

## ANNUAL REPORT 2021/2022

### Our Vision

A community without judgement with spaces and places for people to belong.

### Our Mission

To provide a place to stay and services to promote stability for marginalized individuals.

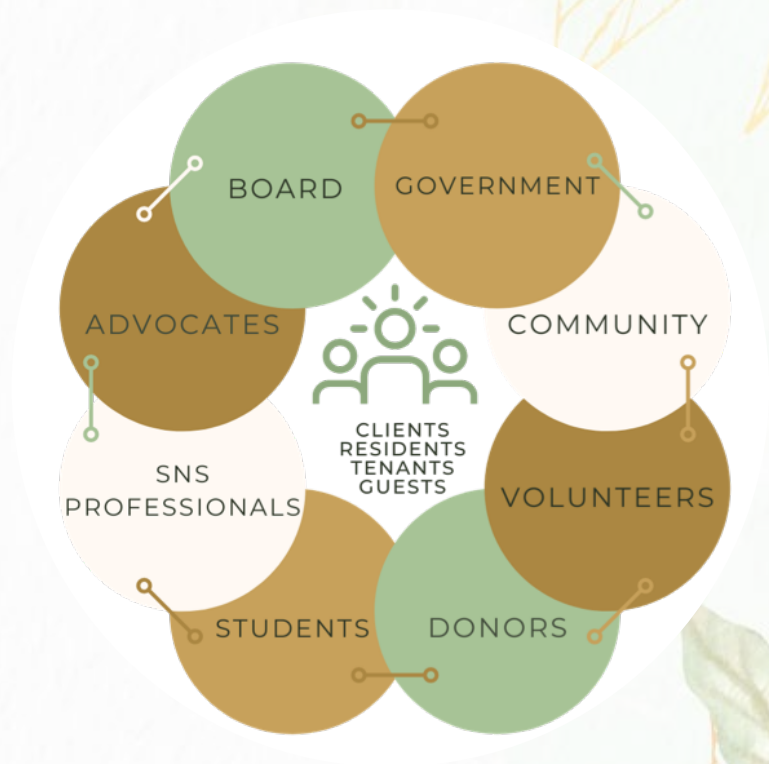
### Our Core Values

**Safety and dignity.** Cultivate safe, inclusive spaces for both our guests and employees.

**People first.** Invest in our employees and support the Shelter Nova Scotia community.

**Integrity.** Do it the right way, at the right time, for the right reasons, even when it's hard and when no one is looking.

**Community.** Build mutually respectful partnerships with our community, clients, staff, and board.



# FORWARD. FOCUSED.



# Who is Shelter Nova Scotia?

## SHELTER SERVICES

**Metro Turning Point** 2170 Barrington Street

**Barry House** 2706 Gottingen Street

## HOUSING

**The Rebuilding** 5506 Cunard Street

**Herring Cove Apartments** 191 Herring Cove Road

## CORRECTIONS

**Nehiley House** 3170 Romans Ave.

**Sir Sandford Fleming House** 2549 Brunswick Street

## COMMUNITY

**The Housing Hub** 101- 5506 Cunard Street

**Community Trustee Program** 2170 Barrington Street (basement)

**CENTRAL OFFICE** 3770 Kempt Road

## Shelter Nova Scotia STAFF TEAMS

### Executive Team

Executive Director; Accounting Manager; Directors of Human Resources, Community Corrections, Housing, Shelter Services, Practice and Development, Operations & Special Projects, and Marketing & Community Engagement

### Management Team

Managers of Community Corrections Facilities (Nehiley and Fleming Houses); Shelter Managers (Barry House & Metro Turning Point); Managers of Supported Housing Facilities (The Rebuilding & Herring Cove Apartments); and Housing Hub Manager

### Leadership Team

Executive and Management Teams, plus Influencers: Human Resource Associate, Finance Associate, IT Consultant, Facilities Manager, both Community Trustees, Coordinator of Volunteers, Fundraising and Volunteer Support Assistant,

### Direct Service Team

Case Managers, Case Workers, Diversion Worker, Client Support Workers, Housing Support Workers, Household Coordinator, Diversion Fund Administrator, Intensive Case Managers, Social Workers, Supervisors, Support Assistants,



## Board Chair - 2022 Report

As we near the end of a historic pandemic, looking at the past year, many of our challenges grew to exponential levels as we have seen an increased need for our services throughout our community. As Winston Churchill once said, “Never let a good crisis go to waste” and we are proud to say that as an organization, we rose to the challenge and made substantial progress to better serve our clients.

Affordable Housing has become a focal point since the beginning of the pandemic. We assisted and saw an increased number of people requiring our services, prompting the creation of our Housing Hub to help support those individuals who are housing challenged. As property rates increase and vacancy rates decrease, there is more pressure today to help and serve our community, which will remain a key focus for us.

Over this past year the board created a new 3-year Strategic Plan, with our amended Vision reading “A community without judgement with spaces and places for people to belong.” We also updated our Mission Statement “To provide a place to stay and services to promote stability for marginalized individuals.” Much time was spent outlining areas of focus and accountability as it pertains to talent management, adequate funding and resources, and a look ahead to a more inclusive and collaborative approach to best provide the services our clients require from us.

On behalf of the Board for Shelter Nova Scotia, we want to personally thank each and every one of our outstanding employees. You have shown strength, resilience, and pride over these past years and we couldn't be prouder of you all, thank you for all that you do. To our fearless leader, Linda Wilson, your vision keeps us on our toes, always encouraging each of us to do better, under your leadership.

I would also to thank all of our donors that chose to support Shelter Nova Scotia; your contributions toward our services have made a positive impact on the many lives of the clients we serve. Thank you doesn't seem enough, but from the bottom of our hearts, we know we couldn't do it without you, so thank you.



If history has taught us anything, we know that the road ahead will throw many challenges our way, and we plan to turn those challenges into lasting opportunities, forever raising the bar on the services we provide. Rest assured, we are up to the task, we are ready!

Respectfully submitted,

Jamie O'Neill, *Chair of the Board*



# Shelter Nova Scotia Board of Directors



Jamie O'Neill



Lynn Hartwell



Chelsea King



Kathy Gillis



Deborah Page



Jeremy Jackson



Megan Campbell



Dennis Young



Martin Herschorn



Nola Lamoureux Spierenburg



Rose Landry



Margot Cameron



David Boon



# Board of Directors 2021-2022

## **EXECUTIVE:**

Jamie O'Neill, Chair  
Partner, Uprise Consulting

Lynn Hartwell, Vice Chair  
Vice President of Campuses and Communities, Nova Scotia Community College

Chelsea King, Treasurer  
Finance Manager, Resolute Health Corporation Limited

Kathy Gillis, Secretary, Chair of Governance  
CEO, Property Valuation Services Corporation

Deborah Page, Chair of Stakeholder Relations  
Director of Marketing & Communications, Develop Nova Scotia

Linda Wilson, Ex Officio  
Executive Director, Shelter Nova Scotia

## **MEMBERS AT LARGE:**

David Boon - Inspector, Halifax Regional Police

Margot Cameron - CPA CA, Parallel Consulting Inc.

