



IMPACT REPORT

2019-2020



As each one
has received
a special gift,
employ it in
serving one
another as
good stewards
of the manifold
grace of God.

1 Peter 4:10 NASB

WELCOME TO OUR ANNUAL IMPACT REPORT

This past year was like no other in the history of The Ottawa Mission. In March 2020, COVID-19 was declared a pandemic, and our world turned upside down. We reacted quickly and worked closely with our partner agencies to ensure that everyone's health and safety were a priority, and that our activities were modified to minimize the risk of infection while maintaining essential services.

"Thank you" would be the smallest expression of gratitude to convey how proud our Board of Directors and senior management team are of our staff, volunteers and partners. Before COVID-19, we knew of the strengths of this team but since the pandemic, they have immeasurably proved it: not only have they cared for our most vulnerable, they put our clients' health and well-being above all else. It's the ultimate in providing duty of care and we're profoundly grateful for their willingness to use their unique gifts to serve and live out 1 Peter 4:10: "Each one should use whatever gift he has received to serve others, faithfully administering God's grace in its various forms."

God's grace also guided our support for our colleague and dear friend Dave Goss, who died of cancer in April 2020. Quiet, capable and self-effacing, Dave was part of The Mission family for 13 years. He received the love and support from this network of family and friends through cards, texts and hospital visits. His death, and the accompanying restrictions on memorials, is a poignant reminder of the pain that this pandemic imposes on grief and our remembrance of those whom we loved. His passing reinforced our need to take care of one another.

This year also saw the declaration of a homelessness emergency in the City of Ottawa. The Ottawa Mission played a pivotal role in this through our work with the City of Ottawa's Special Liaison on Housing and Homelessness, Councillor Catherine McKenney. The opinion poll that we commissioned confirmed that homelessness is the number one issue of concern to residents of our city, and that they want governments to work together, with other stakeholders, towards solutions. That's why we proactively engaged with federal and provincial representatives concerning homelessness in Ottawa to augment our municipal advocacy.

We continue to persevere in these efforts while at the same time delivering on our latest strategic plan initiatives, which include:

- Enhancing our **housing focus** through our new housing department and helping more shelter guests find appropriate housing while coping with COVID-19. Now, more than ever, we need to support people in order that one day they will have the dignity of their own homes.
- Expanding our phenomenally successful **Food Services Training Program (FSTP)** to support more students through a new partnership at the former Rideau Bakery site to serve as our FSTP training centre.
- Ensuring for the well-being of our amazing staff through our **Mercy in Action initiative** as they provide care to those who need it most under the very difficult circumstances imposed by COVID-19.
- Reviewing our programs through our new metrics evaluation initiative to ensure enhancements across our services.

All of this unfolded while we concurrently delivered emergency supports as well as our regular wraparound services. For example, our meal program delivered an astounding **520,373 meals** and our health clinic supported an astonishing **17,713 patient consults** over the course of the past year, some of this while dealing with COVID-19. Accomplishments across our many other programs continued as well.

These efforts demonstrate our continued leadership in the community to meet the needs of our most vulnerable. Moving forward into September 2020, we will mark the **one millionth hour** in which our shelter has been in existence. For over one million hours, our doors have remained open as a tangible demonstration that God is faithful and provides mercy, dignity and unconditional acceptance to all who enter our blue doors (Ps 91:4). As we mark this important milestone, we're deeply grateful to our staff, volunteers, partners and donors for your continuing support.



MATT TRIEMSTRA



PETER TILLEY

MATT TRIEMSTRA
President, Board of Directors
The Ottawa Mission

PETER TILLEY
Chief Executive Officer
The Ottawa Mission

MEETING THE NEED



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.¹

The framework came into effect in 2014. Unfortunately, over the life of the Plan, homelessness has worsened in our community, not improved.

In June 2018, in advance of the mid-point review of the Plan, the Alliance to End Homelessness reported that despite efforts, Ottawa was 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.²

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

- The overall rate of emergency shelter use increased by **6.5%** from 2017 to 2018. The number of households on the Centralized Waiting List for affordable housing has increased by a staggering 14.8% from 2017.

In November 2019, as a companion to the release of our annual impact report, The Mission released a public opinion poll that showed that respondents in Ottawa felt that:

- Homelessness and the risk of homelessness impacts individuals, our community, and our country;
- Ottawans have empathy for those who are homeless and support them;
- The top factors underlying homelessness are physical or mental health conditions, addictions and lack of affordable housing;
- At the municipal level, homelessness is the number one issue of concern, and there is a desire for all levels of government to work together and with other sectors to reduce homelessness.

1 City of Ottawa. A Plan for Everyone, 2013.

2 Alliance to End Homelessness Ottawa. Homelessness in Ottawa: A Roadmap for Change. Progress Report Review 2014 – 2017, June 2018.

3 City of Ottawa. Ten-Year Housing and Homelessness Plan 2018 Progress Report, June 2019.

4 City of Ottawa: 10-Year Housing and Homelessness Plan 2020-2030.

5 Community and Family Shelter Data 2014-2019, Progress Report, 2019.

In December, Councillor McKenney tabled a motion before City Council to declare a homelessness emergency in Ottawa. The Mission strongly supported this motion and Councillor McKenney’s Housing Emergency campaign, noting that **“the urgency and magnitude of this situation highlights the immediate need for collaborative action to find safe, accessible and supportive housing for thousands who need it in Ottawa.**

The Ottawa Mission urges the municipal, provincial and federal governments to work together now to provide practical, accessible and timely solutions to meet the needs of the most vulnerable in our community.” On January 29, 2020, Ottawa City Council unanimously passed this motion.

In March 2020, the World Health Organization declared COVID-19 a pandemic, and life for those who are homeless became even harder. After the pandemic was declared, many public spaces were closed, leaving those who were homeless with very few options.

For The Ottawa Mission, the wellbeing of our shelter guests, employees, volunteers, partners, and our community members was our top priority from the first day of the pandemic forward. We adjusted our operating procedures to ensure that the risk to our shelter guests and others remained as low as possible. We also supported the City of Ottawa and Ottawa Inner City Health (OICH) to quickly establish the Routhier Centre to support the self-isolation of homeless individuals with presumptive cases of COVID-19, as well as the City’s opening of the Jim Durrell Centre to house homeless men, thereby reducing overcapacity within our shelter and others and supporting social distancing efforts to lessen the risk of COVID-19 within the shelter system. We are grateful to the City for these measures. In June 2020, the City released its refreshed 10-Year Plan concerning homelessness as well as updated shelter data.^{4,5}

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- In contrast to previous alarming increases in shelter users and the centralized wait list for affordable housing, increases this past year were 1.7% and 3.3% respectively. There were declines in shelter users across categories except families;

TOTAL NUMBER OF PEOPLE USING AN OVERNIGHT EMERGENCY SHELTER IN OTTAWA

	Total People	Single Males (at any shelter)	Single Men’s Shelters	Single Females (at any shelter)	Single Women’s Shelters	Single Youth Shelters ⁶	Single TM, TF, Trans, NB, IS/ Other ⁷	Family Units	Individual Family Members	Total Nights
2014	6,439	3,169	2,949	1,096	828	342	16	696	2,235	504,469
2015	6,765	3,121	2,889	1,145	840	373	18	760	2,559	500,450
2016	7,116	3,241	3,017	1,158	848	268	22	867	2,800	526,252
2017	7,457	3,281	3,160	1,040	831	242	18	966	3,201	656,356
2018	7,950	3,301	3,187	1,047	876	219	29	1,074	3,657	719,397
2019	8,088	3,234	3,144	980	803	202	37	1,182	3,947	816,231
Change from 2018	1.7%	-2.0%	-1.3%	-6.4%	-8.3%	-7.8%	2.8%	10.1%	7.9%	13.5%

6 Includes stays in designated youth shelters for individuals of ANY age

7 Transgender male, transgender female, transgender, non-binary, intersex, other or unknown

- Ideas from the engagement process to formulate the new plan are reflected within the plan;
- We appreciate the recognition by the City that homelessness service providers are overburdened, and that COVID-19 has intensified this.

