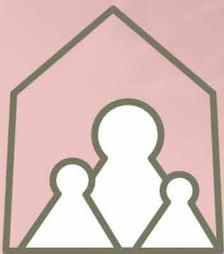


2020-2021 ANNUAL REPORT



adsum
FOR WOMEN & CHILDREN

MESSAGE FROM THE PRESIDENT OF THE BOARD AND THE EXECUTIVE DIRECTOR



Reflecting on the last year, we are truly in awe of what our team at Adsum was able to undertake and accomplish. Providing safe shelter and housing during a global pandemic, amidst a housing emergency, demanded much of our staff and required support from our volunteers and community. We are proud of and grateful for the tremendous, tireless commitment of our team; they ensured that we could continue to offer and even enhance housing, programs and services while keeping each other safe.

The early months of fiscal 2020-2021 were spent adapting our physical spaces and procedures to meet COVID-19 protocols. Many renovations took place at the Adsum House shelter, such as the creation of 'snugs' by adding partial walls to separate sleeping areas in the bedrooms. While the snugs were meant to increase physical distancing in a congregant setting, residents also benefited from greater privacy and dignity in their own spaces. Other renovation projects meant to reduce risk of transmitting the virus included: construction of a pass-through from the kitchen to dining room; a restoration of the stairwell that created a better flow of traffic; the addition of a new bathroom and shower; and the transformation of meeting space into another bedroom for four people. The installation of heat pumps significantly increased the comfort level for those staying and working at the shelter. During this busy year, we also completed major renovations at Adsum Court in Dartmouth. We rebuilt all decks and staircases, replaced soffits and fascia, and converted office space into an additional unit of affordable housing.

Our city was experiencing its greatest housing crisis at a time when having a safe, stable home added to the urgency – and visibility – of our work. Individual donors, businesses and organizations generously stepped up to allow us to

enhance the supports we were providing. For months, we operated a parallel shelter by taking over almost two floors of a hotel. Between Adsum House and our temporary set-up at the hotel, we sheltered as many as 29 people who were otherwise homeless. Additionally, Adsum stepped up to organize and pay for another 75 guests to stay in hotels when Halifax shelters were full or inaccessible and they had nowhere else to go. Each person's situation was different and included: people leaving the Warming Centre in poor weather at closing time; an elder who was eventually reunited with family in another province, a family facing child apprehension, and single fathers transitioning to Employment Insurance. We assisted people through extreme weather events including the hurricane, provided program participants with more than \$100,000 in grocery gift cards, delivered almost 100 Chromebooks to families to support at-home learning, and distributed more than 150 cellphones to folks who were otherwise isolated and lacked connection to others. We could not keep track of the number of masks and hand sanitizers we distributed, much of it donated by a generous community and talented people who know their way around sewing machines. These activities were all over and above the day-to-day work of the organization.

Other housing highlights include the opening of The 107: Health and Housing, a collaboration with the North End Community Health Centre (NECHC) and MOSH Housing First. From this Dartmouth location, Adsum's Housing team provides outreach and support to new and existing clients. In the summer of 2020, Adsum opened Evelyn's, a pilot project that created short-term housing for six women in a congregant setting.





In November, our application to Halifax Regional Municipality (HRM) was accepted and we will be bringing to life our vision for new affordable housing on the site in Lakeside where we operated Adsum Centre for almost two decades. In the final days of the fiscal year, we packed up the Centre, relocated residents and staff to an interim space and closed the doors for the last time. Using \$4.1 million from a federal program called the Rapid Housing Initiative, we will build 25 new homes in 2021-2022. Named in memory of Patti Melanson, a dear friend, street nurse and advocate in our city, The Sunflower will create beautiful homes that will be affordable, supported, green and accessible for upwards of 50 people next year. Over the coming months, we will be working to raise another \$1-million to build a fully mobility-accessible community space and install a natural playscape and landscaping.

We opened a space on Cunard Street to use for our annual holiday preparations which we have maintained as office space for staff, to allow for safe physical distancing. Our staff complement grew with the addition of a property manager and a peer-works coordinator. We entered into a new five-year collective agreement with unionized employees. Our agreement is based on the most recent living wage calculated by the Canadian Centre for Policy Alternatives-NS and made retroactive to March 2020. As we close the year we were

fortunate to not have any confirmed cases of COVID among staff or residents; we were able to see shelter clients and staff throughout Halifax prioritized for vaccine clinics.