Megan Campbell - Student at Mount Allison University

Martin Herschorn, QC, retired - former Director of Public Prosecutions

Jeremy Jackson - Vice President, Marketing, Killam Properties Ltd.

Nola Lamoureux Spierenburg - Partner at HBA Chartered Professional Accountants

Rose Landry - Owner/Principal Consultant, Landry Management Consulting

Dennis Young - Managing Director, Barrington Edge



# Treasurer's Report

I am reporting on the financial statements for Shelter Nova Scotia ("SNS") for the year ended March 31, 2022. The financial statements were approved by the Board of Directors on September 15, 2022.

SNS is reporting a deficiency of revenue over expenses of \$130K for the current year. SNS's operations continue to be supported by contributions received from the provincial and federal governments as well as private donors. The fiscal 2022 results are detailed below.

## Statement of Financial Position

SNS's cash balance is \$166K higher than the prior year. The increase in cash is reflective of a number of factors; primarily cash received through funding and donations as well as capital contributions received during the year. This is offset by normal operating expenditures (i.e. salaries and wages, program costs, repairs and maintenance, facility costs, etc.) as well as purchases of capital assets and the repayment of long term debt. See further details below under the Statement of Cash Flows section.

Accounts receivable decreased by approximately \$70K which almost entirely relates to the HST receivable balance. It should be noted that the HST audit was completed during the year and all related balances have been settled.

Capital assets has increased due to the capital projects that were undertaken during the year at several of the facilities, including the snugs renovation, HVAC installation and new windows at Nehiley House; roof shingles replacement, balconies and other improvements/repairs at Herring Cove Apartments; leasehold improvements for the new central office space on Kempt Road; front stairs, kitchen upgrade, and other additions/improvements at Barry House; shower and laundry facilities at the Housing Hub; washrooms and replacement of main door at Metro Turning Point; etc. This is offset by amortization of \$142K.

Accounts payable and accrued liabilities have increased significantly compared to prior year. The balance in this account tends to fluctuate depending on the timing of payroll and other related accruals and payments.

Regular repayments of long-term debt were made during the year.

Deferred revenue has increased due to donations that were received during the year but not yet recognized in revenue; most notably the \$222K donation received from North Pine which has been designated entirely for the Housing Hub.





Deferred capital contributions have increased in line with the increase in capital assets. There were significant additions during the year, offset by amortization of \$120K.

## Statement of Revenues and Expenditures

**Revenues for the year exceed the prior year by \$47K.** This is primarily made up of the following fluctuations:

- \$235K in additional funding was received from the Department of Community Services compared to prior year. This relates to the new funding secured for wage increases during the year.
- Funding from Correctional Services Canada was \$18K lower in the current year. This was primarily due to lower bed numbers and was offset by additional funding for enhanced services as required on a case-by-case basis.
- Fundraising and donations were \$172K lower than prior year. There was a significant increase in fundraising and donations in the prior fiscal year due to the public's response to the COVID-19 pandemic. In the current year, some of the donations that were received during the year have been deferred to future periods and therefore are not reflected in the statement of revenues and expenditures for the current year (as shown by the increase in deferred revenue balance on the statement of financial position as discussed above).
- \$94K in additional funding was received from AHANS. This relates to the new funding secured for wage increases during the year.
- Other grant revenue was \$69K lower than prior year. The reason for this is because SNS was eligible for government funding related to COVID-19 in FY2021 (i.e. wage premiums, etc.) which did not entirely continue throughout FY2022.
- In-kind donations were \$23K lower than prior year. The decrease in revenues for in-kind donations is completely offset by the decrease in expenses related to in-kind donations.



**Expenses for the year exceed the prior year by \$587K.** This is primarily made up of the following fluctuations:

- The majority of the increase in expenses relates to salaries and wages (\$323K). The increase in salaries and wages was expected as a result of the wage increases which were approved at the beginning of the year. Salary costs were slightly under budget by 2% for the year due to staffing shortages.
- Client personal needs (included in program costs) increased by \$82K. The additional costs are attributed to unbudgeted/funded expenses related to the Diversion program and the Housing hub.
- Maintenance & security costs increased by \$32K due to higher than anticipated maintenance issues.
- Food costs were \$22K higher than prior year. Sir Sanford Fleming House's food budget had been reduced in the prior year as a result of reduced capacity to allow for social distancing for COVID-19. They are now back up to full capacity so their food budget was increased back to its normal level.
- Utilities were \$27K higher than prior year which primarily relates to the new office space along with minor increased costs at other facilities relating to running the new HVAC systems.
- Sub-contractor expenses of \$103K represent the use of 902 Man Up to cover shifts at Barry House during staffing shortages. This would directly offset with the fact that salaries and wages came in under budget by approximately 2%.
- Occupancy costs were \$80K higher than prior year which primarily relates to an increase in rent relating to the new office space for central office.
- Household supplies were \$43K lower than prior year due to reduced COVID 19 spending. In the prior year, due to the pandemic, a large volume of funds were spent on cleaning supplies and PPE.
- Fundraising costs decreased by \$31K which is a direct result of the decrease in fundraising achieved throughout the year.

All other expenses were relatively in line with the prior year.





## Statement of Cash Flows

**As mentioned above, SNS's cash balance is higher than prior year by approximately \$166K.** Reasons for the increase in cash balance include the following:

- Capital contributions of \$203K were received during the year; and
- Changes to non-cash working capital of \$461K (this primarily relates to restricted donations/contributions received during the year and deferred to future fiscal periods, i.e. deferred revenue, of \$340K, the majority of which is made up of the \$222K contribution from North Pine for the housing hub).



These cash inflows were offset by the purchase of capital assets of \$358K, the deficiency from operating activities of \$109K and the repayment of long term debt of \$31K.

These factors resulted in a net increase in cash of \$166K.

Respectfully,

Chelsea King, *Treasurer*



# Governance Committee Report

Over the course of 2021-2022, the governance committee has been diligently carrying out work related to its mandate including the completion of our by-laws, the review and approval of the terms of reference for Board committees and the development of a code of conduct/confidentiality agreement.

Additionally, an orientation program for new Board members has been implemented and a Board evaluation program has been created- both of which will be valuable tools in ensuring overall board efficacy and stability.