Having said this, there are areas of concern:

- Shelter nights increased by 13.5% mostly due to increases in families. The number of families in off-site motels increased by 37.5%;
- Shelter length of stay has increased by 12.2%, with increases in youth above age 17, older people, newcomers, and Indigenous women;
- There were significant increases in chronic and episodic homelessness across almost all populations, as well as increases in length of stay, particularly for women;

- We’re now in year six of the original 10-year plan. While the increase in shelter users was modest, it’s not a decrease. Another year has passed and we’ve lost further ground.

We appreciate that the city has limited ability to raise funds for housing, and the impact of COVID-19 on city finances has been drastic. **All levels of governments must work together and include the homelessness sector to reduce homelessness.** That’s why, in addition to municipal advocacy, we’ve been engaging with federal and provincial cabinet members regarding the need for additional support concerning homelessness in Ottawa. We urge all governments to work together to reduce homelessness now.

HOUSEHOLDS ON THE CENTRALIZED WAITLIST 2014 - 2019

Year	2014	2015	2016	2017	2018	2019
Number	10,224	10,099	10,052	10,597	12,163	12,577
% Change	-	-1.22%	-0.47%	5.32%	14.8%	3.4%



IN MEMORY OF OUR FRIENDS WHO
WERE LOVED AND CARED FOR AT
THE MISSION HOSPICE. WE MISS YOU.



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);
- **Housing Services** (including placement, diversion away from the shelter and outreach);
- **Client Services** (including employment and educational support, 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.

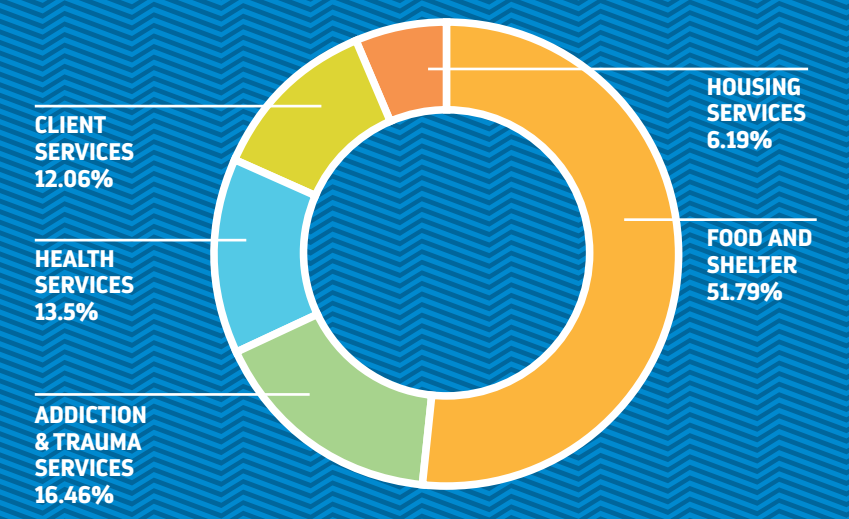
EXPENDITURES 2019-2020

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

- **Food and Shelter**
- **Client Services**
- **Housing Services**
- **Addiction and Trauma 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 hungry men, women and children in poverty who cannot afford nutritious food. Each day, our team of nine full-time and six part-time staff and up to 30 volunteers⁸ prepares and serves delicious meals so that no one in our community goes hungry.

Behind the scenes, our team maintains a clean and safe kitchen, and ensures that meals are always available. Our team serves every meal with compassion and respect: they know that a smile given in kindness can make a big difference.

FOCUS: DELIVERING MEALS SAFELY DURING COVID-19



Our meal program for shelter guests and community members was completely reformulated after the pandemic was declared to minimize the risk of COVID-19 while continuing to deliver desperately needed nutritious food.

- To support social distancing for our shelter guests in the dining room, some tables were removed and the number of guests at each table was limited to four. Guests went down for their meals at staggered times by floor instead of all at once. Guests' hands were also sanitized as they entered the dining room. For a period of over three

months, all meals were served on disposable products (paper plates with plastic cutlery). All condiments are prepackaged. Beverages are served from the kitchen from behind the service line instead of self-serve. Cold beverages are single serve items such as bottled water or juice. Sneeze guards have been installed, and staff and volunteers wear masks. The dining room is disinfected after every use.

- To continue to deliver urgently needed community meals,¹⁰ this service was moved from the dining room three times a day to one hot meal, two cold meals and one grocery bag daily per client each day at 1 pm through the garage entrance.

The Mission also continues to deliver meals beyond our doors to support COVID-19 containment efforts in the community to the Routhier self-isolation Centre for those who are homeless, the Jim Durrell overflow shelter, and to other community partners such as the John Howard Society.



PARTNERSHIPS WITH OUR COMMITTED COMMUNITY

We couldn't serve over 520,000 meals per year without the steadfast support from our partners and in-kind donors, for which we're very grateful, including⁹:

- Algonquin College
- Capital Meats
- Farmboy
- Cupcake Lounge
- Italfoods
- Nando's Chicken
- Dovetale Collections
- Golden Baguette Bakery
- Cadman's Bagels
- Mavericks Donuts
- KFC
- Loblaws
- Parliament Hill
- Ottawa Food Bank
- Tannis/Sysco
- Thyme and Again
- Bytown Catering
- Rideau Rockcliffe Food Bank
- Orleans Community Garden
- Food Rescue

Why I work for The Mission: MOHAMED



Mohamed has been with The Mission since 2018. He first joined as a volunteer, and then secured a part-time position as a dishwasher. He also did his high school co-op placement at The Mission. In 2019, Mohamed enrolled in the FSTP and graduated from both this program and high school on the same day in June. When a cook's position opened, he jumped at the chance Chef Ric offered. Mohamed is responsible for not only food preparation and cooking, but also food storage, cleaning and other functions of the well-run kitchen. He is also completing a culinary apprenticeship program at Algonquin College.

"I love this place. It means a lot to me to be here. I enjoy cooking and it's very rewarding to get feedback from clients on the food we serve. I couldn't be happier here, and am very grateful to The Mission and Chef Ric."

Mohamed has also learned about homelessness through The Mission. "People don't want to be homeless and they shouldn't be judged. Instead, they have obstacles that they're working through, and will overcome. I love helping them. "The Mission has become my second home and I love it."

Why I volunteer with The Mission: LAURIANNE



Laurianne has volunteered continuously at The Mission since 2006, except for two periods away. She works in the kitchen and the clothing room. During COVID-19, she worked five shifts a week. "It's my pleasure and duty to serve clients; I feel inspired to help them. They need and deserve it."

Laurianne's favourite task is to serve meals. "I enjoy interacting with clients. I greet them with a smile, address Francophone clients in French, ask how they are, and try to remember their preferences. I want them to know that they matter. When you offer warmth and sincerity, even those that don't respond initially begin, over time, to respond, to smile back and a connection is made, which is precious."

Laurianne's service has taught her a lot about homelessness. "You realize how precarious life can be. All it takes is for one thing to go wrong and anyone can become homeless. And many are trapped in homelessness because of the lack of affordable housing in Ottawa."

