



Shepherds of Good Hope
Les Bergers de l'Espoir

Dedicated to Compassion - Dévoués à la compassion

2016 ANNUAL REPORT

Creating community for all through acceptance, compassion and care



Shepherds of Good Hope Board of Directors

MESSAGE FROM THE CHAIR



I have had the honour of serving on the Shepherds of Good Hope Board of Directors for 11 years.

During my tenure, I have witnessed an evolution in the sophistication of how we deliver care to many of the most vulnerable men and women in Ottawa. We've achieved this by creating groundbreaking, innovative programs and services to connect people to the supports they need to face — and overcome — their challenges.

At the Board level, we've also experienced an evolution, including a diversification in the skills and experiences around the table. Our role is to ensure Shepherds of Good Hope is well positioned to continue delivering innovative programs and specialized care to our clients and residents. In turn, we are accountable to the members of Shepherds of Good Hope.

This past year, we embarked on strengthening the work of our Board committees, of which there are three: Governance, Human Resources and Finance. All committees make recommendations to the Board in their specific areas to ensure that, as Directors, we have the information required to make informed, evidence-based decisions and provide strategic direction to the organization.

We are currently in year two of a three-year strategic plan titled *Beyond a Soup Kitchen*. We are committed to continuing to provide innovative programs and services in our shelter that also align with the City of Ottawa's 10-Year Housing and Homelessness Plan. This approach connects homeless individuals to the right supports so that we can reduce long-term shelter stays and assist them in finding safe, affordable and stable housing.

We remain financially and operationally strong through

generous donations from our community and via partnerships with the City of Ottawa, Ottawa Inner City Health Inc., Carefor, The Royal Ottawa Mental Health Centre, the Canadian Mental Health Association, the Champlain Local Health Integration Network (LHIN) and various granting agencies.

This year's Annual General Meeting marks my last day serving as a Shepherds of Good Hope Board member; however, I am still committed to the work Shepherds of Good Hope does and will connect to the organization in various ways during the years to come.

It has been a deeply touching and spiritual 11-year journey, and one that has provided me with more than I could have ever imagined. The deep connection I have felt with the staff, volunteers and clients of Shepherds will be with me for a lifetime. I have watched as this organization has ventured beyond its original mandate to feed, clothe and shelter. I'm proud of our values — to turn no one away and to serve without judgement those who come to us.

I am honoured to have been part of this incredible organization. I feel blessed to have worked with so many people committed to improving the lives of so many. Thank you for being a part of the Shepherds community and for taking this journey with me.

Sincerely,

A handwritten signature in blue ink that reads "Adam Smith". The signature is fluid and cursive, with the first name "Adam" and last name "Smith" clearly distinguishable.

Adam J. Smith
Chair of the Board of Directors
Shepherds of Good Hope

Shepherds of Good Hope

MESSAGE FROM THE PRESIDENT & CEO



We appreciate the many opportunities we have to make a difference in the lives of our clients and residents, as well as those in need in our community.

We are half-way into the second year of our three-year strategic plan, *Beyond a Soup Kitchen*. The plan focuses on providing *Innovative Programs and Services*, being a *Caring Employer* and supporting our clients, partnering agencies, volunteers and donors through extensive *Community Outreach*.

Our strategic directions are focused on Transitional Shelter Services, Supportive Living, Investing in our Employees, Governance and Administration, Marketing and Communications, Fundraising and Social Enterprise.

We play an instrumental role in meeting people at whatever stage they are in their journey, without judgement. We assist them in obtaining housing and connecting them to needed supports so that they can succeed in the ways they themselves define.

This past year, we made major strides in achieving our goals, including:

- Transferring many clients who had stayed in the shelter for years to housing with supports.
- Enhancing our partnership with Ottawa Paramedic Services so that high needs clients requiring medical care were brought to our Transitional Emergency Shelter Program (TESP), instead of hospital emergency rooms.
- Increasing our Client Services Team so that the men and women who come to us for help are quickly connected to the supports they require to address

challenges before becoming episodically or chronically homeless.

