



IMPACT
REPORT
2025 - 2026

ENDING
HOMELESSNESS
THROUGH
PREVENTION
AND PERMANENT
SOLUTIONS. →





OUR VISION

HOMES FOR ALL.

COMMUNITY FOR ALL.

HOPE FOR ALL.

LAND ACKNOWLEDGEMENT

Shepherds of Good Hope's programs and services are located on **unceded Algonquin Anishinaabe**

territory. The peoples of the Algonquin Anishinaabe Nation have lived on this territory for millennia.

Their culture and presence **have nurtured and continue to nurture** this land.

Shepherds of Good Hope is deeply committed to the **urgent work of justice and reconciliation with Indigenous communities.**

We stand with you. We are all called to action toward reconciliation and healing.

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HOMES FOR ALL. COMMUNITY FOR ALL. HOPE FOR ALL. THAT IS THE VISION THAT DRIVES SHEPHERDS OF GOOD HOPE.

Through decades of service, Shepherds of Good Hope has developed deep expertise in low-barrier supportive housing and homelessness services. As we look to the future, we are building on that expertise through an enhanced focus on prevention. While continuing to provide compassionate, emergency support, we are exploring different approaches to stop episodic housing crises from turning into chronic homelessness. In 2025-26, we took meaningful steps on that journey.

We are grateful to every organizational and individual partner who supports our work. In 2025-26, Shepherds of Good Hope managed a \$25.7 million budget, transforming resources into immediate health and housing outcomes for our community. We were able to do this because of the more than 250 staff, more than 240 volunteers, and hundreds of valued partners who have committed to do this work together. In 2025-26, donors to the Shepherds of Good Hope Foundation contributed more than \$4.6 million to this goal. Among the year's most visible milestones was the first year of operations at Richcraft Hope Centre, our newest supportive housing residence, community kitchen and drop-in program.

This report highlights some of the progress we made throughout the year, the ways we are advancing our vision and the lasting change we are creating for individuals and for our community.



MESSAGES FROM LEADERSHIP

It is an honour to serve as Chair of the Board of Directors for an organization that continues to evolve to meet the changing housing needs of our community. Shepherds of Good Hope has a long history of compassionate and innovative service, and we continue to strengthen our approach and our role in the sector as we work toward a more effective and responsive system of care.



On behalf of the Board of Directors, I extend my sincere thanks to our staff, volunteers, donors, and community partners. Your commitment makes this work possible and brings us closer to a future where everyone has a safe place to call home.

DAVE DONALDSON – CHAIRPERSON, SHEPHERDS OF GOOD HOPE BOARD OF DIRECTORS



As the needs in our community continue to evolve, so too must our response. At the heart of this work are the individuals who turn to Shepherds of Good Hope for support, safety, and a path forward.

At Shepherds of Good Hope Foundation, we support this work by fostering compassion, building trust, and connecting our community to a shared vision of hope.

Through the generosity of our donors and partners, Shepherds of Good Hope continues advancing prevention and permanent supportive housing, helping individuals find stability and rebuild their lives.

On behalf of the Foundation Board of Directors, thank you for your trust and generosity. I also recognize our Foundation team for stewarding every gift with care, accountability, and integrity. Together, we are strengthening our ability and purpose to create a lasting impact and build a more caring, connected and compassionate community.

KAVEH RIKHTEGAR – CHAIRPERSON, SHEPHERDS OF GOOD HOPE FOUNDATION BOARD OF DIRECTORS

MESSAGES FROM LEADERSHIP



STEPHEN BARTOLO



MEIGHAN HARTLEY

Every day at Shepherds of Good Hope and the Shepherds of Good Hope Foundation, we see both the challenges and resilience of the people we serve.

While the need for emergency shelter services remains significant, our focus is increasingly on creating long-term solutions. Homelessness is not inevitable, and when individuals find themselves in a housing crisis, we must provide every resource we can to prevent a slide into chronic homelessness. With every successful diversion and every person housed, our results reinforce that investing in prevention and permanency is the most effective way to reduce homelessness and strengthen our community.

We are also deepening our role as a community leader, working alongside partners as a member of the City of Ottawa’s Housing and Homelessness Leadership Table to help shape a more coordinated response to homelessness across our city. We are proud to contribute our experience to this important work and are appreciative for the opportunity to continue learning from our colleagues across the sector.

We are grateful to our staff, volunteers, donors and partners whose dedication, generosity and belief in a better Ottawa are what drives our success. You are helping build a future where fewer people experience homelessness, more people recover from it, and everyone has the opportunity and the support they need to thrive.

Sincerely,

Stephen Bartolo

CEO, Shepherds of Good Hope

Meighan Hartley

Interim CEO, Shepherds of Good Hope
Foundation

SHELTER DIVERSION: FINDING ALTERNATIVES, BUILDING HOPE.

