



Shepherds of Good Hope
Les Bergers de l'Espoir

Dedicated to Compassion - Dévoués à la compassion

SHEPHERDS OF GOOD HOPE
2017 ANNUAL REPORT

EMBRACING

Hope



CREATING
COMMUNITY
FOR ALL THROUGH

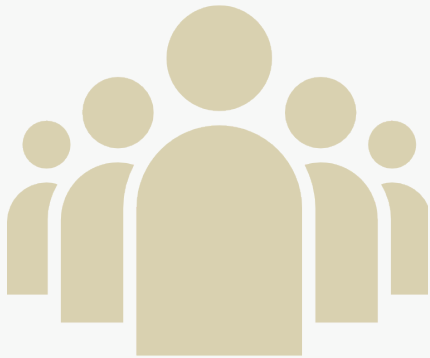
*acceptance,
compassion
and care.*

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2016 AT A GLANCE

TRANSITIONAL SHELTER SERVICES



2039 TOTAL UNIQUE CLIENTS

80,696    
NUMBER OF TIMES CLIENTS SLEPT IN A SHELTER BED

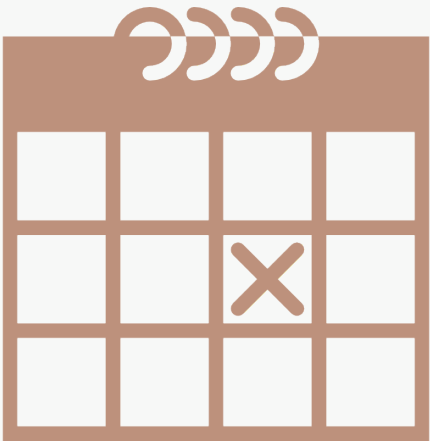
21%

ABORIGINAL

 7.5%
INUIT



73% BORN IN CANADA
10% INTERNATIONAL


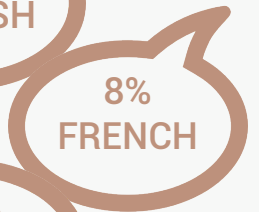
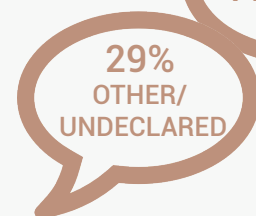


39.58 DAYS
AVERAGE LENGTH
OF STAY

A
V
E
R
A
G
E
 AGE
40
YEARS OLD

41 
VETERANS

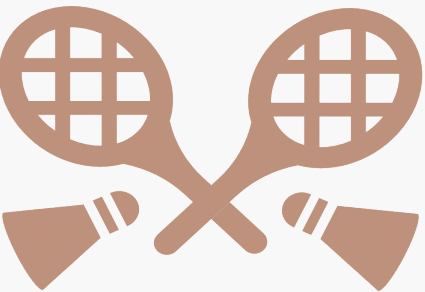
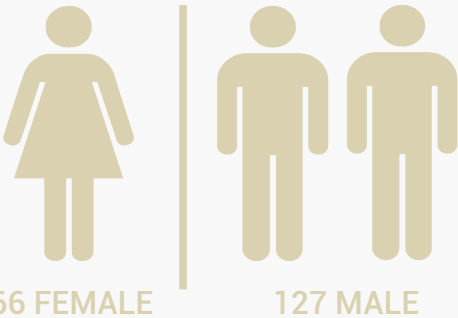
LANGUAGES SPOKEN

 63%
ENGLISH
 8%
FRENCH
 29%
OTHER/
UNDECLARED



61% MALE
33.5% FEMALE
0.34% TRANS

SUPPORTIVE HOUSING



RELLECTING ON 2016

At Shepherds of Good Hope (SGH), we work hard to make a positive impact in the lives of those who require our unique services. At the core of our value system is a commitment to accepting people as they are, without judgement. The theme for our 2016 annual report, *Embracing Hope*, expresses this commitment – that is, *embracing* the unique qualities of those who define our community.

Much of our work focuses on continual innovation in order to meet the diverse needs of our community's homeless and vulnerably-housed. We understand that in a world of increasing complexity, success often follows those who are flexible and receptive to change. Fresh, progressive thinking and the courage to adapt programs and services is required if we want to help our clients and residents achieve success. The accomplishments highlighted in this report illustrate our capacity to continually adapt against the backdrop of frequent societal changes that impact their lives.