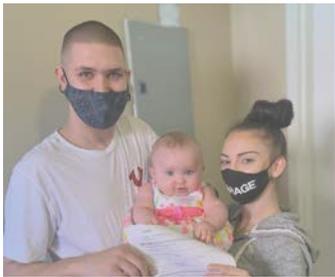
It was a year of resilience and hope, but also of tragedy and injustice. Adsum continued to advocate for social justice and used its voice to amplify awareness of the misogyny that led to the senseless mass murder that shocked our province last April and to demand that a formal public inquiry be held. We also worked with shelter providers in Halifax and housing advocates throughout the province to write and publish our call to action, urging the provincial government to take greater steps and make meaningful commitments to end the housing crisis.

Guided by our vision of a day when everyone has a safe and secure home, Adsum is leading change in housing through advocacy, supports and services. It is only through the commitment and expertise of our staff and the generosity of volunteers, donors and partners that our work is possible. Thank you for your part in helping us move closer toward our vision.

C. Baker
 Catherine Baker
 President of the Board

Sheri Lecker
 Sheri Lecker
 Executive Director





VISION

Everyone has a safe and secure home.

MISSION

To lead change in housing through advocacy, supports and services to end homelessness.

VALUES & GUIDING PRINCIPLES

We live these values to create hope, security, self-esteem and choice.

RESPECT

In order for people to feel respected, valued and have dignity, we meet people where they are, without judgement.

SELF-WORTH

We value the uniqueness of each person in order to support self-worth.

TRUST

We build and maintain relationships that exemplify credibility and trust.

INCLUSION

We believe that people have the right to be included on their own terms.

STRATEGIC DIRECTIONS

1. To be the best we can be as a centre of excellence in housing and homelessness
2. To expand our ability to care for people along their housing and homelessness journey by offering a continuum of holistic supports in combination with case management
3. To be truly client-directed by ensuring the people who use our services are engaged in identifying their needs
4. To make Adsum a great place to work



LAND ACKNOWLEDGEMENT

Adsum for Women & Children is located 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, Wəlastəkwiyik (Maliseet), and Passamaquoddy Peoples first signed with the British Crown in 1726. The treaties did not deal with surrender of lands and resources but in fact recognized Mi'kmaq and Wəlastəkwiyik (Maliseet) title and established the rules for what was to be an ongoing relationship between nations.

At Adsum, we understand that we are all treaty people, and have responsibilities as such. We recognize that acknowledgement is meaningless without action. We endeavor to keep our commitment to reconciliation in all our approaches, and take every opportunity to reflect, ask questions, seek guidance and direction from our relationships with Mi'kmaw knowledge keepers. We are committed to hiring and retaining indigenous staff, to trauma-informed practices that recognize the impact of the generational trauma suffered by many Indigenous women and families that seek our services, to educating our staff and seeking professional development opportunities whenever possible, and to working in partnerships with Mi'kmaw service providers, like the Housing Program at the Mi'kmaw Friendship Centre.

5,940

bed nights provided at emergency shelter (full capacity)



0

Children stayed a night in Shelter



Parenting program at Adsum Centre for Moms of **23** children and **2** pregnant women



17,520

meals prepared at shelter for residents & visitors



246

people supported by our Housing Support Worker



39

women and trans received household boxes when they moved to a home from the shelter



645 children & **213**

adults were provided with Christmas gifts



21

children had regular supervised access visits with moms at Adsum Centre



81

people including children called Adsum-owned housing 'home'



Intensive support for **21** individuals experiencing chronic homelessness



+2,330

hours of programming; recreational, educational and therapeutic



Tenancy in Adsum housing ranged from a few months to

+27 years





REFLECTIONS ON ADSUM CENTRE

Spring is coming, a time for change and rebirth. We bid farewell to our old friend, The Centre, and she'll be reborn as Sunflower Court. For 17 years, Adsum Centre, our transitional housing program, has provided hundreds of women, gender-expansive folks, and children a space for taking a breath and moving forward.

As we wrap up our time in this space, I have been reflecting on our work over the years and looking forward to the future and all the opportunities ahead. We are in a frenzy of packing, supporting residents to move on to independent housing or to our new interim space. Folks are excited. So much is happening!

On March 8th, International Women's Day, an Adsum Centre resident got the keys to her own apartment. These are the joys that we count. There is no better way to wish farewell to the Centre than this.