11,12. From May 2019 to February 2020, the daily average number of meals ranged between 1403 - 1452. In March, with the changes imposed by COVID-19 and the initial reconfiguration of the community meal program to one per day, the daily average dropped to 1255. After three meals a day were reinstated, the daily average for April was 1594. This latter figure demonstrates the depth of food insecurity in Ottawa, now made worse by the pandemic. For example, the Ottawa Food Bank reported that during the first 10 weeks of the pandemic, calls increased by approximately 500%. Ottawa Matters, July 12, 2020.

2019-2020 OUTCOMES + IMPACT

1,422¹¹
Meals served daily

520,373¹²
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

Why I turned to The Mission for help: ROB

Rob's childhood was damaged by addiction and violence, which led him to develop his own self-destructive behaviour. He entered the Hope Wing in 2017, and also recovered from bypass surgery in the Hospice in 2020. He returned to The Mission in the spring after suffering an attack at a rooming house where he was living, and is waiting for safe and appropriate housing. He remains clean and dedicated to maintaining his health.

Rob has also benefited from The Mission's meal program. "I was overwhelmed by the community meal program and receiving so much good food each day in the middle of a pandemic. And meals for people who stay here are incredible: like a five-star restaurant."

"I'm very grateful to The Mission. I am very thankful for all the support and respect I receive from all staff through my struggles. When I look at the last 40 years, I thought I would never be grateful. Now I am so thankful and happy that The Mission helped me change my life."

8 In mid-March 2020, to minimize the risk of COVID-19, the number of kitchen volunteers was reduced to 18 per day in three shifts of six each.
9 As a result of COVID-19, some regular donations were placed on hold, including: Shopify; Morning Owl Coffee; Château Laurier; Hampton Inn; Shaw Centre; Infinity Centre; Starbucks; and St. Paul's School.
10 Out of 107 ridings in Ontario, Ottawa has three of the top 10 ridings for food bank usage. Ottawa —Vanier, where The Mission resides, has the highest in the province. Feed Ontario. Report: Hunger Map, July, 2019.

SHELTER

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



Our team of 17 full-time and 12 casual staff 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 our guests are provided with comfortable shelter at night. Frontline staff are trained in non-violent crisis intervention 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: KEEPING SHELTER GUESTS SAFE DURING COVID-19

As part of our efforts to support the most vulnerable in our community while ensuring the safety of our shelter guests, volunteers and staff, in the wake of COVID-19, many adjustments were made to shelter programming.

After the pandemic was declared, the shelter was open only to staff, scheduled volunteers and guests who were booked in. Access to the shelter for guests was limited to the porch entrance of the building. Guests were screened by frontline staff and their hands sanitized upon entry. New guests were able to book in as well as existing guests.

In addition to the changes noted for the meal program, Client Services adjacent to the shelter was closed for almost four months, with case management and mental health supports available at the main shelter building (page 12). Changes were also made to the delivery of health services (page 18).

Group activities were suspended to support physical distancing, including the Day Program, Chapel Service, and the Food Services Training Program. Fortunately, they were later reinstated with new protocols to support social distancing and to keep clients safe.

Prior to the establishment of the Jim Durrell shelter, social distancing within the shelter was challenging due to continuing to operate at over 100% capacity, which we have been doing for over three years (see graph on page 9). Frontline workers supported social distancing by ensuring that shelter guests respected floor

markers, hand sanitization, and other protocols to ensure their safety. When shelter guests presented with COVID-19 symptoms, frontline staff ensured their transfer to the Routhier Centre for testing, reallocated those other guests within their dorms to other rooms, and worked with Housekeeping to sanitize their dorms.

COVID-19 also intensified the anxiety of many shelter guests. Frontline staff supported guests to alleviate their fears and to assure them that they would be safe at The Mission.



Why we work
for The Mission:
ANDREW AND
LEANDRO



Andrew and Leandro are one of two sets of brothers who are a part of The Mission family. Leandro joined in the summer of 2019 out of a desire to help people. Before coming to The Mission from the military, he hadn't seen much homelessness, and was humbled by the overwhelming need for The Mission's services. "I remember an older couple who came for a community meal before the pandemic. The meal hour was almost over, and they hadn't yet finished. When I mentioned that the hour was almost over and they had to finish, they slid the remainder of their meals into a bag and left. That hit me hard."

While things have changed due to COVID-19, interactions with clients continue to make an impression on Leandro. "These changes are challenging, but we find ways to connect with clients. For example, we see them in the community meal line and catch up with them even though they can't enter the shelter. This maintains our rapport with them."

Andrew joined a bit later, after working in a group home. "I've learned a lot about homelessness since coming here, especially how debilitating mental illness can be. I've also learned about empathy, compassion, and discretion in terms of how to respond to clients to meet their needs. Each client is different, and each teaches me tolerance, acceptance and how to support each person. Ultimately all clients want to move on from the shelter, and we want them to do that. We help them along their way to independence, everything from helping them get their meds, to small thing such as handing out toiletries."

"I've seen increasing diversity among our clients, including students and refugees. Coming from an immigrant family, this breaks my heart. Homelessness is completely non-discriminatory, and anyone can become homeless. Clients appreciate the support they receive across programs, which is phenomenal. I'm happy to hear from former clients after they've left the shelter and are doing well." Leandro says.

Andrew notes the support he receives from his team. "I've learned a lot from staff here and am really thankful. The training we get here is fantastic. And the mentorship from supervisors and our manager Mikel is great. Our team members trust each other and look out for each other. We take care of each other." This extends to Leandro as well. "I'm reassured that Leandro's on my team and has my back."

"We wouldn't be here if The Mission didn't do good work," Leandro notes.

2019-2020 OUTCOMES + IMPACT

1,755¹³
People sheltered

197¹⁴
People sheltered daily

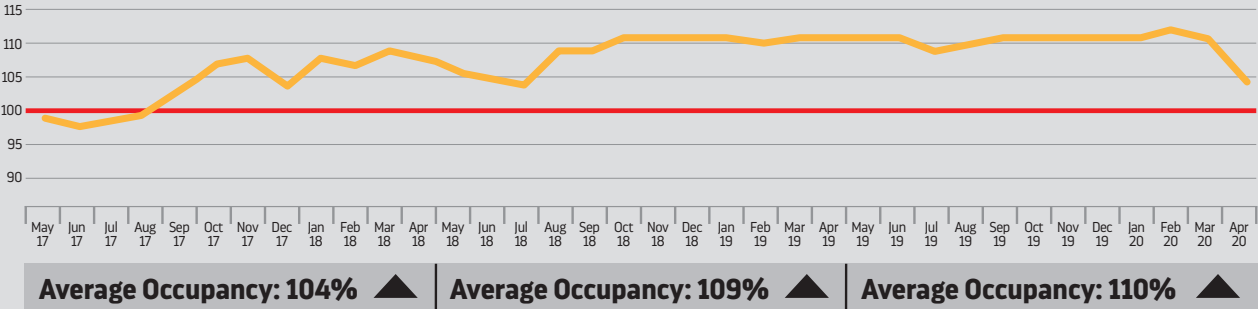
110%¹⁵
Occupancy rate

97%
Percentage of nights
overflow mats were needed

14 days¹⁶
Average length of stay
for emergency shelter

13 All Program Beds. The number of unique people sheltered in emergency shelters and mats only was 1603.
14 Shelter and Mats. The average # of unique individuals sheltered daily in All Program Beds was 257.
15 Shelter and Mats
16 Shelter only. Average Length of Stay was calculated using shelter beds only. This is a change from previous reports that included overflow mats in the calculation, which are recorded as single night stays. Length of stay for all program beds varies by program.

Emergency
Shelter
Occupancy
Percentage
Change,
May 2017 -
April 2020



HOUSING

A key principle of The Mission's Housing First strategy is that housing is a human right and the key to wellness, dignity, and the ability to live a wholesome life.

