

Belonging Restored

Centre *for* Youth Care 2025 / 2026 ANNUAL REPORT



Message from the Executive Director

EXECUTIVE SUMMARY

As I reflect on this past year, I am reminded of what an incredible privilege it is to work alongside the young people, employees, families, and community partners who make this work possible.

This has been a year of tremendous growth for Centre for Youth Care. We have expanded programs, strengthened partnerships, invested in our employees, completed important strategic work, and prepared to welcome the first tenants to Mitchener Village. These are accomplishments worth celebrating, and you will read about many of them throughout this report.

But when I think about this past year, what stands out most is not the growth itself – it's the people and relationships that made it possible.

Every day, we have the privilege of working alongside incredible young people, families, employees, and community partners. We see young people learning new skills, pursuing education, finding employment, reconnecting with family and culture, building relationships, and working toward goals that are important to them. We see employees creating spaces where youth feel welcomed, supported, and valued. We see families, caregivers, and community members continuing to show up for one another in meaningful ways.

While these accomplishments are important, they are not what matters most. At Centre for Youth Care, we believe that lasting change begins with relationships.

Our commitment is simple: that every young person deserves somewhere to live, something to do, and someone to love.

While goals such as education, employment, and independent living are important, they are not the only measures of success. We believe that every young person deserves to feel connected, valued, and supported. If a young person leaves our programs with a stronger sense of belonging, meaningful relationships, and people they can turn to when they need support, then we can be proud of the role we played in their journey.

The relationships built along the way are not a byproduct of the work – they are the work.

Like many communities, we know there are real challenges facing our region. But when I reflect on this past year, what stands out most is not the challenges themselves. It is the people who continue to show up for one another and create a sense of belonging in our community every single day.

It is the young people who continue to lead us with their honesty, insight, resilience, and strength. It is families and caregivers who continue to support one another through life's transitions. It is the community partners who choose collaboration and work together to create opportunities for youth. And it is our employees who show up every day with compassion, creativity, and an unwavering commitment to the young people we serve.

The reason I remain hopeful about the future of our community is simple:

I have the privilege of seeing these people every day.

Our youth continue to lead us.

They challenge us to think differently. They help shape our programs and services. They remind us that every young person deserves to be seen for who they are, not defined by a circumstance, a label, or a moment in time. We are grateful that they continue to share their experiences, perspectives, and expertise with us, helping us build stronger programs, stronger relationships, and a stronger community.

Our employees continue to inspire us.

Across every program, every shift, and every community we serve, they create spaces where young people feel safe, connected, and supported. They celebrate birthdays and graduations. They sit through difficult conversations. They advocate, encourage, mentor, and care. Their work is not always visible, but its impact is immeasurable. They are the beating heart of this organization, and we are deeply grateful for all they do.

This year also reminded us of the incredible power of community.

Whether through partnerships, advocacy, fundraising, or simple acts of kindness, we have seen people come together around a shared belief that young people matter. Time and time again, our community has stepped forward to wrap their arms around our youth, and we continue to be humbled by that generosity and commitment.

As we launch the Belonging Restored Endowment Fund and prepare to open the doors of Mitchener Village, I am reminded that our responsibility extends beyond responding to today's needs. We must also invest in the future. We must continue creating opportunities, strengthening connections, and building a community where every young person has somewhere to live, something to do, and someone to love.

The impact throughout this report belongs to many people. It belongs to the young people who trusted us with their stories. It belongs to the employees who dedicate themselves to this work each day. It belongs to our community – the families, partners, supporters, and leaders who continue to stand beside us.



Together, we are building a community where young people know they are valued, supported, and connected.

Together, we are restoring belonging.

With gratitude,

Karen Cummings

Executive Director

Message from the Board Chair

BOARD SUMMARY

It has been a privilege to serve as Chair of the Centre for Youth Care Board of Directors over the past year. As the needs of young people and our communities continue to change, so too does the Centre for Youth Care.

The Board has been encouraged to see the organization continue to evolve, develop new programs, strengthen partnerships, and explore innovative solutions that respond to emerging needs. This commitment to growth and adaptation ensures that CYC remains responsive, relevant, and focused on creating the best possible outcomes for youth.

We are grateful to our staff, leadership team, donors, funders, and community partners whose dedication and support make this work possible. Most importantly, we thank the young people and families who place their trust in us every day.