The committee has also led the evaluation and subsequent contract extension of the Executive Director and sponsored an organizational/compensation review of Shelter Nova Scotia management funding.

The Governance Committee membership has grown over the last year. It now includes board members Dennis Young, Lynn Hartwell, Megan Campbell and Rose Landry. Board chair Jaime O'Neill is ex-officio and our Executive Director Linda Wilson also has a role on the committee.

As we move forward, work continues in the following areas:

## **Board policies**

- Risk
- Cybersecurity
- Reserve
- Renewal of Board members
- Directors and Officers insurance

## **Governance**

- Role of Board v. Executive Director/staff
- Board effectiveness programs
- Executive Director succession plan
- SNS Emergency Shelter Agreement
- Culture survey



Kathy Gillis, *Chair*

The Governance Committee will continue to meet and complete the work identified above, to evaluate results to date and identify next steps as we move through 2022-2023.



## Fundraising and Stakeholder Committee Report

Deborah Page, *Committee Chair*

As the book closes on 2021-2022 at Shelter Nova Scotia, it was certainly an active year for our Stakeholder and Fundraising Committee. Our efforts were focused not only on crucial issues of the day, but laying a foundation for our organization's future as well.

The committee itself is growing and evolving – three additional board members have joined our ranks for 2022-2023, eager to help us work toward the committee's purpose: to build awareness, support & commitment of governments and the community at large in order to finance the current operations & future strategic goals of Shelter Nova Scotia. Additionally, the goals and objectives established by the new Strategic Plan will inform and focus the committee's work moving forward.

In terms of changes over this past year, achieving organization-wide wage parity was perhaps the most impactful for Shelter Nova Scotia and our dedicated employees. Engaging governments in funding discussions is always complex, even when that relationship is already well-established. With a new provincial government in place this past year, it was critical that we develop a positive rapport as part of those discussions. Not only did we raise our organization's profile with the new government, we were able to come to agreement on incremental government funding – allowing Shelter Nova Scotia to create wage parity across the organization.

The year was not without its challenges, as we worked with the Leadership team to rebuild the organization's fundraising and communications capacity. As part of this effort, vacant fundraising and communications positions were scoped, providing a framework for the organization to seek the right individuals for those roles. Despite the staffing challenges, Shelter Nova Scotia maintained pre-pandemic fundraising levels and a platform on which to build is firmly in place.

Another critical undertaking for our committee was to begin the groundwork for our organizational rebrand and establishing a process for that important work to take place. As we look ahead to 2022-2023, completing the rebrand and launching the campaign to re-introduce ourselves to the community at large will be one of our committee's key objectives.

Moving forward, our committee will build upon our stakeholder mapping exercise by completing and socializing the Stakeholder Engagement Strategy. With The Hub pilot garnering significant attention and designated donations for the organization, we will continue to support staff with fundraising and awareness-building efforts while ensuring close alignment with the transformational Metro Turning Point 2.0 plans as they continue to take shape.



## Message from the Executive Director

Many have been part of the Metro Turning Point, St Leonard's Society and Shelter Nova Scotia journey, which is soon to be 50 years. Are circumstances worse today or do we just know more? I don't know. We have a deep history of struggle and triumph, learning and growth, change and stability, sadness and grief, kindness and strength and always a desire to do more and better. I am privileged to have moved into year eight with this team of committed employees, governed by an informed board, supported by volunteers, donors and three levels of government.

My report this year will be my Operational Plan for 2022 – 2025, the result of the Board's Strategic Plan.

Thank you to all who have trusted us enough to seek our service.

Linda Wilson MSW RSW



**“It’s a new day for Shelter Nova Scotia. Strong, informed, communicative and empathetic leadership — and a professional workforce — is the key to our future success.”**



# Operational Plan 2022 - 2025

Every day, we witness and experience the struggles, tragedy, and triumph of our clients and our community. For decades, our work has been a labour of love and determination — against considerable obstacles, scarce resources, and lack of public understanding.

In recent years, our shared priority as an organization has been to stop and stabilize. This included:

- ensuring the six buildings owned by Shelter Nova Scotia are safe, in good repair, and functioning effectively;
- grounding the organization with sound financial practice and reliable and appropriate funding;
- anchoring board governance, membership, and strategic planning; and
- establishing a living wage for all employees and strengthening teams.

**We did it.** We achieved our goals, even as COVID-19 reached out and touched absolutely everything we do, and housing surfaced as perhaps THE central social issue in Nova Scotia. We adjusted, improved, and even opened a new service.

**Now that our foundation is strong, it's time for a new approach: One that centres professionalism and value for our employees, development of our board members, and best practice for our clients — the very heart of what we do and why we're here.**

Shelter Nova Scotia is no longer a diamond in the rough. We're experts in our field, and our task is clear: to deploy our knowledge, talent, experience, and resources in new ways to bring significant social insight, responsive high-quality programs and services, and long-term change to how we serve people in need in Nova Scotia.

## We are ready.



## Strategic Focus 1: Talent Management

### GOAL: Strong & inspired employees

Shelter Nova Scotia must increase its investment in leadership. This means establishing new leadership structures and activities that support the professionalization of our teams and practices.

- Positions will be interesting, challenging, and manageable.
- New systems and supports will advance SNS professionals' problem-solving skills and lighten workloads. Some staff have already earned or are studying for qualifications that benefit their teams and the organization.
- All managers will undertake training and development in organizational management, human resources, and finance/budgeting.
- Organizational culture will centre professional training, reflection, learning, and growth.

TEAM	OBJECTIVES	ACTIONS	RESULTS
Executive	Implement governance model.	Each executive staff member develops an operational plan by May 2022. Engage governance consultants to develop a detailed governance model with the executive team between February and September 2022.	Well-resourced managers who are confident about processes.  A stabilized and committed workforce that feels valued and supported to learn and thrive.
Management	Ground practice in updated policies and procedures and clear communication	<b>With Executive Team:</b> Engage HR consultants to help develop an HR strategy (performance management, succession planning, training, and development) between March and September 2022.  Implement mentoring program by September 2022.  Implement semi-annual in-house finance training and development to complement 2021 Financial Management for Non-Financial Managers education.	High-functioning leaders and managers who are confident, strong communicators and deliverers.  A culture of learning and reflective practices to share with and ground all employees
Leadership	Understand, further develop, and lead evolution of organizational culture.	Take part in: Emotional Intelligence Program, 4 Agreements Evolution, Core Competencies Development.  Invest in and embed a culture of learning and reflection.	<p><b>“Only three things happen naturally in an organization: friction, confusion and underperformance. Everything else requires leadership.”</b></p> <p><b>Peter Drucker</b></p>
Direct Service	Participate in advanced training and development.	Participate in determining the most appropriate advanced training and development for their positions and teams (2023).	