- Providing a welcoming atmosphere in our Soup Kitchen for our clients and community members to access meals and to feel less isolated.
- Expanding our Managed Alcohol Program to help chronic alcoholics achieve better health outcomes.

We are bolstered by 400+ volunteers who support us financially and by giving generously of their time. We are blessed with committed donors in the community and from local businesses.

We have approximately 195 dedicated employees who provide frontline services, case management expertise, coordination of activities, and management of programs and services. They are supported by a dynamic seasoned leadership team.

We are honoured to be a part of this incredible organization. We commit to assisting those who need us most. Thank you for helping us achieve our mission of *creating community for all through acceptance, compassion and care*.

Sincerely,

Deirdre Freiheit
President & CEO
Shepherds of Good Hope
Shepherds of Good Hope Foundation

Shelter



Our shelter provides a safe place and warm beds for thousands of adult men and women who come to us every year. Whether it's because of poverty, domestic abuse, mental health challenges, addictions, trauma or other issues that prevent people from obtaining a safe and secure home, Shepherds of Good Hope is here. Our values are to welcome without judgement all who come to us wherever they are in their journey.

Number of men: 1381

Number of women: 607

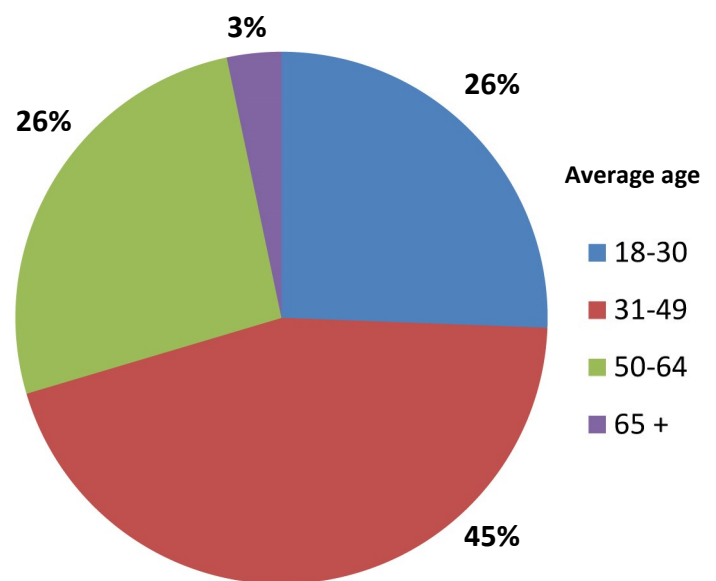
Average Stay: 4.5 days

Average Age: 43.2

Total stays: 84,581

The above numbers represent the number of men and women who stayed in the shelter in the fiscal year. Total stays is the total number of shelter beds accessed last year.

Demographics



“Everyone has been great to me. The staff are really here to help and you can approach anyone. No one makes you feel bad for staying in a shelter.” — Client in the Men's Shelter

Food and Clothing



Whether it's for a nutritious meal, groceries, clothing or to escape the poverty of loneliness, our Soup Kitchen, Grocery and Clothing Programs strive to meet everyone's needs.

In addition to the homeless, we serve many living in poverty in our community.

All are welcomed at Shepherds of Good Hope without judgement.

Serve 350,000 meals a year

Thousands of sandwiches made by students

Always open

About 300 people visit
our evening drop-in
every day

20,800 lbs. of potatoes served annually

**More than 500 individuals and families visit
our grocery and clothing program monthly**

Almost 1,000 families given Christmas hampers every year

Innovative Programs



Every homeless man and woman needs the basics — food, shelter and clothing. But those are just the first steps. Many are suffering from mental health challenges, addictions and trauma.

At Shepherds of Good Hope, every man and woman has equal access to innovative programs and services dedicated to improving their overall health and emotional well being.

TESP

Transitional Emergency Shelter Program

Capacity for **49 men and women**. A place for men and women who need medical attention to address specific issues. Staffed with nurses, client care workers, frontline staff, case managers and nurses.