Being housing-focused is a collaborative effort across The Mission's departments to help guests prepare and transition to live independently. Client Services was the umbrella department for many of these services. To reflect the growth and variety of housing services, the new Housing Services Department was created in 2019.

Our dedicated team of seven full-time and one part-time staff provide homeless and vulnerable men and women access to the supports needed to be independent within their own homes. Our Case Managers do 1:1 assessments of people entering the shelter to refer them to the appropriate programs and services, and work with each client to create housing plans that reflect their individual circumstances. Our services include:

- **Diversion:** Staff help people seeking shelter to identify immediate alternate housing arrangements and, if necessary, connect them with services and financial assistance to help them return to permanent housing.
- **Placement:** Staff support each client to secure safe, appropriate and affordable housing based on their unique needs.
- **Outreach:** staff work with seniors, families, singles and youth who are homeless, under-housed and/or at risk of losing their housing. The goal of this program is to prevent homelessness by helping clients to find and/or maintain their housing.
- **Management of Community Properties:** The Mission operates two Second Stage homes in the community that provide transitional housing for men who have completed our LifeHouse program or similar abstinence-based residential treatment programs. Group meetings, life skills training, individual counselling, and other techniques ensures that they have the support they need to maintain and strengthen their recovery, repair relationships, work or attend school for up to one year after treatment. The Mission also owns two apartment buildings in the community that provide a mixed housing model, combining market rental apartment units with subsidized units available to individuals that have completed programs at The Mission.

FOCUS: HELPING CLIENTS FIND HOMES DURING COVID-19

As part of The Mission's current strategic plan, Housing Services became a distinct department from Client Services in May 2019 to enhance our support to shelter guests and community members at risk of homelessness. Underlying this decision was our move toward becoming a housing-focused shelter which recognizes that access to safe and affordable housing is a human right.

Homelessness is very complex in nature and many of the clients who come to us have a long history of trauma, substance use, mental health conditions and other issues, and thus shelters act or have acted as homes for them, and all they know. However, there are housing options for everyone, regardless of their past or present conditions. With the right supports and the right housing anyone can be housed.

Before COVID-19, the new department had made great strides in both finding homes for shelter guests and diverting people away from the shelter to alternate accommodation. After the pandemic was declared, many external agencies curtailed or stopped their operations altogether, and requirements to stay home made it difficult to support clients in their housing searches for viewings and other supports. As restrictions eased, some clients were still uncertain about resuming their search given the risk of COVID-19. However, departmental staff persevered and continued to offer support when and where they could. As a result, the number of people placed into housing by The Mission increased over last year from 193 to 202 (4.7%), and the number of individuals diverted away from the shelter to alternative accommodation also increased from 122 to 168 (37.7%). These impressive results under very difficult circumstances provide a positive outlook for the future on our work to ensure that everyone has a home.

Why I work for The Mission: MARC



Marc has worked at The Mission since 2006. Beginning as a casual Frontline staffperson after graduating from police foundations, he transitioned to successive positions within Client Services, including Manager. In 2019, while finishing his Bachelor of Social Work degree, he became Manager of the Housing Department.

On his previous role as a Case Manager, he states, "I strived to create supportive relationships with clients. This is what case management is about: you work with clients to determine what led them here and how to support them to leave the shelter. Some clients have not had a home for years. Once they've experienced their own place some will do everything they can to avoid returning to the shelter." As Manager, Marc supports his colleagues to succeed in their roles.

As a Francophone, he knows the importance of supporting clients in their language. "The Mission has come a long way in providing bilingual services."

Clients have also confirmed what Marc knows personally. "Through the experience of my uncle and clients with homelessness, I know that anyone can become homeless. The Mission has given me a lot and keeps me engaged."

Why I turned to The Mission for help: MICHEL



Michel is a semi-retired senior who moved to Ottawa in 2019 from Quebec to be closer to his son. Prior to moving, he had no idea how difficult it would be to find affordable housing in the nation's capital, where rents have soared by over 13% in the past two years (the highest increase in Canada). Michel's experience is unfortunately not unique: single older males saw a significant increase in the average length of stay in Ottawa shelters from 2018-2019. With nowhere to go, he ended up at The Mission, where he spent over seven months in the shelter trying to access affordable housing. At first he tried to find a place on his own, but then accepted the help he was offered by Shayna of The Mission's Housing Department. After seven months, he moved into an apartment managed by Ottawa Community Housing.

"My apartment is very nice. I'm grateful to The Mission and to Shayna for helping me find my own place."

Why I work for The Mission: SHAYNA



Shayna has worked within the Housing department since June 2019, although she has known The Mission for longer. "Earlier I did a student placement in-shelter mental health. When this position came up, I jumped at it."

Shayna's focus is to support clients to achieve housing through client-centred care. This can involve everything from restoring their identification, connecting them with financial support, or other services such as healthcare. "It means a lot to me to support clients through this unprecedented time, dealing with the homelessness emergency and then the pandemic. One of these crises would be hard enough, but experiencing both at once is unimaginable."

Clients have also taught Shayna a lot about homelessness. "Systemic and structural factors can increase someone's risk of homelessness. But it's also true that it only takes one thing to go wrong and anyone can become homeless. Given the stigma surrounding homelessness and the difficulties navigating the system, I'm happy to support our clients out of homelessness to independence."

2019-2020 OUTCOMES + IMPACT

HOUSING ASSISTANCE

202

Clients successfully housed

168

Households diverted to alternative accommodation

1,223

Housing-related supports provided to clients

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 consists of six full-time staff, one full-time Canadian Mental Health Association (CMHA) staff, and one part-time Royal Ottawa Hospital staff, and up to 24 volunteers, who support homeless, low-income, and marginalized individuals in accessing services, resources, and paths to empowerment to improve their quality of living. These supports include client-centred case management, crisis intervention, system navigation and referrals, and a variety of practical supports. Clients may receive support working on self-identified goals related to housing, employment, education, substance use, and mental health. Services include:

- **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, shoes, bus fare and other supports.
- **EDUCATION AND JOB TRAINING:** We work with those who want to improve their lives through education by helping to define goals and access resources. The Mission's Stepping Stones Learning Centre helps people obtain high school diplomas, learn a trade or improve literacy skills. Discovery University provides free, non-credit university courses. Partners 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 (page 14) provides men and women the skills 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.
- **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.



FOCUS: CONTINUING TO MEET CLIENTS' NEEDS DURING COVID-19

With the closure of the Client Services building as part of The Mission's response to COVID-19, case management services were moved to the main shelter building at 35 Waller Street. There, case workers and managers provided support to clients with matters concerning employment, mental health, and working in partnership with colleagues from the Housing Department, housing services as well. Workers and managers wore PPE and ensured that social distancing was in place while working with clients.

Educational programs such as Stepping Stones Learning Centre and Discovery University unfortunately had to be suspended, with support to SSLC students eventually offered by phone instead of in person. Sadly, Discovery U was cancelled for the remainder of 2020 as classes normally take place externally to the shelter and the availability of space could not be guaranteed.

After four months, office space within the Client Services building adjacent to the shelter was made accessible on a limited basis for clients to meet with Client and Housing Services staff by appointment, enabling The Mission to gradually extend much needed support. Social distancing, PPE, and cleaning protocols are practiced diligently to keep clients safe.

Why I work for The Mission: MAT



Mat has worked at The Mission for six years. For four years he worked on a part-time basis in Frontline Services while completing his law degree, and then decided not to proceed with articling since he would have to leave The Mission. "I became full-time, focusing on client's immediate needs such as food and shelter. Mental health is also important, as many clients arrive here in crisis. I worked to make everyone feel safe."