On behalf of the Board, thank you for being part of this journey. We look forward to supporting the continued growth of the organization as we work together to create opportunities, strengthen connections, and build belonging for young people in our communities.



Kim Aker
Board Chair

Who We Are:

Mission

Empowering Youth. Building Futures. Strengthening Communities.

Vision

Centre for Youth Care envisions a youth-centered community where every young person feels nurtured, valued, and inspired to grow. By fostering meaningful relationships, creating inclusive spaces, and meeting youth where they are without judgment. CYC strives to empower young people to build meaningful connections and a strong sense of belonging.

Mandate

To create safe, inclusive, and supportive spaces where youth are valued, empowered, and equipped to thrive. Through tailored supports, collaboration, and advocacy, we inspire growth, celebrate diversity, and foster independence and belonging.

Our Strategic North Star

Centre for Youth Care exists to ensure that youth and young adults have safe housing, meaningful supports, and enduring relationships so they can thrive- within their families, their communities, and their futures.

Strategic Commitments

Our Promise to Youth

- You will be seen, heard, and respected
 - You will have access to safe housing from day one
 - You will be supported through choice, harm reduction, and dignity
 - You will not be discharged without a plan, a voice, or ongoing connection
-

Our Promise to Employees

- You will be supported, valued, and compensated fairly
 - You will have access to training, wellness supports, and growth opportunities
 - You will work in a psychologically safe environment
 - You will be empowered to lead, decide, and innovate
-

Our Promise to the Community

- We will lead with integrity, evidence, and collaboration
- We will fill gaps where systems fall short
- We will measure and share our impact
- We will advocate for systemic change, not just manage harm

Leadership Team

Executive Team



Karen Cummings
Executive Director



Kyle Mallett
Assistant Executive Director



Nataliya Kovsh
Senior Accountant



Amanda Legere
HR Administrator



Mariia Umanets
Payroll Coordinator



Destiny Legere
Office Administrator

Program Managers



Amy Enman
Youth Housing



Lisa Vautour
Beacon Cove



Meaghan Melanson
Martin House, Facilities



Joanne Jones
MacLaren House, Training



Mary Greer
Bridgeview, Horsler House



Kelsey Neilsen
ECU, Social Committee



Naomi Leslie
Russell House



Joel Seale
Dougherty House,
Independent Living Suite



Rachel McIntyre
Thibodeau House



Shannon LaRonde
Supervisor, MacLaren House



Ali Jordan
Old Ridge



Kathy Boyer
Case Manager, Beacon Cove



Kendra Johnston
Wilson House



Kaytland McFarland
Victoria House

Team Leads

- **Theresa Jansen**
Beacon Cove
- **Fanessa Lynch**
Martin House
- **Susie McBay**
MacLaren House
- **Wanda Bartlett**
Bridgeview, Horsler House
- **Sam Foley**
ECU
- **Rhonda Thibeault**
Russell House
- **Katelyn Dyer**
Dougherty House
- **Allison McKenna**
Thibodeau House
- **Tash Graves**
Wilson House
- **Mark Jordan**
Old Ridge
- **Natasha Morton**
Victoria House
- **Brandon Irving**
Spring Street

Trainers

- **Joanne Jones**
First Aid, SafeTalk, Non Violent Crisis Intervention, Boundaries
- **Mary Greer**
First Aid, Building Relationships, FASD
- **Rachel McIntyre**
Employee Orientation
- **Allison McKenna**
SafeTalk, Common Disorders, Crisis Response for Youth Care Workers
- **Kendra Johnston**
Employee Orientation
- **Kathy Boyer**
Hard Reduction, Naloxone Training
- **Kelsey Nielsen**
Trauma Informed Approaches, Boundaries
- **Rhonda Thibeault**
Boundaries

Employee Advisory Committee

- **Rhonda Thibeault**
Russell House
- **Deanna Berry**
Thibodeau House
- **Fanessa Lynch**
Martin House
- **Mike Leaver**
ECU
- **Andrew Parsons**
Dougherty House
- **Jill Atcheson**
Bridgeview & Horsler House
- **Jennifer Bourque**
MacLaren House

Joint Health & Safety Committee

- **Andrew Parsons**
Dougherty House
- **Alicia Boudreau**
Russell House
- **Kathy Boyer & Tracey Fisher**
Beacon Cove
- **Keynan Harvey**
Thibodeau House
- **Ashley Armstrong**
Victoria House
- **Deepak Patil**
Martin House
- **Marianne Griffin**
ECU
- **Chad Forbes & Real Drisdelle**
MacLaren House

