



2025-2026

*Therefore, as God's chosen people,
holy and dearly loved, clothe yourselves
with compassion, kindness, humility,
gentleness and patience.*

COLOSSIANS 3:12



**Our 8 service areas and
29 individual programs
provide the wraparound
supports that rebuild lives
and lift people
out of homelessness.**

*All of these programs and their staff
are supported by a wider team
that includes donors, volunteers,
partner agencies, and operational support.*



Food Programs

Including meals for shelter and community clients served at The Mission, and free food truck meals delivered throughout the city.



Housing Services

Through shelter diversion, housing placement, and outreach, we help each shelter client find and keep safe, affordable, and appropriate housing.



Job Training

Our Food Services and Maintenance Services Training Programs (FSTP and MSTP) provide free job training that lifts people out of poverty and homelessness and into self-supporting careers and lives.



Health Services

Removing barriers to help vulnerable people access primary, dental, eye, and palliative care, and more.



Emergency Shelter

247 total beds, including emergency shelter, hospice, and addiction treatment program beds, plus access to any needed clothing, personal hygiene items, and other supports.



Client Services

Education programs, mental health supports, and individualized case management to help people improve their lives and rebuild their futures.



Addiction & Trauma Services (ATS)

Harm reduction and abstinence-based treatment programs that help people break the cycle of trauma and addiction.



Chaplaincy Support

Spiritual guidance, compassion, and care provided within our shelter's chapel and throughout the programs of The Ottawa Mission.



Welcome to our Annual Impact Report



At The Ottawa Mission,
you're not only lifting people
out of homelessness and poverty
— you're empowering them
to raise themselves up and
stand on their own.

**Preventing homelessness from ever
occurring is just as important as
responding to it. Thank you for supporting
The Ottawa Mission in doing both.**

Over the past year, we've responded to
hunger and food insecurity by handing out
more meals than ever before. Once again,
our shelter beds and overflow sleeping
mats unfortunately remained fully occupied
for 365 days of the year. When people in
need had nowhere else to turn for the vital
services of food, clothing, and shelter,
you were there.

But beyond providing emergency services,
you've supported our many programs
that prevent homelessness and poverty.
This includes:

- far upstream advocacy to all levels of
government to fix the structural-level
issues that lead to homelessness
- midstream prevention like job training
for those at risk of homelessness
- downstream prevention like providing
outreach support to ensure former
Mission clients can remain housed.

Over the past year at The Ottawa Mission,
this has included →

Responding to homelessness and poverty



1,233,658 total meals handed out to those in need



1,370 different people spent the night safely at our
emergency shelter



165 people placed into permanent housing

Preventing homelessness and poverty



683,724 meals handed out by our food trucks
within Ottawa communities in need; helping people
make ends meet and remain housed



59 people diverted away from our shelter and
into immediate, safe housing



99 people received free job training, with
94 gainfully employed immediately upon
graduating from our programs



107 addiction and trauma program completions
along with a *Second Stage* home containing
12 apartment units, where program graduates
receive additional support for up to a year

**Advocating for policy-related
solutions from all levels of
government, including the
support of a renovation
bylaw, and other measures
to preserve and increase
affordable housing.**



Maintaining **2** apartment buildings
and a refurbished rooming house,
with **54** total units available to former
Mission clients at subsidized rents,
along with outreach support provided
by Mission staff, as needed



6,201 total patient consultations
and healthcare interactions at our
DYMON Health Clinic, which supports
both Mission and community clients

Whether it's lifting people up after they've stumbled or helping them stabilize before they do, thank you for
helping us prevent homelessness, hunger, and poverty in Ottawa. We invite you to read this Impact Report,
to see just how impactful your support is.

On behalf of our clients and those in need, thank you.