In 2020, he transitioned to Client Services to support clients' longer term needs. "I do everything in my power to help clients reach their goals, including referrals to educational programs, and helping with resumés and interviews." Mat also supports Francophone clients, including refugees. "It's rewarding to help someone get back on their feet. I've also connected with former clients who say that we made a big difference in their lives."

Why I turned to The Mission for help: JOHN



John spent most of his life working in construction, until things unravelled because of addiction. He has worked on maintaining his sobriety through our ATS Programs.

The other big change John has made is to upgrade his workplace safety training which The Mission paid for. Our Education & Employment staff helped update his resumé, and we outfitted John with work gear. We helped him move into his apartment, and he also received treatment at our Dental Clinic.

John praises the people he worked with at The Mission for being professional and caring, and for always being there to help him achieve a better life.

Why I partner with The Mission: PETRA



Petra is the Director of the Centre for Initiatives in Education and an Instructor in the Enriched Support Program at Carleton University. Carleton is an essential partner organization of the Mission's Discovery University (DU), which allows people who are homeless or low income to participate in non-credit, university-level courses at no cost. Thanks to our partners, courses are taught by university instructors and materials are provided for free.

Petra is passionate about enabling students to access educational opportunities through Discovery U. "Education is about more than jobs: it is also about instilling self-confidence, initiative and drive in vulnerable people. I believe that everyone should have the right to experience higher education through removing barriers and nurturing students. Discovery U supports this."

"I've seen how supported access to higher education brings dignity and hope to these students who have previously doubted themselves. Discovery U students thrive, and everyone who wants this opportunity should have it."

2019-2020 OUTCOMES + IMPACT

EDUCATION SERVICES

59

Stepping Stones students

2

High school graduates

76

Discovery University graduates

MENTAL HEALTH SERVICES

20

Clients engaged in case management

65

Clients referred to Royal Ottawa Hospital

EMPLOYMENT SUPPORT

184

Clients helped with resumés

773

Clients supported in job search

239

Clients provided with employment referrals

CLOTHING

6,315

Clients served

FOOD SERVICES TRAINING PROGRAM

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

For men and women looking to change their lives, a team of four full-time staff delivers a five-month¹⁷, five-day-a-week job training program to teach the skills necessary to work in a commercial kitchen. 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, WHIMIS¹⁸, Occupational 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 with newfound confidence, pride and dignity.

FOCUS: CONTINUING TO SUPPORT STUDENTS DURING COVID-19

When the pandemic was declared, The Mission immediately suspended the FSTP briefly to develop a strategy to continue the program while employing social distancing and precautionary hygiene measures to ensure the safety of our students, staff and volunteers. Upon the implementation of this strategy, students came in to complete their theoretical components with our FSTP Coordinator Dylan, keeping their distance and wearing proper PPE. Students were also required to attend practical sessions at their discretion, and a minimum of one session per week. Some students minimized participation in these sessions due to heightened anxiety due to COVID-19, issues with childcare or transportation during COVID-19, or underlying health conditions that could put them at greater risk of this illness. Regardless, 11 students graduated from the first class of 2020, an incredible achievement. We continue to support them to find employment in the industry.



Why I turned to The Mission for help: JAISON



In Jaison's own words, "Growing up was just filled with disappointments. I was in and out of children's aid, detention centres and jail, all while learning addiction and crime."

After 18 previous attempts, the programs at The Mission finally made the addiction treatment "stick". Jaison moved on to a different life with hope, determination and purpose, one where he was able to accept God into his life. He was baptized and devotes considerable time to his church and bible study.

Jaison enrolled in the FSTP to upgrade his skills and is working in the industry. His ultimate goal is to help others by providing outreach support so he can give back for all he has received. Jaison credits his treatment and training at The Mission for teaching him integrity, responsibility and being part of a team. Above all, he credits the people at The Mission and his church for giving him a sense of family. Jaison has been renewed in body and soul, and is deeply grateful.

Why I work for The Mission: DYLAN



Dylan has had a lot of pain and hardship in his young life. But he has also accomplished more than he ever dreamed possible, and credits The Mission for supporting him when he needed it most.

When he was very young, Dylan had fallen into alcohol and drugs, and spent time in jail. Although his remorse was overwhelming, with the love of his family, he achieved his high school diploma while incarcerated, and also discovered he loved working in the kitchen there. Upon release, he enrolled in and graduated from the FSTP, and then from Algonquin College's Culinary Management Program on the Dean's List and Honour Roll!

Dylan felt part of something special at The Mission: for the first time in his life, he didn't feel judged. He got a job in The Mission's kitchen in 2019, and built on this in 2020 by becoming the new FSTP Coordinator. "I really developed a passion for helping people because if someone could do that for me, I should be paying it forward."

Why I turned to The Mission for help: MICHEL



Michel is a recent graduate of the Food Services Training Program and found employment with a local Ottawa coffee and food company. A lost soul for most of his troubled life, Michel grew up in a violent home where dealing drugs seemed to be the only way to make money and cope. For Michel, family meant uncertainty and loss rather than roots and wings.

Michel is not shy about his past. "I ended up at The Mission, court ordered six months. It was either go to jail or come here. When the cops came, it ruined all the trust I had built up with my family. Luckily, there was the addictions and trauma services program." He met Chef Ric, learned about the FSTP, and became clean, trained, employed and housed. The Mission gives Michel the feeling of family, and he looks forward to returning as a volunteer "because the place has done so much for me. It's time to give back."

2019-2020 OUTCOMES + IMPACT

2
Five-month sessions (fall and winter)

26
Graduates

173
Graduates since 2004

26
Graduates this year who found employment in the industry (100%)

90.4%
Program success rate (graduates since 2004 who found employment in the industry)

¹⁷ Beginning in July 2020, the program has been changed to be four months in length.
¹⁸ Workplace Hazardous Materials Information System.

ADDICTION AND TRAUMA

Addiction and trauma are often linked. Many sink into addiction to cope with physiological, psychological, and spiritual pain from trauma. Our team of 10 full-time and 22 casual staff work 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 person's needs. Partners include Men in Healing and Royal Ottawa Psychiatric Outreach.

Day Program: A drop-in group focused on peer support and education. Group topics include relapse prevention, emotional regulation and trauma. Day Program runs on Tuesdays and Thursdays in The Mission dining room and is available to individuals booked into the shelter. In addition to group programming, clients may also access individual counselling. There is no requirement of abstinence but participants are asked to arrive sober.

Hope Program: A three-month treatment program focused around harm reduction. The program has 12 beds and offers a safe environment for clients to explore their goals and create change. Clients are required to attend daily groups and individual counselling. Although abstinence is not mandatory, clients may not be under the influence or presenting to be while on the program floor.

Stabilization Program: A 13-bed abstinence-based treatment program for men who identify as currently having problematic substance use or are at risk of a relapse. While in the program, clients work in various ways to stabilize their lives and develop healthier lifestyles. Clients have daily groups, with topics ranging from emotional awareness to relapse prevention. Clients are also each assigned a primary counsellor who they will meet with weekly. To enter Stabilization, clients must maintain 24 hours of sobriety prior to their intake.

LifeHouse Program: A five-month treatment program for men with a history of trauma and addictions. The program has 13 beds and consists of two phases that aim to help men heal from experiences associated with addiction. Clients attend weekly counselling sessions and daily groups that focus on anxiety, trauma, relapse prevention, spirituality and creative healing strategies.

AFTERCARE: Individual counselling and group treatment are available for clients who are housed through Ottawa Mission programming.