Celebrating Our People

Recognition Awards

5 Years

- Carla Murphy
- Ali Roustaian
- Jennifer Bourque
- Mike Leaver
- Ashley Scribner
- Brenda Webster
- Rachel Murphy
- Amanda Poulin
- Allyson Shannon
- Deanna Berry
- Sean Olynyk
- Rhonda Thibeault
- Penelope Clark
- Megan McDonald
- Emilie Brideau
- Meghan Crothers
- Roberta Craft-Savoy
- Heavenlee Lewis
- Tyler Ross

10 Years

- Ron Keefe
- Tina Knox

15 Years

- Laura Jarvis
- Joel Seale
- Jeanne Jagoe

25 Years

Holly Giroux



For 25 years, Holly has dedicated her career to supporting young people. She has spent tens of thousands of hours on the front lines and walked alongside hundreds of youth through challenges, milestones, successes, and setbacks. To many of those young people, she is known simply as “Mama G.”

Anyone who has worked with Holly knows she has a gift for walking into even the most challenging moments, giving “the look,” and somehow everything is calm again. But that doesn’t happen by accident. It comes from years of consistency, trust, and showing up for young people day after day. Our youth know they can count on her, and so do her coworkers.

Whether it’s supporting a young person through a difficult moment, helping a new employee find their footing, or stepping in when a teammate needs support, Holly is someone people can rely on. She brings a steady presence, a wealth of experience, and a deep commitment to the people around her.

Thank you, Holly, for 25 years of compassion, dedication, and unwavering support for the young people and colleagues whose lives you have touched.



Community Impact Award - Susie McBay

For creating lasting impact in our community.



Building Belonging Award - Karla Aguilar

For helping youth build meaningful connections and belonging.



Building Belonging Award - Sam Foley

For helping youth build meaningful connections and belonging.



Heart of CYC Award - Keynan Harvey

For embodying the core values and spirit of CYC.



Belonging Through Community

Highlights & Photos

Santa Claus Parade

CYC employees and families walked in Santa Claus Parade collecting gifts for youth in care, former youth in care, and their families



Youth Christmas Celebration

Santa came to visit and had a gift for all CYC youth in care- 44 youth gifts!

Easter Supper & Easter Egg Hunt

Employees and Youth in care came together for a potluck Easter supper, easter egg hunts, and crafts and games





Summer BBQ

Every summer we throw a ‘last day of school BBQ’ for our youth and the Glen Carpenter Centre

James Mullinger Show at SJHS

CYC staff and youth worked as ushers at this event and had an opportunity to share our work with members of the audience with a pre-show slideshow



Rooted in Mission, Ready for Change

Members of the CYC team gather at the youth homeless summit

SEED Student Recreation Coordinator hosted so many summer activities:

- Trip to Belding Hill Farms
- Driving Range outings
- Trip to Quillis Family Fun Farm
- Area 506 movie night
- Puppy Yoga
- Nature walks and outdoor exploration
- Kayaking
- Arts and crafts activities
- Community outings and road trips
- Recreational and social events throughout Saint John and surrounding communities

Weekly Meals for Saint John Street Team

Staff and youth prepare meals together for the SJ Street team

Youth Voice & Advocacy

Minister's Roundtable Participation

- 5 CYC youth and 2 staff travelled to Fredericton to participate in the Minister's Roundtable

Child & Youth Advocate Visit

- CYC Hosted members of the Child and Youth Advocate's office
 - Hosted a youth session
 - Hosted an employee session
 - Program tour

Hosted Engagement Session

- Hosted engagement session between Partners for Youth/Youth in Care Network and youth in care

Investing In People

Chapman Group Management Series

- Program Managers, Case Managers completed this

NBCC Student Placements

- 20+ placements, strengthened partnership with NBCC

Staff Development

- Continue to invest in Trauma informed care training

UNB Nursing Placements

- 4 community placements, strengthening relationships and understanding with partners in health

Leading Through Change

Completed Strategic Framework

CAEH Senior Leadership Academy

Completed Financial Strategic Plan

- With partners at Tidal CFO

- CYC was chosen as one of only 24 leaders from across Canada to attend

Agency Rebrand / Website Launch / Social Media Campaigns

Organizational Growth

- Through partnership with Milberry Marketing

Rooted In Mission, Ready For Change

Co-hosted summit forced on ending youth homelessness in November 2025

- Provincial event
- 200+ attendees
- Government leaders
 - Minister David Hickey
 - Minister Aaron Kennedy
 - ADM Bronwyn Davies
- Community partners/leaders
- Child & Youth Advocate Kelly Lamrock in attendance
- CYC Hosted members of the Child and Youth Advocate's office