## Strategic Focus 2: Financial Resources

### GOAL: Financial stability & growth

Although there has been a significant improvement in the financial health and stability of the organization, diversifying our funding sources will fortify us to provide wrap-around services for our clients.

OBJECTIVES	ACTIONS	RESULTS
<p>More generous government support to secure regular cost of living increases and build new services</p>	<p>Advocate for and build annual cost of living increases into all new proposals to government funders starting in 2022.</p> <p>Advocate for recognition across government departments, starting in 2022, that poverty and marginalization are not just housing issues, but are impacted by isolation from physical health, mental health and addictions, education, and justice resources.</p>	<p>Stronger financial stability and broad support for the organization.</p> <p>Better employee attraction and retention.</p>
<p>25% of operating budget privately fundraised</p>	<p>Establish a new fundraising-development and volunteer management team by May 2022.</p>	<p>Greater understanding, awareness, and empathy - across all sectors of society - of the isolation, poverty, and marginalization experienced by our clients.</p>
<p>Financial reserve/ contingency plan for emergencies and opportunities</p>	<p>Increase private fundraising through interim (September 2022) and long-term (February 2023) fundraising relationships and campaigns with:</p> <ul style="list-style-type: none"> <li>• Faith-based groups</li> <li>• Private individuals</li> <li>• Third-party events</li> <li>• Service clubs</li> <li>• Corporations</li> <li>• Foundations</li> </ul>	<p>Integrated resources - health, mental health and addictions, education, and employment support - are readily available to marginalized Nova Scotians.</p>

**“Focus on the mastery of the task at hand.”**

**The Dalai Lama**



## Strategic Focus 3: Programs & Services

### GOAL: We are recognized experts in services for men

Most people we serve identify as adult males. There are not enough resources and support services for men. Stereotypes regarding why they are in crisis, lack of understanding of their needs, and myths about “deserving” and “undeserving” poor limit empathy and the public will for interventions that can be life-changing for clients and build stronger communities.

OBJECTIVES	ACTIONS	RESULTS
<p>Deeply embed into the SNS service model specific approaches and interventions for people who identify as male or nonbinary experiencing — or at risk of experiencing — homelessness or marginalization.</p> <p>Continue to operate progressive services supporting the broad community and collaborate with other service experts as required.</p>	<p>Implement a framework for practice within the Shelter Services, Housing, and Community sectors (2023) and Community Corrections sector (2024).</p>	<p>Confident, informed, and loyal employees who support and empower clients to achieve stable futures.</p>
	<p>Establish an evidence-based service satisfaction survey in 2022.</p>	
	<p>Learn further from The Housing Hub microcosm:</p> <ul style="list-style-type: none"> <li>o Research, publish, and present (with support from the Dalhousie School of Social Work), starting in 2023</li> </ul>	<p>Clients who experience crisis for shorter periods before stabilization.</p>
	<p>Open Metro Turning Point 2.0, a community service centre with supported affordable housing:</p> <ul style="list-style-type: none"> <li>o Land secured by 2022</li> <li>o Stakeholder review and service planning in 2022/23/24</li> <li>o Secure funding in 2023/24/25</li> <li>o Build in 2025</li> </ul>	<p>Services that are nationally recognized as professional, advanced, appropriate, and effective.</p> <p>A clear, evidence-based plan for service model at MTP 2.0, to secure funding for service.</p>

**“You do not rise to the level of your goals.  
 You fall to the level of your systems.  
 Your goal is your desired outcome.  
 Your system is the collection of daily  
 habits that will get you there.”**

**James Clear**



## Strategic Focus 4: Key Stakeholders, Profile & Narrative

### GOAL: Be THE place to be

Shelter Nova Scotia needs professional, highly qualified, and experienced staff who are committed to providing the best services possible to our clients, every day.

- To attract and retain the right employees, we require not only progressive HR and compensation strategies; we must create opportunities for professional and personal growth and achievement.
- Growing a workforce committed to learning, research, and knowledge mobilization of best practices in our field is both a key HR and key organizational development strategy, and will position SNS as a thought leader in our field.
- Establishing ourselves as THE place to be is inclusive of everyone: our clients, our staff, our board members, our donors, our supporters, and our community.

**“We’re all just walking each other home.”**

**Ram Dass**

OBJECTIVES	ACTIONS	RESULTS
Establish SNS as an expert and thought leader in services for men.	Rebrand Shelter Nova Scotia (2023). Institute continuous practice of research and publication (2023). Contribute our expertise at key stakeholder discussion tables. Increase our media and public presence with a media and public relations plan (2022).	A compelling public narrative that communicates the value of our clients - men - along with women, children, and youth. Improved services for men, shortening time in crisis and securing stability.
Establish SNS as an employer of choice in the not-for-profit social service sector.	Advance employee education, skill sets, and self-knowledge (2022). Provide employees with opportunities for professional advancement, development, and growth (2022). Ensure salaries are in line with sector standards.	A strong national profile as experts and thought leaders in programs and services for men affected by homelessness. Increased financial support. Decreased marginalization and stereotypes. A long-term, committed employee base that feels valued and whose personal and professional values are aligned with SNS.



## **Tribute to Tim Nobes**

### **Shelter Nova Scotia Retired Facilities Manager**

Tim Nobes joined us for a renovation of Sir Sandford Fleming House in 2016 as a favour to his great friend Syd Dumaresq. It was only supposed to be a three to four-month commitment, and six years later he just officially retired!

When Tim started with us in 2015, our facilities were in various states of disrepair and required someone with the right skill set, dedication, and mindset to improve the spaces, making them safer and more dignified.

One of Tim's most memorable projects was the creation of what we called "snugs" as a response to COVID-19. Attempting to keep our service users and employees safe, resulted in thinking outside the box. Tim rose to the occasion and renovated Barry House, Metro Turning Point, Sir Sandford Fleming, and Nehiley House with individual sleeping areas that provided additional protection and a place of solitude.

Tim's extensive construction knowledge and his openness to having courageous conversations about our service users was the beginning of a beautiful extension of our Shelter Nova Scotia community.

He became involved in educating his friends, family, and the community about Shelter Nova Scotia and pulled them into fundraising events to support our work.

Simply put, Tim became one of our strongest Shelter Nova Scotia ambassadors. He treated each facility as if he owned it and never settled for patchwork or band-aid solutions. Tim could often be heard saying "if we're going to do something, we're going to do it right."

