




LIFE CHANGING.

IMPACT REPORT
2018-2019



**A generous
person will
prosper;
whoever
refreshes
others will
be refreshed.**

PROVERBS 11:25

WELCOME TO OUR ANNUAL IMPACT REPORT



MATT TRIEMSTRA



PETER TILLEY

SINCE 1906, THE OTTAWA MISSION HAS A PROUD HISTORY OF ALWAYS STEPPING FORWARD

to meet the needs of vulnerable members of our community who are homeless or at risk of being homeless. Working together with our staff colleagues, volunteers, partner organizations, governments, donors and supporters, this past year was in keeping with this tradition, marking significant achievements in innovating and expanding service provision across our many programs to support those who come to us for help to rebuild their lives. We would like to give a heartfelt thank you to each and every one of you for your contributions, and are proud to be part of this dedicated team who work together tirelessly to change the lives of those most vulnerable in our community. We owe our successes to all of you.

Our core purpose here at The Mission is to reflect Jesus' love in serving the homeless, the hungry and the lost. The book of Matthew, Chapter 25 says: *"They also will answer, 'Lord, when did we see you hungry or thirsty or a stranger or needing clothes or sick or in prison, and did not help you?' 'He will reply, 'Truly I tell you, whatever you did not do for one of the least of these, you did not do for me.'"*

True to this, we understand that we have to go beyond meeting needs for emergency shelter, clothing and food to an even more vital role in providing health services, mental health programs, addiction and trauma treatment programs, hospice care, dental services, educational support, job training, and spiritual care.

Our collective achievements have made a real difference in thousands of peoples' lives. But the increase in the needs of our community continues to grow.

A handwritten signature in black ink, appearing to read "Matt Triemstra".

MATT TRIEMSTRA
President, Board of Directors
The Ottawa Mission

For example:

- We have been at over 100% capacity for emergency shelter beds for over two years, and the situation, like almost all shelters in Ottawa, is getting worse.
- Last year, we served over 495,000 meals, an increase of 3.5% from the previous year. However, the daily number of meals served increased sharply in April: if this trend continues, the number will increase to more than 535,000 meals, an increase of more than 11% over 13 months.
- Patient consults within our health clinic have risen to over 13,000, or more than 70%.

All of the above explain why we have launched innovative measures to:

- Enhance our focus on housing by creating a new department with a strong emphasis on helping more of our clients find safe, accessible and appropriate housing;
- Build upon our proven success in job training by expanding our food services training program to support more people moving toward employment and self-sufficiency; and
- Expand our health clinic both to increase existing services and offer new health services to keep vulnerable people as healthy as possible.

Despite our community's challenges, our leadership position in meeting these needs continued over the past year. Working together, we will continue to ensure that no one is turned away or refused care. We will continue to move forward in the best interest of our clients and stay true to our mission.

A handwritten signature in black ink, appearing to read "Peter Tilley".

PETER TILLEY
Chief Executive Officer
The Ottawa Mission

MEETING THE NEED

THE REASONS FOR HOMELESSNESS IN OTTAWA ARE COMPLEX, CHALLENGING AND LONG-STANDING. FACTORS INCLUDE:

Structural, such as: discrimination based on background; lack of affordable housing; and the impact of colonialism and historical trauma on Canada's First Peoples.

Systemic, such as: barriers to services based on factors such as having a criminal record; and failed transitions from hospital, the correctional system, the child protection system and the immigration system.

Individual, such as: family instability and violence; and physical and mental disabling conditions.

In 2013, the City of Ottawa adopted a 10-year housing and homelessness plan that committed to:

1. achieving 40% savings in funding to emergency shelters by 2024; and
2. reinvesting these savings into prevention.

Entitled **A Plan for Everyone**, the framework came into effect in 2014.

In June 2018, in advance of the mid-point review of the Plan, the Alliance to End Homelessness reported that despite efforts, Ottawa is not making progress in ending homelessness.

From 2014-2017:

- Overall shelter use, length of stay, and chronic homelessness increased by 16%, 12% and 21% respectively; and
- The vacancy rate in Ottawa decreased to 1.7% in 2017 from 2.6% in 2014.²

In June 2019, the City of Ottawa issued its own mid-point review of the Plan³ and reported that in 2018:

- 42% of renters spend more than 30% or more of their pre-tax income to pay the median rent for local housing that is adequate, affordable and suitable.⁴
- The vacancy rate has declined further to 1.6%. For some categories of housing, the rate is even lower, such as bachelor (1.3%), one-bedroom (1.5%) and three-bedroom (1.5%) apartments.
- At an average of \$1,174 for all bedroom apartment types (Canada Mortgage and Housing Corporation Rental Market Reports, 2018), Ottawa has the third highest rents for a major urban centre in Ontario.
- The number of households on the Centralized Waiting List for affordable housing has increased by a staggering 14.8% from 2017.
- The overall rate of emergency shelter use has increased by 6.5% in the past year. This increase was driven by a significant rise in the numbers of women (5.5%) and families (10.6%) using shelters (see the chart below). Conversely, the rates of length of stay within shelters have increased marginally by 2.3%, but the biggest increase was among single men (5.2%).
- In terms of chronic and episodic homelessness⁵, significant increases were recorded amongst single men (10.8% and 5.6%), and amongst families (13.7% for chronic homelessness).

1 The City of Ottawa, 10-Year Housing and Homelessness Plan 2018 Progress Report, June 2019.

2 Homelessness in Ottawa: A ROADMAP FOR CHANGE. Progress Report Review 2014-2017, June 2018.

3 See note 1. All results listed above are from the 2019 review.

4 The extent of inaccessibility of housing is demonstrated by the fact that according to the City's own Point-in-Time (PIT) count, 9% of those who were homeless in 2018 were employed. See Ottawa's 2018 PIT Count – Everyone Counts, full results released June 2019 within the City's Progress Report.

5 Those considered chronically homeless are those currently homeless and have been homeless for six months or more in the past year. Episodically homeless are those individuals currently homeless and have been homeless three or more times in the past year with a minimum of 30 days between emergency shelter visits.

6 Some youth younger than 25 end up staying in shelters for adults, so the actual level of decline in this number can be challenging to determine.

7 While Calgary still accounts for more than half of the homeless population in the province, according to its 2018 PIT count, homelessness has declined by 19% since the introduction of the city's 10-year plan to end homelessness in 2008. CBC News Calgary, July 19, 2018.

8 Hamilton's PIT count found that the number of people without housing has decreased by 25% compared to a similar survey conducted in 2016. Global News, May 4, 2018.

TOTAL NUMBER OF PEOPLE USING AN OVERNIGHT EMERGENCY SHELTER IN OTTAWA

	Total People	Single Men	Single Women	Single Youth (18 and under)*	Family Units	Individual Members	Total Nights
2014	6,438	3,013	904	374	696	2,253	504,106
2015	6,763	2,939	913	380	772	2,616	500,140
2016	7,118	3,082	958	286	874	2,850	525,796
2017	7,453	3,182	885	254	975	3,217	655,703
2018	7,937	3,228	934	222	1,078	3,640	716,947
Change	6.5% (484)	1.4% (46)	5.5% (49)	-12.6% (-32)	10.6% (103)	13.1% (423)	9.3% (61,244)

*Includes stays in designated youth shelters and off-site motel placements.

“Our city has reached a crisis point in the availability of affordable housing and homelessness.”

Catherine McKenney, Councillor, Somerset Ward, Special Liaison on Housing and Homelessness, June 2019¹

“What got you here won’t get you there.”

Marshall Goldsmith, PhD

No one wants to find themselves in an emergency shelter, or stay there for longer than is absolutely necessary, either to secure housing, or to gain supports to deal with significant issues such as physical or mental health issues, job losses or other challenges that influenced their trajectory into homelessness while they work to secure housing.

If the original goal of the 10-year Plan was to reduce shelter use by 40%, then by the midpoint review the number of total people within the shelter system in 2019 should be 5,150, working our way to 3,862 people. Instead, the total number is almost 8,000.

While a significant driver of this increase is family homelessness, with the exception of youth homelessness, which has seen a

significant reduction in overall numbers within the past five years⁶, total numbers for homeless men and women has risen, rather than declined, over the life of the Plan so far.

Over the past several years, other large municipalities such as Calgary⁷ and Hamilton⁸ have seen significant declines in the total number of people who are homeless within their respective communities.

Ottawa has made strides under the original goals of its plan. But, as these numbers demonstrate, it is not enough. The City is currently reviewing this plan; its original assumptions, goals and targets must be considered carefully and adjusted so that strides are made in reducing homelessness and the risk of homelessness in our community. We cannot afford another course correction.

OTTAWA CAN AND MUST DO BETTER.

IN ORDER TO DO THIS, WE NEED:

- All levels of governments to be involved in the adequate funding of:
 - Sufficient numbers of affordable housing units to dramatically reduce the waiting list for these units;
 - Programs and organizations within the housing and homelessness continuum of care to support people on their journey out of homelessness.

