

# HomeBridge Youth Society **Annual Report 2024**

Fiscal Year April 1, 2023 – March 31, 2024



[www.homebridgeyouth.ca](http://www.homebridgeyouth.ca)

## **Vision**

All youth and their families living in health, safety and harmony

## MESSAGE FROM THE CHAIR

When I stepped into the role of Board Chair three years ago, we were in the throes of a global health pandemic and we seemed to be facing constant changes and uncertainty. I would like to say that has changed, but the challenges continue.

HomeBridge navigated their way through a pandemic only to find themselves, like many other industries, dealing with unprecedented labour shortages. As a governance Board we can't help with scheduling or fill shifts like many HomeBridge Managers have been doing, so we had to focus on what we can do in our roles to help ensure that vulnerable youth and families in this province can still access the essential services that HomeBridge provides. This is supporting our Executive Director to embark on a journey into recruiting and training qualified Youth Care Practitioners right in the HomeBridge Community. As successful as this venture was, unfortunately it has not solved all of our challenges, so the work in recruitment and retention continues.

As always, the Board held our annual strategic retreat to define the goals and objectives for the year. We worked with Stewart McKelvey to review and update the Board Charter and by-laws. The committees also reviewed their Terms of References. These tasks are an important part of the Board's fiduciary responsibilities. Our own recruitment efforts also continue to ensure that relevant professions are represented on the Board and that the young people served in the HomeBridge Community see themselves reflected in those Directors.

We also continue to support the Executive Director with weekly meetings and strategic plans. This year, on top of supporting his training and recruitment plans, this has included connecting with the Nova Scotia Minister of Community Services in an effort to work together to ensure that HomeBridge can continue to support youth-in-care to our fullest capacity. We look forward to meeting with Honourable Minister Brendan Maguire to further our discussions and shared desires to create the best outcomes for youth-in-care. We are very hopeful that together we can find solutions to some of the obstacles that are holding us back.

It has been a challenging couple of years. We've endured a pandemic, labour shortages, significant staff turnover, and the temporary closure of two programs, but we continue to be innovative in our approach to problem solving. As a Board we are proud of the work accomplished each day by the people throughout the HomeBridge community. Their resilience is evident as they work day in and day out often under very difficult circumstances.

Our hope over the coming months is a more stable work force and movement towards reopening our much needed services. Cultivating support from our community partnerships will be required to find our way back to full capacity, to then move toward greater service growth and innovation to help Nova Scotia's youth and their families.

Thank you to all of you for believing in better outcomes for vulnerable youth in Nova Scotia. Finally, a thank you to the young people and their families whose life story we have the privilege of being part of, even if only for a short time. I continue to be proud to be connected with this organization and the dedicated and caring people who make this organization great.

Sincerely,

Jim Perrin,  
Board Chair



**Thank you to all of you for believing in better outcomes for vulnerable youth in Nova Scotia.**

# HOMEBRIDGE YOUTH SOCIETY BOARD OF DIRECTORS



Jim Perrin, **Board Chair**  
Physical Security Manager,  
J.D. Irving Limited



Lyn Frankton, RN, BScN, **Vice-Chair**  
Manager, Mental Health & Addictions,  
IWK Health Centre



Jalen Sabean, CPA, **Treasurer**  
Senior Manager, Assurance,  
BDO Canada LLP

## Members at Large



Chantelle Cadeau CPA,  
Senior Manager, Assurance,  
PricewaterhouseCoopers LLP



Sara Nicholson BSc, JD  
Associate, Stewart McKelvey



Shawn Carter,  
Director of Research,  
Analytics & Information Management,  
Nova Scotia Legal Aid



Jocelyn Poirier, CPA  
Senior Controller, CFO Services, BDO  
Canada LLP



Daphne Hutt-MacLeod,  
Registered Psychologist, Director,  
Integrated Youth Services Nova Scotia,  
IWK Health Centre



Dr. Herb Orlik  
Child and Adolescent Psychiatrist, Retired



Stephanie Johnson  
Inspector of Administration,  
Halifax Regional Police



Brandon Rolle,  
Senior Legal Counsel,  
The African Nova Scotian Justice Institute



Kim MacLean MSW, RSW,  
Social Worker,  
Nova Scotia Health Authority and Trauma  
Specialist, Homewood Health



We acknowledge we are in Mi'Kma'ki, the ancestral and unceded territory of the Mi'kmaq people. This territory is covered by the "Treaties of Peace and Friendship" which Mi'kmaq and Wolastoqiyik (Maliseet) people first signed with the British Crown in 1725.

## EXECUTIVE DIRECTOR REPORT

Going out of business has been a long-held dream of most non-profit services. The goal has always been not to exist because Nova Scotia families are thriving without our help and care. It has never been a dream to diminish or cease services due to a depletion of qualified youth care workers, with no investment in creating a predictable number of new practitioners.

We were worried last year that we may lose valuable positions and the ability to retain highly trained employees. We could not stop employees from leaving for higher wages and better benefits. The exits were completely understandable. Personnel vacancies and inability to find provincially approved practitioners devastated the organization. Services at Johnson House and Hawthorne House, 10 beds for vulnerable youth, were forced to close after 45 years of effective service.

The closures stabilized operations, avoiding other closures or a complete collapse of services. The difficulty has now become how to reopen these much-needed programs. We have been in operation for 45 years with consistent outputs of service-innovation and growth; except for 2023 and likely 2024.

The Board of Directors continues to approve the use of any operational reserve to ensure service quality remains integral and safe, along with whatever must be done to remain operational.

I mentioned last year that the Department of Community Services offered unprecedented support to HomeBridge when funding was provided to deliver a 5-week youth care practitioner training program to help stabilize our workforce. It is 100% assured, without that support, HomeBridge would have closed additional licensed services and places for youth in the care of the Minster, to live and thrive.

With the funding, HomeBridge created an online training program, supported by a 12-week paid practicum integrating theory and practice. Training was flanked by exceptional instructors, knowledgeable authors, trainers, clinicians and first voice experts covering essential content areas of providing care to youth and families. These leaders in the child and youth care field came from as far away as South Africa, New Zealand, Ireland, throughout North America as well as local experts from right here in Nova Scotia.

Barriers to admission were reduced by ensuring training was accessible to Nova Scotians who might not be able to travel or afford the expenses. We were pleased that 60% of training candidates represented racially diverse populations.

The foreshadowing is bleak if relying on shorter-term training programs to be the responsibility of only service providers like HomeBridge. Wise decisions made recently providing evolved educational and training opportunities to professions like education and health care, prove shorter term, less expensive, education and training programs will attract potential employees who otherwise face barriers.

Policy supporting needed change would ensure we attract and retain employees in this unsustainable employee market for our service.

**I remain hopeful that with positive, impactful, change and support on the horizon, HomeBridge will hold a long life as a service provider.**



HomeBridge does not have a desire to cross over into providing educational and training programs, especially with our province having such powerful capacity already. Greater is our desire to remain open providing services for marginalized youth and their families. We will do what we must to ensure HomeBridge's future. However, I am certain there are partnership opportunities that could solve the challenges we are facing with respect to our employment crisis. I remain hopeful that with positive, impactful, change and support on the horizon, HomeBridge will hold a long life as a service provider.

It is important to recognize our cornerstone partners without which we could not operate our life changing services including, the Departments of Community Services and Education, The IWK Health Centre, St. Paul's Home Board, and many private donors, all responsible for our ability to operate. I would like to thank our volunteer Board of Directors who ensure the vision is heard and we continue to excel as a vital service provider. Appreciation must be extended to the supporters, teachers, trainers, consultants, mentors, and advocates who ensure our teams provide the best progressive and evidence-based care.

This year, as every year, but most especially now, I would like to thank our employees, who keep focused on the young people and are committed to their profession as they have witnessed the disappointing changes, and the management team who do everything in their power to make things run smoothly allowing employees to concentrate on their relationships and interventions with the young people we serve. It's been hard all the way around, but together we have been strong. It remains my honor to part of this outstanding, problem-solving organization.