MAP

Managed Alcohol Program

Harm reduction for chronic alcoholics. **24 men and women** at the shelter, **30 men and women** at The Oaks. Staffed with nurses, client care workers, frontline staff, case managers and nurses.

WSCU

Women's Special Care Unit

For women dealing with complex mental and physical health issues. Capacity for **16 women**. Staffed with nurses, client care workers, frontline staff, case managers and nurses.

DIVERSION

In a partnership with emergency services, homeless patients can be diverted to Shepherds of Good Hope rather than the Ottawa Hospital, helping us deliver timely care that is specific to their health needs. It also allows our staff to work with the clients to connect them to adequate housing and other supports.

Ottawa Police Service: 1066

Ottawa Paramedic Service: 303

OC Transpo: 123

Other organizations: 937

“ Staff roll out the red carpet for everyone. I feel like a star here. I get three meals a day. I know I have a bed every night and I’ve never felt better. For the first time in my life, I’m not falling down drunk.”

— Client in the Managed Alcohol Program

Skills & Training



When you have stayed in a shelter for months or years, it can be daunting to move back into your own home. We ensure that adult men and women get the help and support they need by providing them with life and financial skills, such as how to budget and search for various services online. We have programs that enable clients to identify and maintain meaningful employment opportunities.

Rapid Housing Employment Program

It's a myth that homeless people don't want to work. Our Rapid Housing Employment Program helps clients who are ready for **independent housing and meaningful employment**. We identify housing options and work with local businesses to help clients find employment opportunities. Thanks to a grant from The Ontario Trillium Foundation, we are able to provide a wage subsidy in some situations.

Good Day Workshop

Good Day Workshop is a **social enterprise and day program** where participants can learn life skills and build friendships. Many of the participants experience barriers to employment due to living with physical disabilities, mental health challenges and/or addictions. Participants learn wood making and furniture refurbishing skills. A fundraising partnership with the United Way has allowed us to hire a business development officer to help enhance our social enterprise.

Supportive Living



Our network of housing options is designed to meet the diverse needs of our residents and allows individuals to move from one level of housing with minimal supports to residences that cater to those with more complex needs. All of the men and women in our residences have experienced homelessness or have been at risk of being homeless.

The Oaks

The Oaks is a unique partnership between Shepherds, Ottawa Inner City Health Inc. and the Canadian Mental Health Association. It is home to one of our managed alcohol programs. Fifty-five men and women are cared for 24/7. From nutritious meals to medical care to engaging activities, the residents thrive now that they are out of the shelter system.



St. Andrew's

St. Andrew's Residence is apartment-style living for 37 men and women with concurrent disorders such as mental health challenges and addictions, but who are capable of living independently with staff support. Residents are very active in a variety of clubs and activities to encourage a sense of community.

Brigid's Place

Brigid's Place is a no-barrier home for 11 women who have experienced life on the streets.

For many of the women, Brigid's is their first safe home in many years. Residents share common areas and meet regularly as a group to set the rules of the home.

Hope Living

Hope Living is a suburban supportive living residence in Kanata for 90 men and women who live with mental health and physical challenges, many of whom are aging. Everything in this building is designed to enable clients to maintain their independence with 24/7 support from compassionate staff.



Volunteers



Shepherds of Good Hope is able to provide care and services to the thousands of men and women who come to us every year thanks to the generous support of our more than 400 volunteers. Together, they annually donate more than 65,000 hours of time. If we had to pay for that time, it would cost approximately \$1.2 million to cover off the work of our volunteers.

Cooks

Food preparers

Stylists

Gardeners

Yoga instructors

Fitness experts

Karaoke hosts

**1,000 volunteers during
the Christmas season**

Bingo callers

Greeters

Food servers

Card players

Interested in volunteering? Visit shepherdsofgoodhope.com/volunteer

The people we care for



Paul thrives in supportive living

Paul likes the suburban life. Now living at St. Andrew's Residence, Paul says he loves to look out his window and see the dozens of trees in full bloom in the summer.