FOCUS: KEEPING ATS CLIENTS SAFE DURING COVID-19

In response to COVID-19, one of the most difficult decisions we had to make was to suspend group activities, including our Day program, the foundational tier of our Addiction and Trauma Services (ATS) program. Prior to the pandemic, 30 to 40 men met regularly in our Chapel to discuss their situation living with addictions. Participants have stated that they feel unconditionally accepted by staff, which provides them with a sense of structure and family. The SMART Recovery program, an abstinence-oriented, non-judgmental peer support program for individuals with addictions to help them make changes in their lives through learning goal-oriented coping skills, was also suspended. The evening program was also suspended.

To address these gaps, individual counselling by ATS staff was increased to provide additional support to clients at increased risk of relapse. The risk posed by relapse after the pandemic was declared has been heightened due to changes in the composition of the illicit drug supply, with the purity of these drugs being downgraded through mixing dangerous substances that can lead to overdoses that cannot be reversed by traditional treatments such as naloxone.¹⁹

Fortunately, later in the spring and summer, we were able to offer clients the SMART Recovery program online, and also restart the Day and Evening meeting programs in person by moving it to the dining room, which offers more space.

Keeping our clients safe on their journey toward sobriety, independence and wholeness also underlined our decision three years ago to move our LifeHouse program offsite. Relapse rates from LifeHouse continue to be lower than they were before the move. We have managed this while increasing beds at LifeHouse from 11 to 13. Clients have stated that this new location is a safe space that supports their Focus on recovery.

Why I work for The Mission: NIVES



Nives has worked at The Mission for three years, the past two as Coordinator for the Hope and Day Programs. "The Hope Program is a residential treatment program focused on harm reduction, and the Day Program is a psychoeducational and support group offered to men impacted by addictions and trauma." Nives spend most of her time providing individual counselling and group facilitation to shelter guests and community clients.

"I meet people where they're at. I'm very grateful to be working through a harm reduction model. By offering a non-judgmental space for clients to explore the underlying reasons for their behaviours, we often see them gain confidence and skills to better their own lives. It's amazing how people can grow when they feel accepted."

Working with clients has given Nives much. "They've taught me that homelessness can happen to anyone. Some of the most intelligent, creative and resilient people I know have been impacted by homelessness. The shelter environment can at times appear gloomy, but it's also filled with people who exhibit kindness, courage and hope."

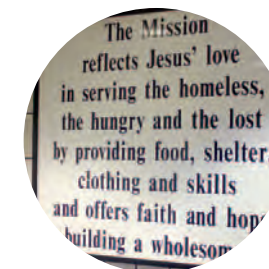
Why I turned to The Mission for help: SHAWN



Shawn considers himself lucky to have stayed at The Mission during a summer heat wave, and remembers the tremendous efforts of staff to help everyone they could, patrolling the area to hand out water, and tell people to come in from the heat or to seek medical care. Shawn knows that The Mission is always there when people need help the most.

At just 34 years old, Shawn has experienced a lot of hardship, from exposure to drugs and addiction within his family, to spending many years homeless and in the shelter system. Shawn decided to fight his addiction by attending The Mission's Day and Stabilization Programs. "The Mission provided me with the structure, routine and care I needed to make big changes in my life. Everyone goes the extra mile for you." The Mission also helped Shawn find a safe and affordable place to live as he continued to receive treatment and rebuild his life. He now has a whole new life ahead of him.

Why I turned to The Mission for help: ALBERT



When Albert walked inside The Mission and read our mission statement on the wall over the front door, he knew he had come to the right place. The progress he has made in a short time is a testament not only to the support he has received, but also to his own hard work and determination.

Albert had a career he loved, but his life spiralled out of control due to addiction. He lost his job, home and family connections and for many years he drifted around Ontario. He decided to make some serious life changes and knew The Mission could offer him the tools and support he needed.

Albert credits The Mission staff with his progress; he regained his health, achieved sobriety, found employment, applied to college, and reconnected with family members. "I am very grateful for all the support and positive reinforcement I have received, and to everyone who supports the work of The Mission. My life has changed because of this place."

2019-2020 OUTCOMES + IMPACT

31
Daily attendees at Day Program

35
Graduates from Hope Program

64
Graduates from Stabilization

24
LifeHouse Graduate

32
Second Stage residents

19 In May 2020, Ottawa City Council voted to petition provincial and federal ministers of health to fund the expansion of "safe" or "safer" drug supply programs, which provide prescription alternatives to support harm reduction. Overdose ER visits almost quadrupled and hospitalization rates more than doubled from 2009 — 2019.

HEALTH SERVICES

To meet the healthcare needs of vulnerable people with little or no access to care, we provide on-site primary healthcare, dental, and palliative care for those with serious and life-threatening conditions. These services are delivered by one full-time staff from The Mission and partner organizations.

HOSPICE
No one deserves to die alone. The Hospice is a special place where homeless men and women receive 24-hour palliative care and emotional and spiritual support in their final days with compassion and dignity. This includes guidance for patients and their family, friends, and visits from volunteers and spiritual companions. The Hospice is a partnership with OICH, Carefor, and the Champlain Local Health Integration Network. Since 2001, we have been a leader in Hospice care for those who are homeless. Our Spiritual Care team ensures memorials are held for all those who pass away.

DYMON HEALTH CARE
Imagine what life would be like if you had no place to call home. That would be hard enough. But it's even more difficult when you're sick. People who are homeless are more likely to suffer from serious health conditions. In our clinic, nurse practitioners are supported by two physicians to provide optimal healthcare services seven days a week to men and women who are homeless or at risk of becoming so and face barriers to care. The clinic is a partnership between The Mission and OICH. Community specialists are provided by the Ottawa Hospital, Elizabeth Bruyère hospital, the ROH, Chiropractor Michele Corriveau, Recovery Ottawa, and other groups. New clinics introduced since last year's expansion include: Hep C, foot care, women's health, acupuncture detoxification, dental screening, diabetes and dietitian, infectious disease, and Physician Consults and Procedures Clinic with Dr. Tomy.

DENTAL CARE
Founded in 2007 by Dr. Tom Harle, The Mission's dental clinic provides free emergency, preventative, and restorative dental care to those living in shelters. Services include exams, cleanings, X-rays, fillings, extractions, partials and dentures. Over 100 dentists, hygienists, dental assistants, and denturists volunteer these services. Accessible dental care is especially important since it is not included within publicly funded healthcare. In addition to the ability to eat properly and daily social interactions, oral health supported by regular dental care is essential given its relationship to conditions such as heart disease and diabetes.



FOCUS: CONTINUING TO PROVIDE CARE DURING COVID-19
The Mission has been in continual communication with Ottawa Public Health, all shelters, OICH and other partners to ensure that our practices to protect our patients from COVID-19 are consistent. If patients in our clinic or Hospice²⁰ had symptoms associated with the illness, they were isolated, screened and tested by our Assessment team. If this determined that they were at risk for COVID-19, they were moved to the Routhier Centre until the result was confirmed. If there was positive result, they would be treated there. With a negative result, they were returned to their original situation.²¹

Our clinic is a very busy place. To minimize the risk of COVID-19, the clinic employed phone visits to renew medication and address health concerns. After these initial consultations, if in-persons visits were necessary, appointments were made. One of our most painful decisions was to stop visits to our Hospice. This was difficult as patients often need the support that volunteers and visitors bring, but are also very ill and the utmost precautions were necessary. Fortunately, we have been able to support virtual visits to patients.

20 The dental clinic was closed at the beginning of the pandemic. As of the time of writing (September 2020), a reopening date has not yet been set.
21 We are very fortunate and grateful that, as of the time of writing, no shelter guests have tested positive.

