation was created with a singular mission: to provide comprehensive support that empowers tenants to thrive beyond the walls of their homes. Launched in 2024, the Foundation serves as a bridge between Barrie Housing and community partners, offering a range of programs and services that address the diverse needs of our tenants. From educational initiatives to wellness programs and emergency support, the Foundation is dedicated to fostering an environment where tenants have the tools, resources, and support to take charge of their lives and their futures.

The Foundation is committed to treating every tenant with dignity, empowering them to make choices that align with their values and aspirations. By creating a space for collaboration and community, the Beyond Homes Foundation helps turn hope into tangible action, offering a path for individuals and families to rise above challenges and transform their lives.



Ribbon cutting at 205 Kozlov Street to welcome the Barrie Housing: Beyond Homes Foundation to our organization.

We celebrated with our staff, residents and community members!

Mary Anne Accepted mentions of kindness, well wishes and official greetings from our Government officials

Our team worked together over the course of two weeks to get everything ready. From lawncare, painting, signs and more – not a detail was forgotten when getting ready for this big moment.

Barrie Housing welcomed so many fun activities, like Daisy the Clown face painting and Sugar City Cupcakes.



Stronger Communities, Brighter Futures: Our Community Development Department



On May 30th, 2024, over 15 agency partners gathered at 205 Kozlov Street to celebrate the Grand Opening of the Beyond Homes Foundation. Joined by tenants, volunteers, Barrie Housing staff, and CTV News Barrie, the event was a powerful reflection of what's possible when community comes together to support one another. It marked the beginning of a new era of deeper engagement, collaboration, and impact within our communities.

The Community Development Department, launched in January 2024, has become a driving force behind tenant engagement and meaningful partnerships. Led by Bailey Moffat (Community Development Supervisor), Mackenzie Hryciw (Community Engagement Coordinator), and Ayanna Cabrera (NORC Coordinator), the team brings strong experience in shelter services, transitional housing, violence prevention, and community reintegration.

Their hands-on approach and dedication have been instrumental in strengthening relationships with tenants and agency partners alike.

Over the past year, the department has helped bring vital programs into our communities—ranging from Fire Prevention and Safety with Barrie Fire, to Community Well-Being initiatives with Barrie Police, Animal Education with the Barrie SPCA, and learning opportunities from agencies such as DSO Simcoe County and the Simcoe Muskoka District Health Unit's Ageing in Wellness initiative.

This work is about more than delivering programs—it's about restoring dignity, encouraging confidence, and ensuring that every tenant feels supported as they take steps toward a brighter future. With every connection made and every barrier reduced, we continue to see hope in action, transforming lives.

PATHWAYS TO SECURITY: SUPPORTING TENANTS' JOURNEYS

PROACTIVE TEAMWORK

with Community Development and Building Services



A supportive referral process was created this year to help identify tenants possibly struggling in their homes. Tenant Service Workers work alongside their Supervisor and review this document collaboratively with Community Development to identify possible referrals needed for support. This has helped Barrie Housing more intentionally connect with these individuals prior to these concerns becoming detrimental in their homes.

This year, 190 higher acuity tenants were supported through this new process!

RESOLUTION PLANNING

with the tenants and Community Agencies



Utilizing our new referral process many overwhelmed tenants struggling with home organization, food, animal welfare, mental health, etc., have been better identified and reconnected to support systems. Identifying these families in a shorter time frame has given Barrie Housing the opportunity to help create supportive action plans to resolve escalated matters within our tenants' homes.

COLLABORATION OVER CONFLICT...

with Tenant Services and our tenants



Tenant Services connected with our tenants and supported agreements to help our families feel dignified in their decisions while navigating potentially harder times. Collaborating with workers from Empower Simcoe, Redwood Park Communities, Women and Children's Shelter and Canadian Mental Health Association- we were able to support over 60 families struggling in different areas, navigate ways to resolve their troubles and supported getting them back on their feet.

HOPE IN ACTION: PLANNING FOR FUTURE

with Community Development and partner Agencies



Barrie Housing has and continues to do everything to prioritize tenant safety and aide in transforming their lives for the better. With the help of organizations like Housing Retention, Empower Simcoe, LEAP and OESP and many other agency supports connecting with our tenants, we have begun building a strong network of inclusive support that our tenants may always seek out in times of need. This has helped us as an organization pivot stressful times for our tenants into ones of hope and support.