Ernie Hilton, MSc CYC



## VISION

All youth and their families living in health, safety and harmony

## MANDATE

Using an inter-disciplinary approach to youth care HomeBridge provides youth with experiences of stabilization, emergency placement, therapeutic programming, educational opportunities and longer-term interventions in a youth care setting.

This mandate is achieved through a collaboration with stakeholders, a community orientation, a commitment to youth education, continued professional development, implementation of current evidence based interventions and therapeutic programming.

## DIRECTOR OF YOUTH CARE SERVICES REPORT

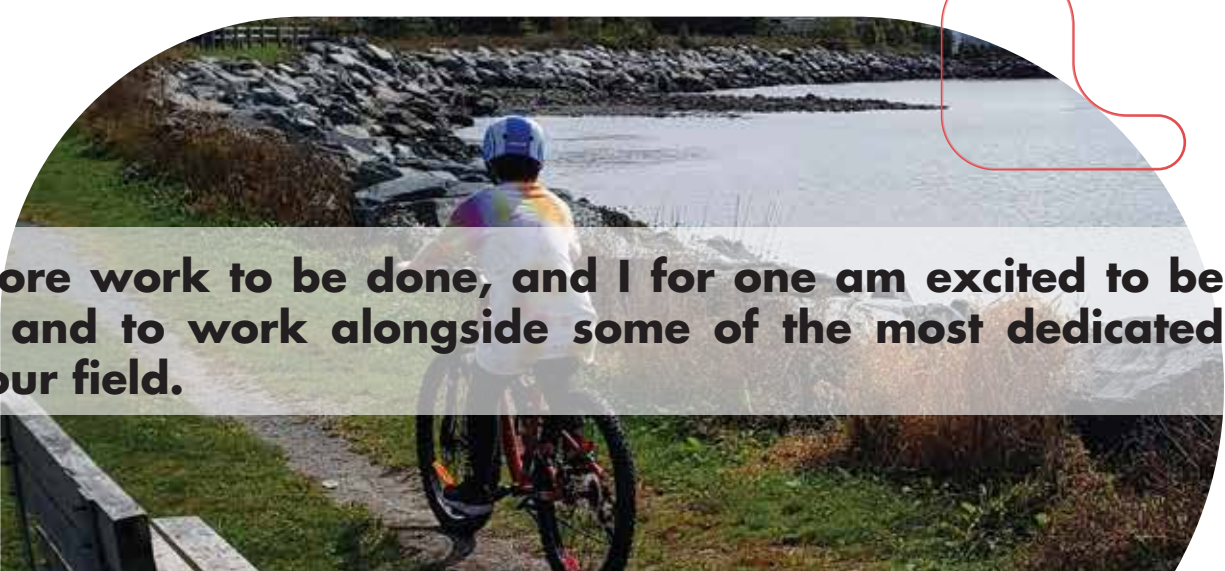
Another big year of change...and for the first time, since I've been in this position, the change is not connected to COVID-19. This past year saw lots of movement in our Supervisor Team, in our Youth Care Teams, the closure of programs, and the opening of a 5 week Youth Care Worker training program, just to name a few changes. While this change seemed, at times, to be never ending, I believe it was necessary to get to the spot we're in today which is one of growth and development.

Some of the most significant changes were with our staffing. In 2023 both our Supervisor Team and our Youth Care Teams experienced significant transformation with some leaving and others joining. While change can be hard, it can also create new opportunities and we decided to maximize on those opportunities this year. This started with a focus on recruitment, most of which Ernie has spoken about as it relates to the training program we developed to create qualified Youth Care Workers. Gaining 12 of those participants to complete their placements in the HomeBridge Community was instrumental in helping to provide much needed support to our schedules. Furthering that, eight of those students are now working as Youth Care Workers within the organization.

As we started to move forward in 2024 we focused on the professional development and our overall culture of our organization. Each facility supervisor created an operation plan for their programs which included an emphasis on team culture and building Youth Care capacity within those teams. With this, there has been a concentration on Youth Care Worker development to ensure we are constantly building professional capacity and providing the highest quality of service we can for the young people in our care. This has partly been made possible thanks to the addition of a new position, the Operations Administrative Assistant to attend to all of the administrative and scheduling duties within each program. Providing this support in this administrative area has allowed Program Supervisors to spend more time in the areas of professional development and service delivery.

A large part of building professional development is through continued education. We were very fortunate to once again be able to offer training to our Youth Care Workers including The Purposeful Use of Daily Life Events, Doing Relational Practice, Being Trauma Informed, Understanding Challenging Behavior and Resilience and Responding to Challenging Behavior. We also had one of our Supervisors complete the Trauma Informed Leadership Certificate Program to help enhance leadership skills. Many of these training sessions were facilitated by international leaders in the field of Child and Youth Care. We are incredibly grateful and privileged to have such contacts and the communication technology to connect with them virtually. The ability to network internationally with these and other leaders is what will continue to move us forward to truly enhance our care for the young people we are privileged to work with.

Another enhancement to our services this year was the addition of a full-time Occupational Therapist. Our new OT, Jenny Blok, fit in instantly, and went straight to work providing both direct care to the young people, as well as collaboration and consultation to the Youth Care Teams. She has been able to provide functional and sensory assessments to the young people to help improve their daily living skills. This is just one example of how this service helps support the youth care work being done in each of our programs.



**There is more work to be done, and I for one am excited to be part of it, and to work alongside some of the most dedicated people in our field.**

Amongst our year of change and growth within our teams, of course we also have the privilege of being part of a similar evolution for some of the young people. We watched these young people grow in all areas of Belonging, Mastery, Independence and Generosity. Some specific examples that come to mind are the massive smiles we see when a young person moves home, or the young person at Jubien who shared their Easter Eggs with others after an Easter Egg hunt. The young person at Cogswell who started in a driver's education program. The young person at Sullivan House who didn't miss one session of the boat building program and then used the money she earned there to buy a new cage for her rabbit.

As I was reflecting on the past year to write this report, I marveled at the amount of change we experienced this year. As the change wasn't always easy, I also marveled at the strength and resilience of those involved who continue to show up each day to help make a positive impact on the lives of the young people who live in the HomeBridge Community. There is more work to be done, and I for one am excited to be part of it, and to work alongside some of the most dedicated people in our field.

Caroline Moore, MSc CYCS



## OUR FACILITIES

### Hawthorne House

Part of the HomeBridge Community since 1979  
Owned by HomeBridge Youth Society  
Operating Costs Covered by the Department of Community Services

**Mandate:**

Hawthorne House is located in Dartmouth and focuses on providing care for six youth 12 - 18 years of age. This program closed in December 2023 as a result of critical staff shortages. We are currently working on recruitment strategies in an effort to reopen this program as soon as possible.



### Johnson House

Part of the HomeBridge Community since 1981  
Owned by the Department of Transportation and Infrastructure Renewal  
Operating Costs Covered by the Department of Community Services

**Mandate:**

Johnson House is located in Dartmouth and focuses on providing care for four youth 12 - 18 years of age. This program closed in May 2023 as a result of critical staff shortages. We are currently working on recruitment strategies in an effort to reopen this program as soon as possible.



### Jubien House

Part of the HomeBridge Community since 1982  
Owned by St. Paul's Home Board  
Operating Costs Covered by the Department of Community Services

**Mandate:**

Jubien House is located in Halifax and serves six youth 12 - 18 years of age.



## Sullivan House

Part of the HomeBridge Community since 1993  
Owned by St. Paul's Home Board  
Operating Costs Covered by the Department of Community Services

**Mandate:**

Sullivan House is located in Halifax and focuses on providing care for youth 12 years of age and over, who identify as female.



