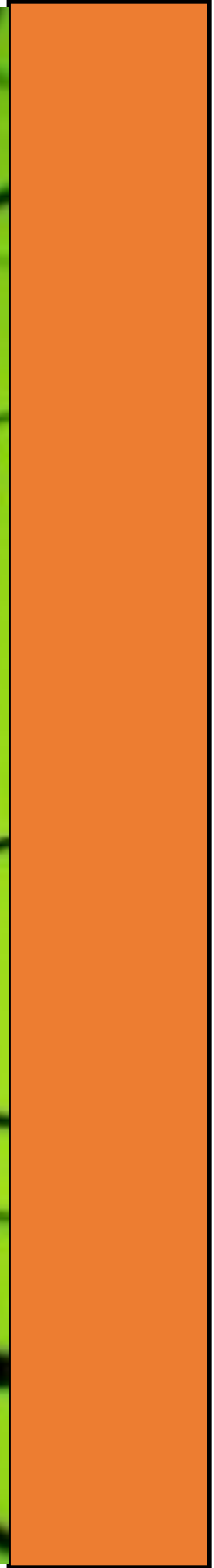


Fredericton Homeless Shelters Inc.
2014 Annual Report



Fredericton
HOMELESS SHELTERS



President's Message:



Our past year has been full and rich, a time of meeting organizational, financial and operational challenges and of recognizing the invitations these posed. From responding to these difficulties, much clarity has emerged ... so much that we have grown stronger as a Board and an organization. We have a clearer understanding of our identity and of the work involved in realizing our vision and mission.

In September of 2014 the Board committed itself to articulating a governance model that would enhance our effectiveness for mission. Aims were internal stability, coherence, consistency and congruent decision making at all levels of the organization. With the completion of this process: a standing committee structure is now in place to support the work of the Board and serve as a resource for the ED, with responsibilities of each committee incorporated into a terms of reference; roles of Directors, Officers and the Executive Director have been defined; the Board – ED relationship has been clarified; an operational model has been agreed upon; essential policies have been articulated; and the by-Laws of The Shelters, revised to reflect the organization's current reality, are presented today for adoption.

We have been successful in recruiting a strong, engaged and diverse Board whose areas of expertise complement the responsibilities of Directors as fiduciaries. And in October 2014 we welcomed a new Executive Director whose skills and experience seem ideally suited to the needs of the position. Together, this year, we have focused on exploring our identity and our mission – clearly naming who we are and what we do as the Fredericton Homeless Shelters – and from there have shaped a very practical strategic plan designed to enhance organizational stability and financial sustainability so we can remain effective for mission..

We are committed to providing safe, stable, dignified temporary shelter for those who are homeless ... to offering 23 hour a day shelter rather than simply an overnight bed. Because the 23 hour model allows safety and security for healing and the provision of necessary services, it is seen preferential. It is potentially transformative. We are also committed to developing collaborative relationships in the community in service of mission but realize our primary duty is to remain faithful to our own identity and mission.

Do we have challenges in translating our vision and mission into the everyday? Definitely! And one is financial. Staffing and maintaining two shelter spaces for 23 hours a day is expensive and consistent operational funding is hard to come by. The second challenge is in knowing just how we fit into the larger federally supported strategies designed to end some types of homelessness.

We do know that the Fredericton Homeless Shelters is necessary ... that in housing 300 people a year we have the capacity to make a huge difference in many, many lives. We are grateful for the opportunity to serve the members of our community who find themselves without homes.

Ella Allen
President

Executive Director's Message:



There are good numbers and there are bad numbers. In 2014, the Shelters experienced both. We had a challenging year that saw us fall behind where we needed to be to keep our 23 hour-a-day model running to the benefit of those who come to our doors. It is important that we face that challenge, thoroughly discuss it and take action to address the situation. I am pleased to report that the Shelters have done exactly that. In early 2015, the board and senior staff sat down and began to work through a visioning process that led to the development of a new strategic plan. In these sessions we worked on our Vision, Mission, Mandate and our strategic imperatives for the next few years. We recognized that we had financial hardships to try and overcome. From that point, we have worked to realign the organization to become a far more progressive and proactive organization in regards to our donor management. There are new corporate and foundation supporters to the Shelters and new events planned to help our bottom line but the most important thing we have going for us is the thousands of supporters who display selflessness and give to our organization as we continue to help those who are in desperate need.

One of the most important things we do as an organization is to be a Shelter...a home...for those who are homeless based on a 23 hour-a-day model. This is one of the foundation blocks of our organization. Why is it important? The answer is that to be anything else greatly curtails our ability to help people to attain more personal and permanent housing. With the model we have, we are able to work with our residents, male and female, to help them access social assistance, medical care, mental health care, outreach workers, apartment listings, employment listings, detox services and various forms of counselling. All this can all happen in the Shelters but not in the street or the mall. Our ability to provide hope and dignity to our residents is directly dependent on our ability to maintain a place that is safe and stable for our residents. The way to do that is to have a facility that is available to them 23 hours-a-day. To be truly committed to the Housing First Principles, requires a front-line organization, like ours, to be the entry point for those who are experiencing extreme poverty or homelessness. We are that organization and with the continued support of our community we will be that organization for years to come.