If the walls could talk here, they would ring out a cacophony of joys and sorrows, losses, and achievements. Sometimes despair, but always hope. Over the past 17 years, hundreds of women and children sought support here. Many moved on to independent housing and still stay in touch. Their children have grown up and their lives have improved. Many thrive. And many continue to experience hardship and adversity. Some are no longer with us.

I've had the privilege of working at Adsum Centre for almost 14 years. I've been fortunate to witness and hold the stories of hundreds of women, and the resilience I've observed is beyond remarkable.

I've also had the honour of working with an amazing team over all these years. Some faces have changed, and some have been here since the beginning. My lens and approach have grown exponentially since the first day I walked through the doors of the Centre, and I am indebted to so

many brilliant colleagues and clients for that. We teach and learn from each other, and that has been an exceptional work experience for me. And we are all moving forward together, keen to expand our work and excited for new possibilities.

Respect and dignity have been at the root of all our policies and decisions. Sometimes we got it right. Sometimes we didn't. We have had so much to celebrate, and also much to reflect upon and learn from. We can always do better.

On March 8th, we celebrated the housing of a Centre resident. At that same time, we learned that another person familiar to us from years ago, died, while homeless. Her death breaks my heart and fires my rage. It strikes me again that while transitional housing offers much to many, the only answer to homelessness is secure, permanent housing, with no strings attached. That is agency. That is dignity.

The antidote to homelessness is home. And that's what we're building here: permanent, secure, beautiful, housing.

The work and care that transpired at the Centre for almost two decades carry on at our interim sites and in our outreach work. We are excited for The Sunflower, for sure, and nothing stops while we build, not for a minute. We're not just waiting to break new ground. We keep going.

As we grow, we are not just creating a temporary reprieve. We are building a permanent community of respect and belonging. There is nothing better than that.

With gratitude,

Cheryl MacIsaac

Program Coordinator

What does it take to move a family from homelessness to housing?

Diverting Families from Shelter to Home reveals the answer:

appropriate supports.

(Data from September 2017 - March 2021)

3 Steps

to stabilize a family facing homelessness:

191 families with **361** children diverted from shelter



Average monthly rent subsidy of **\$245⁰⁰**



Parents are able to decide the level of support they receive.




1. INTERVENE

Intervention reduces the trauma and stress parents and children are exposed to and can experience.

2. HELP

Poverty is identified as a core reason for family instability. Diverting Families is able to reduce financial stress.

3. SUPPORT

Case management support helps families to heal from trauma, build their self-confidence, and re-gain their autonomy.

Average monthly one time financial & practical supports: **\$2429**

April 2020 - March 2021



\$29,152 spent on one time financial supports

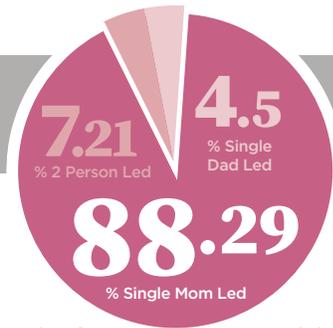
April 2020 - March 2021

such as: hotel stays, food security, oil, rent, power arrears, furniture, damage deposits

Check-in's range from daily, weekly, biweekly, and monthly depending on family needs.



STRUCTURE



Families led by single-mothers are the most common family structure in the program.

Repetitive episodes of couch surfing were common.



PAST

Many parents had previously experienced periods of housing instability. For many, this started in childhood as a result of their own parents being homeless or insecurely housed.

HOPE

Our hope is to have better outcomes for children at school, with their health and behaviours. By ending children's homelessness, we hope to stem the flow of people into homelessness in later years.

Milestone!

This year marked a whole year **without** a child in the shelter!



Many had previous stays in shelter.



35 Graduated



*Segaert, Aaron. The National Shelter Study: Emergency Shelter Use In Canada: 2005-2009. [Ottawa, ON]: Human Resources and Skills Development Canada, 2012.

49 families stably housed



Children are no longer ashamed of their housing.



A CARING COMMUNITY

This year we were forced to cancel our regular fundraising events and community visits. At these events, we would usually have an opportunity to meet new friends who wish to learn more about the work needed for people who are experiencing or at risk of homelessness and how, in turn, they can help their own community.