In 2016-17, we began the evaluation process of our three-year strategic plan, *Beyond a Soup Kitchen*. We focused on evaluating outcomes to demonstrate tangible impact. We *embraced* this challenge by creating a new data and research team that was tasked with analyzing and reporting on those outcomes.

We have a culturally diverse population of clients and residents. We *embraced* new and existing partnerships to respond to their needs. The development of an Inuit Cultural Liaison Program, which offered cultural programming, interpretation and case-management supports to our Inuit population, helped us to tailor supports to meet their needs.

Embracing the potential of clients who wish to return to the workforce inspired us to introduce our new Rapid Housing and Employment Program (RHEP). This three-year initiative provides

personalized supports to homeless individuals wishing to return to sustainable housing and meaningful employment.

Next year, at Shepherds of Good Hope, we will celebrate our 35th anniversary. As we look forward to commemorating this special milestone, we remain mindful of the commitment required of us in the years to come. We will continue to work hard to provide assistance to the men and women who struggle with mental health, addictions and trauma.

As cliché as it sounds, it takes a village to assist those who need us most. At SGH, our village is comprised of incredible staff, volunteers, community partners, donors, funders and, most importantly, the people who access our services. When they are successful, we are successful. We could not do this work without our village.

We are proud to celebrate our collective achievements in 2016 and we *embrace* the challenges to come as we continue our efforts to create a community for all through acceptance, compassion and care.

Gratefully,



Margaret Tansey

Board Chair
Shepherds of Good Hope



Deirdre Freiheit

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

EMBRACING SUCCESS

The theme of this year's annual report, *Embracing Hope*, is something we have the privilege to do every day in our work for the Shepherds of Good Hope Foundation. This past year offered us opportunities to *embrace hope* in a variety of ways. At the heart of every such opportunity are the individuals we serve and the gratitude we have for our generous supporters who continue to help make our work possible.

2016 was a year of great change and tremendous success for the Shepherds of Good Hope Foundation. We welcomed many new faces, *embracing* the opportunity to revitalize both our staff team and Board of Directors. We witnessed growth in our fundraising capacity with the creation of a new Special Events and Grant Coordinator position.

We want to express our deepest gratitude to our former Chair, John Peters, for his exceptional leadership in guiding the Shepherds of Good Hope Foundation Board of Directors since its inception. We thank John for his long standing dedication to our organization and we look forward to working with our new members, on both the Board and the team. They each bring with them their own unique skill set and fresh ideas, allowing us to strengthen our fundraising abilities and reach.

The world of philanthropy continues to evolve, and 2016 was no exception. We *embraced* this change at the Shepherds of Good Hope Foundation by taking a team approach to fundraising. As a team, we focused on becoming more donor-centric. We implemented new procedures to ensure efficiency and accuracy, *embracing* the special role donor stewardship plays in building and developing philanthropic partnerships.

We also *embraced* new and existing partnerships with operations staff, leveraging their knowledge and passion to help us tell the stories of those

we assist. These stories are the foundation of our fundraising activities, allowing us to showcase the incredible work done by Shepherds of Good Hope to our stakeholders and supporters, and to our community at large.

Finally, one of the greatest achievements in 2016 was the creation of our Beacon of Hope Society – recognizing the lasting impact of those who have chosen to leave a gift in their will to the Shepherds of Good Hope Foundation. These individuals are *embracing hope* for today and for the future.

Next year, Shepherds of Good Hope will celebrate its 35th anniversary – an exciting opportunity for the Foundation to share the abundance of stories that weave together to make our organization what it is today. At the heart of those stories are the people we help and you - our loyal, invaluable supporters. With you by our side, we approach this milestone with excitement, eager to embark on the next chapter of our organization's journey. Because of you, we are *Embracing Hope* for today and for tomorrow.

Respectfully,



A handwritten signature in black ink that reads "Ryan Kilger".

Ryan Kilger
Board Chair
Shepherds of Good Hope Foundation



A handwritten signature in black ink that reads "Neil M. Leslie".

