



LOOKING FORWARD:

# BUILDING HOPE



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**2023**  
ANNUAL REPORT

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## **ABOUT BARRIE HOUSING**

Barrie Housing is a non-profit housing provider in Barrie, Ontario. We own 964 residential units across 14 communities throughout the city, including highrises, walk-ups and townhouses.

We provide homes to a very diverse demographic within Barrie. Approximately 60% of Barrie Housing's rental units are rented to individuals who qualify for rent based on their income. The remaining 40% are available for rent at affordable rates compared to current market conditions.

Upholding our commitment to supporting our tenants and fostering community well-being is paramount to the Barrie Housing Board of Directors, management, and staff. Through collaborative efforts to organize programs and social events and engage with our tenants, we strive to make a tangible impact and nurture hope within our communities.



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# A MESSAGE FROM THE CHAIR

As we reflect on the strides made and the challenges faced over the past year, I am filled with a sense of pride in what Barrie Housing has accomplished.

Our commitment to providing safe, affordable housing remains unwavering in a world of constant change and uncertainty.

The theme of this year's annual report, "Looking Forward: Building Hope," encapsulates our unwavering optimism and determination to build a brighter future for all. Our journey has been marked by progress, driven by a shared vision of social equity and empowerment. As we stand at the threshold of a new chapter, I am excited about what lies ahead.

Throughout the past year, our agency has remained steadfast in its mission to create safe, affordable, and dignified housing for those in need. We've embraced innovation, leveraging technology and creative partnerships to expand our reach and enhance our services. Whether through sustainable building practices, community outreach programs, or advocacy efforts, we've continued to make meaningful strides toward a more equitable society.

Looking forward, we are poised to confront new challenges and seize fresh opportunities with vigour and determination. By fostering collaboration, embracing diversity, and prioritizing sustainability, we will navigate the complexities of the future with resilience and grace. Together, we will build upon the foundation we've laid, forging a path towards a more inclusive and prosperous tomorrow.

As we embark on this journey together, I extend my deepest gratitude to our dedicated staff, volunteers, partners, and community partners. Your unwavering commitment and passion inspire us all to dream bigger, work harder, and strive for excellence in everything we do.

In the following pages, you will find stories of hope, resilience, and transformation. Each narrative is a testament to the power of community and the limitless potential that lies within each of us. As we celebrate our achievements and acknowledge our challenges, let us do so with a sense of optimism and purpose, knowing that the best is yet to come.

Thank you for your continued support and dedication to our shared mission. Together, we will shape a future where everyone has a place to call home.

*With Warm Regards,  
Ashley Polischuik, Chair of the Board of Directors*



# A MESSAGE FROM THE CEO

In the landscape of social housing, hope is the cornerstone upon which we build brighter futures. It is with great pleasure and optimism that I address you today as we reflect on the theme of this year's annual report: "Looking Forward: Building Hope."

Throughout the past year, Barrie Housing has stood as a beacon of hope for countless individuals and families facing housing insecurity. In the face of adversity, we have remained steadfast in our commitment to providing not just a home but the foundation upon which dreams are built.

As CEO, I have had the privilege of witnessing firsthand the transformative power of hope. It is the driving force behind our tireless efforts to create safe, affordable housing opportunities for those in need. It is the spark that ignites innovation and collaboration within our organization and throughout our community.

Together, we have achieved remarkable milestones in our journey to build hope for all. From the expansion of our housing programs to the implementation of new support services, each accomplishment brings us one step closer to our shared vision of a world where everyone has a place to call home.

Yet, even as we celebrate our successes, we recognize the challenges that lie ahead. The need for affordable housing continues to outpace our resources, and the effects of systemic inequality persist in communities across the globe. But in the face of these challenges, we remain undeterred in our mission to foster hopeful communities and create lasting change.

Looking forward, we are committed to redoubling our efforts and embracing new opportunities to make a difference. By harnessing the collective strength of our staff, tenants, volunteers, and community partners, we can overcome any obstacle and build a future where hope is not just a possibility but a promise.

In the pages that follow, you will find a comprehensive overview of our progress, challenges, and aspirations. I encourage you to explore these stories and join us in our mission to build hope, one home and one heart at a time.

Thank you for your unwavering support and dedication to our cause. Together, we are building hope for a brighter tomorrow.