- To expand rental supplements and housing allowances to enable those who are homeless or at risk of homelessness to use these mechanisms to obtain and maintain appropriate and safe housing;
- Additional measures such as intensive case management geared toward:
 - Housing loss prevention to ensure that people don’t fall into homelessness;
 - Placing people into appropriate housing as quickly and as safely as possible when they do become homeless.
- A strong inclusionary zoning policy requiring developers to designate a percentage of new units built for affordable housing in new developments.
- Broader measures to address the root causes of why people become vulnerable to or fall into homelessness, such as poverty reduction measures, supports for people with physical or mental health conditions, and other policies and programs.
- Public education to broaden public awareness and understanding of the root causes of homelessness.



LIFE CHANGING: HOW THE OTTAWA MISSION HELPS

At the Ottawa Mission, we support clients to enhance the quality of their lives. We nourish the body, mind and spirit of those who seek our help, and enable people in crisis to heal and build hope for the future. We provide a full range of services and programs to help shelter residents and community members in need. These include:

- **Emergency food and shelter (including resident and community meals, and frontline services);**
- **Client Services (including employment and educational support, housing assistance, mental health services and clothing);**
- **Addiction and Trauma Services; and**
- **Health Services (including primary, dental and palliative care).**

Each of these programs is supported by a wider team that includes volunteers, partner agencies, spiritual support, and operational support.

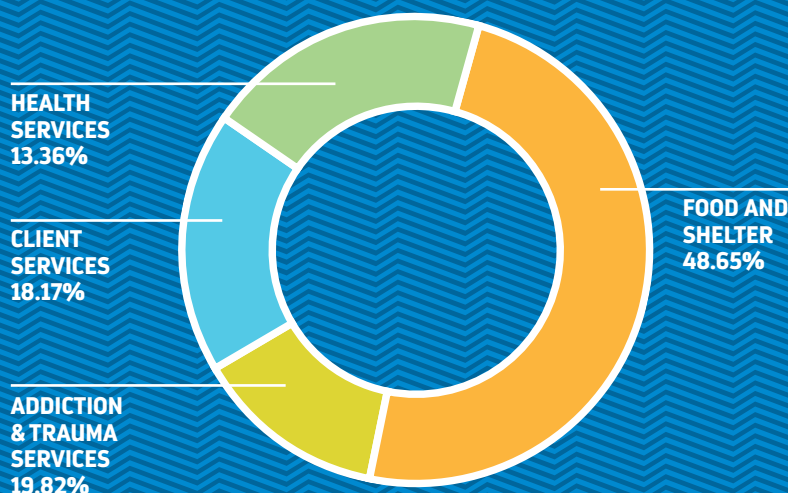
EXPENDITURES 2018-2019

At The Ottawa Mission, direct costs are categorized based on the output of the program and have been grouped into four main categories:

- **Food and Shelter** ▪ **Addiction Services**
- **Client Services** ▪ **Health Services**

The cost of delivering such programs includes the costs of volunteer services and community engagement and the cost of a full-time chaplaincy department. These costs are indirect but are allocated to programs on the basis of estimated time spent on each one.

Further information is available at:
ottawamission.com/foundation-reports-and-impact/



FOOD

We provide hope and strength by feeding men, women and children living in poverty who are hungry and cannot afford nutritious food. Each and every day, our team of 13 full-time and four part-time staff and up to 30 volunteers prepares and serves warm and delicious meals so that no one in our community goes hungry.

Behind the scenes, our team maintains a clean and safe kitchen, and manages large inventories of food to ensure that meals are always available. Our team also serves every meal to every person with compassion and respect: they know that a smile given in kindness can make a big difference.

FOCUS: EVER INCREASING NEED AND COST

While the daily average number of meals served (1358) has risen 3.5% from last year, in April 2019, the daily total jumped to an average of 1468. If this trend continues for May 2019-April 2020, this will mean the total increase in the annual number of meals served will be 11.6%, totaling 535,820 meals. This increase has necessitated hiring additional staff to meet this need.

Since the 2008 recession, the numbers of food banks and their clients have increased by almost 30%.⁹ The riding of Rideau-Vanier has the highest use of food banks in the entire province. In fact, 15% of residents in Ottawa-Vanier visited a food bank in 2018 — more than 16,500 people. As well, Ottawa South and Ottawa West-Nepean are among the 10 ridings across the province with the most food bank users per capita.¹⁰ In 2018, 53,600 Ottawans were food

insecure, but only 37,524 accessed a food bank in any given month.¹¹

This unprecedented increase is likely influenced by:

- Food prices continuing to rise at a rate higher than inflation: fresh vegetables have gone up by almost 16% in the past year and fruit almost 9%.¹² For many people, this can mean the difference between eating at home or relying on meal programs.
- Other community meal programs have been curtailed, leaving people with fewer options.
- Ottawa has the second highest cost of living in Ontario, with 55,000 low-income households. We also have some of the lowest vacancy rates and the highest increases in rents across Canada. Lack of affordable housing is a main reason why people turn to food banks and other emergency food providers.¹³



PARTNERSHIPS WITH OUR COMMITTED COMMUNITY

We couldn't serve over 1,350 meals per day and over 495,000 per year without the steadfast support from our many partners and in-kind donors, for which we're very grateful. These include:

- Shopify
- Capital Meats
- Farmboy
- Cupcake Lounge
- Chateau Laurier
- Hampton Inn
- Shaw Centre
- Infinity Centre
- Italfoods
- Nando's
- Dovetale Collections
- Rideau Bakery
- Starbucks
- St. Paul's School
- Cadman's Bagels
- Mavericks Donuts
- KFC
- Loblaws
- Parliament Hill
- Ottawa Food Bank

⁹ Ottawa Food Bank. Ottawa Hunger Report 2018.

¹⁰ Ottawa Citizen. "Hidden Hunger: Residents of three Ottawa ridings are among the highest food banks users in the province," July 25, 2019.

¹¹ Sadly, many people don't access a food bank when they need to because of lack of resources, transportation issues, or shame. See note 9.

¹² CBC News, April 17, 2019.

¹³ See note 9.

Why I work for The Mission: KRISTYN



For someone so young, Kristyn is a Mission “old soul”. “I grew up at The Mission.” Joining the kitchen after high school, she has worked her way up from dishwasher to sous-chef. In 2019, she was once again promoted to Manager of Food Services.

“I wanted to work in a shelter to help vulnerable people, but initially thought that it wouldn’t be my career. So I did my undergrad in psychology while working in the kitchen. Over time, I fell in love with culinary work and realized that this would be my permanent vocation.” Accordingly, she obtained her Red Seal, a prestigious certification.

Kristyn is responsible not only for The Mission’s meal program, but also for its catering program, which provides training opportunities for Food Service Training Program (FSTP) students (see page 14). The catering program has expanded five-fold since 2010, with revenues going back into the FSTP.

As the beneficiary of Chef Ric’s¹⁴ mentorship, Kristyn believes in paying it forward. “When someone pays attention to you, you have confidence to be successful. This is what Chef Ric did for me, and this is what I want to do in my new role — encourage individuals and build on their strengths.”

Kristyn also believes in encouraging clients. “Each day, I try to look clients in the eye and treat them with dignity and respect, like an equal, to hopefully improve their quality of life for that day.”

Why I turned to The Mission for help: JOHN



John has been coming to The Mission for lunch every day for almost 20 years and is considered a member of our extended family. He has a very limited income and often has no money for food after paying his rent. And, like so many others in the same situation, he knows where to go for a good meal and fellowship.

Back in 2016 we were able to help John in a different way when he was faced with a rent increase that he simply could not afford and suddenly lost his apartment. Because he had nowhere else to turn, he came to us. He knew we would not let him down. We provided John with a room right away and connected him with a member of our Housing Support staff who helped him find safe and affordable housing. He was able to move out of The Mission after a short stay, but he continues to come to us for meals because he needs to. He is a familiar face at our table and a bright light to other clients and staff.

John is just one of an ever-growing number of people who rely on The Mission because they simply have no other source of support.

14 Chef Ric was profiled in the 2017 – 2018 Impact Report and was also promoted in 2019 to Director of Food Services.

2018-2019 OUTCOMES + IMPACT

1,358

Meals served daily

495,360

Meals served last year

Addresses urgent need by easing hunger, which allows individuals who are food insecure to deal with other issues in their lives

Supports health by providing wholesome and nutritious food

Alleviates social isolation and supports community

SHELTER

We provide a clean, warm and safe place to those who need emergency shelter.

Our team of 38 frontline staff¹⁵ are the first point of contact for people who have nowhere else to turn to for help, 24 hours a day, 365 days a year. They respond to the needs of our clients and ensure residents are comfortably housed at night. Frontline staff are trained in non-violent crisis intervention, security procedures and first aid to deal with a variety of situations. They ensure everyone at The Mission is protected, and provide access to basic emergency support, such as food or toiletries and links to life-changing wraparound services. Our team ensures that those who stay at our shelter are safe and secure.

FOCUS: OVERCAPACITY

During the winter, our average occupancy for emergency shelter at The Mission can rise by 10% or more. Given our harsh, life-threatening winters, we don't want anyone to be in harm's way by remaining outside.

Over the past two years, a disturbing “new normal” has emerged regardless of the weather or time of year: since August 2017, our average occupancy has never been below 100%. From May 2017 – April 2018, the average was 104%, and from May 2018 – April 2019, it was 109% (see the chart on the opposite page).