Neil M. Leslie
Vice President
Shepherds of Good Hope Foundation



EMBRACING *Culture*

Over 20% of clients who accessed our emergency shelter services in 2016 identified as Aboriginal. Of those, over 7% identified as Inuit. This is in stark contrast to the national averages. The 2011 National Household Survey shows that 4.3% of the total Canadian population identified as Aboriginal and only 0.2% identified as Inuit.

In 2016, the Inuit Cultural Liaison program was developed to target the specific needs of our community's Inuit clients and residents. The yearlong program, a partnership between Tungasuvvingat Inuit and Shepherds of Good Hope and funded by a \$71,300 seed grant from the Ontario Trillium Foundation (OTF), offered cultural programming and support to Inuit clients residing at Shepherds of Good Hope. The Inuit Cultural Liaison assisted those individuals by acting as a cultural interpreter, providing case individual case management services, seeing clients through crises, hosting community feasts and connecting them with housing resources from other service providers.

As with many cultures, food is an important element of this community. Shepherds of Good Hope and Tungasuvvingat Inuit hosted monthly community feasts. To celebrate the end of Inuit Cultural Liaison Program, Shepherds of Good Hope and Tungasuvvingat Inuit hosted a special community feast celebration, featuring traditional Inuit food such as arctic char, caribou stew and bannock, as well as Inuit throat singing performed by volunteers.

SUPPORTIVE HOUSING

Shepherds of Good Hope operates five supportive housing residences, located throughout the city of Ottawa. All of the people who live in supportive housing have been at risk of being homeless or have experienced homelessness. Our network of housing options allows individuals to move from one level of support to another, based on their varying needs and lifestyle. All of our supportive housing facilities offer 24/7 staff support and are designed to meet the diverse needs of our residents.

In 2016, we implemented structural improvements in many of our supportive housing facilities. Hope Living, our Kanata-based facility, received funding to upgrade outdated dining room and lounge furniture. The Oaks, our Managed Alcohol Facility, received a new boiler and upgraded roof. Those upgrades provide residents with an increased sense of dignity by beautifying their homes and demonstrating a respect for their comfort and needs.

SUPPORTIVE HOUSING FACILITIES

HOPE LIVING

Capacity: 93

Kanata-based facility for seniors and people who live with complex mental health challenges.

THE OAKS

Capacity: 55

Managed Alcohol Program located in the west-end of Ottawa, providing innovative harm-reduction services to formerly homeless individuals.

ST. ANDREW'S

Capacity: 37

Urban apartment-style living, geared towards individuals who suffer from concurrent mental health challenges and addictions.

BRIGID'S PLACE

Capacity: 11

Downtown situated no-barrier home providing housing for women who have experienced life on the streets.



EMBRACING *Potential*

Mike M. has a lot to be excited about these days. He wakes up every morning eager to start his work day in the “tool crib” at a local construction site, managing the site inventory.

When Mike arrived at Shepherds of Good Hope, he didn't have much to get excited about. His last employer underwent organizational restructuring and Mike was laid off from his job of nearly 15 years. Without a stable income to pay the bills, Mike found himself homeless and at Shepherds of Good Hope.

Thanks to our Rapid Housing and Employment Program (RHEP), Mike was able to get the support he needed to find a job he loves that pays a living wage. New in 2016, this 3-year Ontario Trillium Grant funded program provides shelter clients with intensive employment and housing case management support. In addition, clients reside in a shelter environment which is attentive to their unique needs. They are provided with a resource room, computers, flexible wake up times and bagged lunches to accommodate irregular work hours.

RHEP helps clients find housing because the program offers them the time to save up first and last month's rent. Once a client is employed, it's much easier to apply for housing. “If you can show a landlord a paystub, it removes a barrier to housing” says Erin Pottier, Mike's RHEP case

TRANSITIONAL SHELTER SERVICES

Our Transitional Shelter Services provide a welcoming, non-judgemental environment for adults who have found themselves temporarily homeless. Many of our clients suffer from significant challenges related to mental health, addictions and trauma. Using a universal care approach, Shepherds of Good Hope's shelter services provide individuals with access to 24/7 staff support, extensive mental and physical health supports, specialized programming and life-skills training.