Peter Saunders
Chair, Board of Directors,
The Ottawa Mission



Peter Tilley
CEO,
The Ottawa Mission

MEETING THE NEED

Since the adoption of the *City of Ottawa's 10-Year Plan to End Homelessness* in 2014, the number of people living in emergency shelters has ranged from just over 6,700 (2014) to almost 9,500 (2024). **While total shelter occupancy declined to just over 8,743 in 2025, the number of people living in shelters remains higher than when the first 10-year Plan was issued in 2014.**¹

The City is in a difficult position regarding homelessness. As noted by the *Association of Municipalities of Ontario*, cities in this province continue to bear the largest and fastest-growing share of housing and homelessness funding in Ontario than in other provinces.² As such, without significant increases in support from higher levels of government, the ability of the City of Ottawa to respond to homelessness is limited.³



At The Ottawa Mission, as part of our efforts to become a housing-focused shelter, our Housing department opened in 2019. We employ different approaches to find safe, affordable and permanent homes for our clients that meet their needs. For example:

Diversion, that is, efforts to find safe and appropriate housing for clients so that they don't have to spend time in our shelter, is practiced by most shelters in Ottawa. **We have practiced diversion since 2019 and successfully diverted 641 clients in that time period.**

Many of our clients have noted the role of family members or friends in their use of substances to numb episodes of trauma. We take great care to ensure that when we divert a client to a family member or friend, it will not increase their risk of homelessness later on.

For those clients seeking treatment for substance use, ATS and our housing department support them on their journey to wellness and appropriate housing, including transitioning to independent living.⁴

For those clients with serious mental health conditions, our health clinic and our partnerships with *The Royal* and the *Canadian Mental Health Association* help stabilize them and then move them to Mission-subsidized housing.⁵

For clients who are veterans, our veterans case managers connect them to veterans housing and any other supports as needed.



Over this past fiscal year, we diverted 59 people from ever staying in our shelter and also secured safe and appropriate housing for 165 more clients. This combined total of diverted and housed clients is more than the total number of emergency dorm beds at our shelter.

Concerted efforts to secure safe, appropriate and affordable housing is needed now more than ever given continuing high rents in Ottawa combined with other challenging circumstances such as increasing food insecurity, poverty, substance use, mental health distress, and other factors.

Our 29 distinct programs over our eight service areas continue to help vulnerable people to rebuild their lives.



FOOD PROGRAMS

We give hope to so many people in need in our community by providing nutritious food through our shelter's kitchen, our food trucks, and Chef Ric's, our social enterprise.



Shelter guest meals

Each and every day, our kitchen staff and volunteers prepare and serve breakfast, lunch and dinner to those who are staying in our shelter.

These meals are prepared and served with kindness, providing warmth and nourishment to our clients as they work with Mission program staff to stabilize and improve their lives, including accessing safe and affordable housing.

We also prepare meals for clients who are employed and working throughout the day, providing to-go meals for their workday and ensuring they have food waiting for them at the shelter if they miss any of our meal services.



Community meals

Our kitchen staff and volunteers also prepare and serve separate breakfast, lunch, and dinners to members of the community each day.

With rising costs of living, many housed people on fixed or low incomes are forced to make the impossible choice of paying rent or going hungry.

Through the incredible support of our donors and partners, The Ottawa Mission is grateful to be able to feed anyone who needs a meal in our community.



Food Truck meals

Our *Mobile Mission Meals* food truck program began as a response to feeding people in need during the pandemic and has grown into a vital service as hunger and food insecurity have risen across the city.

We operate two food trucks that hand out Mission-prepared meals within low income and underserved neighbourhoods across Ottawa.

Like our community meals, our food trucks provide meals to people with low incomes, seniors on fixed incomes, people receiving inadequate disability supports, and young families struggling to make ends meet.

Feeding hope across the city

Henrique and Mo park one of our food trucks in front of a subsidized apartment building in Lincoln Heights, where a line has already started to form.

Kathleen, a food truck client, explains why she and so many are waiting for a warm meal.

"The cost of groceries just goes up and up, and our ODSP amounts don't keep up. By the end of the month, many of us don't have money for food."

With *Ottawa Public Health* reporting that **more than 1 in 4 households are food insecure**, you're powering The Mission food trucks that root out hunger across our city.⁶

Holding a meal handed to him by Mo, an elderly man named Roger has these words for you:

"I don't know what I'd do without these meals. Thank you and God bless you!"

2025–2026 OUTCOMES + IMPACT

3,352

average number of meals served daily

1,223,658

meals served last year

91,250

grocery bags handed out

683,724

annual number of meals served by the food truck program

13,148

average number of food truck meals served weekly

42

food truck stops

EMERGENCY SHELTER

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



Frontline

Our Frontline staff are the first point of contact for people who have nowhere else to turn. Trained in non-violent crisis intervention and First Aid, they ensure that everyone at The Mission is safe and secure, 24/7.