## Reigh Allen Centre

Part of the HomeBridge Community since 1999  
Owned by the Department of Transportation and Infrastructure Renewal  
Operating Costs Covered by the Department of Community Services

**Mandate:**

The Reigh Allen Centre is located in Dartmouth and is licensed as an emergency placement and crisis stabilization centre. It focuses on providing care for up to 14 youth 12 - 18 years of age who are in need of a stabilization, respite, or short-term placement. The center utilizes an inter-disciplinary approach to create opportunities for cognitive behavioral changes within a safe environment allowing young people to experience themselves differently.



## Maples Unit

Part of the HomeBridge Community since 2009  
Located in the Reigh Allen Centre  
Operating Costs Covered by the Department of Community Services

**Mandate:**

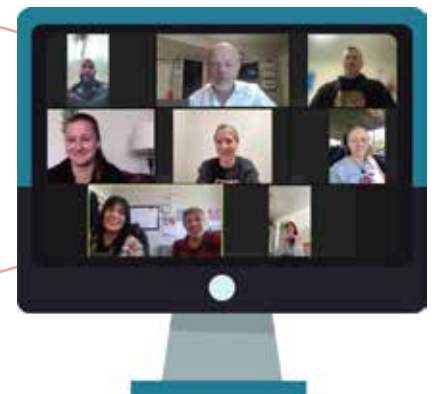
A separate two-bed unit designed to focus on providing care for youth with extraordinary needs that cannot be met in a standard group-care setting.

## Cogswell House

Part of the HomeBridge Community since 2003  
Owned by St. Paul's Home Board  
Operating Costs Covered by the Department of Community Services

**Mandate:**

Cogswell House is located in Middle Sackville and focuses on providing care for four youth 12 - 18 years of age.



## BRIDGES FOR LEARNING

The Bridges for Learning (BFL) program continues to provide educational services for youth-in-care. Since the program's inception in 2005, the team has welcomed more than 500 youth into this special classroom. During the 2023-2024 academic year, the program received 26 applications, and accepted 24 of those students. Unfortunately, two were unable to attend due to legal no contact orders with other students already registered. Despite accepting so many students, BFL did not operate at full capacity this past school year and often had low numbers in the classroom. This may be due to the temporary closure of two of HomeBridge's long-term homes. We did, however, see an increase in admissions from the Reigh Allen Centre (RAC). The RAC is a short-term emergency crisis and stabilization program which means that often their placement in BFL was short, however, for some students this created the continuity and structure needed for them to remain engaged in their education program and transition to another school with minimal gaps.

The overall low numbers allowed the BFL Team to do more outreach sessions for students who are unable to attend class. Many of the students who participate in an outreach capacity have had significant struggles with community schools in the past. Outreach allows for the BFL Team Members to meet the student where they are at and engage them in their education program at a pace that best meets the student's educational needs. This can be a lengthy process to establish a relationship where the youth feels safe enough to engage in school work, but the team uses a relational child and youth care approach to establish safety in the relationship. This allows them to build the foundation that is necessary for the youth to engage in academics despite their past experiences.

The BFL team continues to focus on the individual educational, social, and emotional needs of the students to create the best possible experience. The high school students complete their studies through correspondence courses with the guidance and support of the Teachers and the Youth Care Specialist. Many of the students have one or more moves in a school year so developing their education plan around correspondence courses allows for their individualized education program to move with them. If the youth remains in care and continues to reside in the Halifax Regional Municipality (HRM) they can continue to attend BFL. The students who leave care or move outside of HRM have the continuity of their educational plan moving with them. All of this creates consistency and continuity in their educational experience which helps greatly in our efforts to help them achieve academic success. The junior high students continue to receive work packages from their respective community schools. The BFL Team, in collaboration with each student's community school, provides the necessary support and guidance to help them achieve their academic outcomes.

In addition to BFL's focus on academics, the program also provides students with many additional opportunities and experiences that create a balanced, fun and care focused environment. Throughout the past school year, the students participated in numerous activities that assist them in acquiring tools to manage their emotions, develop good decision-making skills, and ways to resolve conflict appropriately. This includes the students participating in a weekly "Sharing Circle" with HomeBridge's Cultural Program Advisor discussing an array of topics and sharing their experiences. The goal was to engage the young people in first voice meaningful discussions. The Sharing Circle was an opportunity where every young person was given a safe space to be heard.

The team also received a hydroponics kit and bare roots strawberry plants from the Canadian Agricultural Partnership's SucSEED program. The students were excited to see the strawberry seeds they planted grow into seedlings, and the bareroot plants started to blossom. The students cared for the plants with the assistance of the BFL Team and seemed to really enjoy the process. The team also engaged the students in the butterfly life cycle program where the students were able to care for the larvae, learn about the life cycle and watch until they turned into beautiful butterflies.

The Bridges for Learning Team



## Therapeutic Recreation

The students have engaged in a variety of additional programming activities with our Recreation Therapist. We have found Recreation Therapy is an exciting way to work creatively to expand our student's learning beyond the classroom. The students have participated in the following adventures:

- Nature photography
- Trips to the Discovery Centre
- An afternoon at the Art Gallery of Nova Scotia
- Touring the Museum of Natural History
- Community walks
- Gym outings
- Guitar lessons
- Dog visits
- An outing to Dalhousie to see the Art Connects display
- Driving Range & Golf simulators
- Sea Glass hunting
- Bike rides



## Expressions Program of the Arts

This therapeutic, arts-based program also continues to be a popular addition to the BFL program. Students are provided with weekly learning opportunities in Music Therapy and Art Therapy. The facilitators continue to create a safe space for the students to express themselves through the arts and tap into a side of themselves that they may not get to through purely academics.

## Health Literacy

On site Pediatrician, Dr. Tania Wong, supported by HomeBridge's Occupational Therapist, led a health literacy initiative this year with the BFL students and team. This initiative helps to address barriers for youth-in-care accessing healthcare while also creating experiential learning experiences for the youth to gain knowledge around their own health. There was a soft launch of the program this spring to introduce the youth to the program and in September 2024 the Health Literacy Program will be offered as a course in BFL. The program will meet the outcomes of two different high school courses so the youth will also earn an academic credit for their efforts.

We are extremely grateful that the funding provided by the Nova Scotia Department of Education helps HomeBridge provide this invaluable service to youth-in-care by funding the two teaching positions. This population of young people have often faced a number of barriers in mainstream schools therefore this uniquely designed program really makes a difference in their academic experience. We understand what a great responsibility it is to be given the opportunity to teach youth who have shown courage, strength and resilience in overcoming the many barriers they have had in their lives and we consider it a great privilege. Thank you to everyone involved in making this another great year in Bridges for Learning.



Bridges for Learning

## Community Schools connected to Bridges for Learning

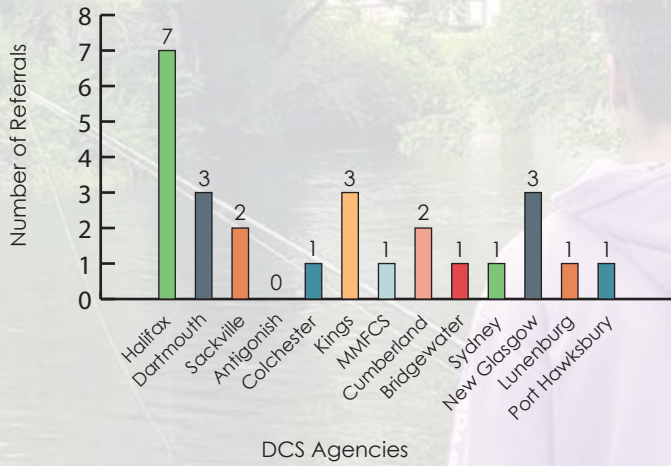
Halifax West High School  
Citadel High School  
Oxford School  
Millwood High School  
West Kings High School  
North Nova Education Centre  
J.L. Ilsley High School  
Dartmouth High School