During the day, he likes to go for walks. Sometimes it's to check out the garden. On other days, his adventure takes through the nearby neighbourhood.

Bird watching is one of his favourite summer activities. He says he's spotted many different types of birds in the neighbourhood.

If the weather isn't cooperating, Paul can find lots to do at this supportive living residence. He likes to play

Paul's favourite things

Bird watching

Shopping

Listening to his music. Pink Floyd is one of his favourite bands

pool or listen to music. He's a big fan of late 70's rock and still has a lot of cassettes and albums to choose from.

It's a stark change from what Paul has known during most of his time at Shepherds. For 23 years he lived in various programs at the downtown shelter.

During the day, he liked to go on

long walks in the market and near Parliament Hill. He enjoyed bike riding, too.

As a member of the Shepherds of Good Hope community, Paul is part of a large and caring community. Staff organize weekly outings for our residents. An anniversary barbecue is held every summer and family members often join our residents for Christmas celebrations.

Paul says it didn't take long to appreciate the benefits of supportive living.

He says the staff have been great and have helped make his adjustment easier.

with your support

Elisa starts new chapter

Three times, Elisa nearly died from alcohol poisoning.

That's when he finally decided The Oaks was the place he needed to be.

The Oaks is a supportive living residence which also houses our largest Managed Alcohol Program (MAP).

This program helps chronic alcoholics become healthier by monitoring their alcohol intake, ensuring they eat healthy meals every day and keeping them active.

For Elisa, the program was the difference between life and death. He said when he lived in the shelter he often resorted to drinking hairspray or hand sanitizer.

He joined MAP in the shelter and over time he started to improve. He got healthier and the temptation to binge drink diminished.

He enjoyed the companionship of the other men and women in the program.

Eventually, Elisa was confident enough that he wanted to try living on his own. Whenever someone is ready for more independent living,



we work with the person to help them find appropriate housing.

In late 2015, Elisa moved into his own apartment. He was thrilled with the space. Like a lot of homeless men and women who find their own place, knowing they don't have to share a bathroom is the first thing they celebrate.

Elisa said it was also a lot more quiet than living downtown in the market.

But after a few months, he realized it wasn't working. By himself, he wasn't able to manage his alcohol intake. Friends would drop by and they would drink. His health started to worsen after the binge drinking started up again.

After three brushes with death, Elisa

Elisa's favourite things

Taking part in a regular Inuit feast

Cribbage

Talking to his northern friends

knew he had to change quickly. He had visited The Oaks before and had friends from the shelter living there.

Earlier this year, Elisa moved into his new room at The Oaks.

Elisa says his health has greatly improved. You can often find him in the common area playing cards with his friends. Recently, his son visited him from the north.

Elisa is thankful for these new and positive changes in his life at The Oaks.

Shepherds of Good Hope

MESSAGE FROM THE CHAIR, BOARD OF DIRECTORS

Every day, hundreds of men and women come to Shepherds of Good Hope looking for the things we take for granted – food, clothing and shelter.

It takes a large commitment by our staff and volunteers to ensure Ottawa's most vulnerable men and women with complex needs get the help they deserve. Shepherds of Good Hope Foundation is very grateful to have a loyal community of supporters.

All of the Foundation's work is aimed at providing financial support for Shepherds of Good Hope to provide a life of dignity to some of our city's most vulnerable men and women.

We believe no one should go hungry in this city or be without shelter and we know you believe that, too.

Every year, we challenge ourselves to raise the bar on our fundraising efforts. Earlier this year, we increased our revenues at our annual fundraising event, *A Taste for Hope*. Our new location at the Lansdowne Horticulture Building was well attended.

This year, we also unveiled our *Legacy of Hope* wall in the Soup Kitchen chapel. The wall honours the memory of those supporters who have left Shepherds a gift in their will, in addition to those who have indicated they intend to leave a gift in their will.

We don't take your donations for granted. That's why



we're doing our best to share with you our success stories through letters, social media, our website and tours.