Frontline handles daily book-ins and book-outs for our 179 emergency shelter beds.

Frontline works with every new arrival to our shelter, completing an assessment and discerning with the client if there are any immediate safe housing options to divert them away from our shelter.



Connection to longer term supports

With knowledge of available Ottawa Mission and external social supports, Frontline staff connect shelter and community clients with the programs and resources they need, including specialized Mission case managers, our 8 service areas, and 29 wraparound support programs.



Clothing room

We operate a clothing room stocked with men’s clothing and outerwear items.

Ottawa Mission and community clients can access the clothing room to find new or gently used garments that provide both dignity and safety against Ottawa’s hot, cold, and inclement weather.

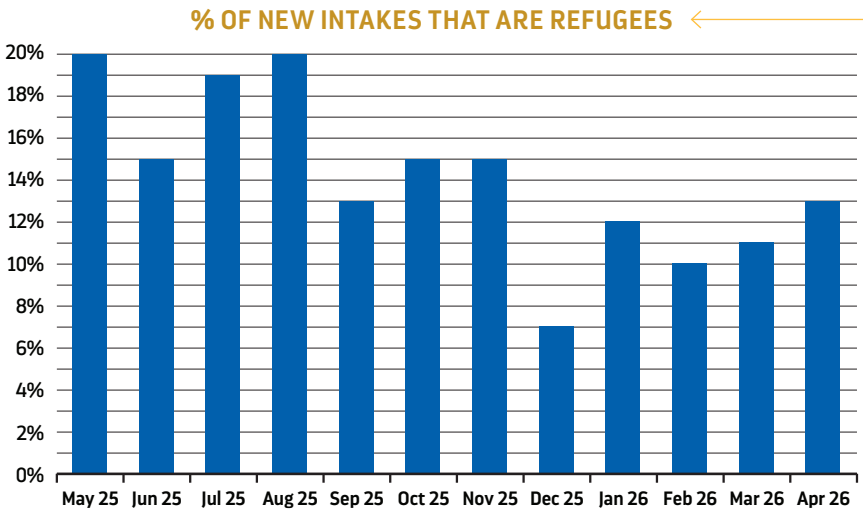
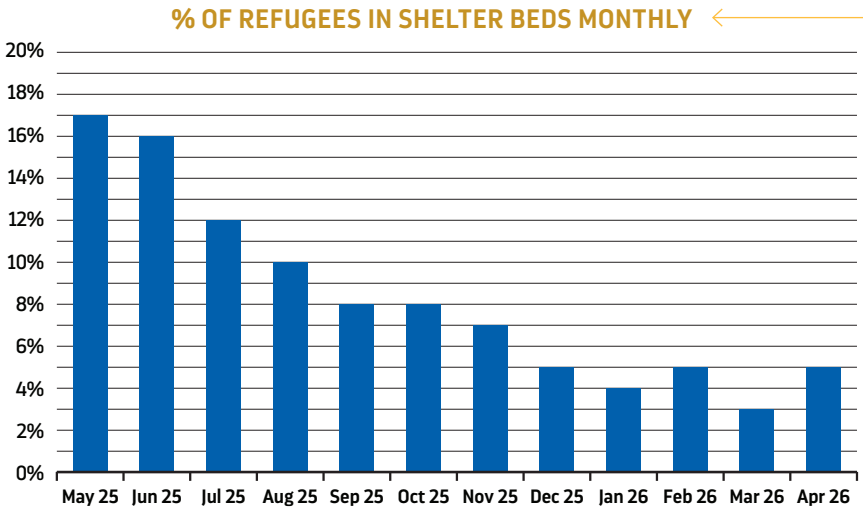
Providing help in dangerous heatwaves

Our Frontline team patrols the block every hour, and during heat waves, every half hour. When they find someone in distress, they offer water, ice packs, sunscreen and protective clothing. They invite people inside to our air-conditioned lounge or help people find a shady spot to recuperate if they don’t want to come inside.

What can start with a safe cooldown from the heat can lead to a further journey to independence, stability, and housing.

“We’ll help them inside The Mission and offer them a cool shower to lower their body temperature. We’ll bring people inside like this multiple times a day during heatwaves.”