STATISTICS:

Centre for Youth Care total youth served this year:

134

Community-Based Programs

Include:

- Served **59** youth
- **39** Admissions
- **6** family reunifications
- **1** youth transitioned to independence
- **3** high school graduations
- **3** middle school graduations
- **Emergency Care Unit:**
30 admissions, average length of stay is **40** days



Include: *September 1, 2022– June 1, 2026*

- Total # youth: **109**
- **11,257** nights of safe housing
- **23** transitioned to independence
- Admissions: **171**
- **18** high school diplomas
- **31** family reunifications

Who We Serve

Our youth are: *(these numbers have been rounded up/down)*

- **one in five** youth we serve identify as 2SLGBTQIA+.
- **one in five** youth we serve have current or past involvement with the criminal justice system.
- **one in seven** youth we serve are struggling with substance use.
- **one in ten** youth we serve are Indigenous.
- **one in three** youth we serve are navigating mental health challenges.
- **one in five** youth we serve identify as racialized.

Outreach & Case Management

Include:

- **46** youth received housing support services
- **14** youth actively engaging in education/education programs
- **22** housing stability interventions helped youth maintain housing or avoid homelessness
- **535** check-ins were completed with youth
- **41** appointments attended alongside youth for advocacy and support
- **12** housing outcomes achieved (11 youth housed and 1 youth diverted from homelessness)
- **12** youth actively engaging in employment, employment programs
- **66** instances of food security, financial assistance, employment support, and other basic needs interventions

Mitchener Village

Include: September 1, 2022– June 1, 2026

While it falls just beyond the reporting period covered in this report, we would be remiss not to acknowledge an exciting milestone for our organization and community.

On June 22, 2026, we celebrated the grand opening of Mitchener Village, a new supportive housing community for youth ages 19–25. The project includes nine affordable housing units and 24/7 supports designed to help young people build stability, strengthen independence, and create meaningful connections within their community.

Mitchener Village represents years of planning, partnership, fundraising, and advocacy. It stands as a powerful example of what can be accomplished when governments, community partners, donors, and supporters come together around a shared vision. Now that the doors are open, we are eager to see the impact this project will have on the young people it was built to serve.



Community Grows Here

Youth Stabilization Discretionary Fund

The Youth Stabilization Discretionary Fund provides flexible, responsive financial support to youth and young adults ages 16–26 who are experiencing housing instability and/or are at risk of homelessness.

The fund allows frontline teams and community partners to respond immediately when youth are at the point of risk. For vulnerable young people, relatively small financial disruptions can quickly escalate into homelessness, unemployment, school disruption, food insecurity, or crisis system involvement. This fund helps address immediate needs before they become larger crises.

Total Investment:

\$19,999.00

Monthly Breakdown:

December 2025: \$7,644.67

February 2026: \$3,025.68

January 2026: \$1,661.80

March 2026: \$7,667.85

Focus Area	Approximate Investment	Examples of Supports
Housing Stabilization & Prevention	\$8,966	Rent payments, damage deposits, landlord arrears, emergency hotel stays, move-in supports, keys, cleaning supports
Food Security & Basic Needs	\$6,305	Groceries, food gift cards, infant formula, hygiene products, holiday supports, community meals
Utilities & Housing-Related Services	\$2,438	Saint John Energy arrears, utility deposits, phone stabilization
Employment, Education & Transportation	\$1,249	Bus passes, gas cards, driver's education, diploma transfer fees, employment clothing
Health, Wellbeing & Relational Supports	\$1,041	Medications, beds, cleaning supplies, outreach meetings, birthdays, seasonal supports



Belonging Restored Endowment Fund

In 2026, we established the Belonging Restored Fund in partnership with the Greater Saint John Community Foundation. As a permanent endowment, the fund is designed to provide sustainable, long-term support for programs and services that empower vulnerable children, youth, and young adults in our community.

The fund was created from a shared commitment to building brighter futures. In November 2025, we hosted Rooted in Mission, Ready for Change, a community summit focused on ending youth homelessness. Proceeds from the event became the first investment in the Belonging Restored Fund, laying the foundation for a lasting legacy of belonging, stability, and opportunity.