It is hard to put into words the impact Tim has had on the lives of employees, those we support within our programs, and the community. Being a believer that everything happens for a reason, the introduction of Tim to the Shelter Nova Scotia community is an excellent example of what we can achieve when we have the right person within our midst. We will miss you Tim and thank you for the positive impact you have had on all of us.



# Community Corrections Report

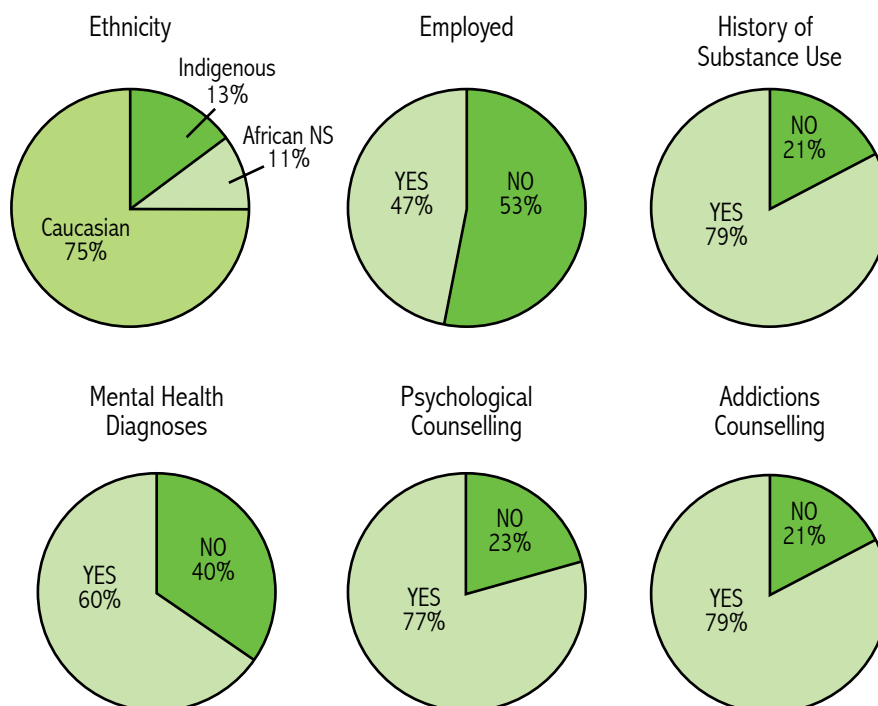
In partnership with Correctional Service Canada, we own and operate two community residential facilities, that provide residence for up to 28 individuals each day. We utilize a structured supportive approach to assist individuals with their transition from prison to community living. Through a strong working relationship with parole officers, residents are supported in their individual correctional plans, as they re-engage with the community.



## Sir Sandford Fleming House

Sir Sandford Fleming House (established in 1984) is a community residential facility for residents who identify as male or are gender diverse. We provide day parole residence for up to 20 people at any time.

### 2022 Resident Statistics:



### Housing upon Release:

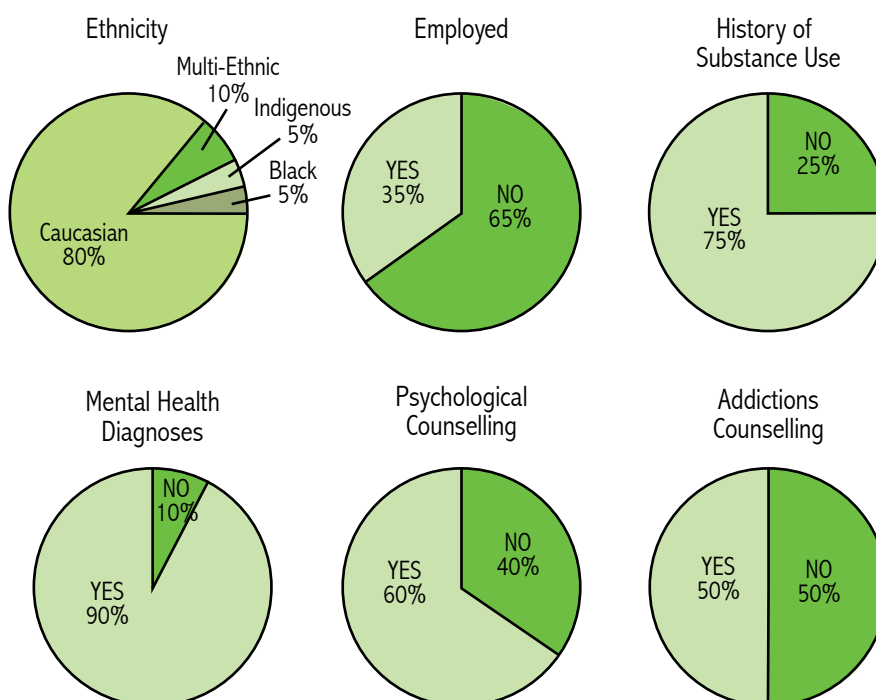
13% With family	11% With a partner	13% Alone	36% Suspended/UAL/Transfer
2% Shelter	2% Renting a Room	23% Current Residents	



## Nehiley House

Nehiley House (established in 2005) is a community residential facility for residents who identify as female or are gender diverse. We provide day parole residence for up to 8 people at any time. We offer a unique “Mother and Child” program and can accommodate women and their children through this program.

### 2022 Resident Statistics:



### Housing upon Release:

35% Own Apartment  
10% Family's Home

10% Shared Apartment  
5% Shelter

10% Friend's Home  
30% Suspended/UAL/Transfer





## Nehiley House Workshop at FLAR

In April, residents at Nehiley House along with employees attended a mental health workshop at FLAR Equine Experience in Hubley. This life skill program allowed for residents and staff to have a firsthand experience with horses, explore their own reactions to fear and the unknown while overcoming some of the barriers that fear brings.



Linda Wilson, Executive Director of Shelter Nova Scotia



Jeremy Pongoski, House Manager of Sir Sanford Fleming House



Darlene Grady-Lunn, Shelter Nova Scotia's Director of Community Corrections and Rachael Dent-Flynn, Owner/Lead Facilitator of FLAR Equine Experience

To be able to ride or even walk a horse, one must exude a feeling of calmness and be in a clear mental state. Learning to find a way to be in control of one's thoughts for the comfort of the horse can aid in dealing with anxiety, depression and boost self esteem.

FLAR Equine has different programs and services that are tailored to benefit each individual's needs through difficult times and challenges.

The FLAR Equine Experience helps make an everlasting change by empowering individuals, modifying behavior and teaching new skills that allow humans to truly connect with themselves and with horses.



# Shelter Services Report

## Case Management

Through a working group, Metro Turning Point and Barry House established a Case Management Model; each guest has assigned support workers who are dedicated to helping the guests achieve their housing goals. This helps prioritize moving guests out of shelter into more appropriate housing as fast as possible, which becomes more difficult the deeper the housing crisis becomes.