2016 saw a rise in the presence of fentanyl in the illegal drug supply in Ottawa. In response, Shepherds of Good Hope increased staff education and training for the administration of Naloxone, a medication used to block the effects of opioids during overdoses.

2016 also marked the first full year of accepting diversions from Ottawa Paramedic Service in addition to those from police services in our Transitional Emergency Shelter Program (TESP). These diversions made up almost 20% of our stays in 2016-17. This program focuses on providing front line support to clients in crisis who are not connected to mainstream health and wellness services due to complex mental health and addictions. Services support clients to transition to specialized programs, housing and/ or treatment.



SHELTER PROGRAMS

WOMEN'S SHELTER

Capacity: 54

Emergency shelter services for homeless adult women and gender diverse individuals.

MEN'S SHELTER

Capacity: 90

Emergency shelter services for homeless adult men gender diverse individuals.

MANAGED ALCOHOL PROGRAM

Capacity: 24

Innovative harm-reduction services to chronically homeless, alcoholic, high risk individuals.

TRANSITIONAL EMERGENCY SHELTER SERVICES

Capacity: 49

Specialized supports for individuals not connected to mainstream services.

WOMENS SPECIAL CARE UNIT

Capacity: 16

Specialized services to women with complex health and/or addiction issues.

VOLUNTEER SERVICES

Thanks to the generous support of more than 400 volunteers, Shepherds of Good Hope is able to meet the needs of our community's homeless and vulnerably-housed. In 2016, Shepherds of Good Hope volunteers donated more than 59,000 hours of time at an estimated value of approximately \$1.1 million. Volunteers are an integral part of the life, spirit and work at Shepherds of Good Hope. They are the backbone of our organization.

With over twenty different roles spanning serving in the soup kitchen, to gardening, to office administration, there is something for everyone at Shepherds of Good Hope. With positions at each of our 8 locations, Shepherds of Good Hope volunteers are making a positive impact across Ottawa.

Every day, Shepherds of Good Hope volunteers show our community that people care. By treating everyone with the respect and dignity they deserve, our volunteers are truly embracing hope.



*Thank you
volunteers!*

For more information on volunteering with Shepherds of Good Hope, please visit:
www.shepherdsofgoodhope.com/volunteer

SUPPORT SERVICES

SOUP KITCHEN

Open 365 days of the year, the Shepherds of Good Hope soup kitchen provides nutritious meals to our community's homeless and vulnerably-housed. In 2016, the soup kitchen served over 350,000 meals, including breakfast and dinner for clients residing in our emergency shelter, and a public community lunch and evening drop-in. None of this would be possible without the incredible support we receive from our dedicated volunteers and the donations of food we receive from local grocery stores, food warehouses, schools, churches, corporations and members of the community.

Thanks to the generosity of supporters, in 2016 Shepherds of Good Hope was able to purchase new ovens and a new commercial mixer Hobart machine for the soup kitchen to address the need for updated equipment.

GROCERY PROGRAM

The Shepherds of Good Hope Grocery Program provides households in need with emergency food supplies. In 2016, this essential program was accessed over 4,400 times.

EVENING DROP-IN

Evening Drop-In provides a friendly, welcoming environment for anyone seeking a warm meal, companionship, social interaction or educational programming. In 2016, over 90,200 people accessed this service.

CLOTHING PROGRAM

The Shepherds of Good Hope Clothing Program provides clothing, footwear and accessories to individuals in need. In 2016, over 5,100 individuals accessed this service.