— Leandro, Frontline Supervisor



2025–2026 OUTCOMES + IMPACT

1,370
unique individuals sheltered annually

188
individuals sheltered nightly on average (shelter beds + mats)

237
individuals sheltered nightly on average in all programs

100%
of overflow mats occupied nightly

105%*
shelter and mat occupancy rate

REFUGEES

160
Refugees stayed in shelter beds

12%
individuals that stayed in shelter beds were Refugees⁷

* 105% is the current maximum occupancy

HOUSING SERVICES

Finding safe, appropriate, and affordable housing for our clients.



CARLO

Safe and responsible shelter diversion

“The moment a shelter client comes to us for help, we’re talking to them about housing” — Carlo

As our Intake and Diversion case manager, Carlo works with anyone new to our shelter.

The Mission has been diverting clients for the past several years, and Carlo and Frontline staff are trained to divert people from our shelter when it’s safe and responsible.

Carlo provides an example of a recent shelter diversion, where a man had arrived looking for a bed. Currently living in a crowded rooming house, the man believed that staying at The Mission was the only way he could access our resources to find better housing.

Once Carlo explained that he could still receive Mission housing supports from afar via our community drop-in hours, the man departed, feeling relieved.

This was a positive outcome for all — keeping the available bed free for someone with less housing options, while preventing this individual from needlessly entering the shelter system.



Diversion to safe accommodation

Our Frontline team and Intake and Diversion case manager work with every new shelter arrival to determine if there are any safe, appropriate and immediate housing options to divert them away from staying at The Mission.

We also provide housing support to community clients who are not staying at The Mission, but who are precariously housed, helping them stay in their existing homes or find a more suitable option.



Housing placement

Clients who cannot be safely and sustainably diverted from staying at The Ottawa Mission are provided with individualized case management support to find suitable housing as soon as possible.

Housing case management support includes obtaining IDs, filling out paperwork to apply for subsidized housing and other housing-related applications, searching for affordable housing, connecting to apartment furnishing resources, assistance with moving in, and more.



Outreach and clinical support

Our housing staff support clients who have moved into their own homes.

The goal of outreach is to ensure that individuals moving into their own homes have access to different community resources that will help them live independently and stay housed.

We also operate two *Second Stage* homes for men who have completed our *LifeHouse* program or similar live-in addiction treatment programs. They are supported in their recovery for up to one year after treatment.

As well, The Mission owns two apartment buildings that combine market-rent units with subsidized units as well as a refurbished rooming house for people who are part of the programs we offer.

Additional support (e.g., counselling) for people living in these properties is available upon request.

2025–2026 OUTCOMES + IMPACT

165

clients successfully housed⁸

59

households diverted to alternative accommodation⁹

1,113

unique clients served by housing case managers

21

Second Stage housing participants

50

Veterans received Case Management support

31

clients received Rapid Housing support

CLIENT SERVICES

We help clients access the resources they need to improve their lives and build their futures.



MCA Ottawa
Stepping Stones
Learning Centre

The Mission's MCA Ottawa Stepping Stones Learning Centre helps people obtain high school diplomas, complete post-secondary education, learn a trade, or improve their literacy or English-speaking skills.

Through a partnership with the Ottawa-Carleton District School Board, our in-shelter teacher helps both shelter and community clients reach their educational goals.



Discovery
University

Providing higher learning for those who otherwise may never access it.

Discovery University (DU) offers non-credited university-level courses to people living on low incomes or experiencing homelessness, taught by instructors from two of Ottawa's universities — Carleton University and Saint Paul University.



In-shelter mental health

In partnership with the **Canadian Mental Health Association (CMHA)** and **The Royal**, we ensure our clients have access to any needed psychiatric and psychological supports, including crisis intervention, assessment, relapse prevention, and coping strategies.



Case management

Our case managers help clients meet their self-identified goals, which may include issues concerning:

- housing
- education
- employment
- finances
- substance use
- health
- and so much more



NURUDIN

Breaking down barriers to education

"You're providing people with the education and skills they need to change their lives. I'm hoping to do the same."
— Nurudin, Discovery University (DU) Graduate

Between affordability and lack of opportunity, attending university feels out of reach for so many. Your support changes that.

Nurudin completed Immigrants and Refugees in Canada and the World, a course offered in our fall 2025 DU term.

A recent immigrant to Canada, Nurudin has lived experience as a refugee. He's hoping what he's learned at DU helps launch a new career in working with at-risk people within our immigration system.