During the year, Barry House and Metro Turning Point were privileged to receive several renovations. At Barry House, some of the renovations included a new kitchen with new appliances, a new entryway, a renovated shed, and pantry. Metro Turning Point had a complete renovation on the bathroom facilities and their entryway.



## Metro Turning Point

“Before I got a bed at Metro Turning Point, I was sleeping outside. I never thought that could happen to me. Going through that and then coming to Metro Turning Point has made me so grateful for my bed here and the support from the staff. You never know what is next for you when you don’t have a roof over your head at night.”

### MTP 2021-2022 Stats

Provided a night’s rest for:	168 guests
Average length of stay:	48 days
Youth 16-25	14%
Adult 26-54	63%
Seniors 55+	23%



### Barry House

“Being homeless during COVID has been scary. There were times I didn’t know where I would turn to stay safe. No home means no place to isolate at and no place to recuperate if you get sick. When I got a bed at Barry House, I was grateful to be inside were the staff worked hard to keep it clean and safe. I knew at that point, even if I did get sick, that there would be someone who would care and to make sure I was okay.”

#### Barry House 2021-2022 Stats

Provided a night's rest for:	131 guests
Average length of stay:	29 days
Youth 16-25	18%
Adult 26-54	71%
Seniors 55+	11%



# Housing Report

## **Affordable, Supportive Housing**

We believe housing is a primary need and that other issues that may affect an individual can be addressed once housing is secured. It's because of this belief that we proudly own and operate two affordable, supportive apartments, providing a home to 31 individuals and ending years of chronic homelessness.



### **The Rebuilding**

The Rebuilding (established in 2012) is a 24/7 supported apartment complex for 19 individuals who identify as male or are gender diverse. Currently the youngest tenant is 36 and the oldest is 69. Since opening, The Rebuilding has housed 64 individuals, two of which still live there and one of whom named the building “The Rebuilding.”

Rent includes a fully furnished apartment, basic cable and a landline in every unit, access to internet, some meals (courtesy of Adopt-A-Meal and the recent expansion of Joan’s Table) and a milk program.

## **Food Security**

The Rebuilding is one of our only programs that has not been able to provide meals on a regular basis to our tenants. We are happy to report that in the past year Joan’s Table has graciously expanded their donor services to include providing meals at The Rebuilding. This expansion is still in the pilot phase but we are looking forward to see what greatness will come from this! We are also very pleased to report that we received a grant from the Second Harvest Fund that is allowing us to provide four meals a week to the tenants for the next year! Eating regular nutritional meals makes significant impact in peoples lives.



### Herring Cove Apartments

Herring Cove Apartments (HCA, established in 2015) is a 24/7 supported living environment for 12 individuals who identify as male or are gender diverse and are experiencing long-term alcohol dependence and have a history of homelessness. Since opening, HCA has housed 48 individuals. Currently the youngest tenant is 31 and the oldest is 62.

Tenants pay \$535/month and thanks to donors and volunteer-led groups like Joan's Table, all of our tenants are offered a daily supper and a hot breakfast at least twice a week.

### Managed Alcohol Program

In March 2020, responding to the threat of liquor stores closing during the first COVID lockdown, HCA partnered with the Mobile Outreach Street Health (MOSH) team to offer tenants participation in a pilot program called Managed Alcohol Program (MAP). We are pleased to report that this program is now permanent! This program is a harm-reduction program that provides a doctor prescribed, safe supply of alcohol to its participants and is delivered by MOSH. The program is used to help reduce the social and physical harms experienced by individuals who live with severe Alcohol Use Disorder (AUD). All 12 tenants living at Herring Cove Apartments are on the MAP Program.

### Herring Cove Apartment Advisory Committee

Jim Graham, Executive Director Affordable Housing Association of Nova Scotia

David Boon, Inspector, Halifax Regional Police

Dr. Robert Strang, Chief Public Health Officer for Nova Scotia

Claire McNeil, Dalhousie Legal Aid





# Community Report

## Community Trustee Program

The Community Trustee Program is a support program that serves vulnerable members of society who need help stabilizing their housing and budgeting their funds. Clients are referred to the program for a variety of reasons by government agencies, at the request of landlords or by personal request, and we tailor our services on an individual basis depending on individual needs.



Community Trustees Donna Poirier and Shannon Johnston

For over 35 years, Shelter Nova Scotia's Community Trustee Program has supported clients in the HRM in managing their funds and making rent and utility payments and continued to do so throughout the pandemic, creating a walk-up window for clients to collect their cheques or stop by for essentials, like deodorant or shampoo. Others receive their funds via direct deposit when staff worked from home.

The program consists of two full time trustees, who support clients navigating rising rent amidst an increasingly unstable economy and job market, while also provide a source of comfort. With the current housing crisis in Halifax, we are seeing more people needing to rely on rental subsidies to support the cost of rent and folks requiring help with extra funds for groceries.

### Client Numbers:

117 Men

59 Women

3 Gender Diverse

Numbers above include 14 clients with children and 7 couples





## 2022 Invisible Champion Award

Congratulations to Donna Poirier, our senior community trustee, who has been selected as one of the recipients of the 2022 Invisible Champion Award, presented by the Bhayana Family Foundation and the United Way.

The award recognizes extraordinary contributions made by employees of non-profit organizations across Nova Scotia. Donna cares deeply about keeping people safely housed, is dedicated to our community, and has been an important part of Shelter Nova Scotia in its many forms for 40 years.

Donna has worked in the Community Trustee Program for more than 15 years, helping it grow and develop. Over the years, Donna has advocated on behalf of countless people looking for a safe place to stay. She has helped individuals through housing crises and has been a calm influence leading them to the help they need.

Thank you Donna for your extraordinary contributions to our organization and our community over your incredible 40 year career.

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## A Quarter Century at Metro Turning Point

Congratulations to John Connor and his twenty-five years at Metro Turning Point. John's impact on Turning Point guests, his colleagues and Shelter Nova Scotia over the years has been far-reaching. While John has contributed to other facilities including the Rebuilding during his career, Metro Turning Point simply would not be the same without him. Through his dedication, positive attitude and unwavering desire to help others, John continues to make a difference in this community every day. A heartfelt thank you, John - we are so grateful to have you as part of the Shelter Nova Scotia team.