With your support, we are providing the necessities, delivering innovative programs and services, and offering supportive housing options to those who are ready. We are connecting people to community services so they remain safely and successfully housed. We are able to accomplish this important work because you care

about those we are serving.

As I reflect on my 23 years as a volunteer Board Director, Past Chair of the SGH Board and soon-to-be Past Chair of the Foundation Board, I would like to express immense thanks to the Foundation staff and Board members for all of your hard work and dedication.

Many thanks to our donors, volunteers, corporate sponsors and community members who are helping us make Ottawa better for many of the most vulnerable and marginalized men and women who come to us for help every day.

It has been an honour and a pleasure to share this journey with you.

John Peters is the Board of Directors Chair

Legacy of Hope Wall unveiled to honour donors

It was a touching scene in April when we unveiled our *Legacy of Hope* Wall in the Soup Kitchen chapel.

The wall honours those supporters who have left a gift in their will to Shepherds of Good Hope or who have indicated they plan to leave a legacy gift. Legacy gifts are important

because they tell those who are most in need that they will be looked after.

One supporter remembered the day when her mother wanted to talk about her will. The mother said she was going to donate a percentage of her estate to Shepherds. Her mother was excited at help-

ing those less fortunate after she was gone. She said her mother always cared about the homeless.

When her mother passed away last year, she was proud of the gift her mother left to help the men and women in our care.

"I miss Mom every day. But every time I drive past

the shelter I can't help but smile as I think of all the people she is helping and how happy it made my mother to be able to make a difference in their lives."

For more information, please visit shepherdsofgoodhope.com or contact Micah Garten at 613-789-8210, ext. 241.

Foundation

MESSAGE FROM THE DIRECTOR, PHILANTHROPY AND RESOURCE DEVELOPMENT

I am very excited to be a part of Shepherds of Good Hope in my new role.

Every client, volunteer, staff member or donor I have met since joining this amazing organization reinforces the incredible value we offer.

Thank you to our long-term donors and volunteers who continue to perform at such high standards in order to meet the needs of the homeless men and women we serve.

The Foundation will continue to offer opportunities to individuals, groups and businesses to engage with Shepherds so our staff can offer the most effective and inno-



vative programs and services to meet the needs of those people who come to us every day.

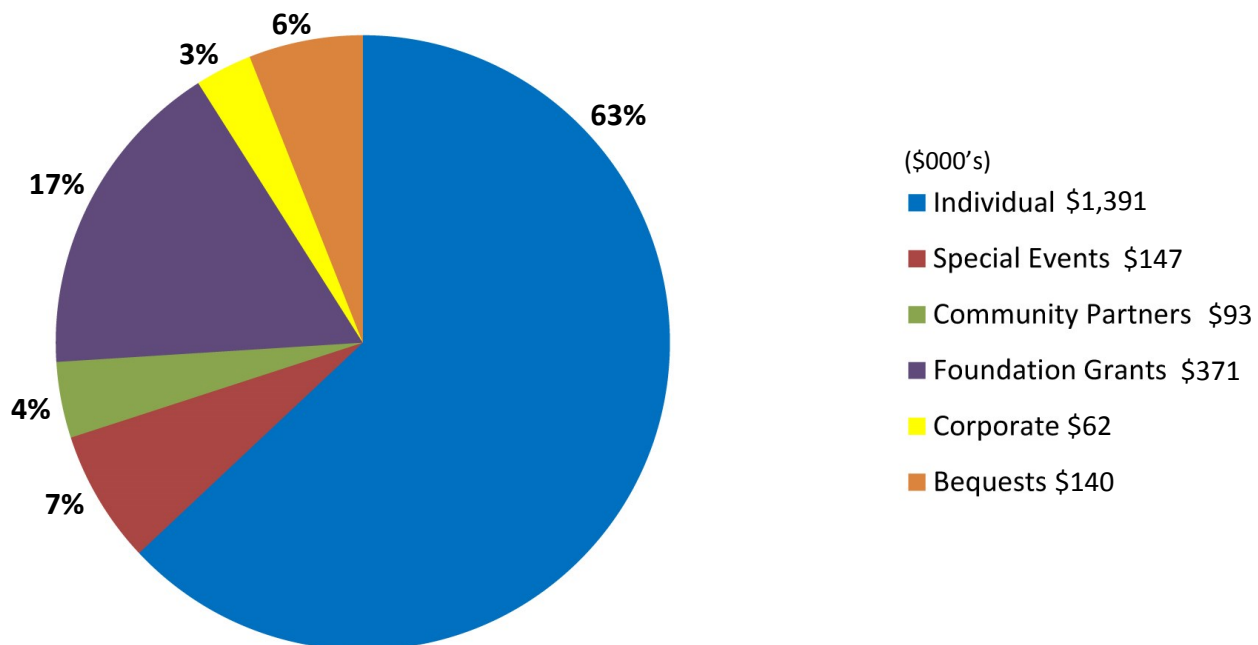
By contacting the Foundation, our dedicated staff will offer you opportunities to see first-hand the difference you are making with your generous philanthropic gifts.