We respond to the overflow by placing up to 20 mats in our Chapel, but this is no solution in the longer term.

For emergency shelter, our average length of stay is only seven days. For residential treatment programs, it's longer and varies by program.¹⁶ Already a shelter that practices housing first, this is why we have significantly enhanced our efforts to become a truly housing-focused shelter by creating a new Department of Housing within our Strategic Plan (see page 25).



¹⁵ 16 staff are full-time and the remainder are part-time casual.
¹⁶ Length of stay for these programs varies from 15-212 days depending on the program.

Why I work for The Mission: MIRANDA



Miranda has worked at The Mission for the past six years and is a pioneer of sorts. “I’m the first female supervisor of Frontline Services.”

She notes the differences in interactions with clients based on her gender. “It’s good to have both perspectives and methods of engagement from male and female staff. For some clients, it can be easier to interact with a woman given differences in physical size, which may be triggering for them. For some others, it may be more difficult depending on their past experiences. Regardless, I always try to make clients feel comfortable and make a positive impact on their day.”

Miranda has learned a lot about herself at The Mission. “I’ve become more confident as I’ve grown into this position, and more able to assert myself in different situations.” In potentially difficult situations, Miranda tries to employ verbal de-escalation techniques and verbal queues as much as possible.

As patterns of addiction have changed in Ottawa (see page 16), Miranda and her colleagues have encountered clients who have overdosed on drugs, and have revived them through naloxone and other treatments. “When I first started at The Mission, we didn’t see this. Unfortunately, now we have to deal with it. The experience is very intense, and, in addition to caring for the client, we debrief afterward as staff and support each other as teammates.”

Miranda’s role within Frontline has also taught her a lot about homelessness. “Before I came here, I had a very sheltered life. This experience has opened my eyes and I’ve learned a tremendous amount about why anyone can become homeless – not just the usual reasons such as poverty, but many factors, including mental and physical health conditions, addictions, abuse, and many other factors that result in people being homeless.”

“Homeless people are those who have been neglected in whole or in part. It means a lot to me to try to fill those gaps in their lives by ensuring that they get the help they need; many have no one else to help them. It’s important to me to know that they can trust me. It’s my way of giving back, of giving our clients hope.”

2018-2019 OUTCOMES + IMPACT

2,121

People sheltered

195

People sheltered daily

109%

Occupancy rate

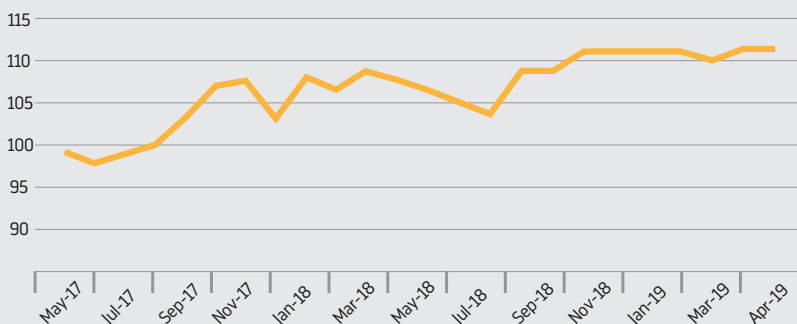
89%

Percentage of nights overflow mats were needed

7 days

Average length of stay for emergency shelter

Emergency Shelter Occupancy Percentage Change, May 2017 - April 2019



Average Occupancy: +104%

Average Occupancy: +109%

CLIENT SERVICES

Changing the life of someone in need is often a matter of the right helping hand at the right time.

Our dedicated team of 13 staff, one full-time Canadian Mental Health Association (CMHA) and one part-time Royal Ottawa Hospital (ROH) staff, and up to 24 volunteers, provide homeless and vulnerable men and women access to the services and support needed to turn their lives around. Our Case Managers do 1:1 assessments of people entering the shelter to refer them to appropriate programs and services, and create client directed plans that might target areas such as housing, employment, substance use, education, mental health, and much more.

Our services include:

HOUSING ASSISTANCE

We help people who are homeless find appropriate, affordable, safe and secure housing. We work with them to fill out social housing applications, acquire furniture, and move and connect to community resources. We also divert people from having to stay in the shelter by finding them other accommodation, such as staying with a friend or accessing transportation for a place out of town. Our key partner in many of our housing initiatives is the City of Ottawa.

EMPLOYMENT SUPPORT

Those looking for work can get help with resumes, coaching on job search and interview techniques, and receiving referrals to other agencies. They can also get work appropriate clothing (see below), shoes, bus fare and other supports.

CLOTHING

The Mission's Clothing room is stocked with new and gently-used items donated by caring individuals, local retailers, or are collected through workplace clothing drives throughout the year. Residents and community members can access appropriate, seasonal clothing for job interviews, new jobs, weddings, funerals, family gatherings, court dates and other functions. Partners include Moore's, Suits His Style, and DYMON.

EDUCATION AND JOB TRAINING

We work with those who want to improve their lives through education by helping to define goals and use available resources. The Mission's Stepping Stones Learning Centre (SSLC) helps people obtain high school diplomas, learn a trade or improve literacy skills. Discovery University (DU) provides free, non-credit university courses. Community partners who assist with our education programs include the University of Ottawa, St. Paul's University, Carleton University, First Baptist Church, Continuing Education — Ottawa-Carleton District School Board, and St. Nicholas Adult High School. Our Food Services training Program (see pages 14-15) provides men and women on-the-job training to learn how to work in a commercial kitchen.

MENTAL HEALTH SERVICES

In-shelter mental health services, in partnership with the CMHA and the ROH, are provided to clients to help them stabilize and find housing. We also help community members obtain mental health outreach services, assessment, counselling and psychiatric support.



Why I work for The Mission: MICHAEL



Michael is a **Case Manager with Client Services**, where he has worked for over five years. “I’m inspired by my caring and dynamic team, and by my clients, who are some of the strongest people I know.”

Michael believes in a collaborative approach with clients. Part of case management work is helping those in need navigate systems which can be daunting. Michael believes in an individualized approach, helping them meet their personal goals. “I help them to break down their goals into manageable steps, and then move to acting on those steps. I often hear from clients that they don’t know where to begin, or what steps they need to achieve their goals. Most times, they know what they need to do, or where they want to start, but having someone to discuss this with helps them to move forward.”

Michael has learned about resiliency from his clients. “I’m inspired by their strength to move forward in the face of difficult circumstances. Many people think that it must be hard to work in a homeless shelter. What I find hard is seeing what people have to go through when they find themselves homeless and need help.”

“I’ve always wanted to help people. Homelessness can happen to anyone. It means a lot to me that I can make a difference in clients’ lives, and that they trust me to do that.”

Why I turned to The Mission for help: JOE



Since first coming through our doors eight years ago, hungry and suffering from addiction, a lot has changed in Joe’s life.

A native of Nova Scotia, Joe spent his younger years working on a farm, the fishery, and sawmills. Sadly, childhood trauma caught up with him and he fell into addiction – but he always had a job. When the local economy went into a slump, Joe made his way west looking for work, and ended up in Ottawa.

Unable to find a job, Joe needed shelter and food – and help with his life – and a friend recommended The Mission. Joe was slow to open up to staff, and at first he avoided seeking help. But, in time, Joe grew to trust the staff, and got the help he needed to turn his life around. Today, Joe is proudly seven years sober, working several part-time jobs, and living in his own place. But he continues to rely on us for meals and, more importantly, for ongoing support with his recovery.

“The staff at The Mission are 100%. Whenever I’m feeling low, I pick up the phone and call Mike, and he’s always there to offer his advice and encouragement. And this has been the case with so many people at The Mission who have helped me over the years.”

2018-2019 OUTCOMES + IMPACT

CASE MANAGEMENT

759

Clients engaged
in case management

6

Clients graduated from housing-
based case management services

6

Clients who had changes in
income

1

Client started an education
program

HOUSING ASSISTANCE

193

Clients successfully housed

122

Households diverted to
alternative accommodation

827

Housing-related supports
provided to clients

2018-2019 OUTCOMES + IMPACT

EMPLOYMENT SUPPORT

226

Clients helped with resumes

594

Clients supported in job search

446

Clients provided with
employment referrals

96

Clients provided with education
referrals

30

Clients obtained transcripts

2,139

Bus tickets/passes provided

87

Pairs of work boots provided

45

Voice mail activation or renewal

⁹ Housing supports not related to provision of accommodation — i.e., gift cards, furniture, information, education and other supports.

Why I turned
to The Mission
for help:
ERIC



Eric is a well-educated man, entrepreneur, and former soccer player who moved to Canada from Cameroon. He wanted a new life free from political oppression, and for a while things were going very well. Then he suffered a financial downturn, and found himself with no home and nowhere to turn.

Eric was suffering from depression when he came to us. As he slowly began accepting support from mental health outreach worker Robyn (via our partnership with the CMHA and profiled in our last report), Eric decided to enter a local hospital where he received the care that he needed to get back on track.

Eric continued to receive intensive case management services from Robyn and additional support at The Mission — from finding housing, reconnecting with family, navigating through immigration — and is now living in his own place and rebuilding his life and business.

This year, with Robyn at his side, Eric became a proud and hopeful Canadian citizen. And, as Eric says, "I am now once again pursuing my dream. I am so thankful."