2023  
2024

# BRIDGES FOR LEARNING STATISTICS

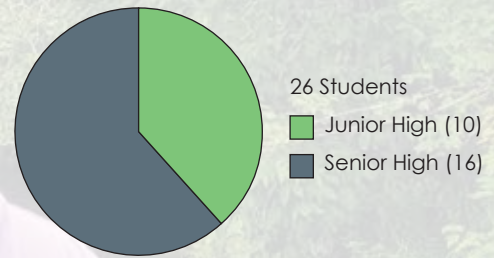
## Child Welfare Agency Referrals

August 2023 - June 2024



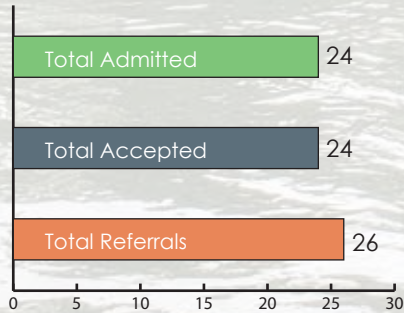
## BFL Applicants from Junior High and Senior High School

August 2023 - June 2024



## BFL Referrals/ Accepted/ Admitted

August 2023- June 2024

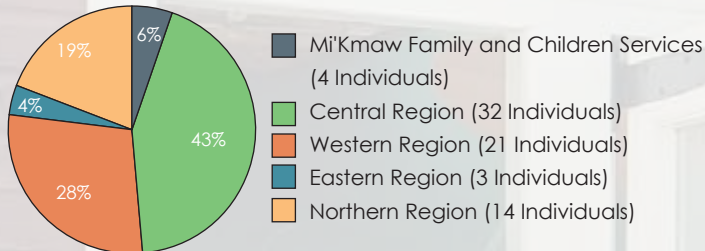


**I like how BFL is kind of a second chance school and that I can get credits.**

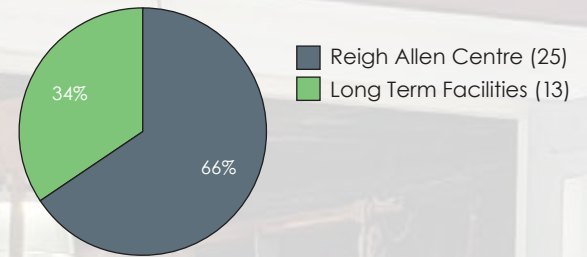
**-BFL Student**

# HOMEBRIDGE YOUTH SOCIETY ANNUAL STATISTICS

Individual Youth per Department of Community Services Region or Child Welfare Agency Residing in Facilities - 74 Total

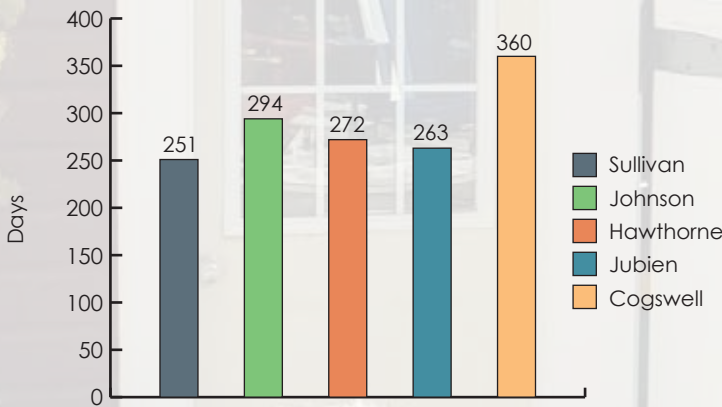


Facility Placements of Youth from Outside the Central Region - 38 total individuals

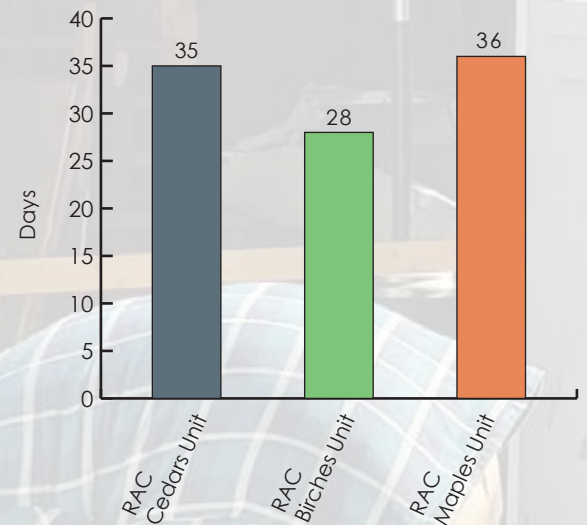


74 individual youth were served during 2023/2024, however there were 139 total youth admissions to all facilities, which includes a number of youth who had multiple admissions and were served by more than one HomeBridge facility.

Average Length of Stay in Child and Caring Program Facilities - Long Term Homes



Average Length of Stay Requiring Emergency Stabilization at the Reigh Allen Centre (RAC)



**I learned that I am capable of anything when I try hard and put my mind to it.**

**-HomeBridge Youth**

## EXPRESSIONS PROGRAM OF THE ARTS

Building a sense of community is incredibly important for youth-in-care. These are young people who face numerous challenges that increase their vulnerability to negative outcomes such as academic failure, substance misuse, delinquency, and mental health issues. By creating a strong sense of community, we can offer support, guidance and resources to these young people, ultimately helping them navigate through difficult circumstances and improve their overall well-being.

The young people served in the HomeBridge Community have faced more than their share of challenges in their young lives. Their experiences often include poverty, abuse, neglect, abandonment, substance misuse and significant trauma. This can be compounded by the lack of a stable support network, which can lead to feelings of isolation and despair. Youth-in-care also often move to different homes, change schools frequently and experience a lot of loss as people come and go from their lives. A strong sense of community provides them with a support system of peers, mentors, and role models who understand their struggles and can offer encouragement and empathy. This is one of the many therapeutic benefits of the Expressions program. Young people who don't feel like they fit in anywhere else, often find a sense of belonging through this program and it profoundly changes their experience. For this reason, this year's theme for the Expressions Program of the Arts was **Art Connects: Uniting Community Through Creativity**.

The facilitators that make up the Expressions Team guided and supported the young people through creative processes that challenge them to focus on their strengths and the qualities that make them unique and special. No matter how withdrawn or reluctant they are when they come to our care, the highly skilled facilitators of this program seem to be able to connect with the youth and draw them into the program. Art or Music Therapy are often the first programming options that young people will take part in when they come into care. As reluctant and uneasy as they may be, the "cool factor" often intrigues them and once they give it a try, their all in.

The facilitators lead them through activities that help them experience success and find a sense of belonging and connectedness with the group. This is where change happens. There are many life skills developed in this program and many other therapeutic benefits, however, none of that can happen without the young person first buying into the program. It all starts with the Expressions facilitators making each participant feel welcome, accepted and like they belong. Once they realize they are in a safe place, free of judgement, where they are encouraged to be their authentic selves and express their unique creativity, anything is possible. This process resulted in some incredible works of art this year as well as a number of young people learning to play an instrument or share their voice. On the Music Therapy side of things this year there seemed to be a lot of young people who connected through sharing music that was a positive part of their childhood or "home". For example, one young woman wanted to sing songs that she used to sing with her school choir. We love seeing the young people blossom in this program. Some of the youth who took part in Art Therapy shared their talents by taking part in a special art exhibit at Dalhousie University.



A group of **Dalhousie Medical Students** partnered with HomeBridge to put on “**Art Connects**”, a three-day art exhibit in the Tupper Building that put the young people’s art and photography on display for all to enjoy. Two of the young artist, whose work was featured in this display, came to check it out and could not have been more proud. Seeing their work professionally framed and on display in the medical community was something they couldn’t stop talking about when they got back.