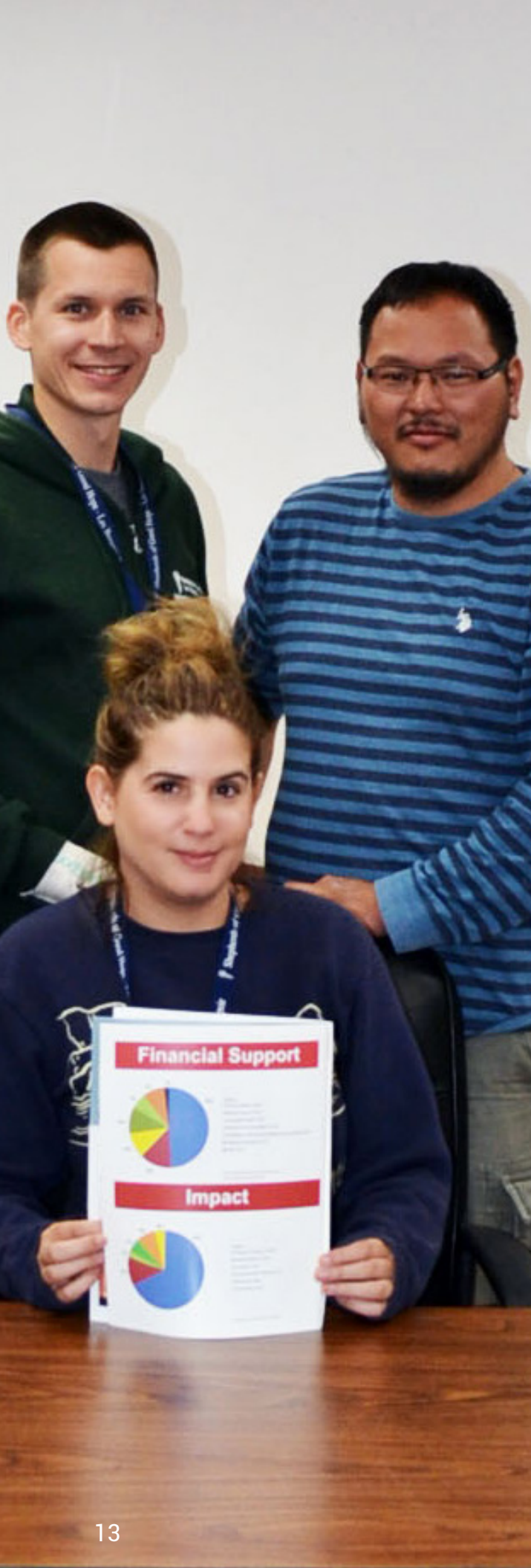
SOCIAL ENTERPRISE

GOOD DAY WORKSHOP

Good Day Workshop is a friendly and welcoming place, providing participants with a community where they can trust, laugh, work, build friendships and be treated with respect and dignity. This social enterprise provides skills training in the repair and refinishing of wood furniture to over 400 participants a year. Many of the participants experience barriers to employment due to physical or mental health challenges, trauma and/or addictions issues.

For a complete list of services and products available from the Good Day Workshop please visit:
<http://www.shepherdsforgoodhope.com/gdw/>





EMBRACING

Accuracy

At Shepherds of Good Hope, we depend on research and data to make informed, strategic decisions about our programs and services. We also rely on data to demonstrate the impact of our programming and, most importantly, to analyse and improve programs and services so that they best meet the needs of those who require our services.

In 2016, recognizing the importance of solid statistical information, Shepherds of Good Hope established the Data and Research department. The department is responsible for planning research projects and collecting and analyzing data to support informed evidence-based decision-making throughout our organization. The team gathers demographic information, such as nationality, gender, age and the average length of time our clients and residents use of our shelter and supportive housing services, in addition to our soup kitchen, food and clothing programs. The data and research team collects a wide range data by accessing centralized database entries, focus group outcomes and resident, client and employee surveys and interviews.

Teamwork is at the heart of gathering accurate data and statistics. The Data and Research department relies heavily on frontline staff and case managers to track multiple categories of client and resident information. Through a combined effort, they are able to support the ultimate goal of informed decision-making across all programs at Shepherds of Good Hope, which helps to decrease risk, reduce costs and create new opportunities to help our community's most vulnerable.