*With Gratitude,  
Mary Anne Denny-Lusk, CEO*



# OUR BOARD OF DIRECTORS

*The Board of Directors oversees the management of Barrie Housing and monitors our performance against our strategic plan.*

**ASHLEY POLISCHUIK**  
*Chair of the Board*

**KRYSTAL GALBRAITH**  
*Vice-Chair of the Board*

**HELEN ROBB**  
*Secretary*

**AMANDA FELLOWS**  
*Treasurer*

**BRIAN SHELLEY**  
*Community Director*

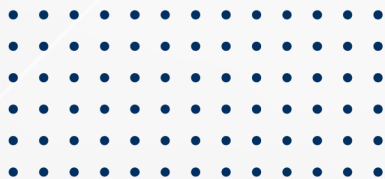
**DANIELLE SEIGGEL**  
*Community Director*

**TANYA SAARI**  
*Community Director*

**SUZANNA MCCARTHY**  
*Community Director*

**MARCI MCFADDEN**  
*Tenant Director*

**BREDA QUINLIVAN**  
*Emeritus Board Member*



# THE EXECUTIVE LEADERSHIP TEAM

*Our Executive Leadership Team is responsible for the strategic leadership of the Company.*



**MARY ANNE DENNY-LUSK, *CEO***



**ADELE BAXTER, *TENANT SERVICES MANAGER***



**SOULA WHITE, *TENANT SERVICES SUPERVISOR***



**RODERICK ROBINSON, *BUILDING SERVICES MANAGER***



**KRIS KRIINA, *BUILDING SUPERVISOR***



**BAILEY MOFFAT, *COMMUNITY DEVELOPMENT SUPERVISOR***



**QUENTIN GILCHRIST, *FINANCE SUPERVISOR***



# STRATEGIC PLAN

In 2023, Barrie Housing management and staff rolled out our new strategic plan to our tenants and community partners. We discussed our vision and mission, what that meant to us, and how we are going to enact change across all our communities to ensure that we continue to uphold our values.

## VISION

“

Our vision is to sustain stable and safe housing.

”

## MISSION

“

Our mission is to provide safe, affordable, quality homes to foster hopeful communities that support families and individuals.

”

# VALUES

## TRUST

Tenants can trust that we will do what we say to support safe and secure housing.

## ACCOUNTABILITY

We take pride in our work. Barrie Housing has high standards and tenants can hold us accountable to conducting business in professional manner.

## ENGAGEMENT

We are committed to engaging tenants in decisions that affect them and the reputation of our Barrie Housing community.

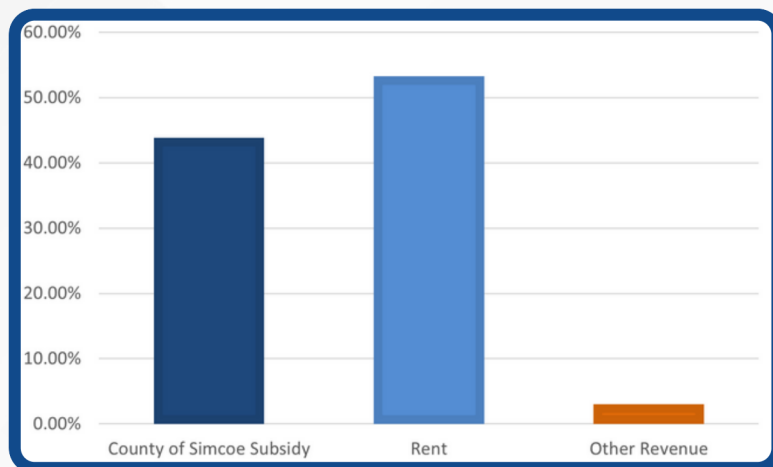
## UNDERSTANDING

We are here to help. We seek to understand what matters to tenants, reflect and create a empathy.

# KEY FINANCIAL DATA HIGHLIGHTS

In compliance with the *Ontario Business Corporations Act*, Rumley Holmes LLP, the appointed auditors for Barrie Housing completed an audit of the financial statements for the period of January 1 to December 31 of 2023. Barrie Housing has independently submitted those audit results to the Service Manager, the Corporation of the County of Simcoe.