Increased self-esteem, a sense of belonging and engagement in extra-curricular activities are all protective factors when it comes to reducing substance misuse and other risk-taking behaviours, so all of this is very therapeutic. By helping the young people see their potential and worth, we are not only boosting their self-worth, but also setting them up with the necessary foundation to make healthy choices, and move from simply surviving to thriving. By fostering a sense of community, vulnerable youth are also more likely to develop resilience, the ability to bounce back from adversity. When they feel connected to others and have resources at their disposal, they are better equipped to cope with challenges and setbacks. This is all part of the magic of the Expressions program. We continue to offer Art Classes, Music Therapy, and Photography. Sessions run from September through June throughout the entire HomeBridge Community, including our on-site school program, Bridges for Learning. Art and Music sessions take place twice weekly, rotating through all programs and photography sessions will take place with youth who are interested on a one-on-one basis.

This program is entirely funded through corporate and community donors. We would like to thank those generous supporters (listed below) as this meaningful program would not be possible without them.

**HALIFAX YOUTH  
Foundation**



The Expressions Program of the Arts Team



# RECREATION THERAPY

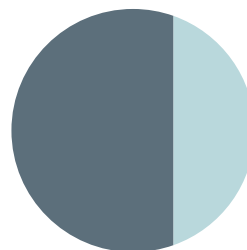
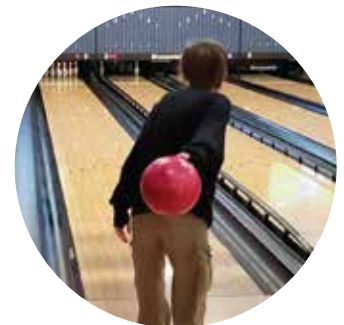
In the Spring of 2021, HomeBridge added a full-time Recreation Therapist to our care team thanks to the support of the IWK Health Centre. By integrating evidence-based Recreation Therapy practice into our relational care model, our Recreation Therapist has worked hard to develop a culture of care in the HomeBridge Community that values the role of recreation in the development of young people. Recreation Therapists use forms of recreation, leisure, and play as treatment modalities to support purposeful and meaningful interventions that are based on individual strengths and values, and are guided by assessments (CTRA, 2023). This year, that looked like **211 community outings with young people** that included everything from grabbing quick one-on-one lunch just to check in and connect to group adventures all around the province.

## Individual Activity Plans

Each young person at HomeBridge has a unique combination of strengths, interests, hopes, and goals. It's exciting to support them to discover themselves, foster connections within their communities, and cultivate healthier lifestyles through engagement in recreation activities that resonate with them personally. For this reason, our Recreation Therapist works with each youth, as an individual, to develop an Individual Activity Plan that supports their unique needs and interests.

Over the past year, this has resulted in the opportunity to connect with the young people who live in the HomeBridge Community through the following activities:

- Golfing
- Photography
- Skateboarding
- Working out at the Zatzman Sportsplex
- Bouldering at Seven Bays
- Skating
- Swimming
- Biking
- Getting a gym membership and learning to use it independently
- Bike Repair
- Scrapbooking
- Collecting Sea Glass
- Gardening
- Volunteering at the SPCA
- Basketball
- Disc Golf
- Touring the Art Gallery of NS
- Playing Guitar
- Activate Halifax
- Letter Writing
- Orientation at a New High School
- Geocaching
- Playdium
- Rock Climbing at East Peak
- Pottery Painting
- Basketball
- Hiking



## Summer Recreation

The summer of 2023 was our busiest summer yet! The youth came up with lots of great ideas for activities and outings, and we also brought back some favorites from past summers. The Youth Care Teams at every program were especially creative and supportive to encourage the young people to get involved, and to make the most of their time. This summer, the youth engaged in **191 hours of recreation participation!** It is so gratifying to see these young people step outside of their comfort zones and discover new ways of seeing themselves through the lens of recreation!



## Youth Farmer's Market

This year 11 youth participated in HomeBridge's Youth Farmer's Market. They did a great job of building their employability skills by participating in mock job interviews, selecting and harvesting produce in the Annapolis Valley, organizing a community sale of fresh fruits and vegetables and developing their customer service skills. Some youth stepped up to make their own art and baked goods to sell as well. This program was once again made possible by the support of the **Youth Development Initiative**.



## Building More than Boats

We've been busy in the boat shop since our last annual report! Three Bridges for Learning students worked hard to finish "Puffin", a beautiful 21-foot motor boat. They put their hearts into perfecting the electrical systems, working on the trim, installing hardware, mounting a motor, and sanding & painting the entire boat. One young person even worked throughout the semester to earn his Pleasure Craft Operator card so he could pilot the boat! We had a blast going on adventures to McNab's Island and fishing for mackerel over the summer on our brand-new boat

Right now, another batch of builders are hard at work completing two beautiful cedar stand-up paddleboards. We can't wait to load them up in the Puffin and spend some time on the water once it warms up.

This program is made possible by collaboration between our Recreation Therapist, the Bridges for Learning team, the **Maritime Museum of the Atlantic**, and funding from the **Youth Development Initiative**. In addition to learning woodworking skills and teamwork, participants are also able to gain high school credits through the boatbuilding program.



## Culinary Skills Program

Building on last year's success, we continued our Culinary Skills Program with each of the long-term programs. Our Recreation Therapist and Occupational Therapist teamed up to make the program a hit. Thanks to funding from the Halifax Youth Foundation, the youth who participated chose a meal they wanted to cook and were guided through the process from start to finish. Not only did they learn some basic cooking and food handling skills, but it was also a great opportunity for everyone to come together, share a meal and build connections.



# RECREATION THERAPY...continued

## Collaboration with Dr. Wong

Connecting the young people served in the HomeBridge Community with the health care they need requires a creative, person-centered approach. Over the past year, we saw the benefits of connecting a Recreation Therapy approach with the phenomenal work being done by IWK Pediatrician, Dr. Tania Wong.

Many young people who live in care face barriers to visiting a pediatrician including fear and anxiety, past negative experiences with the healthcare system, difficulties communicating their personal health needs, and a sense of feeling disconnected from some healthcare practitioners. Through close collaboration, we were able to leverage the benefits of Recreation Therapy to minimize these barriers. Some examples of this include:

- Combining Doctor's visits with recreation outings that are meaningful to the young people.
- Supporting young people to participate in recreation activities together with Dr. Wong to build rapport and reduce their anxiety regarding their Doctor's visits
  - Dr. Wong joined in on lots of Recreation Therapy outings with the youth including bouldering, dog visits, boat building, photography, and lunch outings
- Supporting a youth to decorate Dr. Wong's office, and the office of a psychiatrist at the IWK who works with this youth. The young person expressed pride in knowing that she had made these places more pleasant for other youth who will visit them over the holiday season. She was also noticeably more at-ease in the space after she decorated it
- Role playing conversations pertaining to upcoming doctor visits with the Recreation Therapist to build confidence and ensure the youth's needs are being met in their appointments
- The Recreation Therapist joining in on visits with the youth to provide a sense of safety and familiarity. Supporting several young people who struggle with needle phobias to receive their Meningitis vaccines with help from the Recreations Therapist's dog for comfort.

Recreation Therapy continues to be a very impactful addition to the therapeutic services HomeBridge offers the young people we have the privilege of serving. As you can see it is very interwoven into our relational care model of practice. Thank you to the generous supporters who make these activities possible.



HALIFAX YOUTH  
Foundation



# OCCUPATIONAL THERAPY

In the Spring of 2023, HomeBridge added a full-time Occupational Therapist to our care team. We are very excited about the addition of this service to support the young people who live in the HomeBridge Community.

Occupational Therapy (OT) is a client-centered health profession that works with individuals, their families, and their circle of care with-in their real-life contexts and communities to support engagement in what is meaningful and necessary for health and wellbeing. In essence, OT targets barriers and enablers with respect to participation in occupations. These are the things we want to do, need to do, and are expected to do in our daily lives. At HomeBridge, youth may work with OT to develop individualized goals and plans to support their participation in daily life, social participation, and life transitions. In addition to this, our Occupational Therapist comes with a life-time of experience with neurodiversity and a passion for brain and nervous system-based approaches to care and inclusion. With this background, she is working with HomeBridge employees and youth to enable access, learning support, and regulation needs through this unique lens. This includes team education, capacity building, and collaboration

A few specific examples include:

**1. Team Education, Capacity Building, and Collaboration:** By attending team meetings, house visits, and one-on-one sessions with Youth Care Workers, our Occupational Therapist provided education on sensory processing in relationship to a young person's individual sensory processing patterns and how it intersects with other elements of their neurotype to impact behavior and support needs. This resulted in identification and implementation of environmental modifications and interventions to help meet the needs of the young person.