He's also already paying forward the help he received from you: Nurudin has founded **Smart Youth Network Canada**, a volunteer-based non-profit dedicated to empowering youth in civic engagement.

"I'm so grateful for supporters of The Ottawa Mission and their Discovery University Program for providing the real impact that changes lives."

2025–2026 OUTCOMES + IMPACT

EDUCATION

80
MCA Ottawa Stepping Stones Learning Centre students

3
high school graduates

74
Discovery University graduates¹⁰

MENTAL HEALTH SERVICES

25
clients engaged in CMHA-Transitional Case Management

57
clients referred to The Royal

CASE MANAGEMENT

309
unique clients served by Client Services Case Management

CLOTHING

39
individuals on average used the clothing room each day it was open

JOB TRAINING

We give people the training, skills, and work experience needed to launch new careers and lives.



Four Months
— TO A —
Fresh Start

The **Food Services Training Program (FSTP)** is a four-month job training program that provides the required skills and experience to work in a commercial kitchen.

Students pay no costs, and we make sure they have all the tools they need to succeed.

Operating out of Chef Ric’s, our social enterprise at 384 Rideau St., FSTP students graduate with the newfound confidence and credentials to lift them away from poverty and homelessness and into self-supporting lives.

Student training includes: knife skills, culinary theory, Occupational Health & Safety, Food Handler’s and First Aid/CPR certifications, hands-on kitchen, catering, and storefront work experience, and a 40-hour unpaid placement in kitchens at many establishments throughout the city.

Graduates of the program find success and are employed all over the city.



AMANDA

A new career
and a new life

In her own words, Amanda has had to overcome a lot in life; things she wouldn’t wish upon anyone else.

As she took the difficult steps to overcome addiction, Amanda learned about the FSTP.

Now, Amanda works in our Mission kitchens and food trucks, giving back, helping feed those in need, and showing that there are indeed pathways to hope and recovery.

“Thank you for believing in me.”
— Amanda



Building Skills.
Building Futures.

The **Maintenance Services Training Program (MSTP)** is a job training program that provides the required skills and experience to work as building maintenance technicians and superintendents.

Students pay no costs, and we make sure they have all the tools they need to succeed.

Over a period of 3 to 4 months, MSTP students receive training in trade-based skills including carpentry, plumbing, HVAC, electrical, housekeeping, general repairs, and property operations.

They also receive certifications in WHMIS, AODA¹¹, Occupational Health and Safety, Ladder Safety, Lockout/Tagout¹², First Aid/CPR, Fire Extinguisher Safety and Usage, Chemical Spill Response, Integrated Pest Management, and Fire Safety Plan Implementation.

Students also complete work placements with local organizations and receive individualized support to find lasting employment within the field.

MSTP students graduate with newfound confidence and credentials to lift them away from poverty and homelessness and into independent lives.



HAKIM

A lifeline for
father and son

Hakim dropped everything, including a career as a civil engineer in Uganda, to come to Canada with his son in search of a new life.

When he couldn’t find any work in his field, Hakim was struggling to make ends meet. Then he found the MSTP and a new career as a building superintendent.

“After being in limbo, the MSTP has given me hope and a future. I can now exhale.”
— Hakim, MSTP graduate

3	85	80	488	91%
full-time sessions	graduates	graduates employed at graduation	graduates since 2004	of graduates employed in the food industry

2	14	14	14	100%
full-time sessions	graduates	graduates employed at graduation	graduates since 2024	of graduates employed in the maintenance industry

ADDICTION & TRAUMA PROGRAM

Supports that break the cycle of addiction and trauma on our clients' journey to wellness.



All Addictions and Trauma Services (ATS) programs are available to men, trans men, and those with non-binary gender identities.



Day Program

A drop-in group focused on peer support and educational topics about addiction, mental health, and related issues. Group topics include relapse prevention, emotional regulation, mindfulness, circle of control, mental health, boundaries and healthy relationships, and more.



Hope Program

A 3-month live-in program focused on harm reduction that offers clients a safe environment to explore their recovery and harm reduction goals and change their lives through daily groups and individual counselling.



Stabilization

Stabilization is a short-term live-in program for clients to regain stability in early recovery and develop coping strategies for independent living.

The program involves daily groups, individual counselling, and a focus on creating healthier routines for mental wellbeing.



LifeHouse

A 5-month off-site live-in treatment program for clients to overcome addiction and trauma and prepare for future employment, volunteer work or educational pursuits.