Why I partner with The Mission: CYNTHIA



Cynthia is a Nurse Practitioner who has worked at The Mission's health clinic since 2011, with a one year pause to obtain her PhD in Nursing. In addition to the clinic, she also provides care to vulnerable community members at other shelters, within people's homes, and, as part of the response to COVID-19, in the assessment van where she tests patients. "Some clients can't come to the clinic so we go to them." Cynthia calls this approach "healthcare without walls". "I appreciate the flexibility to meet people where they're at and get them the care they need." Cynthia also connects care providers and vulnerable patients through virtual care online. It means a lot to Cynthia to earn trust and break down barriers to care for people who are homeless or insecurely housed, and help them overcome impediments to obtaining healthcare which include physical or mental illness and past negative experiences with the healthcare system. "Some people fear homelessness or people who have addictions. When you get to know them, you come to understand they're the same as we are: human beings."

Why I volunteer with The Mission: CATHERINE



Catherine has been a volunteer hygienist with The Mission dental clinic since 2016, where she provides regular cleanings for patients and answers their questions about dental hygiene. This has helped her understand the needs of vulnerable populations and influenced her desire to apply to undergraduate studies in Dentistry.

"Homelessness is a very complex issue and I've learned a lot about what it means to be homeless and the barriers to care which vulnerable members of the community often encounter when they need help. Being here means a lot to me since it's an opportunity give back to the community. It's especially important with dentistry since these services are not covered within the publicly funded healthcare system."

Providing help makes a profound difference. "I took an Uber to the clinic a while ago and the driver told me when he dropped me off that he had once been a client here and how The Mission really helped him."

22 This includes medical appointments, telemedicine, and primary care outreach for our partnering organization that works with the homeless population.

2019-2020 OUTCOMES + IMPACT

PRIMARY CARE	DENTAL CARE
17,713 Primary care consults ²²	471 Patient visits
HOSPICE	1,509 Volunteer hours
59 Patients	\$142,232 Value of service
30 People passed away	
24 Memorials in our Chapel	

Why I partner with The Mission : YETTY



Yetty has worked as the Administrative Coordinator within The Mission's Hospice for the past four years. She previously worked at the Health Clinic. Within the Hospice, she supports the nursing team while performing other duties like connecting with patients' families, assists with burials and cremations, and helps patients with tasks such as money management. For chronic palliative patients, she connects them to supportive housing. "Since they are stable, they can have a better quality of life in the community."

Patients come from all backgrounds. "There's a fine line between who is homeless and who is not." For Yetty, it's an honour and a privilege to work with patients, many of whom have experienced trauma. For most, the Hospice is their last home, and providing care means gaining their trust. "Here we provide a supportive environment where no one dies alone."

Yetty also notices changes in family's perceptions. "Some are uncomfortable that we're in a shelter due to the stigma concerning homelessness. When they see how we treat patients, that judgement fades away. We change people's minds through compassion."

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.



Why I volunteer for The Mission's Hospice: SISTER NINA



"I want to be with people at the Hospice, offering compassion, listening, spiritual care, and support in whatever way I can. But it is so mutual! I feel I receive that compassion, interest, affirmation, nourishment, just through listening to the lives of the people I visit here. It has brought me back to life when I was slowing down in my own professional life and opened up a new world which leaves me very grateful."

Why I volunteered during the pandemic: WAYNE



"I've volunteered for three years and know The Mission has taken every precaution to minimize the risk posed by COVID-19 to everyone who interacts with the shelter, including volunteers, employees, clients, and others. I've continued to volunteer because I know how essential the meal program is for shelter clients and also community members, especially during the pandemic. There's a lot of hidden hunger in Ottawa, and people from all walks of life really need this service."

CHAPLAINCY SERVICES

The Chaplaincy extends mercy, dignity and compassion to all seeking solace and comfort and to let them know that God loves them. Led by Rev. Timothy and supported by three dedicated part-time Assistant Chaplains and many volunteers, Chaplaincy has four doorways to service:

- The Chaplain's office offers connection and listening with heart. People receive spiritual resources, encouragement, prayer and a friendly checkup.
- The Chapel is a place with a Gospel message and Focus on God's love. There are daily chapel services, Bible studies, prayer and meditations, spiritual discussions for staff, and memorials for Hospice patients.
- The Chaplaincy brings a spiritual component to our ATS programs. Through counselling and group meetings, strong relationships and supportive connections form as the men move forward through their recovery.
- The Chaplaincy helps those within our Hospice find rest and peace in their final days. Chaplains support each person to understand their life, and offers grief support to families, friends, staff, and loved ones.

2019-2020 OUTCOMES AND IMPACT

- Spiritual leaders involved in Chapel monthly
- Chapel services 340 days a year
- Weekly bible study, prayer meetings and meditation
- Bi-weekly French services
- 3.5 memorials per month
- Hospice visitation of presence after a person dies
- Meaningful comfort for nurses, caregivers and family
- Grief recovery method
- Post-incarceration support

VOLUNTEER SERVICES

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. Volunteers enhance services to clients, including: food preparation work; maintaining cleanliness; folding laundry, sorting donations and setting up our clothing room; hosting rec events for the clients; supporting our special events; tutoring students; and providing support to Hospice patients. This program is delivered by two full-time equivalent staff.

2019-2020 OUTCOMES AND IMPACTS

Last year, there were 1074 active volunteers. In a regular week (before COVID-19) we would receive the help of roughly 310 volunteers to support enhanced services to clients, including: food preparation work, maintaining cleanliness, folding laundry, sorting donations and setting up our clothing room, hosting recreation events for the clients, supporting our special events, tutoring students, and providing support to Hospice patients. During COVID-19 we were not hosting groups and our individual volunteer engagement was capped at about 75 individuals per month in April, meaning a small group of volunteers provided all of our volunteer labour.

PARTNERSHIPS AND COMMUNITY ENGAGEMENT

Different groups help deliver our many programs. We connect with them both on and off-site, including faith, employee, community, school and religious groups, families, sports teams, local cadets, social organizations and university students. In this way, we engage with approximately 2,270 unique individuals annually.



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

2019-2020 OUTCOMES + IMPACT

We continue our leadership in standards for cleanliness.

PARTNERSHIPS

Housekeeping works with several partners, including:

- 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 we can't use and funds from these donations to support those in our community with breast cancer.
- Moore's, which runs a suit drive for our clothing room.
- Suits his Style, to which we donate excess suits and in turn our clients can go for suits if we are running low.
- St. Nicolas Adult High School, which runs the Custodial Skills Training Program for shelter clients on Ontario Works. We have hired five 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 six full-time staff.

2019-2020 OUTCOMES + IMPACT

Facilities were maintained to the highest standards to meet the needs of our clients 24/365. Where possible, repairs and renovations were completed by Mission staff to keep costs down, for example for projects such as the expanded primary care clinic and renovations to the old Rideau Bakery site to expand the FSTP (page 23).

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 IT systems for staff across locations in a 24/7/365 environment. IT has one full-time staff who works with departments to customize solutions to meet their unique needs.

2019-2020 OUTCOMES + IMPACT

IT services ran efficiently and effectively at all Mission properties and for staff working remotely.

FOCUS: CHANGING OPERATIONS TO MINIMIZE RISK AND KEEP CLIENTS SAFE DURING COVID-19

As part of our adjustments to minimize the risk of COVID-19 while continuing to deliver essential services, our operational support immediately underwent significant changes:

- Housekeeping increased and enhanced our cleaning procedures, changing our cleaning products to disinfectants and moving from regular cleaning in all areas inside and outside the shelter from once a day to several times a day.
- Maintenance installed shields, guards and other barriers and protections in all main areas to protect against airborne community transmission.
- IT facilitated the ability of significant numbers of staff to be able to work remotely, especially at the beginning of the pandemic, to limit access to the shelter and reduce the possibility of infection.