Why I volunteer
for The Mission:
CÉLINE



Céline has been a volunteer tutor with Stepping Stones Learning Centre for the past three years. After she retired, she wanted to give back to her community. "After I retired, I wanted to help make a small difference in the lives of those people who use The Mission's services."

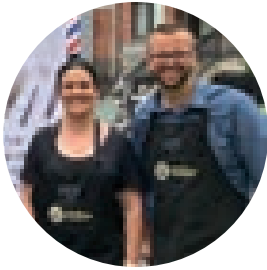
"It's very rewarding because clients are grateful to both the staff and volunteers. They know that we're here because we want to be."

Volunteering at The Mission has also brought Céline other benefits. "While it means a lot to me to volunteer at The Mission in terms of hoping that I have even the smallest impact on someone's life, one of most valuable lessons I've learned here is humility. I've learned that homelessness can affect anyone: men and women from all walks of life can find themselves homeless."

Despite the stigma that often surrounds those who are homeless, Céline doesn't judge the clients with whom she interacts. "I don't ask the clients why they became homeless, and I'm not a better person just because I'm not homeless. I just followed a different path and have a different life. It's taught me that, regardless of their story, how courageous people who come to The Mission to ask for help are, and there are people here who are genuinely willing to help them, regardless of their own story."

"I've never regretted my choice to offer clients my time: it has given me so much."

Why we partner with The Mission: THE ROLLING BARBER



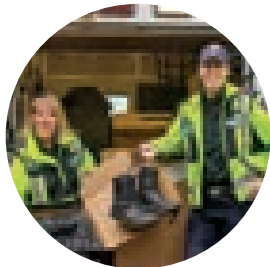
A haircut, so important to personal dignity and self-respect, is out of reach for our clients and many others in our community. The Rolling Barber provides free haircuts and beard trims to anyone who wants one as well as conversation and warmth grounded in a sense of community and compassion.

A shared vision of Anne Donovan, Founder and Executive Director, and François Thibeault, Co-founder and Director of Communications, the Rolling Barber operates out of a donated school bus and travels to downtown locations to make these services as accessible as possible. The operation is a labour of love for Anne, François, and their volunteer professional stylists. All supplies are donated as well.

“Once our preparations are completed, we’re ready to welcome clients. One by one, they enter the bus and while waiting, we offer coffee, water, and a chat. Clients seem to love sharing their stories,” Anne notes.

The Rolling Barber has been a partner of The Mission since 2018 with its bus parked outside on Daly Street. “Our clients have taught us humility and to appreciate the present. Providing a needed service is very meaningful to our team. Our goal is to bring hope to those in need.”

Why we support The Mission: OTTAWA PARAMEDIC SERVICES



The Ottawa Paramedic Service (OPS) supports The Mission not only in responding to emergency medical situations and patient transport, but also through donations of hundreds of pairs of steel-toed boots, which are required for shelter clients to work in construction and beyond their reach financially. This effort is led by Paramedics Tracey Izzard and Nicole Lowden.

“As paramedics, we’ve interacted with many people who are homeless, often when they’re in physical or psychological distress. Many of us personally have also been touched by homelessness through family members or friends, so know that homelessness can happen to anyone, and that each person is someone’s loved one. The boot drive is one way to lift people out of homelessness and support The Mission to be ‘more than a shelter,’” noted Tracey.

The donation drive is a partnership led by the OPS, including its logistics and fleet departments. Previously it has included other public and private sector organizations, and Tracey and Nicole work to expand the partnership. In the wintertime, the donations of mitts and hats also keep shelter clients warm.

“It’s important for us as paramedics that vulnerable people know that we care about them. We’re thankful to be able to support Mission residents to stop homelessness,” added Nicole.

2018-2019 OUTCOMES + IMPACT

EDUCATION SERVICES

82

Stepping Stones students

1

High school graduate

82

Discovery University graduates

MENTAL HEALTH SERVICES

18

Clients engaged in case management

43

Clients referred to the Royal Ottawa Hospital

Clothing

7,314

Clients served

FOOD SERVICES TRAINING PROGRAM

Cook a meal for someone and they can eat once. Teach them how to cook, and they can feed and support themselves.

For men and women looking to change their lives, a team of three staff delivers a five-month, five-day-a-week job training program to teach the skills necessary to work in a commercial kitchen.

Food Services Training Program (FSTP) applicants must demonstrate only one qualification to be accepted into the program — a strong desire to change their lives for the better. Students pay no costs and we make sure they have all the tools they need to succeed. Their training includes courses in Knife Skills, theory, WHMIS¹⁷, health and safety, Food Handler's Certification and first aid/CPR. Students graduate with not only a credential that allows them to be self-supporting, but also newfound confidence, pride and dignity.



¹⁷ Workplace Hazardous Materials Information System.

**Why I turned to
The Mission
for help:
WILLIAM**



William is a gentle, articulate man who is also an artist – but was never able to translate his passion into a career – until he enrolled in the FSTP.

In 2017, William was unemployed and struggling with serious health issues. While having a meal at The Mission, he heard about the program, and talked to Chef Ric about enrolling. He was accepted and was making progress until another health crisis forced him to discontinue the training. When he recovered, he was accepted back without question, and graduated in June 2018 as class valedictorian. Afterward, he enrolled in and completed Algonquin College's Indigenous Cook program.

His FSTP experience had a profound effect on William. What struck him was the quality of the kitchen environment, and the equally high standards and work ethic of the staff and volunteers. What fed William's artistic spirit was the opportunity to create different types of food, and to participate in catering activities where his plating talents shone. His health improved, which he attributes to his success in the program and newfound passion for the art of cooking.

"Chef Ric and the FSTP gave me the support, encouragement and tools to re-invent my life. I am so thankful."

**Why I turned to
The Mission
for help:
HANNAH**



Hannah is 52 and, until 2018, never had a job in her life. This was not her choice. To hear Hannah's story is to journey back with her through decades of unspeakable cruelty and abuse by her own family. But Hannah's story is also about her journey forward to a life she never dreamed possible.

The trauma that Hannah endured left her with severe PTSD and unable to work. She is fearful of many things and finds it very hard to trust anyone. But Hannah also has an amazing inner strength that drives her to try to improve her life.

Hannah was volunteering at a local food bank when her supervisor talked to her about The Mission's Food Services Training Program (FSTP). She wasn't sure if she could handle being part of a class and working in a busy kitchen, but decided she needed to try. Twice during the program she became so anxious that she wanted to quit. But with the support of Chef Ric, kitchen staff, and her fellow students, Hannah persevered — and succeeded.

Hannah graduated from the FSTP in December 2018, and, like William, was class valedictorian. Her sense of pride is matched by all who have come to know her.

Hannah will need help managing her PTSD for the rest of her life. But she is working part-time in catering, continuing her volunteer work, and is hopeful about her future. Secure in the knowledge that she is admired and valued by many, Hannah is finally beginning to live the life she deserves.

2018-2019 OUTCOMES + IMPACT

2

**Five-month sessions
(fall and winter)**

25

Graduates

149

Graduates since 2004

142

**Graduates who found
employment in the industry**

95%

Program success rate

ADDICTION AND TRAUMA

Addiction and trauma are often linked. Many sink into addiction to cope with physiological, psychological, and spiritual pain resulting from trauma. Our team of 19 trained professionals works with men to break this cycle so they can take the first all-important steps to recovery.

The journey to wellness comes through a five-stage program that includes drop-in harm reduction and residential treatment, gradually moving towards abstinence and independence. Treatment is tailored to each individual's needs. Partners include Men in Healing and Royal Ottawa Psychiatric Outreach.

DAY PROGRAM This harm reduction program for men consists of weekday group sessions, individual counselling, and referrals for ongoing or inpatient treatment.

HOPE PROGRAM A 12-bed, strength-based harm reduction program for men who are contemplating further treatment or working on other recovery goals. It includes day and evening programs, individual counselling and treatment referrals.

STABILIZATION This abstinence-based residential program provides therapeutic support and rehabilitation for up to 13 men at a time. It includes daily group sessions, weekly individual counselling sessions, crisis intervention, and referrals to Mission programs and community partners to help stabilize clients before entering an addiction treatment program or accessing safe housing.

LIFEHOUSE This five-month intensive residential treatment program includes group sessions, relapse prevention, anxiety management, spirituality and individual counselling sessions.

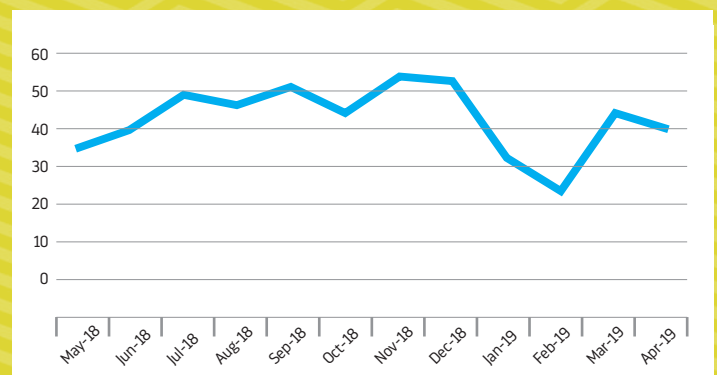
SECOND STAGE Two Second Stage homes provide transitional housing for up to one year to clients who have graduated from LifeHouse. Group meetings, life skills training and other techniques help them as they repair relationships, work, or attend school.