Whether it be through participating at our *Taste for Hope* fundraising event or volunteering across the organization, making donations or by offering the ultimate gesture of committing a gift in your will, every contribution is greatly appreciated and used wisely.

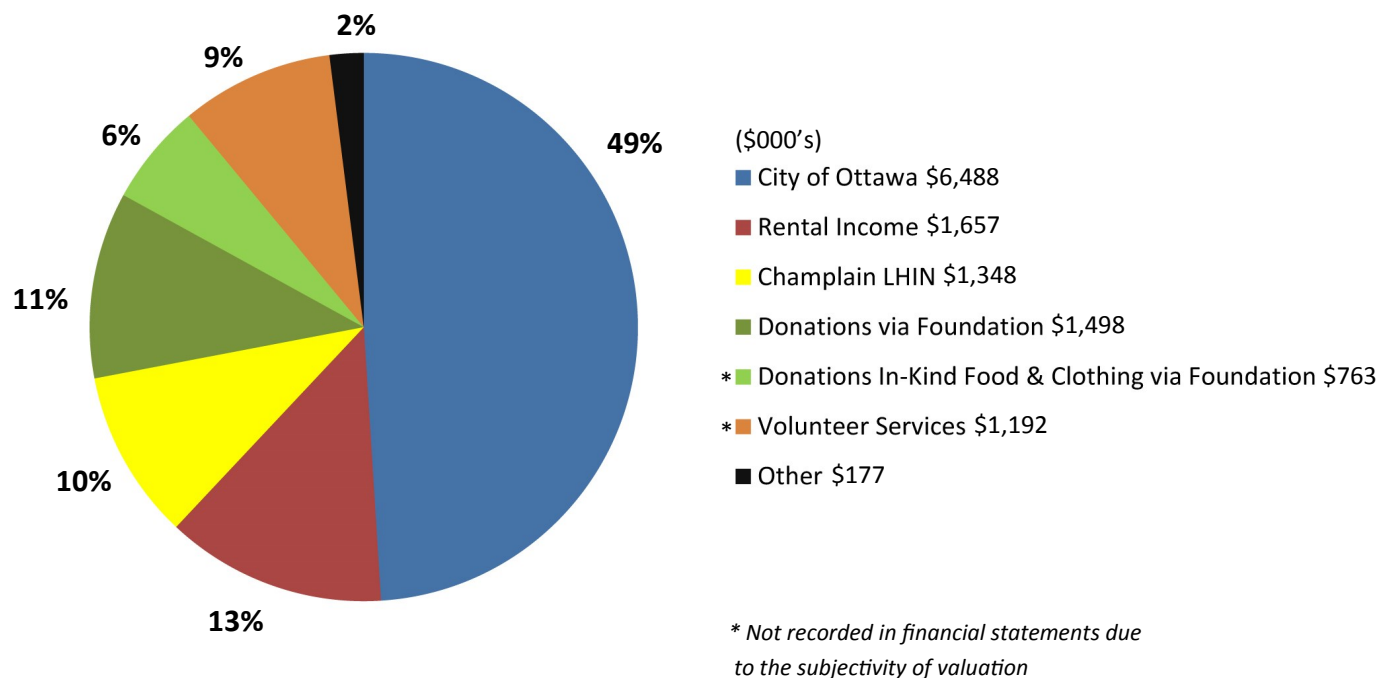
Thank you for believing in the impact we are making with many of the most vulnerable men and women in Ottawa.