Regardless, you came through arriving at our door with meals, handmade items to keep people warm, pyjamas and toiletries for the shelter, and gifts for hundreds at Christmas. Families who felt privileged, new parents, and businesses

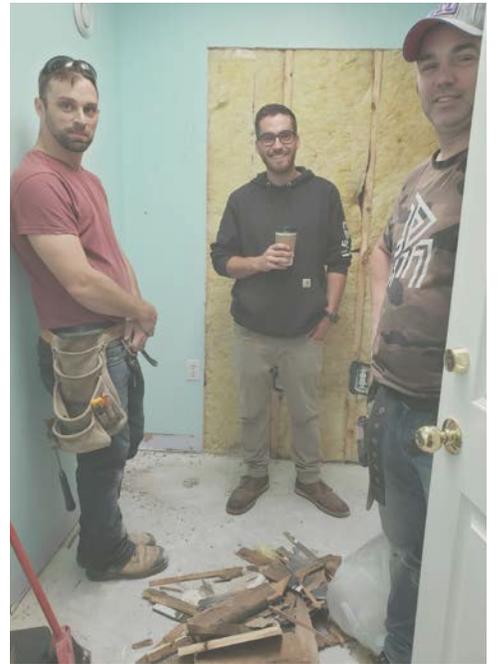
and community groups who could, made donations for basic needs or to the new Sunflower building.

Our work supporting women and families, is only possible because of donors like you. It is important for you to know that simple acts of caring and support, without judgment can make a difference. We are fortunate at Adsum to see this every day.

Kathy McNab

Fund Development and
Communications Officer





TREASURER'S REPORT

In fiscal 2021, Covid-19 continued to impact the Association in ways that could not have been anticipated. Traditional fundraising was not possible during the year, but the response from Adsum supporters was overwhelming. In fiscal 2021, revenues increased to \$4.1 million from \$2.6 million in 2020. This includes \$1.5 million of revenues received through donations and major gifts and \$2.1 million in government fees for services.

The Association worked diligently to serve the community's unique needs during this challenging year. The monies received provided vital programming and housing support, enabled the Association to perform much needed repairs and maintenance, and contributed to a one-year retroactive payment under the new five-year collective agreement. Adsum continues to provide a living wage to all employees. This would not have been possible without the incredible generosity of Adsum supporters.

The breakeven budget was exceeded positively in fiscal 2021, mostly due to the unanticipated increase in donations and major gifts received in the final four months of the fiscal year resulting in a net surplus of \$604,000.

In early 2021, Adsum announced the launch of the Sunflower project, a 25-unit low-income housing and multi-use space in Lakeside. The Association received initial funding of

\$3.9 million from Halifax Regional Municipality under the Rapid Housing Initiative. Adsum supporters contributed an additional \$568,000 in donations, major gifts, and grants to be reserved for the Sunflower project. Added to this, \$452,000 of the Association's surplus was internally reserved for the Sunflower project. A total of \$5.0 million has been reserved towards the new Sunflower build in fiscal 2021.

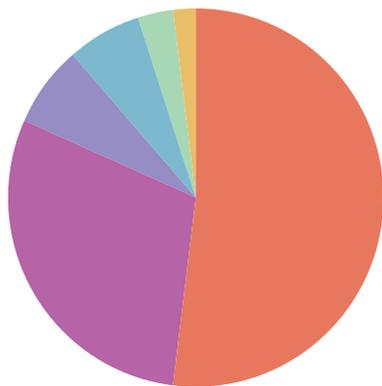
It has been both a pleasure and honor to serve as Treasurer on the Board of Directors of the Association. I am grateful to the Staff and Directors of Adsum for supporting me in my role as Treasurer and I encourage the same support to the incoming Treasurer. I am inspired by the amount of heart and effort the Executive Director, Sheri Lecker, and Accountant, Doreen Logan, put into their work at Adsum. Their role in financial management is critical in the long-term success of the Association.

The Association continues to demonstrate a strong financial position. Readers are encouraged to examine the audited accounts as published in the annual report and on the Association's website.