AFTERCARE Individual counselling and group treatment are available to LifeHouse graduates for up to two years following treatment.



FOCUS: KEEPING CLIENTS AND STAFF SAFE AND HEALTHY

Over the past year, opioid overdose emergency department visits¹⁸ have spiked due to the presence of poisons such as fentanyl and carfentanyl in the illicit drug supply.



While no one is forced to become abstinent at The Mission, we have a strict policy of no drugs or alcohol on site. Regardless, overdoses do happen, requiring staff to administer agents such as naloxone to reverse these effects. These experiences can be very difficult for program and frontline staff, which is one reason why The Mission has launched its “Mercy in Action” initiative to support staff (see page 25).

¹⁸ Ottawa Public Health Opioid Overdose Emergency Department Visit Count by Month.

Why I work for The Mission: LAURA



Laura is the Primary Counsellor at LifeHouse and Addiction and Trauma Services' Assistant Manager. She has worked at The Mission since 2012.

Laura provides therapeutic interventions to address the root of clients' addictions and trauma, such as family violence, neglect and abandonment. "Addiction is the coping mechanism to soothe these harms, manage pain and provide a sense of safety and comfort. It's extraordinarily difficult to overcome since when the person suffering tries to forego this mechanism, the original trauma resurfaces.

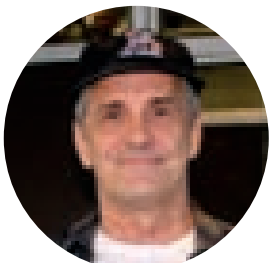
This is one reason why relapse is common, and compassion instead of judgement is needed. "Our society tends to view addiction as a character flaw, which is why addiction is accompanied by stigma, which, in turn, makes it more difficult for those seeking help. In fact, the desire to reduce the harm of their addiction is extraordinarily courageous."

Rather than a singular focus on addiction, recovery is instead one part of a holistic understanding of client wellness. "We continue to support clients after they leave LifeHouse through Second Stage and Aftercare."

Laura also supports clients with systems navigation. "Our health, community and social services systems are fragmented, and needs are often not matched with services. It's a privilege to walk with clients on their journeys."

Although this is very meaningful work, it is challenging. Laura prioritizes self-care and encourages her team members to do the same. "Compassion fatigue can happen. We support each other. The Mission does an excellent job supporting employees."

Why I turned to The Mission for help: KERRY



2018 was the first time in years that Kerry had a place to call home at Christmas.

Kerry had spent much of his time homeless — couch-surfing, sleeping in vehicles, or motels. He was able to work most of the time — everything from commercial house painting to oil rigs to retail.

Two years ago, Kerry decided that he needed finally to seek help for his addiction. After visiting a detox centre, Kerry was ready to enter long-term treatment through The Mission's Stabilization and LifeHouse programs and afterwards in one of our 2nd Stage houses — still receiving counselling and support. He worked with our housing staff to find a place, and finally moved into his own apartment. Our staff also helped Kerry access furniture and appliances.

Kerry appreciates that subsidized housing is a rare commodity in our community, and while he feels fortunate to have a place, his heart goes out to others who are waiting. "For people recovering from addiction, or suffering from mental illness, a journey without a destination is not an option. I've found my home — and now I finally have hope for the future."

2018-2019 OUTCOMES + IMPACT

27

**Daily attendees
at Day Program**

24

**Graduates from
Hope Program**

69

**Graduates from
Stabilization**

18

LifeHouse Graduates

10

Second Stage Residents

HEALTH SERVICES

To meet the healthcare needs of vulnerable people with little or no access to medical care, we provide on-site primary healthcare, dental, and palliative care for those with serious and life-threatening conditions.

HOSPICE

No one deserves to die alone. The Mission Hospice is a very special place where homeless men and women receive 24-hour palliative nursing care, and vital emotional and spiritual support, in the final days of their lives – provided in an atmosphere of compassion and dignity. This includes guidance for patients and their family or friends, pet therapy, music, acupuncture and visits from volunteers and spiritual companions.

The hospice is the result of a partnership with OICH, Carefor, (Elizabeth Bruyère hospital), and the Champlain Local Health integration Network. Since 2001, we have been a leader in hospice care for the homeless, and are proud to work with partners to expand this model.

DENTAL CARE

Founded in 2007 by Dr. Tom Harle, The Mission dental clinic provides free emergency, preventative, and restorative dental care to those who are homeless and living in shelters. Services provided include oral exams, cleanings, X-rays, and fillings, extractions, partials and dentures. Over 100 dentists, hygienists, dental assistants, and denturists volunteer these services at the clinic.

Accessible dental care is especially important since it is not included within publicly funded healthcare, rendering it out of reach for those who live in poverty. In addition to the ability to eat properly and daily social interactions, good oral health supported by regular dental care is essential given its relationship to conditions such as heart disease and diabetes.

PRIMARY CARE

Imagine what life would be like if you had nowhere to go, no place to call home. That would be hard enough. But it's even more difficult when you're sick.

People who are homeless or at risk of becoming homeless bear a much higher burden of disability, mental and physical health problems, addictions, and even premature death. Many of our patients have multiple physical and mental co-morbidities which make providing care more challenging.

Our Primary Care Medical Clinic is made possible thanks to a partnership with Ottawa Inner City Health (OICH). The clinic is open seven days a week to men and women who are homeless or street involved and is staffed by caring nurse practitioners and other health professionals who provide critical services to people who would otherwise face significant barriers to medical care.

Before The Mission opened its Primary Care Medical Clinic in 2007, those who were homeless often ended up in hospital emergency rooms if they were sick and needed help. Treating patients onsite reduces the strain on hospital emergency rooms and contributes not only to the health of Mission clients, but also to the sustainability and accessibility of the entire healthcare system.



Why I partner with The Mission: LESLEY



Lesley is a nurse practitioner (NP) and has worked in The Mission's primary health clinic for the past two years. Staffed by four NPs from OICH and colleagues from The Mission, she confers with Mission staff in other services such as ATS and Frontline, and other healthcare providers external to the shelter, such as the Ottawa Hospital, Elizabeth Bruyère, and Recovery Ottawa. She is also responsible for ordering tests, lab work, and conducting patient follow-up.

Through the clinic, Lesley has learned much about conditions that inform homelessness and the barriers to care that vulnerable people face. "Clients often have mental health issues or addictions that make health and social services system navigation very difficult for them. Agencies such OICH and The Mission have access to peer support workers to assist patients by taking them to appointments, which is very helpful."

"We try to keep vulnerable community members healthy and support them as much as possible. It's an honour for me to be part of this team, and very meaningful to provide these services to this population. It's a very caring environment — staff here really care about people within the shelter and in the community."

Why I partner with The Mission: WEN



Wen is the nurse supervisor with The Mission's hospice, where she has worked since 2009. She works with a palliative care physician, nurses and client care workers, mental healthcare providers, The Mission's spiritual care team, and volunteers.

Wen performs many functions, including pain and symptom assessment and management. "Patients may be treated on site or referred to a specialist." Wen also ensures medications and supplies are available. If patients are suffering from addiction, they may be enrolled in the managed alcohol or managed opioid program to control their symptoms. "If the patient is depressed but physically stable, I'll arrange for a mental healthcare provider, a volunteer, or our Chaplain to visit them."

Wen also supports patients' families. "Some patients are estranged from their families, so "families" for them are not through blood ties, but through friendships and other forms of support." This is important for patients given their vulnerability on a physical, emotional and spiritual level. Despite their fragility, "patients strive to maintain their independence."

Not all patients are terminal; some have serious, but not fatal conditions. Some may improve and be discharged into safe and supportive care elsewhere.

"It's a challenging job, but I know I'm making a difference for patients and their families by reducing suffering and providing comfort. Staff and volunteers here are caring and compassionate, and patients and families appreciate it."

2018-2019 OUTCOMES + IMPACT

PRIMARY CARE

13,250

Primary care consults

HOSPICE

50

Patients

20

People passed away

13

Memorials in our Chapel

DENTAL CARE

579

Patient visits

1,650

Volunteer hours

\$179,912

Value of service

Why I volunteer for The Mission: ELIZABETH



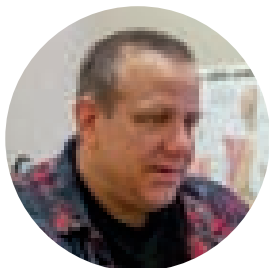
Elizabeth has volunteered at The Mission's dental clinic since it opened in 2007. She performs cleanings, extractions, fillings, root canals, and other functions of basic dentistry. "The staff are wonderful and really care about the clients."

Working with Mission clients has reminded Elizabeth of how homelessness can happen to anyone regardless of background. "When you look in some clients' mouths, you can tell that they once had good dental care. Something happened to them, and they couldn't gain access to either housing or dental care after that."

Elizabeth notes the curiosity of clients about the procedures she applies. "They want to know what you're doing, and appreciate the services you're providing. They're also very open about their own stories."