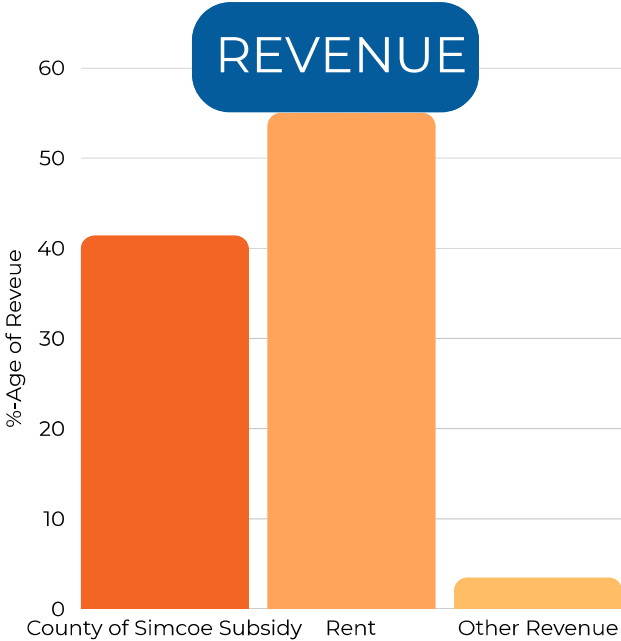
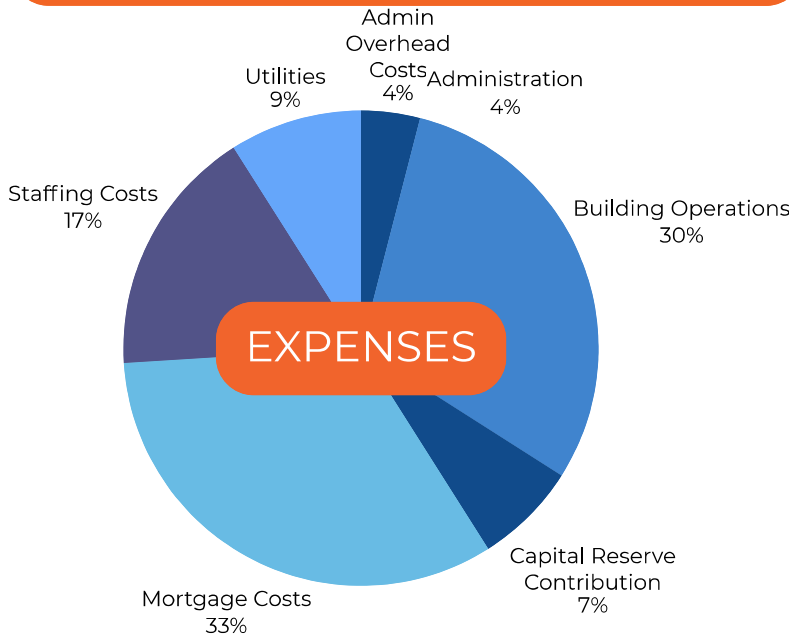
Financial Foundations

This year's financials reflect more than just numbers—they represent resilience, resourcefulness, and our collective commitment to putting hope into action. Through careful stewardship of our resources, we've been able to support critical programs, strengthen infrastructure, and invest in initiatives that directly impact the well-being of our tenants and communities. As we continue to navigate challenges and embrace opportunities, our financial position underscores our dedication to building a stable foundation for lasting change.

In 2024, more than half of our income—55.1%—came from the rent our tenants pay. This includes 68.1% from low-end market rents and 31.9% from rent-geared-to-income, reflecting the diverse needs within our housing communities.

To help keep our homes safe, affordable, and well-maintained, we receive vital support from our Service Manager, the County of Simcoe.

We're also grateful for additional income from laundry and parking fees, small grants, and other sources—all of which help us continue turning hope into action across our neighbourhoods.



The heart of our work lies in the homes we provide—and our spending reflects that commitment. In 2024, 66% of our total expenses were dedicated to building-related costs, including day-to-day operations, repairs, maintenance, and mortgage payments. These investments ensure our properties remain safe, functional, and welcoming for the individuals and families who call them home. Every dollar spent on our buildings is a step toward stability for our tenants—because when housing is secure, hope has room to grow.

Capital Investments: Strengthening the Foundations of Hope

Maintaining safe, accessible, and dignified housing is at the core of our mission—and in 2024, we continued to invest in the essential infrastructure that supports our tenants' well-being. Through targeted capital projects, we addressed both immediate needs and long-term sustainability, ensuring our communities remain places where people can feel secure and proud to call home.

Under the banner of Hope in Action, we undertook several key projects across our portfolio:

- **Parking Lot Paving** at Coulter, Southfields, and Timbercrest enhanced safety, accessibility, and curb appeal for tenants, staff, and visitors alike.
- At Coulter, we also completed Phase I of the **Underground Dry Pipe System**—a critical fire protection upgrade that supports the long-term safety and resilience of the building.
- New **stair treads** were installed at Timbercrest, Cundles, and Penetang, improving safety and walkability in high-traffic common areas.
- At Penetang, we went further by upgrading both **stair treads and flooring**, creating a cleaner, safer, and more welcoming interior environment.
- **Roof replacements** at Mill Creek were completed, ensuring long-term protection against the elements and greater energy efficiency.