So, though our numbers were concerning, we were able to absorb the deficit and continue to provide an essential service for the City of Fredericton. We hope that given some time and a small amount of common sense, we will also be able to make some in-roads toward getting our Federal and Municipal Governments to also step up to the plate and become active in the funding of the best shelter in Canada...after all...the Shelters is all about hope.

Warren C Maddox
Executive Director

The Shelters provide homes

In 2014, the Shelters experienced an increase in the number of individuals we provided a home. In 2013, we provided shelter to about 258 men and women. In 2014 that number grew to 282 individuals and at the time of writing this report, we have seen an increase again. In all reality, we are on track to see the number in excess of 300. The current number of bed nights we are offering is also increasing which means that our capacity is hitting the maximum that we can deal with. All combined, these numbers mean that we are not winning the battle to end homelessness regardless of the number of times we hear that Fredericton is going to end homelessness in 5 years.

We had a challenging year in 2014. There were changes in the senior level of the Shelters and with that comes the turmoil of leadership vacuum. Toward the end of 2014, those obstacles began to be overcome. New initiatives began to come forward and the staff felt a greater freedom to be innovative. We saw the creation of a number of new programs aimed at those who were homeless and who were experiencing extreme poverty. The Shelters are now a place of hope and opportunity with programs that see the clinic doing weekly calls to the Shelters and the Dudes Club as support network for those who are homeless or have just moved to their own space. We have been very fortunate to have the kind of community support that we have with thousands of pounds of clothes coming into the Shelters. We have had some wonderful business support and we are pleased to say that the faith community is again looking at increasing their support of our organization.

The Shelters is on track with a new vision, mission and mandate to firmly position itself as THE organization in Fredericton to get people off the street and into a safe and stable place. We are one of the best shelters in Canada and that is something that all of our supporters should be proud of. We believe we have a societal obligation to provide a space that restores dignity and hope. It almost goes without saying that none of this would be possible without our insistence that we maintain the 23 hour a day model. If that doesn't exist then neither does hope.

Fredericton Homeless Shelters Inc.'s Vision Statement:

To provide an open, compassionate and dignified shelter for our Community.

Fredericton Homeless Shelters Inc.'s Mission Statement:

The Fredericton Homeless Shelters Inc. provides safe, stable and temporary refuge to individuals experiencing homelessness. We foster a caring and respectful environment that promotes dignity and self-determination.

VALUES

We recognize everyone's inherent dignity.

We are necessary.

We are compassionate.

We are open-minded.

We are dependable.

We are accountable.

We are hopeful.

MANDATE

Through collaboration, we continue to develop stable relationships with the community to transition dreams into reality.

Prioritized Dreams: The following represents our strategic plan for the next 3 years. We aim to achieve:

A: Financial Stability

Sustainability

Reliable income

This can be achieved by:

An increase in funds from Social Development

Rent from 273 Brunswick St.

Manufacturing projects – supported with start-up funds

Being more strategic in regards to funding prospects

Diversification of revenue streams

Taking advantage of different program funding, thereby writing off operations expenditures

B: Organizational Stability

Organizational efficiency and professionalism

This can be achieved by:

Develop, review and refine policies

Clarify workplace practices, job roles, responsibilities and lines of communication

Team building

Audits

Increase utilization of staff (multi-tasking); employ the variety of skills that staff bring to the workplace

Actively support respectful workplace practices

C: Outreach for Mission:

Workshop – manufacturing endeavor

Outreach – help residents with more programming etc.

More capacity - shelter space

This can be achieved by:

Establishing positions so we have our own outreach workers

Tapping into PETL programs for unemployed, older workers, etc.

Establishing our own manufacturing workshop

Pursuing the NEXAS model

D: FFE:

Improved furniture, fixtures, and equipment – procure decent items

This can be achieved by:

Finding donors

Make decisions conscientiously

Evaluation of current state with this goal in mind

Avoid automatically purchasing the least expensive items

The Shelters are:

Board of Directors:

Ella Allen, President; David Coleman; Eric Garland, Treasurer; Nicole Harris; Anne Macies, Vice President; Jane McGinn; Himu Mukherjee; Sophie Noel; Michelle Paquin; Karen Rice; Thomas Ross

Warren Maddox, Executive Director, *ex officio*



Fredericton Homeless Shelters Inc.

65 Brunswick Street

Fredericton, NB

E3B 1G5

506.462.9806

www.theshelters.ca

Registered Charity Number 10740 5201 RR0001

Fredericton Homeless Shelters Inc. is the corporate entity for:

Grace House for Women

The Men's Shelter

2014 Audited Financial Statements are available upon request