*One often calms one's grief
by recounting it.*

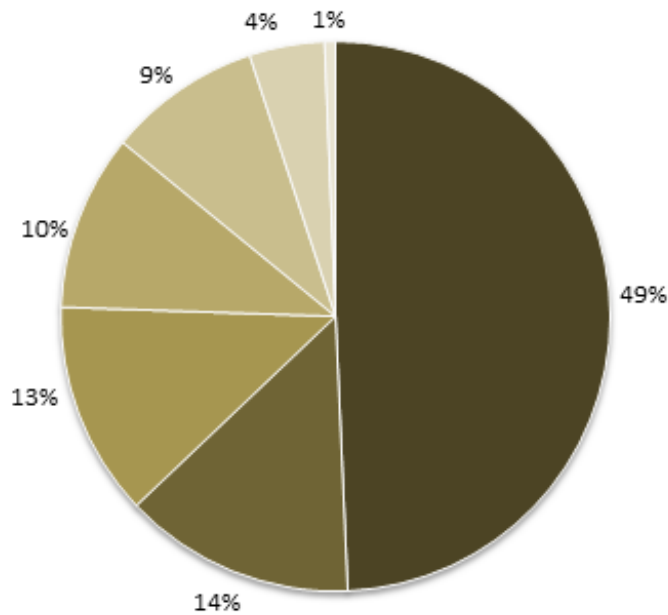
Pierre Corneille

We ask that you please consider a moment of reflection in memory of those who touched our lives and passed away in 2016.

By recounting our grief, we remember that the lives of those who came to us through the doors of Shepherds of Good Hope mattered and counted.

FINANCIALS

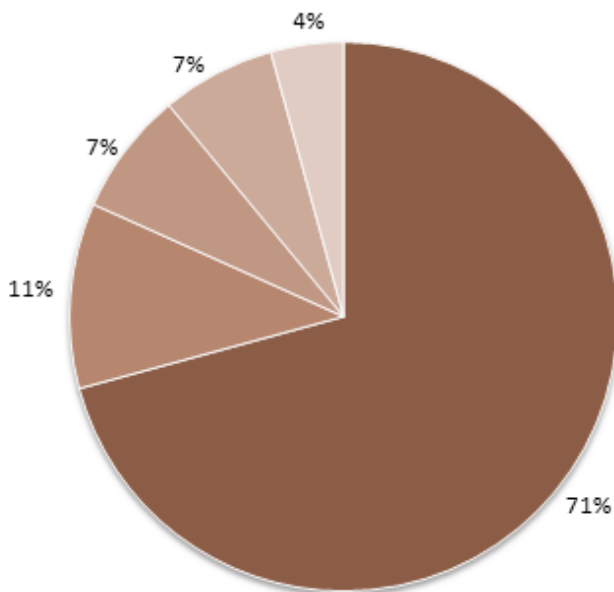
REVENUE BREAKDOWN



- CITY OF OTTAWA \$6,490,404
- RENT \$1,794,036
- CHAMPLAIN LHIN \$1,661,216
- DONATIONS VIA FOUNDATION \$1,364,478
- * ■ VOLUNTEER HOURS \$1,189,398
- * ■ DONATED FOOD & CLOTHING \$583,823
- OTHER \$83,884

**Not recorded in financial statements due to the subjectivity of valuation*

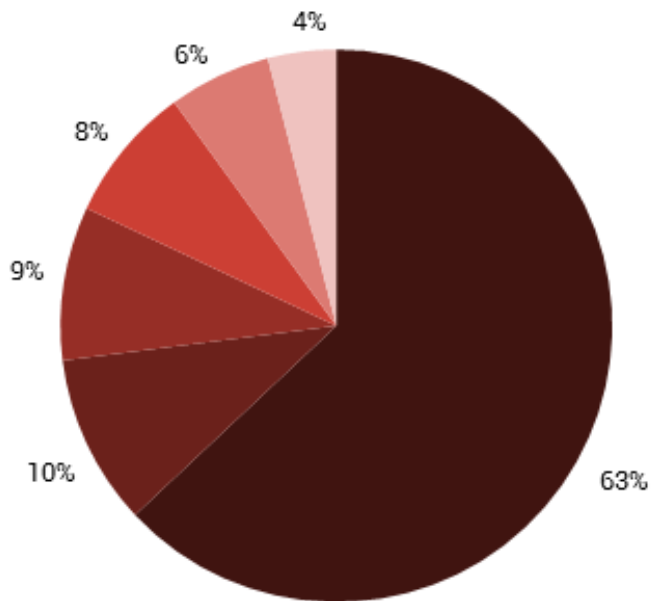
FINANCIAL SUPPORT



- * ■ PROGRAMS \$9,309,514
- ADMINISTRATION \$1,436,841
- GROCERIES \$959,006
- REAL ESTATE \$885,948
- AMORTIZATION \$563,304