The Belonging Restored Fund reflects our belief that every young person deserves the support, connections, and resources needed to thrive. As an endowed fund held in perpetuity and stewarded through our partnership with the Greater Saint John Community Foundation, it will continue to grow over time, generating annual income that supports our programs and services while helping us respond to emerging community needs.

Through this investment in the future, we are creating a lasting source of support for the children, youth, and young adults we serve. The Belonging Restored Fund will help ensure that future generations continue to experience care, connection, and a true sense of belonging, while strengthening our ability to make a meaningful impact for years to come.

REVENUES	2025-26	2024-25
Community Based Youth Care Homes	5,826,288.44	6.1
Specialized Resources	6,969,493.6	5.4
Beacon Cove/Outreach	1,369,712.15	1.1
Donations	1,65,042.51	220,974
Gain of Disposal of Asset / Investment	193,646.03	6,400
Other Income	62,397.65	124,892
TOTAL	14,330,536.70	13 million

EXPENSES	2025-26	2024-25
Community Based Youth Care Homes	5,773,085.07	6.4
Specialized Resources	6,869,971.19	5.3
Beacon Cove/Outreach	1,395,164.86	1.2
Donations	126,310.63	0
TOTAL	14,164,531.75	12.9 million

OPERATIONAL SURPLUS/DEFICIT	2025-26	2024-25
Community Based Youth Care Homes	53,203.37	-187,499
Specialized Resources	99,522.41	102,832
Beacon Cove/Outreach	-25,452.71	37,903
Donations	127,273.07	-46,764
Gain of Disposal of Asset / Investment	193646.03	
Other Income	62,397.65	124,892
TOTAL OPERATIONAL SURPLUS/DEFICIT	383,316.75	78,128

Thank You

Thank you to our youth.

Thank you for trusting us with your stories, your hopes, and sometimes your struggles. Thank you for allowing us to be part of your journey. Thank you for your patience, your honesty, and your willingness to keep showing up.

Like any organization, we do not get everything right the first time. Thank you for giving us the opportunity to try, to learn, to make mistakes, and to try again. You challenge us to think differently, to do better, and to never stop learning. The truth is that we will always learn more from you than you will ever learn from us.

Thank you to our employees– the heart of Centre for Youth Care. Every day, you show up for young people with compassion, consistency, creativity, and care. Time and time again, you see potential where others see barriers. Few people believe more deeply in the potential of our youth, and the impact you have is impossible to measure.

Thank you to our Board of Directors, our funders, our donors, our partners, and our community. Everything we accomplish is made possible because people choose to come together around a shared belief: that every young person deserves safety, opportunity, and belonging.

As we look ahead, our commitment is simple.

We will continue to grow, evolve, and innovate, but we will do so with purpose.

We will stay grounded in our mission, guided by our values, and focused on the commitments outlined in our strategic plan. We will continue listening to youth, employees, and our community so that the gaps we work to fill are the gaps that truly need filling.

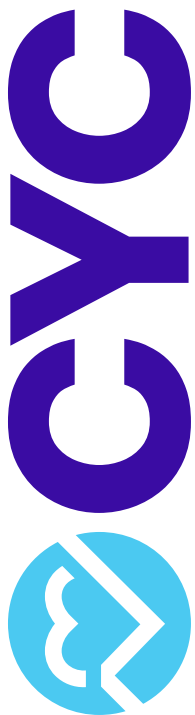
We know there is incredible work happening throughout our community. Sometimes our role is to lead. Sometimes our role is to support. Sometimes our role is simply to connect good people and good ideas. We are not interested in duplicating what already works. We are interested in strengthening it, enhancing it, and helping it reach more young people.

Over the coming years, we will remain focused on our North Star: ensuring that youth and young adults have safe housing, meaningful supports, and enduring relationships so they can thrive within their families, their communities, and their futures.

We will continue to respond where needs exist, innovate where new solutions are required, and collaborate wherever we can make a greater impact together.

But no matter what changes around us, our purpose remains the same: to ensure that every young person is treated with dignity, recognized for their strengths, and given the opportunities they deserve.

Every young person deserves somewhere to live, something to do, and someone to love. When those things are present, belonging is no longer something they are searching for – it is something they experience.



**That is what we
are working toward.**

That is our hope.

That is our commitment.

**And together, that is how
belonging is restored.**