In all these ways, operations provided fundamental support to allow the continuance of desperately needed services to our most vulnerable community members while keeping them — as well as our employees, volunteers, and partners — safe.



LOOKING TO THE FUTURE: EXPANDED FOOD SERVICES TRAINING PROGRAM

The FSTP offers quality training to give students the skills to obtain a career in the culinary field. The program is much more than teaching people how to cook: it gives people the confidence to be able to change their lives.

The FSTP started in 2004 with five students. Over the past 15 years, the course expanded to include more training opportunities such as catering and job placements. Over time, the program has outgrown our space and ability to keep up with the number of people that want to take part in the program. The FSTP also has a catering component. Over the past 10 years, catering revenues have grown from just under \$64,000 to \$395,000. Proceeds are reinvested back into the program. The program is a huge success. But with this comes challenges; we have had to turn potential trainees away because we do not have the resources or space to train them.

Key issues include:

- Not enough space to work
- Not enough equipment
- Nowhere to store prepared foods
- Lack of space to accept food donations
- Difficulty processing food donations due to restricted space

To address these issues and help even more people in need, we are moving forward to increase the number of students trained annually at a non-profit, offsite FSTP education center. We will increase the number of sessions per year from two to three, and thereby help an additional 15 to 20 extra students per year. We will also add a store-front operation to serve healthy, nutritious meals at an affordable price for people that normally could not afford it, including former clients, people on low incomes, families, students and new immigrants.

We are profoundly grateful to have the generous support of many existing and new partners to realize this exciting new initiative through in-kind donations, new financial sponsorships, and offers to hire our new graduates. As part of this new support, we are very excited to be partnering with the Aggarwal family, current owners of the former Rideau Bakery site in Sandy Hill, to enable us to use this site for our new training centre. Renovations



for this site are being completed by The Mission's maintenance staff. As noted by Lalit Aggarwal, who was essential to brokering this new venture, "The appeal and success of the Food Services Training Program is undeniable. It provides the training, skill sand confidence to give applicants the chance to become self-sufficient and independent. As such, it was our pleasure to provide this donation of the (former) Rideau Bakery site to support the Ottawa Mission's expansion of this great program to give more even people this opportunity."

The Rideau Bakery provided delicious and healthy food as well as a sense of community and family to the people of Ottawa for almost 90 years before closing its doors in 2019. We are pleased and proud to be able to continue this tradition while helping those in need to rebuild their lives.



SPOTLIGHTS

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. We are honoured to profile Hospice residents of our Hospice who passed away last year, as well as our dear friend and colleague Dave, who also passed away in 2020.

Our friend and colleague Dave: **PART OF THE OTTAWA MISSION FAMILY**

A former member of the Navy, widower, and huge sports fan, Dave worked within our maintenance department. Although enormously capable, he struggled with self-confidence. Working for The Mission, he gained a purpose. He mentored new colleagues in a subtle, non-judgemental way, providing guidance while also enabling them to find their way. Humble and self-effacing, he was an excellent listener, and bonded quickly with his colleagues. After his diagnosis, Dave reached out to his family, some of whom he had fallen out of touch with. The depth of

support he received from both his blood and Mission families overwhelmed him; knowing that people loved him and cared about him floored him. He carried himself with grace, dignity, gratitude and acceptance in the face of a terminal illness, and passed away at peace. Despite the restrictions imposed by COVID-19, his sisters were with him when he died in hospital. A memorial service will be held in our Chapel later this year to allow his two families to mourn and provide solace to one another.

Overwhelmed with gratitude: **THE SPIRIT OF JEFF**

First profiled in our 2018 newsletter and impact report, Jeff lived in our Hospice for over two years. When he arrived, Jeff was gravely ill, but under our care, his health improved. As he said then, “I am often overwhelmed with gratitude for the care I’m receiving here. Anyone who is struggling should know that The Mission doors are always open.” A deeply religious man, Jeff sought comfort from reading the Bible, National Geographic, and other texts. Jeff’s health declined last year and he passed away in January 2020

shortly after his 58th birthday. At his memorial, his sisters talked about how the intergenerational trauma of residential schools and the practice of breaking up Indigenous families to place children in foster care impacted their large family. Although split up, they found each other, and were close. In his last days, Jeff’s sisters stayed with him continuously until he died. They expressed their gratitude to Hospice staff for Jeff’s care; in turn, they expressed their gratitude for the opportunity to care for him.

Home at last: **THE SPIRIT OF JUDY²³**

For most of her life, Judy was known as Dale, who spent over four decades in men’s prisons. Dale’s childhood was marked by “girl feelings”, as well as violent physical and sexual abuse by a family member. To protect himself, Dale turned increasingly to alcohol, drugs, as well as violence and crime, including armed robbery and murder.

In prison, Dale gave up drugs and alcohol, which brought his remorse to the surface, as well as Judy. In 2014, she told a prison psychologist that she was a woman. Upon her release that year, Judy entered the FSTP and was honest about her past. She “tried to appear tough, but underneath was soft,” notes Chef Ric. “She wanted to belong, to be part of

something,” notes Chef Kristyn. Judy got a job after finishing the program. In 2017, at age 67, Judy had gender reassignment surgery. In 2019, she entered the Hospice. “Her independence was important to her, as well as the colour pink, and keeping her room tidy. She was very caring with other patients,” notes Yetty.

On her last birthday, Hospice staff had a party for her, joined by patients, volunteers, other staff, and her sister. “She was emotional because she thought she wouldn’t have another birthday. She could see that she was loved,” notes Wen, Hospice’s nurse supervisor. “After returning to the Hospice from hospital, she said she was ‘home.’” Judy died hours apart from her best friend, another Hospice patient, in early 2020.

WHY WE SUPPORT THE MISSION

“Thank you for taking the time to communicate the situation that exists at The Ottawa Mission and how you have adapted to confront the challenge COVID-19 has presented. Keep up your excellent work. There are many depending on you.”

OTTAWA MISSION DONOR



GREG HUYER AND SCOTT RUFOLLO

Greg Huyer and Scott Rufolo met in England over 20 years ago. After finishing their studies in the UK, they moved to Baltimore, Maryland and while living in downtown Baltimore the couple regularly encountered people living on the streets and in local parks. Daily dog walks became opportunities for conversation with many homeless individuals. “Encountering homelessness on a daily basis inspired us to act,” Greg says, “so we became involved in a program at our church called ‘Loaves and Fishes’ to prepare and serve food to the homeless in the inner city.”

Their concern for the homeless continued once they settled in Ottawa 14 years ago. “We wanted to do something to help, and The Mission was an obvious fit,” Scott recalls. Greg began in the kitchen and Scott offered his support as a tutor with Stepping Stones. “We also became regular donors along the way. Our time as volunteers showed us how dedicated the staff at The Mission are, and how much of a difference The Mission makes in so many

REVENUE 2019-2020

DONATIONS (FOUNDATION)
49.41%

DONATIONS (OTHER)
0.23%

CITY OF OTTAWA
41.73%

OTHER INCOME
8.63%

people’s lives.” Scott and Greg have generously contributed a leadership gift to support the expansion of The DYMON Health Clinic, as well as a charitable gift in their wills. “We’re extremely fortunate to be in a position to support The Mission financially and we’re grateful for the relationship that we’ve built with The Mission over the years.” The Mission and its guests are eternally grateful for the generous support of kind donors like Greg and Scott.

“What great programs that care for bodies, minds and spirits in current respectful, practical and affirming ways. Blessings on all who works to make The Mission what it is in the lives of clients.”

OTTAWA MISSION DONOR



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



35 Waller St., Ottawa, ON K1N 6E4 613.234.1144

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