Elizabeth is grateful for having the opportunity to work within the clinic. "It's been an unexpected highlight of my career. It's a wonderful feeling to help these clients, and a reminder of how valuable it is to be able to apply my skills to support them."

Why I turned to The Mission for help: COLIN



Colin suffers from addiction, and has been in and out of shelters for years. Last year, while staying at The Mission, he needed knee replacement surgery. After surgery, he returned to the shelter.

Colin's recovery was stalled by wound complications. He was in severe pain, and the threat of infection was high. Our medical team arranged for a bed in the hospice, where he could receive 24-hour care. "The level of care from staff and volunteers is amazing. I once witnessed a volunteer with an unconscious patient, holding his hand and playing soothing music, for hours on end."

Colin left the hospice in eight days — he knew there were others who needed the bed more than he did. Daily for the next eight weeks Colin visited the Primary Care Clinic where Nurse Practitioners cleaned and dressed his wound, and also encouraged him. Colin then sought treatment for his addiction at The Mission. "I realized how lucky I was to be in pretty good health, and to have received so much care and compassion. I decided not to waste another day of my life."

Why I volunteer for The Mission: JOHN



John is a volunteer with The Mission's hospice. Despite living here, he had no idea that The Mission had a hospice. "I also didn't know how comprehensive and well coordinated service provision is here, both within the programs inside The Mission, and also between external service providers."

John has also learned from hospice staff while on the job. "Mission staff are dedicated and compassionate. They treat each patient with respect and dignity, recognizing their uniqueness — they don't employ a cookie-cutter approach. I enjoy being part of this team and supporting staff."

John is also inspired by patients. "It's the highlight of my week. Through delivering food to hospice clients, I have gotten to know each of them, their past experiences within the shelter system, and their journey in palliative care. I try to develop a relationship with each of them."

John is sensitive to the fact that the hospice is home for vulnerable people. "Little gestures of support and kindness are very important."

Why I turned to The Mission for help: DOUG



A housepainter by trade, Doug retired a few years ago. He was transferred to our hospice from hospital in 2018. He came to us because he had no family in Ottawa, couldn't look after himself, and had nowhere else to go.

He describes the nursing staff and volunteers as extraordinary, and appreciates the cleanliness of the place and the food. He also enjoys the freedom he has to go outside when he feels like it — when he's not immersed in reading the latest suspense novel. He describes Dr. Douglas — who visits him at the Hospice regularly — as "young, but he knows what he's doing!" Doug has also met a few friends who have been staying at the shelter who take him around the neighbourhood in his wheelchair if the weather is nice, and he appreciates their kindness as well.

Doug is cared for with compassion and dignity and for that he is deeply grateful.

SUPPORT SERVICES

Our ability to offer life-changing programs to people in need would not be possible without essential support services, including spiritual support through Chaplaincy Care, Volunteer Services, and Operational Support comprised of Housekeeping, Maintenance and IT. Each of these services supports seamless and integrated delivery of programs to our clients.





The Chaplaincy extends mercy, dignity and compassion to all seeking aid, solace and comfort. Led by Rev. Timothy with Assistant Chaplains Andrew and Bev¹⁹ and supported by 12 dedicated and selfless volunteers, Chaplaincy care has four doorways to service:

- The Chaplain’s office is a place of connection and listening with heart. Drop-in one-on-one discussions happen throughout the week; no appointment is necessary. Those we serve talk to one of our chaplains, all of whom have a heart with ears. People receive encouragement, spiritual resources, prayer and a friendly checkup.
- The Chapel is a place with a Gospel message and focus on God’s love. There are over 300 chapel services per year, Bible studies and prayer and meditations for those seeking support, weekly spiritual discussions for staff, and memorials for residents of our chapel who have passed away (see page 26).
- Stabilization and LifeHouse are components of our Addiction and Trauma Services (page 16). The Chaplaincy brings a spiritual component to our recovery and trauma programs. Through counselling and group meetings for each program, strong relationships and supportive connections form as the men move forward with their lives.
- Our hospice is the oldest palliative care provider for those who are homeless in Canada (see page 18). By showing dignity, the Chaplaincy helps this special place be a home of rest and peace for those in their final days. Chaplains engage with each person to understand their life through their eyes, and offer grief support to their families, friends, staff, and loved ones.

Within each of these four doorways to service, no one is ever looked down upon unless we are bending down to help them up.

¹⁹ Andrew and Bev were profiled in our 2017 – 2018 Impact Report. As The Mission’s longest serving employees, each has been part of our Housekeeping team for over 35 years. Their commitment to serving our clients is deeply rooted in their Christian faith. Either of them could have had other careers – but they chose to serve the most vulnerable people in our community. In addition to their regular duties, over the years both Bev and Andrew have always helped out as needed with our daily chapel services and at memorial services, and shared the gift of their wonderful musical talents. As newly appointed Assistant Chaplains, in addition to conducting Chapel services on a regular basis, they will each devote one day a week to seeing clients in the Chaplaincy office.

Why I work for The Mission: TIMOTHY



Timothy started as Chaplaincy Services Senior Manager for The Ottawa Mission in 2018. His passion comes from his prior engagement as founding executive director at Capital City Mission (CCM) from 1999 – 2018 and his relationships with the most vulnerable in Ottawa, which confirmed his conviction that God is merciful and loves each of us.

Timothy is grateful to support his Mission colleagues to build connection and nurture relationships with residents and community members with care and dignity. These occasions offer the opportunity to support people through faith, hope, love, and encouragement through a heart with ears.

Before founding CCM, Timothy worked as a Pastor in Ontario and Alberta. Out west, he studied the book of Acts with his congregation to learn to be attentive to God’s work in communities. Timothy has always been motivated by Matthew 25: “As you do unto the least of these you do unto Me”; and James 2: “Mercy triumphs over Judgment”. Timothy was also greatly influenced by his mother, who lived her life by these verses.

Timothy also became a Grief Recovery Method specialist to support people who have suffered losses to experience their feelings, and thereby lighten their burden.

For Timothy, working at The Mission and being with clients is a labour of love, and he considers them family. “These are my people.” His relationship with each of them is inspired by his relationship with his mother and her way of engagement with others based on unconditional acceptance.

“Being in an authentic relationship with someone is to see them, to listen to them without judgement, to accept them for who they are. To do this is to say to them that you know they exist. So many of the people I serve are defined by what they’ve lost and how they’ve been treated. To see them as they are is to extend mercy, not judgement, and return them to dignity.”



Volunteer Services (VS) engages individuals, businesses and community groups to provide care, hope and dignity to people in need. Volunteers also act as community ambassadors for The Mission. This program is delivered by two staff.

Engagement also helps volunteers in their own lives. For example, Patrick joined The Mission in 2015 as part of his goals to enter law enforcement. Since then, he has contributed over 1010 hours and has volunteered in every area.

2018 – 2019 OUTCOMES AND IMPACTS

Last year, there were 951 active volunteers and an average of 300 + volunteers per week. Volunteers enhance services to clients, including: food preparation work; maintaining cleanliness; setting up of the clothing room; tutoring students; and providing support to hospice patients.

PARTNERSHIPS AND COMMUNITY ENGAGEMENT

Different groups help deliver our many programs. We connect with them both on and off-site, including employee, faith, community, school and religious groups, families, sports teams, local cadets, social organizations and university students. In this way, we engage with approximately 2,700 unique individuals annually.

FOCUS ON: VOLUNTEER SATISFACTION

In 2019, we surveyed our volunteers to determine their level of engagement and satisfaction. Expectations were met or exceeded for many aspects of the volunteer experience:

- Intake process, orientation and training: **98.32%**.
- Communication, responsiveness, support and feedback provided: **97.61%**.
- Opportunities to learn and grow: **95.61%**.
- Having a chance to reflect on homelessness in Ottawa: **97.6%**.
- Overall level of satisfaction: **99.05%**.
- Feeling of being respected and appreciated: **95.72%**.
- Would recommend volunteering at The Mission: **96.19%**.

“In Petawawa there was not a homeless shelter we could get involved in. We had experienced trauma and decided that the only way to heal was to give back. The moment we walked into this beautiful place, we felt at home, encouraged and welcomed. We continue to feel loved, accepted and as though we are extended family. The Mission holds a huge part of our heart, the clients, the staff and our fellow volunteers who were strangers once and now are

friends. We drive two hours both ways because it has our heart and we value the work enough to do so. The staff has always showed us love and care and the most important part for us was seeing the worth that was placed on clients. How the staff made certain to always treat them with dignity, value, and love. We feel The Mission was a place we could hang our hat, but it turned out to be a place that healed our heart.”

COMMENT WITHIN 2019 VOLUNTEER SURVEY



Lloyd has been volunteering at The Mission for almost nine years. He recently celebrated his 80th birthday, and his surprise birthday party included family and friends, and members of his extended family at The Mission.

Lloyd comes to The Mission every Monday and Thursday morning all year round to help prepare meals in the kitchen, serve lunch, and sort and store donated food in the stockroom. He is also an enthusiastic fundraiser and participant in our annual Coldest Night of the Year Walk to raise funds for those who are homeless, and, beyond this, he is a faithful monthly donor to The Mission. In addition, he is a valued member of the dedicated volunteer team that prepares 100 to 150 turkeys for our special Thanksgiving and Christmas celebrations each year weeks in advance.