**2. Transition Planning, Targeted Skills Training, and Advocacy:** By collaborating with a young person and their circle of care, we created a transition plan based on the results of a transition readiness assessment that was completed with this young person and their key workers. This plan included follow-up OT services like targeted skills training in financial literacy, as well as the identification and advocacy for individual support needs post-transition.

**3. Program:** In collaboration with our on-site Pediatrician, Dr. Wong, her residents, and the Bridges for Learning Team, we have created a health literacy program for youth-in-care. This program was soft-launched in the spring and will be officially implemented in the fall of 2024. It will be offered as a full-year high school course for BFL students. This program will integrate experiential learning opportunities with online learning modules to improve health literacy and access to health care for our youth.

We are very excited to now have this support to offer to the young people served in the HomeBridge Community and are already seeing positive impacts.



# THERAPEUTIC PROGRAMMING

Therapeutic Programming within the HomeBridge Community has been and continues to be an essential component in helping youth experience themselves differently, both within our facilities and within their communities. The personal growth of program participants is encouraged through adaptable life skills programming, developing employability skills, recreational activities, and emotional management (how to identify triggers and coping strategies when dealing with anger, anxiety, or self-esteem). As always, our program planning remains rooted within our care planning framework, the Circle of Courage (Brendtro, Brokenleg and Van Bockern, 1990) which includes:

- **Mastery:** achieving attainable goals by being creative, persistent, competent, self-motivated, and accept challenges.
- **Belonging:** being a respectful part of a group by being friendly, caring, co-operative, respectful and forming healthy relationships.
- **Generosity:** contributing positively towards others by sharing, caring, being supportive/helpful, compassionate and express social/societal concerns.
- **Independence:** demonstrating personal responsibility by being assertive, confident, empowered, leading (displaying leadership), problem solver and disciplined.



Daily Life Skill Programs are constantly changing to suit the needs of the individual groups of young people who participate at any given time. We do, however, have some consistent structured programs that are regularly offered. This includes **Cooking Towards Independence**. This program, funded by the **Children's Aid Foundation of Nova Scotia**, continues to be a favorite program by our youth. Through this life and employability skill program, also known as "Food Fridays", youth are given the opportunity to learn basic cooking and food handling skills, nutrition, and how to shop wisely to battle rising food costs and inflation. They also practice their communication skills as they plan and negotiate their Food Friday menu as a group, choosing a main dish, side dish, and dessert for approximately 20 people that can be made with \$100.00 budget. This planning process also allows our youth to feel connected to their culture and families as they can make family recipes or traditional dishes. The skills they gain while participating in this program are not only necessary for independent living, they are also transferable to the job / labor market. Many find their first job in the food industry and some even discover a passion for culinary arts as a career.



Throughout the year, youth are offered an array of engaging programs geared towards life skills and social emotional learning, however some of their favorite programs occur during March Break, the holiday season, and in the summer. Program participants are offered more opportunities to participate in fun, physically active, pro-social programs out in the community during these school breaks. These activities range from leisure activities to entrepreneurial opportunities such as our **Youth Farmers Market**, funded by the **Youth Development Initiative**. The young people really enjoy harvesting fruits and vegetables to sell to the community and give to those experiencing food insecurity or housing displacement. These types of programs often lead to meaningful discussions about the impacts of inflation and the housing crisis, and the what this may mean for their own futures. With these important conversations, youth then brainstorm ways to better their future, through continuing their education to gain access to jobs that can withstand inflation.



This also inspires them to focus on employability and entrepreneurial skills. Our **Annual Holiday Coffee House** showcases talents discovered in the Expressions Program of the Arts, but the young people also capitalize on the opportunity to run their own craft sale as part of the event. As a group, they plan and price craft projects they would like to create and then sell to coffee house patrons or gift to their family members. This event also gives them an opportunity to experience confidence and pride as they show people just how talented and resilient they really are.

Some of the other fun, less structured activities they participate in are as follows:

#### Summer Programing:

- Horseback riding
- Fishing
- Hiking
- Splash parks
- Going to the gym
- Outdoor interactive activities
- Swimming
- Art programs

#### March Break:

- Bowling
- Skating
- Going to the Gym
- Geocaching (and making positive messaging geocaches)
- Swimming
- Glow in the dark mini-golf



## THERAPEUTIC PROGRAMMING...continued

All therapeutic programs offered in the HomeBridge Community are designed to assist youth in developing skills to enhance their lives both now and in the future. Some of the structure programs offered during the daily programming are as follows:

- Cooking Towards Independence
- Butterfly Release Program
- Gardening
- Conflict Resolution
- Healthy Relationships (peer, family, partner(s))
- Sexual Health & Puberty education
- Self-esteem
- Hygiene (caring for your body, self-care)
- Habit formation
- Alcohol and Drug Awareness
- Encouraging Empathy / Anti-bullying via Plants ("Value of Words" Project)
- Communication Skills
- Aroma Therapy
- Stress Reduction
- Daily Life Skills
- Visual Arts
- Pottery
- Yoga
- Fidget Tool Making
- Stress Reduction (Identifying triggers, coping strategies, reflection, and HeartMath (Bio-Feedback))
- Entrepreneurial Programs (Farmers Market, Coffee House, Partnership with IWK art) and service learning
- Resume Building
- Cultural Awareness
- LGBTQ+ Lessons plans (terminology, community, history, awareness)
- Volunteering (lunches for those experiencing community displacement)
- Physical Activity (gym, hikes, rock climbing, indoor play, etc.)
- Community Outings to the Art Gallery, Georges Island, Discovery Centre, Museum of Natural History
- Community Clean Up Around the RAC



Respectfully submitted by:  
Sabrina White, Program Activity Coordinator



## IN THE COMMUNITY

Experiencing, and holding a space that has a sense of belonging is vital for our psychological and emotional well-being. Being a part of a healthy community can help us feel connected to others, as well as feel we're part of something larger than ourselves. This is especially important for people who've experienced complex trauma, which includes the youth served in the HomeBridge Community. Their experience includes loss, physical and emotional abuse, neglect, feelings of isolation and being marginalized. For those, and for all of us, a community and its members can epitomize and personify values and beliefs that create a sense of belonging and a general feeling that we matter.

We understand living near a youth care program can have its challenges. We strive to be good neighbours and hope by connecting with the people who live around our facilities we can lessen any concerns they may have. The young people served in our programs have experienced significant physical and emotional trauma and need support to heal and move forward. For this reason, it is very important they live in a community setting that reflects values that say they matter too, while also understanding that harmful behaviour will not go unchallenged. Nothing about their current situation is normal, therefore, it is helpful for them to live in a typical looking home, in a typical neighbourhood in order to create some sense of normalcy. We have highly trained employees who are with the young people 24/7 to help them work through their pain and sadness. Change does not occur overnight though and healing from complex trauma takes time.

Every year we produce a Report to the Community which is typically hand delivered to the neighbours who surround all of our facilities to keep them informed about the happenings in and around the HomeBridge Community. This is an important part of our neighbourhood relations strategy as we truly value the opportunity to connect with members of the community and to hear their feedback. The report includes information on our programs and the work we do with vulnerable youth. We have found this process to be very helpful as we have connected with many people and had great conversations about how we can all work together to build strong communities that support it's members.



An illustration at the top of the page shows three hands of different skin tones (light, medium, and dark) holding three interlocking puzzle pieces in orange, blue, and green. The background is light blue with abstract shapes.