These capital upgrades represent more than routine maintenance—they are tangible demonstrations of our ongoing promise to protect and uplift our communities. Every improvement is an investment in the dignity, comfort, and future of the people we serve.

In addition to major infrastructure projects, we also invested significantly in the turnover and repair of kitchens, bathrooms, and flooring across multiple units. These interior upgrades are critical to ensuring tenants move into homes that are safe, functional, and dignified. Whether it's replacing worn flooring, updating aging cabinetry, or repairing essential plumbing fixtures, these improvements support our goal of offering quality living spaces where individuals and families can rebuild stability and thrive. While often unseen from the outside, these interior investments reflect our commitment to delivering hope—unit by unit, home by home.



Hope in Action: Transforming Lives Through Tenant Leadership



In 2024, we proudly reignited our Tenant Advisory Committee (TAC), bringing together a dynamic team of 11 tenant leaders committed to strengthening our communities. This group plays a vital role in shaping life at Barrie Housing—offering ideas, raising concerns, and helping bring programs and events to their buildings.

Supported by our Community Development team, TAC members meet regularly with staff to help guide positive change from the ground up. Their passion and dedication have made a meaningful impact, and we are proud to move into 2025 with such a motivated and engaged group.

Over the past year, TAC members supported community BBQs, neighbourhood clean-ups, and helped ensure important information reached tenants quickly and clearly. Several members also took initiative to launch their own building-based programs, including art workshops and after-school snack programs—real examples of hope in action.

To our TAC members and volunteers: thank you. Your leadership, creativity, and commitment are truly transforming lives.

Message From Our Coulter TAC Member

My name is Dia and I am the TAC member for 49 Coulter. I have been with TAC a couple years now in two different buildings and I am pleased with the progress it is making. I started at 20 Golfdale, where I lived almost 13 years before moving to 49 Coulter in February 2024. I am a long-standing Barrie Housing tenant. Over the years I have watched as Barrie Housing has tried to get more community engagement to listen to what their tenants want. This year I was able to help fellow tenants get their voices heard by joining TAC.

TAC has enabled me to get to know my fellow neighbours in this new building I am in. My girls and I feel very welcome. Also, building relationships with others into friendships. I am able to meet new people as well.

As a TAC member, I have running programs aiming for children and youth but looking to expand to adult programs in the future. We have an amazing common room with ample space that I hosted two parties for my girls already. I figured this would be a great space to have gatherings for the youth. So far, I have run a cupcake decorating party, game day, and every Wednesday I am the liaison for after school snack, which Barrie Housing provides. The kids love it and look forward to it every week.

Being a mother of little ones, I understand the importance of children interacting with others. My girls have built great relationships with other kids in the building. The moms and I support one another as best we can. It really gives a sense of community, and it is an amazing feeling. TAC was a great step into jumpstarting this process.

Currently, I am working closely with Bailey and Mackenzie to bring more programs to our building to keep up the community engagement. We have an Easter Hunt coming up later this month, and I am hoping to host another game night in the near future and start some teen-based programs.



Sincerely, Dia S

Shaping What's Next: Hope and Impact in 2025

In 2025 our focus will begin to shift toward our Beyond Homes Foundation with plans to fundraise, collaborate and partner with the community more than we've ever seen – we want to take the hope we have for our tenants and put this in action to create lasting change for all of our community.



NORC with the Woman's College Hospital (Age Lab)

In 2024 we worked with the Women's Age Lab, the NORC Innovation Centre and the Barrie Public Library to help create surveys that gained us an understanding of our ageing tenants. In 2025 we will take these findings and further connect our tenants to resources that will help them stay home longer.

YOUTH PROGRAMS

Our tenants have shown immense gratitude having youth programs present in their buildings. From Art Club, After School Snack and Outdoor Games - we want to keep the focus on engaging our youth and educating them in safe ways to be in our communities.



FOOD SECURITY

This year, our efforts to support food security have been a vital expression of Hope in Action. With many households facing rising living costs, these initiatives not only eased financial pressure but also fostered connection and stability. In 2025 we will continue to build stronger, more resilient communities—where no one is left behind at the table.



THANK YOU

As always, we cannot make a lot of our projects possible without the help of all the community members, volunteers and agencies that work with us to make it all possible! Thank you everyone for an amazing year.



Simcoe Muskoka
Family Connexions
Connexions Familiales
de Simcoe Muskoka



Women's Age Lab



CANADIAN ASSOCIATION
OF RETIRED PERSONS