**Includes \$1,189,398 of Volunteer Services*

FOUNDATION DONATIONS



- INDIVIDUAL \$1,270,000
- BEQUESTS \$140,000
- FOUNDATION GRANTS \$371,000
- SPECIAL EVENTS \$147,000
- COMMUNITY PARTNERS \$93,000
- CORPORATE \$62,000

THE 5TH ANNUAL A TASTE FOR HOPE

The 5th annual A Taste for Hope, Shepherds of Good Hope's signature fundraising event, was held on March 22, 2017 at the Horticulture Building, Lansdowne Park. The fundraiser grossed over \$73,000 in support of Ottawa's most vulnerable women and men. The foodie event of the year featured 18 of Ottawa's top chefs, each preparing a dish in their signature cooking style for the guests' enjoyment. Silent and live auctions drew the attention of everyone in the room. Items up for grabs included vacation getaways, home furnishing packages, exclusive music passes and unique culinary experiences.

Shepherds of Good Hope would like to thank everyone who attended and participated in the event, our dedicated event volunteers and everyone else who helped make the evening a true success.



SHEPHERDS OF GOOD HOPE

Margaret Tansey, Chair
John Peters, Vice Chair
Doreen Hume, Treasurer
Maureen McKeown
Murray Knowles
Susanne Laperle
Terry Blake
Laurel Johnson

SHEPHERDS OF GOOD HOPE FOUNDATION

Ryan Kilger, Chair
Melissa Shabinsky, Vice Chair
Brynn McMahon, Treasurer
John Peters
Adam Smith
Tom Burrow
Mark Roundell
Angèle Mènard
Dr. Alykhan S. Abdulla

Shepherds of Good Hope would like to thank the numerous partnering agencies we worked with in 2016 for their contributions, with special recognition to Ottawa Inner City Health for providing health and wellness supports in all our programs and the City of Ottawa for their ongoing efforts in helping to reduce homelessness in our community.

BEACON OF HOPE SOCIETY

The Beacon of Hope Society recognizes those generous donors who have chosen to leave a gift in their will to the Shepherds of Good Hope Foundation. By making the commitment to continue to provide for those in need, even after their death, these individuals are embracing a legacy of hope.

Adam J. Smith
Alice Gillies
Alice M. West
Anne Cullen
Annie and Carl Pigeon
Bernard Lacroix
Brenda Cardillo
Charles Leo Nolan
Chrysantha Hollemans
Claire Nadon
David Wink
Deacon Richard B. Allen
Delia Gallant
Dr. Marguerite Ritchie
Edith Mather
Ella Wallace Manning Estate
Ethna Burke
Father Doug Morris
Fernande Cousineau
Frances Leeney Estate
Gabrielle Chagnon
George and Amelia Frederick
Hector Robertson
Helen Mullally Estate
Honora Clark
In Memory of Fr Mike Gillissie
In memory of Paul James Kennedy
Isabelle Davison
Jacqueline Brugger
Jacqueline LaPerriere
Jeannine Depocas-Dehoux
Joseph L. Duguay
Juliette Morisset
Kathleen Stanton
Kathleen (Kay) MacDonald
Lisa Macewicz

Lorraine Marie Marguerite Lecompte
Louise Marie Sheppard
Margaret and Larry Dickenson
Margaret Powers
Margaret Turpin
Maurice J. Schnob
Micah and Jessica Garten
Michael Murray
Most Rev. Joseph-Aurèle Plourde
Archbishop of Ottawa (1967-1989)
Nancy Jandrew
Odette and Leo MacKinnon
Patricia Ann O'Leary
Peggy Courtney Dumont
Philip Boivin
Reverend Francis John McEvoy
Reverend John O'Donnell
Rita Costantini
Rita Quann
Robert H Black
Robert Martin Ghislain Guilmin
Rosa Gander
S. Arvilla Moore
Stephen and Orla Bartolo
Stephen Hudec
Stephen Schafer
Sybil MacDonell
Thomas Bach
Tommy Neal Tombaugh
W.C. AH Tinker
William Pinson
William Stock





*Thank you to our
generous supporters.*

YOU MAKE HOPE POSSIBLE.