## REVENUE



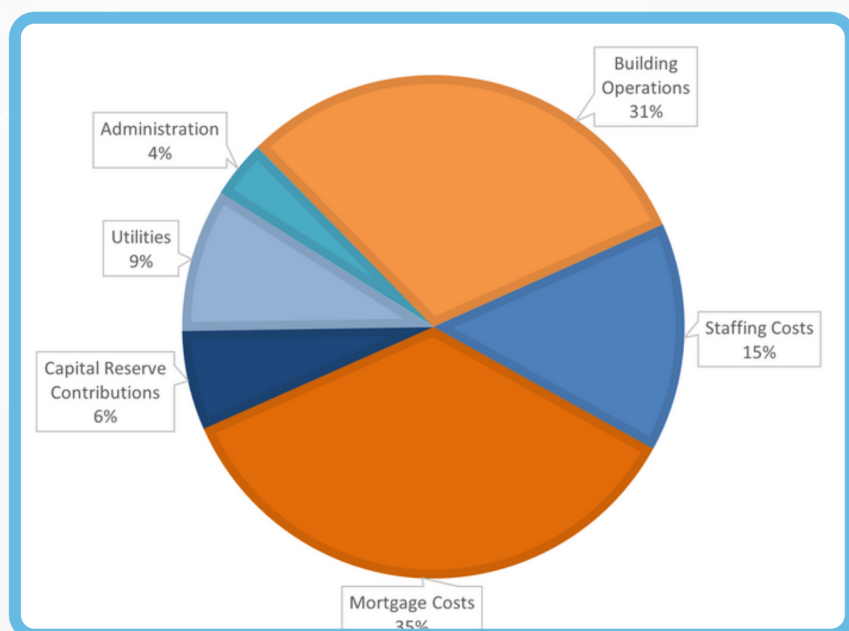
In 2023, 53.25% of our income was generated by rental charges. This can be further broken down as 69% from low-end market rent and 31% from rent-geared-to-income rent changes.

In order to ensure that we can maintain to rent safe and affordable units, we receive a subsidy from our Service Manager, the County of Simcoe

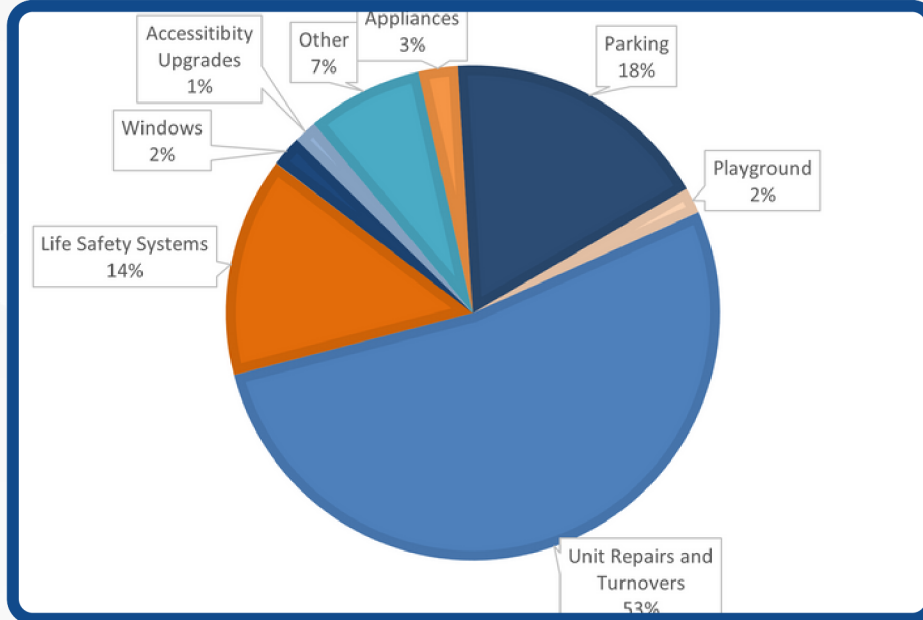
Our other revenue consists of laundry and parking charges, as well as grants and miscellaneous income.

## EXPENSES

The majority of the annual expenses within our organization are directly related to our buildings. In total, 66% of our total costs are building operational costs and mortgage payments.



## CAPITAL RESERVE SPENDING



As our buildings age, the amount of work and costs required to upkeep our sites and repair vacant units is increasing. In 2023, over half of our capital expenses were spent on maintaining our sites.