Clients attend weekly counselling sessions and daily groups that focus on anxiety, trauma, relapse prevention, spirituality and creative healing strategies.



Second Stage & After Care

Individual counselling and group treatment are available for clients who are housed through Ottawa Mission programming and clients living in the community for up to one year.



ZACHARY

A pathway to recovery and stable housing

Zachary came to The Ottawa Mission looking solely for shelter, but soon found himself participating in our *Day Program*, a recurring drop-in group counselling session.

Due to challenging circumstances, Zachary had lost his housing, was out of work, and was struggling with mental health and addiction.

Zachary found that Day Program provided a healthy dialogue about the trials and triumphs of life and addiction recovery. Encouraged and recognizing that he needed further support, he joined our *Hope Program*, where he gained access to one-on-one counselling.

As he stabilized his life, Zachary found a new job, taking packed lunches from The Mission to his work. With a newfound source of income, he also worked with our housing department to secure a new apartment and eventually move on from our shelter.

“I want to give you my most sincere thanks. This has literally been life-changing and has allowed me to turn my life around for the better. I’ve had so many people in my corner.”

— Zachary, ATS client

2025–2026 OUTCOMES + IMPACT

28

Hope Program graduates

51

Stabilization graduates

15

LifeHouse graduates

25

Naloxone kits given out

HEALTH SERVICES

To meet the needs of vulnerable people with little or no access to care, we provide primary, dental, eye, and palliative care on site.



Primary Care

Open from Monday–Friday, our **DYMON Health Clinic** provides barrier-free primary care that also reduces the overall strain on our healthcare system.

In partnership with *Ottawa Inner City Health*, nurse practitioners, RPNs and on-call physicians provide consults, immunizations, screenings, checkups, and treatment to those experiencing or at risk of homelessness.



Hospice Care

The **Diane Morrison Hospice** provides chronic and terminal palliative care to those who are homeless and at risk of homelessness.

The Hospice team is comprised of three main partners:

- *Ottawa Inner City Health (OICH)*, who provide nursing and medical care
- *Carefor*, who offer Client Care Workers to support clients
- our shelter, which provides spiritual care, housekeeping, and volunteer services within a safe, compassionate, and dignified setting



Dental Services

Within our **DYMON Health Clinic**, volunteer dentists, hygienists, and dental assistants provide emergency, restorative, and preventative dental care to Ottawa Mission clients and vulnerable community members who may otherwise not be able to access or afford dental care.

These dental services include exams, cleanings, X-rays, fillings, extractions, and dentures.



Eye Care

The Eye Clinic, led by Dr. Maberley of *The Ottawa Hospital* and supported by other Ophthalmologists, consult with our clients and treat eye health problems and illnesses. The Eye Clinic team also includes *Essilor*, who provides our clients with prescriptive eye glasses and readers, at no cost.



Specialized clinics

Valued partners such as *The Ottawa Hospital*, *Bruyère Hospital*, *The Royal*, and *Community Health Care Practitioners* volunteer in our **DYMON Health clinic** to offer essential services including: Chiropractor services, Infectious Disease Specialists, Smoking Cessation, Foot Care, Psychiatry, and more.



JESSICA

A feeling of home within our hospice

“The care I’ve received has changed my life... and it’s extending my life. I am so grateful for this phenomenal support.”
— Jessica, Hospice client

Jessica has grappled with addiction, but is now also living with Huntington’s disease, a fatal genetic brain disorder that causes nerve cells to break down, leading to symptoms affecting motor and cognitive functions.

She was living in community housing in Ottawa’s west end, but as her condition worsened and she became more at risk for falls and accidents, Jessica found a safe home in our hospice.

When Jessica first arrived, it took some time for her to adjust, and she kept mostly to herself. But soon she was visiting the different floors of our hospice, connecting with other clients and staff, and feeling at home.

“You become a big, loving family here. We’re all going through difficult times, but we lift each other up.”