Lloyd was inspired to become a volunteer at The Mission by his late wife, Micheline, who was a lifelong advocate for the hungry, homeless and hurting. Lloyd says that coming here and doing whatever he can to help The Mission is a tribute to Micheline’s memory and a “spiritual journey” that enriches his life. The Mission, in turn, has been blessed in so many ways by Lloyd’s tireless kindness, compassion and generosity of spirit.

“I enjoy coming here and feel very rewarded by being here. I’m inspired by the wonderful staff, including Chef Ric, and the other volunteers. I’ve made many good friends over the years and hope that my health will allow me to continue.”

OPERATIONAL SUPPORT



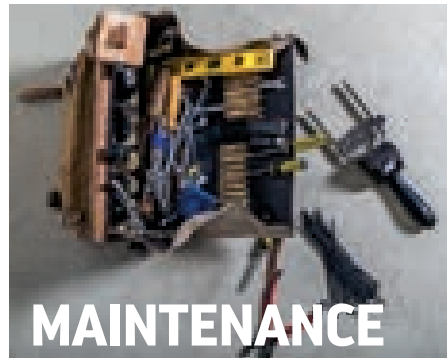
Housekeeping provides clients with a clean, safe, warm place to call home. Services are delivered by 16 staff, who keep seven onsite buildings and three offsite buildings spotless. Housekeeping is also responsible for sorting donations, meetings set-ups, client funerals and student graduations, and student placements for custodial training.

2018-2019 OUTCOMES + IMPACT

We continue our leadership in standards for cleanliness and standard of care.

PARTNERSHIPS

- Furniture Bank, for furniture donations for clients moving into their own places.
- Hardy Mattress, to assist with pest control through vinyl mattress coverings.
- Breast Cancer Health Fund of Canada, which takes clothing donations that The Mission can't use due to condition or appropriateness. Funds from these donations support those in our community suffering from breast cancer.
- Moore's, which runs an annual suit drive for our clothing room.
- Suits his Style, to which we donate excess suits and in turn our clients can go there and get fitted for suits if we are running low in the clothing room.
- St. Nicolas Adult High School, which runs the Custodial Skills Training Program where they train shelter clients on Ontario Works. We have hired five full-time staff from this program.



Maintenance ensures that all buildings and systems are in proper working condition through regular preventative and corrective procedures, as well as planning and upgrading systems to reduce the need for costly and time-consuming emergency repairs. Maintenance is also responsible for renovations and expansion projects. Services are delivered by eight staff across a total area of 50,000 square feet of Mission facilities.

2017-2018 OUTCOMES + IMPACT

Facilities were maintained to the highest standards to support optimal service to meet the needs of our clients 24/365. Where possible, repairs and renovations (see page 27) were completed by Mission staff to keep costs down and do high-quality work, to withstand the heavy usage of The Mission's facilities.

PARTNERSHIPS

Contractors are chosen based on cost and the quality of service they provide. Many of these providers give back to The Mission by hosting or participating in charity events, giving reduced rates and by showing the clients respect and courtesy.



Information Technology maintains the high availability of IT systems for staff across location in a 24/7/365 environment. IT works with all departments to customize solutions to meet their unique needs.

2017-2018 OUTCOMES + IMPACT

IT services ran efficiently and effectively at all Mission properties and for staff working remotely. The Mission upgraded equipment at the core of its network to ensure the high availability of IT Services for the organization. The new equipment will ensure adequate IT capacity for The Mission for the next three to five years.

LOOKING TO THE FUTURE: NEW STRATEGIC PLAN

All the hurting, hungry and lost in Ottawa find hope, healing and home.

In 2018-2019, to ensure that we continue to meet the increasing needs of vulnerable community members, The Mission confirmed a new strategic plan to guide our actions and measure our results.

- 1 To expand housing support and house more clients by improving our staff structure, streamline service offerings and enhance the coordination of all housing projects, as well as city related housing contracts.
- 2 To expand the FSTP to train more students and offer healthy and nutritious food to low-income residents.
- 3 To design and implement a metrics driven quality assurance process that is repeatable and sustainable.
- 4 To demonstrate mercy in action through creating an employee-based work environment that supports employees to achieve physical, mental, and spiritual wellness.

Details of each initiative are outlined below.

The Mission also added more housing units through our housing arm Holland Properties Association (HPA), which provides safe, affordable housing for tenants within mixed housing, combining market rental apartment units with subsidized units available to individuals who have completed our programs.

HOUSING

The Mission is creating a full Housing Department to enhance diversion, case management and peer support.²⁰ Expected outcomes include:

- Housing 80 more clients per year.
- Diverting 50 more clients per year.
- Helping housing retention services.
- Increasing partnerships, outreach and networking.

MERCY IN ACTION

Projects for this initiative include a spiritual support program, spiritual partnerships, and a holistic wellness program. Expected outcomes include:

- Increasing spiritual support and connection among employees.
- Reduced stigma and improved awareness about Mental Health.
- Increased staff engagement in wellness activities.
- Reduced compassion fatigue and burnout.
- Enhancing service delivery for our clients.

FSTP

We will increase the number of students trained annually by 30-40 through adding a third training session. Expected benefits include:

- Providing more students the opportunity to obtain a career in the culinary field.
- Doing graduate follow-ups and record-keeping.
- Increasing catering revenue.
- Preparation of healthy, nutritious meals at an affordable price for people that cannot afford it.

METRICS

Building on the tool for The Mission's in-shelter mental health program, expert analysis of data will turn numbers into compelling stories about programs and services.

Success of service delivery will be revealed, and areas for improvement will also be addressed.

²⁰ As per notes 3, 4, 9 and 12, affordable housing is at an all-time low in Ottawa. A recent study found that workers need to earn \$26.08 to be able to afford a 2-bedroom apartment and \$21.29 to afford a 1-bedroom apartment which is far beyond the current Ontario minimum wage of \$14. See Canadian Centre for Policy Alternatives. Unaccommodating: Housing rental wage in Canada, July 2019.

SPOTLIGHT

MEMORIALS IN OUR CHAPEL

When a resident of our hospice dies, a memorial service is always held in our chapel to allow friends, family and staff to mourn and provide solace to one another.²¹ We are honoured to profile two residents of our hospice who passed away in early 2019.



The Power of Unconditional Acceptance: THE SPIRIT OF ITEE

On March 5, 2019, a memorial service was held for Itee. Many members of her family, friends, and care providers were in attendance — more than 60 people in all. Itee was an Inuit woman who came from a large family in Nunavut. Two of her children, her sister, and many nieces and nephews came to her service, offering stories of unending love, warmth, and kindness — stories that were echoed by friends and neighbours who were touched by Itee in their lives.

Itee had borne significant burdens of colonialism and discrimination and their unwelcome companions, tragedy and loss, but she had done so with remarkable courage, resiliency, and empathy towards others. This power of unconditional acceptance, supported by a merciful spirit, was very

much in evidence at her service. Many spoke of Itee's influence on them, which nourished their own ability to deal with loss. It was a moving experience to hear of the life of someone who, although often marginalized by others, nonetheless always smiled and greeted everyone with “good morning” and treated everyone with respect.

Itee loved to be outside. On her corner down the street from The Mission she would often spend time enjoying her independence and community. Everyone passing by that corner daily, including many of us at The Mission, will not forget this as we pass by that corner, remembering with fondness her smile and the sense of inclusion she embodied.

Itee's powerful lesson of openness and acceptance is her unending legacy at The Mission.



Never Stop Fighting: THE SPIRIT OF HENRY

On April 11, 2019, another memorial services was held for Henry, who had also lived in our hospice. Originally from New Glasgow Nova Scotia, Henry was a gay man of Indigenous and African-Canadian descent. He loved many people, and also loved his two dogs Mia and Minime with complete devotion.

Sadly, he had incurred horrific physical, psychological and sexual abuse as a child, and carried deep trauma within him as a result. Despite this, his capacity for joy and his resiliency guided him through his life. As he would say when he encountered the indignity of prejudice resulting from ignorance, malice or discrimination, “I refuse to be insulted.”

Henry's loving husband Pierre and over 75 close friends came together in the chapel to tell stories

of how he, despite his own trauma and ill health, would do everything he could support them, especially in times of crisis. One young trans person spoke movingly of how the despair engendered by prejudice and hostility caused her to contemplate self-harm, and how Henry eased this pain by supporting her unconditionally.

When Itee passed away, Henry brought flowers to her memorial service despite his own imminent passing.