Other capital projects during the year included:

- Playground Upgrades at Cundles Terrace
- Life Safety Systems across all sites
- Parking Lot Paving at Mill Creek
- Window Replacement at Cundles Terrace



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# FUN FACTS FOR 2023



2945 WORK ORDER REQUESTS WERE COMPLETED BY OUR  
MAINTENANCE TEAM

TOP 5 REASONS FOR WORK ORDERS: PLUMBING,  
WALL REPAIRS, LOCKSMITH, WINDOW REPAIR AND  
GENERAL MAINTENANCE

WE SPENT \$1,434,000 ON CAPITAL  
REPAIRS AND UPGRADES DURING THE  
YEAR

Average  
amount of  
time tenants  
have lived with  
us is 11 years

AVERAGE  
TURNOVER TIME  
FOR A VACANT  
UNIT WAS 52 DAYS

26 FAMILIES CELEBRATED  
25 YEARS LIVING WITH  
BARRIE HOUSING

THIS YEAR, WE STARTED  
A PILOT BREAKFAST  
PROGRAM THAT WILL BE  
EXPANDING IN 2024

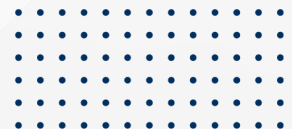
We own 762  
apartments  
and 202  
townhomes

The average  
age of our  
buildings is 34  
years

OUR VACANCY  
RATE FOR 2023  
WAS 1.24%

WE HAD 74  
UNITS  
MOVEOUTS IN  
2023: 64  
APARTMENTS  
AND 10  
TOWNHOMES

APART FROM ENGLISH AND FRENCH,  
OUR TENANTS SPEAK TWELVE OTHER  
LANGUAGES IN THEIR HOMES



# WHAT IS 'TAC'?

In 2023, Barrie Housing started our Tenant Advisory Committee. The Tenant Advisory Committee, or TAC a volunteer based network of residents from Barrie Housing created to further support our tenants by helping bridge any gaps of service and relay important needs from each community back to our teams.

The TAC members have been appointed by the neighbours within their buildings in a private vote, hosted in our community rooms at each Barrie Housing location. Once members accepted their role, they began meeting with our Community Engagement Coordinator to discuss proactive ways to better the lives of all residents.

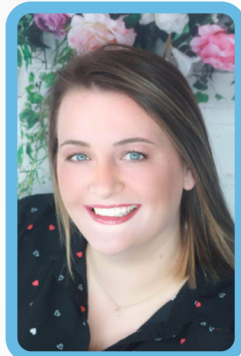
As a collaborative team, these discussions were then brought back to the necessary departments, like Maintenance and Tenant Services, to begin implementing positive change where needed. From the work of our TAC members, we are now able to directly communicate and understand what our tenants need from us.

We are extremely proud of this team and look forward to its growth and development as we continue with this initiative.

## Some of our wonderful TAC Members...



Debra T.  
TAC Member for  
Mill Creek



Cherylin H.  
TAC Member for  
Summitview



Melissa G.  
TAC Member for Northfields



Vance W.  
TAC Member for Grove

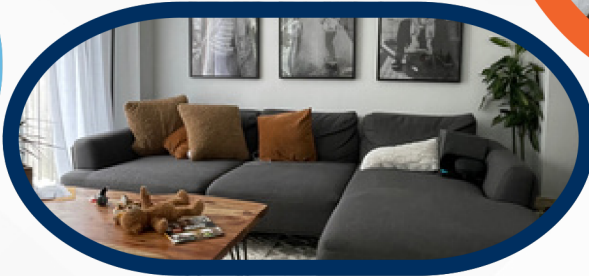


Robert M.  
TAC Member for Allanview



Al M.  
TAC Member for North  
Barrie Heights

# HEAR FROM SOMEONE IN OUR COMMUNITY



Hello,

My name is Kristine C and I have been a tenant of Barrie Housing for almost a decade. I moved into the Penetang Street complex in 2014 when my son was 2 and I had just started College as a mature student. I was given priority on the waitlist, as I was leaving a difficult situation and was able to move into our home within six months. I still remember the day I got the call to start looking at apartments, and the feelings of excitement and relief a few days later as I watched my toddler explore the rooms of the place that would eventually be our home. It was perfect for us and our apartment was our safe haven. It gave me the freedom to go to school and care for my son without the worry of whether or not I would be able to afford necessities such as food or shelter. Stability and security are some of my highest priorities, without them it is hard to focus on anything else. I truly credit Barrie Housing for providing that foundational sense of safety to us and believe that I was able to excel in other areas of my life, including school, because of it. Eventually, I graduated with honours from my program and won multiple awards during my time there, including the highest achieving award at our Scholarship Show.