In 2025, Shepherds of Good Hope partnered with the City of Ottawa and the Alliance to End Homelessness Ottawa to pilot an enhanced shelter diversion approach. Shelter diversion helps people identify safe, appropriate alternatives to an emergency shelter whenever possible. Diversion focuses on problem-solving and connecting individuals with housing, family, community supports, or other resources to prevent entry into the shelter and avoid further entrenchment in homelessness.

Over the six-month pilot, Shepherds completed 395 diversion assessments and achieved a 22% successful diversion rate – more than doubling the organization’s previous results. This meant dozens of people were able to avoid an emergency shelter stay altogether, reducing the disruption and trauma that can accompany homelessness while ensuring shelter beds remained available for those with the greatest need.

The program proved particularly effective for people who were new to the shelter system, youth, Indigenous individuals, and newcomers. More than



BENI, MANAGER OF DIVERSION

one-third of those seeking support had never previously accessed Ottawa’s shelter system, demonstrating the importance of early intervention before homelessness becomes chronic.

Diversion outcomes also suggested that the practice leads back to some level of housing stability: two-thirds of those successfully diverted did not return to the shelter system during and in the months following the evaluation period.

The pilot also strengthened Shepherds’ overall response to homelessness. By improving intake practices, enhancing staff training, and embedding diversion conversations into the shelter experience, the organization significantly increased successful outcomes while reducing average shelter stays for diverted individuals



MEARA ZINN, SENIOR MANAGER OF PROGRAMMING, GIVING A PRESENTATION ON SHELTER DIVERSION AT OUR AGM 2025



BENI RUTIMIRWA, DIVERSION CASE MANAGER, MODERATES A PANEL WITH THE ALLIANCE TO END HOMELESSNESS ON THE EFFECTIVENESS OF SHELTER DIVERSION

from approximately 90 days to just 11 days. This created greater capacity within the shelter system and demonstrated that timely, person-centred interventions can improve outcomes for both individuals and the broader community.

The success of the pilot provides a strong foundation for expanding coordinated shelter diversion across Ottawa. By helping people remain connected to housing, family, and community, Shepherds of Good Hope is contributing to a more responsive homelessness system — one that prioritizes prevention, preserves dignity, and creates better pathways to long-term housing stability.

Diversion in Action

People come to Shepherds of Good Hope with many different backgrounds, contexts and needs, but the shelter diversion program has the same goal for everyone: identify a safe alternative to the emergency shelter. Individuals we were able to divert had support somewhere — in their community, family or friends — but didn't have the ability to access that support. That's where our diversion case managers come in.

How do we successfully divert someone out of the shelter? Sometimes it takes transportation — purchasing someone a bus, train or plane ticket to another city. Sometimes it takes coordination between different agencies or social services. Sometimes all it takes is a phone call to a trusted family member to ask for help, which can be hard to make alone.

Here are the stories of just a few of the individuals we were able to support in getting home.

An elderly individual had come from Northwestern Ontario to Kingston to receive medical treatment. When her treatment was complete, she did not have a way back home and wasn't able to find temporary shelter in Kingston, which is not an uncommon circumstance when people need to travel for medical care. She was discharged from the hospital and sent by cab to Ottawa, where she ended up at Shepherds of Good Hope. After meeting her and learning her story, a diversion case manager was able to confirm via phone call to her landlord that she had a safe home to go back to with the medical support that she needed. Our team purchased her a bus ticket, helped her to obtain all the medication she required – and packed her some food for the multi-day bus journey. She made it home safely – back to the community and support system that will help her recover.

A young man came to Shepherds of Good Hope experiencing homelessness for the first time in his life. He had travelled from India to study in Ottawa, but after facing a serious mental health crisis, he was hospitalized and subsequently withdrew from his post-secondary program. With his immigration status now in question and no family or support network in the country, he turned to Shepherds of Good Hope for help. Diversion case managers worked to identify any local supports before reaching out to his mother in India. She was aware of the challenges her son had been facing and was ready to welcome him home and help him access the care he needed – but she could not afford the cost of a flight. Our team first worked through the complications resulting from his withdrawal from school, then arranged and purchased a ticket to bring him home. A few days later, his mother called to confirm that he had arrived safely and was receiving the support he needed.

A woman who had travelled to Ottawa from Nunavut to receive medical care had been staying at a hotel in Gatineau after her procedure. During her stay, an altercation resulted in involvement by the criminal justice system. This complicated her further medical support, and she was left without accommodations or a way to return home to her family. She came to Shepherds of Good Hope, where she began experiencing increased mental health challenges. Through their conversation, diversion case managers learned that she had supportive family waiting for her back in Nunavut, but the outstanding charges prevented her from leaving the city. After receiving support from the Ottawa Inner City Health mental health nurse in the shelter, she was connected with her lawyer, and diversion case managers worked alongside legal counsel to explore a path forward. Together, they were able to secure a plea deal that allowed her probation to be transferred to Nunavut, clearing the way for her to return home. Our team purchased her a plane ticket and she was reunited with her family and home in the North.

These stories speak to the power of persistence, and are a reminder of what's possible when someone takes the time to ask the right questions and refuses to let a person fall through the cracks.