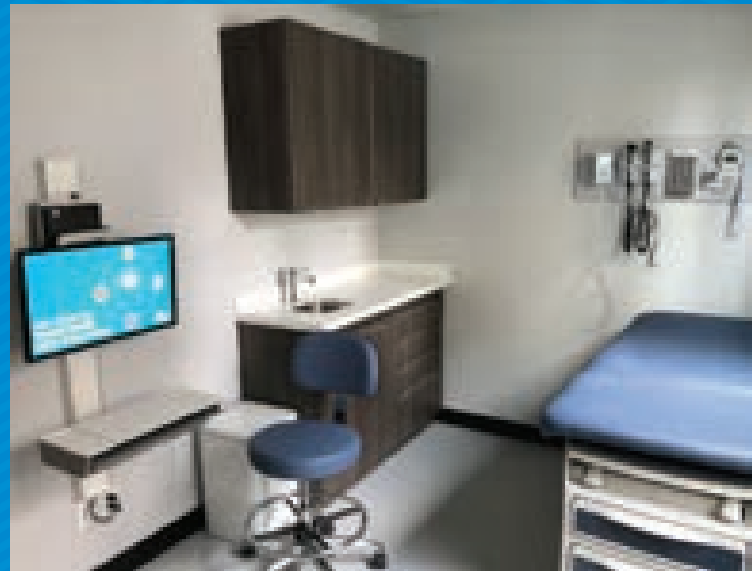
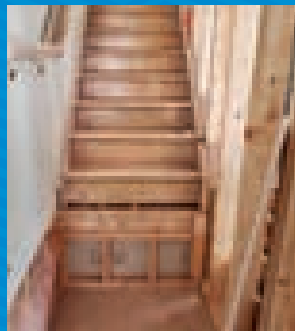
Community meant everything to Henry. This could take many forms, such as sharing a meal, or bearing witness to his profound faith in God in the last days of his life with Chaplain Timothy at his bedside.

Henry's indomitable spirit is his enduring legacy.

RIGHTS

NEW DYMON HEALTH CLINIC

Enhancing in-shelter healthcare to keep vulnerable community members as healthy as possible.



The Mission began planning an expansion of health services over two years ago in response to the significant increase in both the number of patient consults and the acuity of patients' needs. From last year to this year, patient consults increased by 74%.²² Many of our patients also have multiple physical and mental co-morbidities which make providing care more challenging.

In addition to expanding existing services such as chronic disease management, physical exams, prescription refills, vaccinations and immunizations, the clinic will offer new services such as women's care, a Hepatitis C community clinic, a diabetes clinic, and foot care to keep vulnerable community members as healthy as possible.

The Mission clinic will also continue to provide oral health through its dental clinic within the health clinic. Accessible dental care is especially important since it is not included within publicly funded healthcare, rendering it out of reach for those who live in poverty.

DYMON, a valued partner of The Mission and profiled in last year's impact report, has provided a very generous gift of \$300,000 to support this important project. We're thrilled by DYMON's commitment to giving back to our community, and the newly named DYMON Health Clinic could not be more appropriate.

Work to transform a 3,600 square foot residential space into a modern medical centre included:

- Approval for rezoning change of use;
- Design layout of building for new usage, including: changing the ground floor completely to allow for four exam rooms, dentist operator, universal washroom and making the ground floor completely wheelchair accessible; turning the second floor into office space; upgrading the building envelope by adding a metal roof; reinsulating the exterior walls; and installing new windows;
- Permit approval for changes included heritage, and building for design, electrical,

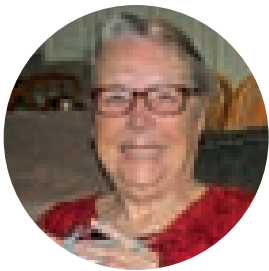
and mechanical. The Mission Maintenance team worked alongside contracted trades such as electricians, heating, and cooling technicians and plumbers;

- Obtaining all required inspections from building inspectors, plumbing inspectors, and engineers and ensuring all occupancy requirements are met;
- Sign off letters of approval for occupancy inspection from the Mechanical, Electrical and Structural Engineers;
- Purchase of proper equipment and furniture for all staff offices, lobby, and exam rooms;
- IT planning, procurement, and configuration through stakeholder engagement to ensure that all requirements would be met in the new building; and
- Landscaping the exterior, providing a ramp, signage and garden to the exterior that meets the requirement of the City Heritage Department.

The clinic opened in the summer of 2019, thanks to the support of DYMON.

²² Over the past year, the primary care clinic had the support of an additional NP, which helped to support the increase number of patient consults.

WHY I SUPPORT THE MISSION



**MARY
HARRISON**

Mary is a retired nurse who continues to demonstrate the caring and compassion that are the hallmarks of her former profession.

After taking a tour of The Mission few years ago, Mary became a monthly donor. She learned a lot. “What struck me was how clean and well organized the shelter was. And the people were so kind and friendly.” Mary also discovered that there is much more going on at The Mission than just providing food, shelter and clothing — like job training, on-site medical and dental care, and housing support services, to name a few.

Mary’s second act of generosity is very tangible and meaningful to many of the people we serve. She loves to crochet and sends us gifts of hats, scarves and blankets that provide the wonderful gift of winter warmth to people in need.

“I know that The Mission and those they serve appreciate my contributions — both my monthly gifts and the crochet work — because they often send me handwritten notes. It’s nice to know that you are making a difference.”

“Twelve years ago, people at The Mission opened their hearts to me. They inspired me every day to keep going and achieve my dream. They will always be a part of my life.”

SAMMY, JUNE 2018



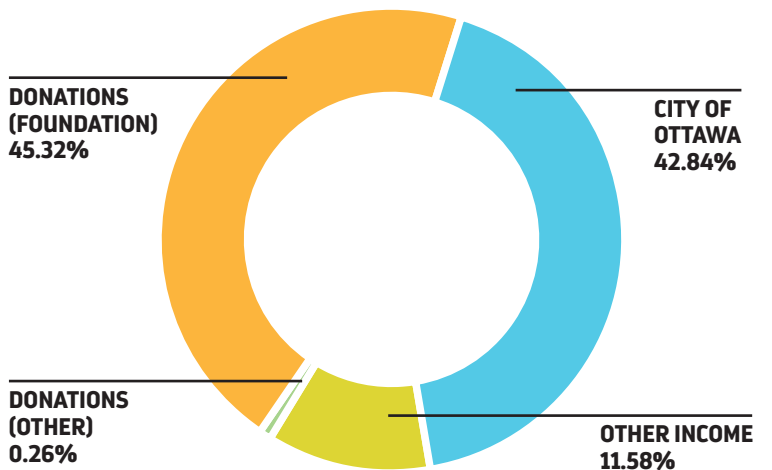
JOULE

Joule is a Canadian Medical Association subsidiary whose purpose is to accelerate physician-led innovation and adoption of advances that deliver excellence in health and patient care. Joule is a valued partner within The Mission’s Employee Engagement Experience (EEE) program, which offers organizations the opportunity to help people who are experiencing homelessness through employee volunteering within the shelter, while also building team morale, bringing people together and strengthening an organization’s commitment to the community.

Since October 2018, employees at Joule have volunteered at The Mission twice to serve plated meals to clients within the dining room, and have also helped us by providing a generous donation to the hospice and appearing in a video produced for the Ottawa Business Journal to promote the EEE program. For Joule, it could not have been a better fit.

“Corporate social responsibility and engagement with the community is a very important core value for Joule,” notes Katherine Ambler-Popowich, a Specialist in Cultural Innovation with Joule. “Volunteering at The Mission has taught our team and our organization a lot about the conditions surrounding homelessness and the depth and breadth of need in our community. Looking into the eyes of clients when you serve their meal is a very meaningful experience.”

REVENUE 2018-2019



“Thanks to you, Sammy and Chad have graduated! Thank you for sharing this wonderful story. The news nowadays is packed with disasters all over the world. It's heartwarming to hear of people who are thriving.”

OTTAWA MISSION DONORS



BRENDA ROTHWELL

Brenda Rothwell is very special to The Mission. She is a generous long-time donor, has served on our Board of Directors, and will leave a gift to us in her will. “I’m a proud supporter of The Mission, and have been for over 20 years.”

Brenda’s connection to The Mission is very personal. Her father Austin, a WWII veteran, master brick-mason, and loving father of four, suffered from alcoholism. Austin was often separated from his family and lived on the streets — he spent many nights at The Mission. The kids’ anxiety about Austin hit especially hard during the winter. “But Mom would say, ‘Don’t worry — Dad’s safe and warm at The Mission.’”

“The Mission’s doors are always open. The Mission staff look the clients in the eyes, they know their names, their stories. They can start a program, go through recovery. The success rate is phenomenal. They give people in need new beginnings.”

The care and warmth at The Mission was comforting to Brenda and her family. “The Mission gave my father warmth: There’s warmth there for these men and women. I give to The Mission because it gave so much to my father and my family. And I give to The Mission because it gives so much to me.”



HELENA SONEA

By day, Helena is the Senior Manager of Public Issues at the Canadian Cancer Society, where she works on influencing public policy in support of cancer patients and their caregivers. It’s a very busy job, and one to which she brings her passion for helping others.

Outside of her “day job”, Helena has also given the gift of her time to a number of local charitable organizations. “All of my volunteer work has been focused on creating a more inclusive society for people who are vulnerable”. She is inspired to do so by her parents, who worked tirelessly to give the best opportunities to succeed in life to her two brothers, who are on the autism spectrum.

Two years ago, Helena answered the call to become a founding member of The Ottawa Mission Foundation’s Young Professionals Network (YPN), and she recently became Chair. The YPN is a collective of like-minded professionals whose goal is to raise awareness about homelessness and poverty in Ottawa and make a difference in our community.



Thank You to all our volunteers, donors, supporters and partners who help us deliver life-changing programs to meet the needs of our clients.



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