As time went on, we outgrew our little apartment. Pregnant with my third child, I started to stress about how I would make it work with four of us in a two bedroom home. I had previously applied to move to the townhouses on Kozlov Street and sent an email to tenant services about my situation, asking if anything could be done to get us into a house before my daughter was born. After talking to a few people and being told that there was quite a long waitlist, I managed to speak with a wonderful lady named Adele, who told me she would try to prioritize our application, but reminded me that tenants rarely leave the townhomes. While we waited, My children and I would often talk about all the exciting things that would come with living in an actual house instead of an apartment. Being able have a backyard to play in and garden, the space to store bikes and all our other outdoor equipment in a garage, and a basement, which my boys decided would be the ultimate games room- these may be things that some families take for granted- but for ours, it was something we were still dreaming about.

Winter had arrived and I was truly starting to get nervous, my daughter would be arriving in early spring and there wasn't the room to buy a crib for her to sleep in. I began to lose hope that we would be able to move before she was here. Then, just a few weeks before Christmas, Adele called my phone. She told me that normally they would wait to deliver the news, but wanted to give me an early Christmas present - a home had finally become available, and we would be moving into it in the new year. I cried happy tears on the phone with her, and my kids quite literally jumped with joy when I relayed the news to them.

February 12th, 2023 we moved into our townhome, and just like when my oldest and I first explored our apartment on Penetang, I was filled with the same feelings of excitement and relief that as we entered our new house, this time with my two boys running from room to room, excitedly yelling at me to come check out all the hard work that had been done to fix it up for us.

We have now been at Kozlov for over a year and my daughter just turned one. Our living situation is not only stable and secure - but flourishing. We truly love it here. It's been exciting to live out the things we used to openly dream about, like gardening and setting up the games room in the basement. We've been having fun adding little touches to our home to make it feel like ours; and love exploring the new parks in our neighbourhood. My children are thriving, having met so many new friends and attending a great school down the street.

I once read a quote that said "Every happy home has a foundation of love and a framework of support." Barrie Housing has been that framework of support for us for the last ten years, and for that I am forever grateful.

Sincerely,  
Kristine C



*All photos provided by Kristine C.*

# COMMUNITY DEVELOPMENT DEPARTMENT



In early 2023, we created a new department within Barrie Housing; Community Development.

Our team sourced a Community Development Coordinator (Alix M.) to begin this journey and a Community Development Supervisor (Bailey M.) to support agency connections and oversee the work of the Coordinator.

The goal of creating this new team of individuals is to support the tenants of Barrie Housing in a new light. The Tenant Services team works with our tenants from the lens of a landlord, with the paired understanding that our residents come from many walks of life. We have seen positive rapport built in these connections, but we also understand the importance of separating the role of the landlord versus the support a tenant may seek out in harder times.

This department aims to work collaboratively with Tenant Services in eviction prevention practice, aiding in mental health resource connections and building confidence in our tenants by offering assistance in various areas like food security and budget support.

This year our focus has been building engagement with this department and Barrie Housing's tenants through repetitive programming, committing to community clean-up's, allocating time to attend units when creating appointments and intentionally attending our communities as another avenue for tenants to connect with Barrie Housing when needed.



# STAFF ENGAGEMENT



## Staff Milestones

*20 Years* – Bettina F.

*10 Years* – Almaz B.

*5 Years* – Roderick R.



## New Staff in 2023

Jeff C.

Keith B.

Bailey M.

Quentin G.

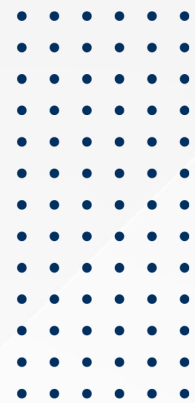
Katherine R.

Robert K.

Nigmatwa W.



# THANK YOU TO OUR COMMUNITY PARTNERS!



IT IS WITH YOUR COMBINED SUPPORT THAT WE CONTINUE TO FOSTER HOPEFUL COMMUNITIES AND WILL BE ABLE TO FURTHER GROW WITH OUR RESIDENTS IN 2024.



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 339 Huronia Road, Barrie

 705.727.1101

 info@barriehousing.com

 www.barriehousing.com