Respectfully submitted,

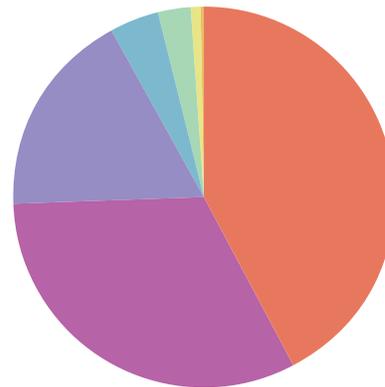
Kate McLeod
CPA, CA, Treasurer

2021 REVENUE



- Government Fees 52%
- Donations 29.7%
- Rental Operations 7.1%
- Major Gifts 6.4%
- Amortizations of Deferred Contributions 3.1%
- Investment 1.7%
- Fundraising Events 0.0%

2021 EXPENSES



- Salaries and Benefits 42.3%
- Operations 32.1%
- Property Expense 17.8%
- Amortization 4.0%
- Administration Costs 2.9%
- Promotion & Fundraising 0.7%
- Mortgage Interest 0.2%

STATEMENT OF REVENUE & EXPENDITURES

YEAR ENDED MARCH 31, 2021

| | 2021 | 2020 |
|---|-------------|-------------|
| REVENUE | \$4,139,817 | \$2,643,602 |
| EXPENSES | \$3,687,747 | \$2,637,506 |
| DEFICIENCY OF REVENUES OVER EXPENSES FROM OPERATIONS | \$452,070 | \$6,096 |
| OTHER INCOME (UNREALIZED GAIN) | \$151,744 | (\$78,579) |
| EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES FOR THE YEAR | \$603,814 | (\$72,483) |
| INTERNALLY RESTRICTED FOR SUNFLOWER PROJECT BUILD | (\$452,070) | |
| EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES FOR THE YEAR AFTER RESTRICTION | \$151,744 | |

STATEMENT OF FINANCIAL POSITION

MARCH 31, 2021

| ASSETS | 2021 | 2020 |
|--|-------------|-------------|
| CURRENT | | |
| CASH | \$549,961 | \$ - |
| MARKETABLE SECURITIES | \$3,500,000 | |
| ACCOUNTS RECEIVABLE | \$172,850 | \$61,151 |
| PREPAID EXPENSES | \$27,266 | \$23,144 |
| | \$4,250,077 | \$84,295 |
| CAPITAL ASSETS | \$2,952,455 | \$3,373,011 |
| LONG TERM INVESTMENTS - RESTRICTED | \$112,782 | \$91,951 |
| LONG TERM INVESTMENTS - UNRESTRICTED | \$1,511,940 | \$659,970 |
| | \$8,827,244 | \$4,208,632 |
| LIABILITIES | | |
| CURRENT | | |
| BANK INDEBTEDNESS | \$ - | \$117,936 |
| ACCOUNTS PAYABLE | \$397,813 | \$211,278 |
| CURRENT PORTION OF LONG TERM DEBT | \$15,290 | \$23,235 |
| UNEARNED INCOME | \$8,062 | \$11,671 |
| TENANTS' DAMAGE DEPOSITS | \$11,216 | \$8,684 |
| | \$432,381 | \$372,804 |
| LONG TERM DEBT | \$172,622 | \$188,027 |
| DEFERRED CONTRIBUTIONS - CAPITAL ASSETS | \$2,061,035 | \$2,722,751 |
| DEFERRED CONTRIBUTIONS - FUTURE EXPENDITURES | \$4,771,052 | \$159,542 |
| | \$7,437,090 | \$3,443,124 |
| NET ASSETS | | |
| INVESTMENT IN CAPITAL ASSET FUND | \$898,170 | \$438,360 |
| INVESTMENT IN ENDOWMENT FUND | \$112,783 | \$91,951 |
| UNRESTRICTED FUND | \$379,201 | \$235,197 |
| | \$1,390,154 | \$765,508 |
| | \$8,827,244 | \$4,208,632 |

WE ARE HONOURED TO HAVE MANY SUPPORTERS WHO TRUST ADSUM TO USE THEIR DONATIONS IN WAYS THAT HELP OTHERS FIND HOPE, SECURITY AND SELF ESTEEM. THANK YOU FOR YOUR GENEROUS GIFTS.

Listed here are donors of cash, gifts-in kind and sponsorships of more than \$500, between April 2020 and March 2021 (Excluding private individual donors).