# TEAMWORK

**Supervisor Team**



**Interdisciplinary Support Team**



**Maintenance and Housekeeping Team**



**Kitchen Team**



## HOMEBRIDGE TRAINING PROGRAM

Qualified labour shortages have been a common theme in many industries in recent years and unfortunately the HomeBridge Community has not been immune to this trend. After many recruitment drives and having to close facilities, we decided to take matters into our own hands to create qualified Youth Care employees.

In the fall HomeBridge, with funding support from the Department of Community Services, ran a free, online, 5-week training program for qualified individuals who wanted to pursue a career in Child and Youth Care in Nova Scotia. The program brought together experts from around the world to provide intensive training for 24 students, who upon successful completion were then qualified to start a paid practicum in Child and Youth Care programs across the province. The students were accepted based on applicable education and / or experience, ensuring provincial regulations of equivalency were adhered to and they were supported to succeed in the program.

Creating and implementing an educational-training program was not something HomeBridge wanted to do. However, the reality of our labour shortages had become critical for operations to continue. By creating the training program, we could not only ensure there were qualified candidates, but also create an opportunity and easier access for people from marginalized communities to attend, allowing us to increase our cultural diversity of employees to better represent the youth in our programs. We were very happy with the results, with 60% of the graduates being from non-white communities. We are extremely impressed with the caliber of the students and the impact they have been having on the organization.

The program graduated 24 students and 12 of them are now employed with HomeBridge. Many of the others are also working in Child and Youth Care programs around the province. It is very possible that our human resource demands may force us to run another program in the coming year.



## SHARING OUR SKILLS AND KNOWLEDGE

The young people who live in the HomeBridge Community are some of the most vulnerable youth in our province. They come to us during a very challenging time in their lives and it is our privilege and responsibility to provide the best services possible for them while they are with us. This is not something we take lightly and therefore our practice is constantly evolving as we continue to learn and grow.

Our teams are made up of a diverse group of employees, some of whom have been with us for thirty plus years and others who have just begun their careers. All of these talented, hard working and dedicated practitioners bring different experience and expertise to the work we do and this is something we are happy to share as we help to build capacity in future professionals. Offering student placement opportunities is one of the many ways that we try to support the profession of Child and Youth Care. This is also beneficial to us as the learning goes both ways. We often learn as much from the new perspectives of the students as they do from us.

HomeBridge offered placements to 18 students looking to gain some hands-on experience in human services this year. Each student was matched with a HomeBridge Student Field Advisor to guide them on their educational journey and ensure their individual learning objectives were met. This year's students came from the following institutions and programs:

Nova Scotia Community College, Ivany Campus - Child and Youth Care & Social Services  
Nova Scotia Community College, Truro Campus - Child and Youth Care  
HomeBridge 5-Week Training - Child & Youth Care

HomeBridge employees also contributed their time and talents by sitting on the following Boards and Committees outside of the organization:

- Association of Children's Residential & Community Services Board (ACRC)
- Relational Child and Youth Care Practice Journal Advisory Board
- Curriculum Advisory Board: Holland College Child & Youth Care Worker Program
- International Child & Youth Care Network Board (CYC-Net)

## Memberships

- Project Management Institute, Nova Scotia Chapter
- Association of Fundraising Professionals, Nova Scotia Chapter
- College of Occupational Therapists of Nova Scotia (COTNS)
- CPA Canada (Chartered Professional Accountants)
- CPANS (Chartered Professional Accountants of Nova Scotia)
- Chartered Professionals of Human Resources Association of Nova Scotia (CPHR Nova Scotia)
- Trafficking and Exploitation Services System (TESS)
- Nova Scotia Society of Occupational Therapists (NSSOT)
- Canadian Association of Occupational Therapists (CAOT)
- Association of Children's Residential Centers
- International Child and Youth Care Network (CYC Net)
- National Council for Therapeutic Recreation Certification (NCTRC)
- Nova Scotia Therapeutic Recreation Association (NSTRA)

## COMMUNITY PARTNERS

**The IWK Health Centre** has been an invaluable community partner for HomeBridge for well over a decade, providing us with clinical support for both our employees and the young people served in our programs as well as access to a pediatrician, on-site at the Reigh Allen Centre.

We strive to provide the best services possible for the young people who live in the HomeBridge Community and we understand that sometimes means that we need to look outside of our own team and expertise to do so. Being able to offer the young people mental health and addictions support as well as access to a doctor right where they live has made a huge difference.

Since 2014 a Clinical Social Worker has been seconded to HomeBridge half time, in the role of Mental Health and Addictions Counselor. We have benefited from Jeff Thoms expertise in the area of substance misuse, specifically harm management approaches, by working directly with the young people we serve and through his work with the youth care teams. After 10 years, we can barely remember what service delivery was like without his input.

In the summer of 2022, we also welcomed pediatrician, Dr. Tania Wong to the HomeBridge Community. She has a fully functioning clinic set up on site at the Reigh Allen Centre where young people can pre-schedule appointments or access her on a walk-in basis when she is on site. The addition of this service has already impacted such outcomes as improved health care, prescription / medication reviews, early diagnosis for sexual health concerns, etc.

The IWK offers many community resources, but getting youth-in-care to attend outside appointments is challenging for a multitude of reasons. Offering these vital resources where the young people live and through consistent professionals that they can come to know and trust has made a huge difference. The young people know them by name and look forward to “hanging out” with them. We cannot thank our friends and partners at the IWK enough for this meaningful support.

We have also been very fortunate to be part of the Orange Door Project through **The Home Depot Canada Foundation** for the past 10 years. The foundation’s focus is a nation-wide effort to prevent and end youth homelessness. This aligns perfectly with our efforts to prepare the young people living in the HomeBridge Community for successful independent living so we were very excited when they invited us to be one of their charity partners. Their campaign raises money to provide vulnerable youth with the housing, support and hope they need to live safe, healthy and productive lives through a number of initiatives including an in store campaign where customers can purchase an “orange door” to contribute to the project.

The team at **The Home Depot Dartmouth Crossing** support HomeBridge through these campaigns and have raised well over \$100,000 to date. This money has supported life-skill building, therapeutic programming including our Recreation Therapy program and the purchase of a van for outings. In the first year alone, the young people and our Recreation Therapist went on 237 outings in the Honda Odyssey. Some trips were short, some trips were long, but they were all meaningful and none of them would have been possible without the fundraising efforts of the team at The Home Depot Dartmouth Crossing and their generous customers.

We are eternally grateful to the community partners that support us and our efforts to create as many positive experiences and opportunities as possible for the young people we serve. Together we are changing the experience for youth-in-care.



# ADVANCED TRAINING FOR BEST PRACTICE

In the HomeBridge Community we strive for best practice in all areas of our work, which means constantly learning and growing. We must keep up on the latest practices for therapeutic interventions and programming for vulnerable youth as well the research and trends in all of the other professional jurisdictions that make up our multi-disciplinary team. This year employees have been involved in the following educational opportunities to keep our knowledge current and provide the best possible service:

## External training

ACRC conference - Nicole Klasey and Gina Peck-Sobolewski

- The Impact of Historical Oppression on Human Trafficking

The ASK Workshop

- Accessing for Suicide in Kids

Dr. Larry Brentro

- Cultures of Respect

Canadian Association of Occupational Therapists (CAOT)

- Sensory processing, meaningful participation, and the lived experience of adults with serious mental illness
- Attachment, trauma, and mental illness: Intersections and implications at the micro, meso, and macro levels of care
- Evidence-Based Approaches: A Pediatric Perspective of the Occupation of Sleep
- Occupational therapy assessment of functional cognition for employment: Unpacking the toolbox

Canada Helps

- Mastering Google Analytics and GA4 for Charities

Canada Revenue Agency Charities Directorate

- Books and Records

Carters Professional Corporation

- 2023 Carters Fall Charity & Not for profit law webinar

Chartered Professional Accountants of Nova Scotia

- Ethics and Due Care - Generative Artificial Intelligence
- Working Towards a More Resilient Future
- Dealing with Unethical Behaviour in the Workplace
- Conversations - Building an Ethics Culture
- Embracing a Healthy Management Style
- Improving Governance in the NFP Sector