## The Hub and Housing Team

Pre COVID 19, Housing Support Workers (HSW) and an Intensive Case Manager (ICM) worked from our shelters (Barry House and Metro Turning Point) to assist people to move from shelter and provide ongoing support to help people maintain their housing. Since then, and in the midst of a provincial housing crisis, their responsibilities evolved. As Halifax developed its Coordinated Access System- CAS (which operates to match people in deepest need to available housing and resources), affordable housing stock dwindled and Turnaways from shelters grew rapidly. Our housing employees shifted their focus to include work with people identified via CAS, which broadened our reach to include sheltered and unsheltered people. As this unfolded, Shelter Nova Scotia seized the opportunity to co-locate our housing team in our former administrative offices on Cunard Street, and our Housing Team was created.

On November 15, 2021, Shelter Nova Scotia expanded our housing support services by opening The Hub. Through this program, Shelter Nova Scotia aims to provide a safer space for individuals to access basic needs, create crucial opportunities for social inclusion, and to provide support with diversion and eviction prevention. The Hub supports people who are experiencing homelessness through a connection to CAS, support with housing applications, and provides food, clothing, shower and laundry access (laundry and shower are intended for those who sleep outside). It also serves as a space to build connection and belonging among those who are housed but experiencing isolation and loneliness. The Hub also administers a modest fund to disperse to people in need of non-recurring prevention and diversion funds (funded via Department of Community Services).

Due to high demand, since opening The Hub has been funded to add two diversion workers to the Housing Team.



Julie Slen at the Housing Hub



# The HUB and Housing Team

## CASE MANAGEMENT STATISTICS:

	Men	Women	Gender Diverse	Youth	Total
<b>TOTAL People served</b>	<b>68</b>	<b>65</b>	<b>4</b>	<b>2</b>	<b>139</b>
<i>People who have transitioned from shelter to housing</i>	9	55	4	0	68
<i>People who have transitioned from unstable living to housing</i>	7	4	0	0	11
<b>TOTAL # Of People who have transitioned to housing</b>	<b>16</b>	<b>57</b>	<b>4</b>	<b>2</b>	<b>79</b>
<i>People who are known to have returned to shelter</i>	0	15	1	0	16
<i>People who are known to have returned to unstable living conditions</i>	1	6	0	0	7
<i>People receiving ongoing assistance/contact at least once per week after being housed (May include eviction prevention)</i>	19	19	1	0	39
<i>People receiving ongoing assistance/contact at least once per month after being housed (May include eviction prevention)</i>	45	16	1	1	63

**Intensive Case Manager (1 FTE) stats:** Supported 15 people on a caseload and an additional 16 people were supported in a short-term way to divert them from homelessness.

### The Program

Given the housing crisis and rise in demand for rental units, landlords have been quicker to issue eviction notices. Our Intensive Case Manager has effectively and proactively prevented numerous evictions by working directly with landlords and clients to settle disputes through mediation. There have been several Notice to Quit eviction notices given to numerous individuals on the Intensive Case Manager caseload, all of which have been effectively resolved.

### Cumulative Stats (Housing Team = Housing Support Workers + Intensive Case Manager):

154 people were supported via Shelter Nova Scotia's Housing Team (Housing Support Workers and Intensive Case Manager) during the past fiscal year to either obtain or sustain housing. Of these, 79 people transitioned to housing and many more maintained their housing. That is significant in the face of the housing crisis and global pandemic. The Intensive Case Manager maintained a 100% eviction prevention success rate.



## Drop-In Services at The Hub:

- **Drop-In service twice weekly, Tuesdays and Fridays from 10 am - 1 pm**
- **Remote support (phone or text) available Monday to Friday 9 am - 5 pm**
- **Open to all community, people of all genders, aged 19 years and older**

The drop-in at The Hub operates twice per week and regularly has a line up before it opens. On some occasions as many as 50 people access the space in a span of three hours. Since opening, food support, eviction prevention and landlord advocacy are some of the biggest needs the housing team has navigated since opening. The lack of affordable housing in our community has created additional strain when supporting people who are experiencing homelessness or insecurely housed.

The need for social inclusion is a recurring theme identified by people accessing The Hub. Many individuals who access the space have stated they “have nowhere else to go like this” or have commented “no one treats us like this” and this underscores the need to create space for people to connect with others and feel supported.

Since opening The Hub, we have begun to track the services provided.

### **In four months of operation (December 1, 2021-March 31, 2022):**

- The Hub had 527 service interactions. 75% of these services were provided to clients who were male identified.
- 443 Diversion supports were provided (this includes requests for financial support, referrals to emergency or permanent housing).
- 67% of the individuals who sought services from The Hub returned.

In February, we began tracking the ages of individuals accessing The Hub drop-in, and in two months (February 1, 2022-March 31, 2022) 43% of those who accessed were aged 50 or older.

**“The Hub offers me a space to just breathe and feel accepted no matter how I show up”**



# The Believers

## Our Cornerstone Funders

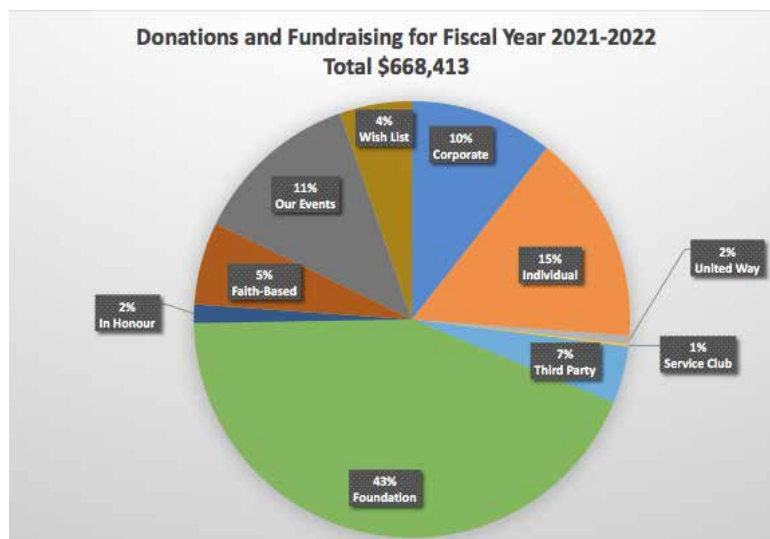
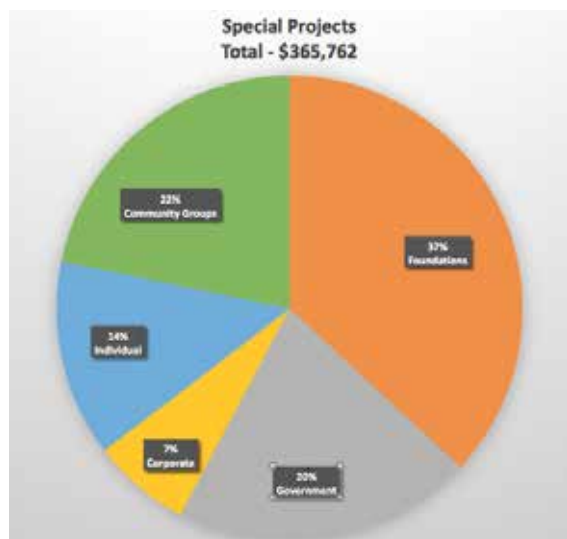
- Affordable Housing Association of Nova Scotia
- Corrections Service Canada
- Generous community members + organizations
- Province of Nova Scotia