FOUNDATIONS

- John & Noreen Barter Fund
- Black Family Foundation
- Boston Pizza Foundation
- Canadian Progress Club Halifax Citadel Charitable Foundation
- Canadian Women's Foundation
- Community Foundation of Nova Scotia
- Deakin Family Foundation
- Deeneh Foundation
- Fika Wellness Foundation
- Flemming Charitable Foundation
- Halifax Protestant Infants Foundation
- Halifax Youth Foundation
- Henry and Berenice Kaufmann Foundation
- JW Murphy Foundation
- MAC VIVA Glam Foundation
- Mental Health Foundation of Nova Scotia
- R. Howard Webster Foundation
- Shoppers Drug Mart Life Foundation
- The Holdsworth Foundation
- The Home Depot Foundation
- The J.W. McConnell Family Foundation

ESTATES

- The Estate of Muriel Bowers
- John & Elizabeth Godin Perpetual Charitable Trust
- A. Mary Holmes Trust

FAITH BASED ORGANIZATIONS

- Bethany United Church
- Regal Heights Baptist Church
- Sisters of Charity
- Society of the Sacred Heart of Canada

GOVERNMENT

- Department of Community Services
- Government of Canada
- Government of Nova Scotia
- Halifax Regional Municipality
- Housing Nova Scotia
- Nova Scotia Health Authority

BUSINESSES

- Acadom Ltd.
- Admiral Insurance
- Amber MacInnis & Associates Inc.
- Atlantic Wealth Management
- AXIS
- B&M Consulting Ltd.
- Bedford Eye Care
- Best Friends Pet Supplies
- Blackwell Structural Engineers
- Bluedrop Learning Networks
- Bluedrop Training & Simulation Inc.
- BoyneClarke LLP
- Bryant Realty Atlantic
- Burley Investments
- Butterfield Support Services
- Buy Metro PreOwned Auto Sales
- Canadian Tire Halifax Dealers
- Clearwater
- Cresco
- Davis Pier Consulting
- Design 360 Inc.
- Downtown Halifax Business Commission
- Dr. Stephanie Scott Inc.
- Ecclesiastical Insurance
- Economical Insurance
- EUI Limited
- Flaim Wolsey Hall Chartered Acct.
- Foxy Moon Hair Gallery
- GAP Canada Inc.
- GlaxoSmithKline
- Halifax Visiting Dispensary



Harringtons Auto
 Hook, Line & Tinker
 I.H. Mathers
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 Imperial Oil
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 JL Rhymes Inc.
 JMS Accountant Staffing Ltd.
 Keel Agencies Limited
 Killam Apartment Reit
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 Maritime Beauty Supply
 Maritime Fuels
 Miles T Sweeney Ltd
 Miller Waste Systems
 My Home Apparel
 Namlas Limited
 NewAe Technology Inc.
 Nova Scotia Power
 Nurtured
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 O'Regans
 Page Property Management
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 ProEdge
 Research NS Corporation
 Resulta
 Rocky Investments Inc.
 Royal Bank of Canada
 Scotia Fuels Limited
 Scotia Metal Products
 Scotiabank
 Smith & Tousevard
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 Solid State Pharma Inc.
 Stefmore II Incorporated
 Stor-it Systems Ltd.
 Sutherland Watt Chartered Accountants
 Tate Engineering Inc.
 TD Bank Group
 Telus
 The Cooperators
 The Ville Caffeine Bar
 Theriault Financial Inc.
 Tish O'Reilly MD Inc.
 Totally Electric Limited
 Touch of Class Rental & Realty
 True North Psychological Services
 Unfiltered Brewing
 Upland Planning & Design Inc.
 VERB Interactive
 Wawanesa Insurance
 West Nova Fuels
 Wilsons Heating

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 Breakfast Club of Canada
 CBCL
 CN Community Board
 Commissionaires
 Efficiency Nova Scotia
 Father Lloyd O'Neill's Legacy
 FEED Nova Scotia
 Halifax Air Traffic Controllers
 Halifax Grammar School
 Justice Canada
 Knights of Columbus
 OT, Nova Scotia Rehabilitation
 St. Catherine's School
 Tart and Soul
 The Halifax Assistance Fund
 The Paypal Giving Fund
 United Way of Halifax
 Women's History Society
 Youth Philanthropy Initiative

IN-KIND DONORS

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 Allen Print Ltd.
 BBD Pest Services
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 FX 101.9
 GBS Technologies
 Halifax Shopping Centre
 HomeSense
 Kileen & Son's Welding Ltd.
 Marshalls
 Penningtons
 Ricki's
 Salon Resource Group
 Schooner Roundabouts Men's Soccer Club
 Shoppers Drug Mart Life Foundation
 Silken Lingerie
 Surrogate Technology Management Inc.
 Vanity Fashions
 Winners
 YWCA of Halifax
 Zatzman Sportsplex