Chartered Professionals in Human Resources

- How HR Can Transform Organizations Through Ethical AI
- Annual Law Conference

CPA Canada

- GST/HST – Registered Charities & NFPOs

Crisis and Trauma Resource Institute

- Cognitive Behavior Therapy Training



Crystal MacGregor

- The Brand Advantage, Unleash the Power of Building your Brand for Success and Growth

Murielle Doucet

- Lifeline workshops

James Freeman

- Trauma informed leadership certificate program

Gallagher Insurance

- Enhanced Cyber Protection with Gallagher's Non-Profit Social Services Program

Kiaras Gharabaghi

- Supporting the Autonomous Self of Young People in Care

HUB International

- Humanizing HR in the Age of AI: Embracing the Technology Revolution

HR Atlantic

- Investigation Training

NTEN

- Cybersecurity

Sensational Brain

- Self-Regulation Intervention Using Neuroscience, Sensory Processing Theory and Cognitive Behavioral Therapy Techniques

#SocialEast

- PR Nightmares: How a Disaster Can Become Your Best Brand Awareness Tool
- The Resilience and Relevance of Traditional Media in the Digital Age
- Compassionate Storytelling: How to Engage and Audience without Exploiting the Subject

St John's Ambulance

- Opioid Poisoning Response

## Internal Training

- Cultural Awareness
- Mindwell Academy
- Basic Fire Safety
- WHMIS
- Non Violent Crisis Intervention
- Safety Oriented First Aid
- SafeCheck
  - Food Safety Certification
- Student Advisor Training
- The Purposeful Use of Daily Life Events (DLE)



HomeBridge continues to use various video chat platforms to make consult, mentoring and learning opportunities possible with out of region experts with minimal cost. Whether it is one-on-one consults with experts in the field of Child and Youth Care from around the globe or group training that would typically require flights and accommodations for the facilitator, this technology has made training and consult opportunities much more feasible.

## OUR CORNERSTONE PARTNERS

**Department of Community Services** - fund HomeBridge's operating budget

**St. Paul's Home Board** - own Sullivan House, Jubien House and Cogswell House

**Department of Transportation and Infrastructure Renewal** - own Johnson House and the Reigh Allen Centre

**Department of Education** - fund two Teaching positions for our school program, Bridges for Learning

**IWK Health Centre** - provides mental health, addictions and pediatric support

## DONATIONS/FUNDRAISING - FISCAL 2023/2024

Bridges of Learning (personal donors).....	\$ 500
Youth Development Initiative (YDI): Farmer's Market & Safe Spaces & Relationships Grants.....	\$ 3,072
General Donations.....	\$ 3,752
Holidays of Hope (Including St. Paul's Christmas for Youth).....	\$ 9,142
Expressions Program of the Arts.....	\$ 24,101
Recreation & Occupational Therapy Program.....	\$ 38,867
Bridges For Learning (Department of Education grant).....	\$153,500

**HomeBridge received/fundraised over \$232,000 in fiscal 2023/2024**

### Thank you to those who contributed to the Annual Report:

Jim Perrin, Ernie Hilton, Caroline Moore, Renee Stevens, Jackie Woodford, Colleen Clark, Carol Lethbridge, Hayley Pye, Sabrina White, Rob Grandy, Jenny Blok and Margaret Lawton.

# HOMEBRIDGE YOUTH SOCIETY - OPERATING INCOME STATEMENT (UNAUDITED)

For the year ended March 31, 2024

	ACTUAL 2024	BUDGET 2024	ACTUAL 2023
<b>REVENUES</b>			
Grants	\$7,209,177	\$7,209,177	\$7,486,619
Per diem (occupancy)	514,160	582,308	1,071,903
Other DCS Funding	45,472	-	101,574
Investment income	18,934	-	14,216
Donations	3,752	-	3,624
Other funder reimbursements	2,445	-	-
	<b>7,793,940</b>	<b>7,791,485</b>	<b>8,677,936</b>
<b>EXPENSES</b>			
Wages & benefits	6,878,779	7,180,569	7,474,193
Food	171,925	137,748	192,645
Repair & maintenance	159,660	72,385	140,973
Office	135,972	37,105	129,468
Light, Power, Cable	99,315	78,380	97,262
Insurance	94,546	41,349	80,111
Professional services fees	81,392	33,498	51,903
Travel	57,542	49,648	52,119
Household & cleaning supplies	45,938	22,765	46,374
Telephone	39,192	22,120	38,008
Household furnishings	31,089	12,395	38,342
Staff Training	28,845	22,378	38,060
Youth Life Skills Programming	27,715	12,993	30,742
Fuel	26,067	34,807	36,393
Pharmacy	13,107	7,590	10,210
Water	11,829	10,464	12,990
Property Taxes	8,700	2,723	8,473
Board development	3,793	-	4,725
(IBP) Incentive Based Programming	3,750	7,463	2,565
Rent	3,225	-	-
Psychological testing materials	-	5,105	-
<b>Total Expenses</b>	<b>7,922,381</b>	<b>7,791,485</b>	<b>8,485,556</b>
<b>Net Income (loss)</b>	<b>\$(128,441)</b>	<b>\$ -</b>	<b>\$192,380</b>

For a copy of HomeBridge Youth Society's audited financial statements please contact Colleen Clark, CPA, CA HomeBridge Director of Finance at (902) 466-1439 x 224 or [cclark@homebridgeyouth.ca](mailto:cclark@homebridgeyouth.ca)

# HOMEBRIDGE DONOR LIST - FISCAL 2023/2024

18 Dartmouth Air Cadets Squadron  
Advent Gift Bag Program (St. Peter's Parish church groups)  
AllState  
Anonymous  
Aroma Maya  
Arthur J. Gallagher Canada Ltd.  
Bel Ayr School - Grade 5/6 MacKenzie  
Ashley Blissett  
Robert & Patricia Boulton  
Paul & Louise Bourbonnais  
Christie Brown  
Alex Bruce  
Beverly Budden  
Tammy Campbell  
Canadian Coast Guard  
Cando Rail and Terminals  
Todd Carruthers  
Children's Aid Foundation of Nova Scotia  
Lisa Christmas  
City of Lakes Boxing  
Judy Clarke  
Compass Pharmacies  
Congregation of Notre Dame Visitation Province Centre  
Credit Union Atlantic  
Dalhousie Medical Alumni Association  
Tim David  
Doctors Nova Scotia  
Rudey Downey  
Ecole Secondaire Mosaique - IB Program  
Grant Fraser  
Jessica Dawn George  
Shirley Graham  
Gratitude at Work  
Gerrie Grevatt  
Halifax Youth Foundation  
Barry Harnish  
Ernie Hilton  
Home Depot Canada Foundation  
Jennifer Hudgins  
Imperial Oil & ExxonMobil Companies in Canada  
IODE Mary Lawson Chapter  
Irving Shipbuilding  
Kellye C. Johnston  
JSMT Fundraising Society  
Brian Kelly  
Cabrini Kelly  
Karen Kirk  
Kiwanis Club of Dartmouth Charitable Foundation  
Kelly Lawrence



Greg Lunnen & Carolyn McCormack  
Susan MacRae  
David & Doreen Martin  
Leanne McCarron  
Heather Myatt  
Sara Napier  
Nan Nichols  
Catherine Noseworthy  
Nova Scotia Association of Realtors  
Liz O'Handley  
John Oyler  
Lisa Peck  
Heather Raycroft  
RBC Royal Bank  
Claire Richardson  
Chris Spurdakes  
St Paul's Home  
Renee Stevens  
Toni Stewart  
Carla Taylor  
The Canadian Progress Club Halifax-Citadel  
The Shoebox Project for Women  
Rob & Gail Thompson  
Michele Trider  
Urchin Property Management Inc.  
Patricia Vardy  
Weight Watchers  
Linda Wilson  
David Woodford  
Helen Wright