## Special Projects

- Flemming Grief Funds - Flemming Foundation
- Barry House Renovations - Margot Spafford
- Efficiency NS Upgrades
- J W Murphy - Staffing and Breathing Space
- Second Harvest
- HCA Renovations (AHANS)
- HUB Renovations (Downtown Halifax Business Commission and AHANS)
- Hub Community Renovation - Emera

## Key Funders

- |   |  |
|---|--|
| The Northpine Foundation                  | Bluedrop Training and Simulation                   |
| Second Harvest                            | Halifax Assistance Fund                            |
| Oakfield Ladies Annual Charity Tournament | FYidoctors/Visique Enhancing Life Foundation       |
| Property Valuation Services Employees     | Foundation Flow Through Fund at Calgary Foundation |
| Labatt Brewing Company                    | Geno Sajko   |
| St. Andrews Presbyterian Church           | Michael DeVenney                                   |
| Saint Benedict's Parish                   | Thalat Monajemi                                    |
| Cathedral Church of All Saints            | Julie Chisholm                                     |
| Heidi Taylor                              | Touch of Gold                                      |
| Adacom Ltd                                | Feed NS  |
| Bruce Towler & Judy Steele                | UA Local 56 PR                                     |
| Strike Out Hunger Tournament              | Sister Donna Geernaert                             |
| Dane Percy & Michelle Kehoe               | United Way   |
| Lori Wood                                 | Morning Watch Ltd                                  |
| RStudios                                  | Peter & Serena Graham-Dwyer                        |
| Darrell Stewart                           | H&H Industries Ltd                                 |
| David & Sonja Glass                       | Unifor   |
| Sister Elizabeth McGrath                  | James E. Publicover                                |







# Barry House Kitchen Renovation



Margot Spafford

**“Cooking is all about people. Food is maybe the only universal thing that really has the power to bring everyone together. No matter what culture, everywhere around the world, people eat together.”**

The Barry House kitchen received a much-needed renovation this year thanks to the generous donation from Margot Spafford, a long-time friend of Shelter Nova Scotia.

Food is the thing we all have in common; it reaches across cultures and provides comfort and connection. As a result of Margot’s very generous support; we were able to update, brighten and design the kitchen at Barry House into a more functional space.



It is warm and inviting for both employees when they are cooking meals and recently a guest staying at the facility was able to use the space to make homemade jam. She has a little business selling her jam at the market on the weekends. The wonderful smell that fills the facility when she is cooking creates a space that feels like a home, even a temporary one, for our guests.



Kitchen: Before



Kitchen: After





# Grief and Loss Training and Sharing Circle

With the aging population that we house across our facilities, many of our clients have complex health histories. We benefit greatly from relationships forged with community partners to meet the health needs of tenants, residents and guests – and we are forever grateful for the work they do.

Unfortunately, the health issues faced by the people we serve do lead to emotionally-challenging and traumatic events that have significant impact on both our employees and clients. This past year, thanks to the generous support of the Flemming Charitable Foundation, we have been able to collaborate with Roy Ellis, a grief and loss specialist, therapist, educator and writer with 30 years experience.

The project began at Herring Cove Apartments as a way to provide support for employees and tenants after a loss there by way of Sharing (or Grief) Circles. These Circles create a supportive and nourishing space to connect all those touched by a loss, allowing individuals the opportunity to express their story, experience grief as part of a community and share life's joy and pain with others affected.

These circles allow an opportunity for people to express their feelings, thoughts about losses, deaths and challenges, and provides coping strategies. In addition, Roy has created a pre-recorded workshop on Grief and Bereavement and Compassion Fatigue: Surviving and Thriving in High Burn-Out Environments. The goal in the coming months is for this training tool to be available to all employees as another resource.

After seeing the profound effect this program had at Herring Cove Apartments, we are so grateful to have been able to expand Sharing Circles to each facility right across the organization, thanks again to the generosity of the Flemming Charitable Foundation.



## Quotes from the Grief and Loss Training and Sharing Circles

“The sharing circle creates a safe place for all of us to let our guard down and focus on some of the things in our lives that we often brush over or things at the time that we emotionally shelf because of our busy day-to-day lives.”

- Employee

“Sharing a circle to me is an awakening in the sense that it brings to light the fact that we are all in this together. It’s important for us to take time and listen to each other and be vulnerable.”

- Employee

“Sharing circle is an amazing opportunity for you and your co-workers to build morale and great teamwork.”

- Employee

“United we stand, divided we fall. Sharing how fears, pain, and frustration only make us stronger.”

- Employee

“People feel validated after the sharing circle because we all seem to be experiencing the same challenges at some point or another so its nice to hear colleagues experiences and that it is an opportunity to debrief together since we often either don’t have the time on shift or don’t get to see some colleagues outside of shift changes.”

- Employee

“When you are on the street or in shelter, people just “disappear” and you never find out what happens. Did they die? Did they go to jail? Did they find a home? The sharing circles have provided an opportunity for closure and to receive support from staff and other residents during what can be a dark time.”

- Tenant



## The Last Puzzle

A tenant at the Rebuilding, happy and content to finally have his own apartment, enjoyed working on puzzles. He always seemed to have one on the go and he worked diligently to complete them. Sadly, during his time at the Rebuilding, he received a diagnosis of terminal cancer. While he had a peaceful, comfortable and dignified space where friends and family could visit him at the end of his life, he passed away before he could finish his last puzzle. Knowing how important this would be to him, and as a way to honour him and their own grief, employees at the Rebuilding decided to complete the puzzle in his memory.

The relationship between employees of Shelter Nova Scotia and our tenants, residents and guests we work with on a daily basis - while always professional - often goes beyond the merely transactional. It's the nature of the work we do. Offering support, building trust, meeting people where they are at and understanding their lived experiences means forging a deeper human connection. The impact staff and clients make on each other's lives here is powerful and undeniable.

In a common area of The Rebuilding – unassumingly framed and hung on the wall - there is a testament to that impact, to that connection, to that sense of community.

It's the nature of the work we do.



The Last Puzzle hanging in the common area of the Rebuilding.