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Wilson Fuel Company Limited

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Kate McLeod
Bage CPA

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Jenny de Zoete
Retired - Mount Saint Vincent University

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Saint Mary's University

Courtney Brown
Families Plus

Denise Bradbury
The Westin Nova Scotian

Ashley Donald
MDW Law

Dr. Tammy Findlay
Mount Saint Vincent & Saint Mary's University

Flora MacLeod
Ven-Rez Products Ltd. - The Shaw Group

Suzanne Marineau
Private HR Consultant

Kay Ann Meagher
Sisters of Charity Associate

Alice Mudhluli
Emera Inc.



ADSUM EMPLOYEES

EXECUTIVE DIRECTOR

Sheri Lecker

FINANCE MANAGER

Doreen Logan

FUND DEVELOPMENT AND COMMUNICATIONS OFFICER

Kathy McNab

PROGRAM MANAGER

Cheryl MacIsaac

SOCIAL WORK COORDINATOR

Crystal John & Korinne Loomis

HOUSING SUPPORT PROGRAM MANAGER

Meghan Hansford

PROPERTY MANAGER

Robbie Joyce

EXECUTIVE ASSISTANT

Sarah Carrier

HOUSEHOLD COORDINATOR

Fiona Lochhead

DIVERSION WORKER

Rylee Booroff & Monique Keleman

PEER WORKS COORDINATOR

Latesha Auger

HOUSING SUPPORT WORKER

Rylee Booroff, Jennifer Krewenki & Michelle Malette

INTENSIVE CASE MANAGER

Shandrea Bowes & Catherine Chamberlain

HEALTHY LIVING OFFICER

Elizabeth Harvie

SOCIAL WORKERS

Erin Bissonnette, Monique Keleman, Sarah McCrory, April Peckham, Rachel Sequeira, Jackie Thompson & Ainslee Umlah

CLIENT SUPPORT OFFICERS

Angie Demont, Kim Harper-Given, Bonita Hill, Ellie Lamothe, Sara Landry, Ferne McCombie, Nicole Norlock, Shannon Power & Kelly Woodington

CLIENT SUPPORT OFFICERS (CASUAL)

Dawn Archambault, Chloe Budd, Alicia Compton, Grisha Cowal, Alison Duarte, Rachael Gardiner, Jessica Germain, Rebecca Granat, Martha Kerr, Jeighk Koyote, Martha Mutale, Marie-Christine Parent, Jill Pelkey, Adrianna Pilgrim, Bethany Porter, Valerie Shapiro, Navneet Singh, Cassie Sinyerd, Jessica Taylor, Jeanna Wagner & Dolly Williams

SUMMER STUDENT

Grisha Cowal, Anna Shepard

PROGRAM SUPPORT OFFICER

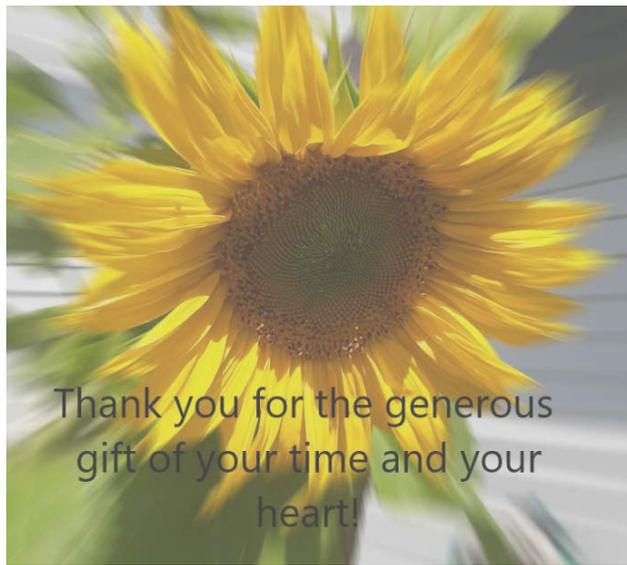
Erin Austin, Erin Bissonnette, Annette McLellan & Shelby Thompson

PARENTING & VOLUNTEER COORDINATOR

Sylvia O'Neill

RENOVATIONS/REPAIRS

Randy Carey





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