Neil M. Leslie is the Director of Philanthropy and Resource Development

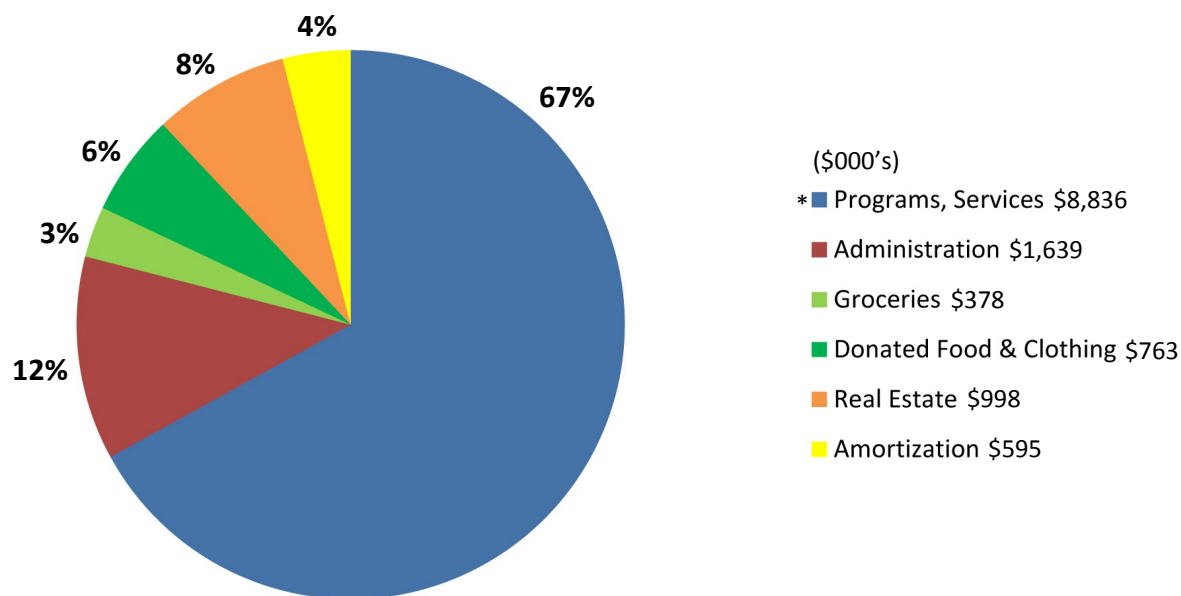
Foundation Donations



Financial Support



Impact



Program Partners

Canadian Mental Health Association
Carefor Health and Community Services
Montfort Hospital
Ottawa Inner City Health Inc.
Ottawa Paramedic Service
Ottawa Police Service
Royal Ottawa Mental Health Centre
The Ottawa Hospital
Tungasuvvingat Inuit
Victoria Order of Nurses

Major Funders

Champlain Local Health Integration Network
City of Ottawa
Congregation of the Sisters of St. Joseph in Canada
Crabtree Foundation
Hydro Ottawa Brighter Tomorrows Fund
Ontario Trillium Foundation
Ottawa Catholic School Board
Ottawa Dragon Boat Foundation
Soeurs de la Charite d'Ottawa Province Elisabeth Bruyere
Souper Jazz Inc.
The Cowan Foundation
The Harold E. Ballard Foundation
The Royal Canadian Legion (Ladies Auxiliaries)
United Way Ottawa

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