STABILITY THROUGH HOUSING: ONE YEAR OF SUPPORTIVE HOUSING AT 216 MURRAY

For people experiencing chronic homelessness, a bed for the night is not the same as a home. Real change happens in someone's life when they have a stable place to live, paired with the ongoing supports that help them stay housed: mental health care, substance use supports, life skills, friendship and community connection.

In 2025-26, Shepherds of Good Hope opened our sixth supportive housing residence in Ottawa, bringing our total number of units to 339 across the city. Richcraft Hope Centre at 216 Murray Street is home to 48 individuals who would otherwise be living in the shelter, couch surfing or sleeping rough. The building's ground floor is also home to Shepherd's new community kitchen and drop-in program – serving up to 650 meals a day to community members and fostering connection for people still on their journey toward stable housing.

Over the past 12 months, residents have settled into their new homes.

Stable housing creates the foundation for people to rebuild relationships, develop life skills and take steps toward greater independence. Over the past year, our residents have done all these things and more. One resident secured employment in Montreal and moved into independent housing. Four residents stabilized, reconnected with their families and were invited to move back

into family homes with people who care about them. Five residents are currently employed, including one entrepreneur who operates online businesses and provides services such as website development. One resident also entered a rehabilitation program, taking an important step toward their recovery, health and long-term stability.



RICHCRAFT HOPE CENTRE

Residents are also finding meaningful ways to contribute to their home and neighbourhood. One resident regularly waters plants throughout the building, another helps clean the surrounding block, and two residents voluntarily wipe down surfaces and mop the hallways. Three residents also took part in a community cleanup at a nearby park. Approximately 75% of unit inspections have been passed, reflecting residents' growing life skills and ability to keep their homes clean and organized.



RICHCRAFT HOPE CENTRE BBQ, RESIDENTS, BLOCK LEADER, VOLUNTEERS AND CHEF PETER

Staff worked closely with residents who require additional support, with everyone showing gradual improvement.

Individualized support helps residents navigate health challenges and build the skills needed to maintain their housing. When one resident experienced significant mental health challenges, staff connected with her medical team, helped coordinate her medications and developed a medication management agreement to support her well-being. Several residents also have behavioural agreements in place following actions that would have put their housing at risk in a more independent setting. These agreements provide clear expectations, ongoing support and opportunities to develop communication, conflict-resolution and other social skills.

A range of activities has helped foster friendship, belonging and community connection. The building welcomed a travelling boutique organized by a community member who collects and distributes clothing, books and other useful items. Residents have gathered in the lounge to watch the World Cup, participated in an Indigenous event and enjoyed arts and crafts nights. Birthdays are celebrated during resident meetings, which also provides a space for residents to share what they like, raise concerns and help shape improvements within their home. When a resident is in crisis or struggling, their neighbours often step in to offer support, demonstrating the strong sense of care and connection within the building.

COMMUNITY IMPACT

Our community showed what is possible when compassion becomes action. Through events large and small, from our signature Taste for Hope to local bake sales and community fundraisers, individuals, groups and corporate partners gave generously in support of neighbours experiencing homelessness and hunger.

More than **6,500 supporters** made this impact possible, including over **900 monthly donors who make up The Community Table**. Their ongoing generosity provides reliable support throughout the year.

Together, you helped the Foundation provide **\$5,758,091 in funding to support Shepherds of Good Hope**. This funding helped make nutritious meals, safe shelter, supportive housing and essential services possible, giving neighbours across Ottawa greater stability, dignity and hope.



SEVA GROUP PICNIC 2026



HOPE VOLLEYBALL



HOWL GOLF TOURNAMENT



HOCKEY HELPS THE HOMELESS

FINANCIALS

Shepherds of Good Hope

Revenue & Expenses

Revenue	Fiscal year 2025-26
Municipal government	15,436,451
Provincial government	4,572,560
Federal government	63,206
Partner agencies	370,427
Rent	3,460,178
Donations	1,887,432
Other income	2,025,457

Expenses by Program	Fiscal year 2025-26
Shelter, drop-in and case management	8,458,714
Supportive housing	10,442,903
CHO	2,938,619
Admin	3,914,663

Expenses by Type	Fiscal year 2025-26
Salaries and benefits	14,544,876
Admin	1,393,285
IT	467,037
Facilities	2,375,582
Programming	4,786,517
Amortization	2,187,601

FINANCIALS

Shepherds of Good Hope Foundation

Revenue & Expenses

Revenue – Donations	Fiscal year 2025-26
Annual campaigns	1,493,420
Events	482,771
Major gifts and grants	1,547,117
Legacy and other giving	1,076,106
Capital campaign	2,337,574
Other income	251,134

Expenses	Fiscal year 2025-26
Donation to SGH – Operations	1,800,000
Donation to SGH – Capital infrastructure	3,958,091
Salaries and benefits	1,157,347
Administration	502,404
Fundraising activities	289,502



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