2025–2026 OUTCOMES + IMPACT

HOSPICE

- 25**
new Hospice admissions
- 13**
deaths in Hospice
- 12**
Hospice memorials
- 5**
interments at Beechwood

DYMON HEALTH CLINIC

- 3,733**
primary care patient consults
- 580**
Outreach /
Community Health Services

SPECIALTY CLINICS

- | | |
|--|--|
| 650
Dental | 490
Chiropractor ¹⁴ |
| 97
Ophthalmology and
Optometry ¹³ | 275
Stop Smoking
program |
| 264
Family Medicine
(complicated
health & minor
procedures) | 28
Mental Health |
| 6
Infectious
Disease | 5
Diabetes Clinic |
| 51
Mobile
Ultrasound | 14
Women’s Clinic |
| | 8
ODSP Clinic ¹⁵ |

CHAPLAINCY SUPPORT

Bringing God’s love, mercy, and compassion into many areas of our work.



Office visits

The Chaplaincy holds daily office drop-in hours where shelter and community clients may visit for spiritual resources, prayer, conversation, and a friendly check-in.



Chapel services

We hold daily chapel services within the small and welcoming non-denominational chapel inside our shelter.

Both Mission clients and community members may attend to find peace, comfort, encouragement, and hope through spiritual discussion, prayer, Bible studies, and a quiet moment for personal reflection.

French chapel services are also provided on weekends.



Support for Hospice and ATS clients

The Chaplaincy provides spiritual comfort, grief and bereavement support, and guidance as needed throughout the programs and services of The Ottawa Mission.

This includes our *Diane Morrison Hospice*, where the Chaplaincy helps Hospice clients find rest and peace in their final days. Chaplains support each person to understand their life, and they offer bereavement support to families, friends, staff and loved ones.

We hold memorial services for each client who passes within our hospice, open to friends and family.

The Chaplaincy also brings a spiritual component to our addiction and trauma treatment programs. Through counselling and group meetings, strong relationships and supportive connections form during their recovery.

Gratitude within our chapel

JOE

When Joe first arrived at The Ottawa Mission, he didn’t have much more than the clothes on his back.

As he worked with our housing and client services staff for help with obtaining IDs, applying for social assistance, and looking for affordable housing, Joe was also grateful for the spiritual resources he found in the form of our daily chapel services and conversations with our chaplaincy team.



Within our chapel, Joe found a quiet place to gather his thoughts, feel uplifted or reassured through daily prayer, and express his gratitude for everyone providing help in his life.

“I come here to speak with God and thank Him for all the support I’ve received here.

The Mission is helping me restart my life.”

— Joe

2025–2026 OUTCOMES + IMPACT

3,146*

individuals attended
Chapel Services

9

individuals on average
attended Chapel Services daily

1,470*

individuals received
spiritual care at our
drop-in Chaplaincy office

825

Hospice visits by Chaplaincy

670*

clients attended
spiritual formation classes¹⁶

* non unique

SUPPORT SERVICES

We count on several different departments to seamlessly support and enrich our programs to benefit our clients.

Volunteer & Community Engagement Services

Our staff engage individuals, businesses and community groups to provide care, hope and dignity to people in need.

Volunteers also act as community ambassadors for The Mission. They enhance services to clients, taking part in:

- linen folding
- sorting donations
- helping with special events
- supporting Hospice patients
- supporting food services in The Mission’s kitchen and at Chef Ric’s

831
active
volunteers

~200
volunteers
per week



Information Technology

Maintains IT systems for staff across locations in a 24-hour-a-day, 7-day-a-week environment.

IT staff work closely with our different departments and buildings, as well as our social enterprise, Chef Ric’s.



Maintenance

Maintenance ensures that all buildings and systems are in proper working condition through regular preventative and corrective measures, as well as planning and upgrading systems to reduce the need for costly repairs.

Maintenance is responsible for renovations and expansion projects both at the downtown shelter and at our offsite buildings.

Services are delivered 24/7 by staff, along with a Vehicle Coordinator.



Housekeeping

Housekeeping provides clients with a clean and comfortable place to call home.

Services are delivered by full-time staff, who keep our shelter and three off-site buildings spotless.

Housekeeping is also responsible for sorting gift-in-kind donations and for setting up spaces for hospice client memorials and student graduations.

Housekeeping works with several partners, including:

- **Furniture Bank** for furniture donations for clients moving into their own homes.
- **Hardy Mattress** to guard against pests through vinyl mattress coverings.
- **Complete Purchasing**, a buyer’s group that helps us get the best available pricing for essential shelter needs like toilet paper, chemicals and other housekeeping products.
- **Saint Nicolas Adult High School**, who run a *Custodial Training Program*. Housekeeping hosts students at the end of the program for a one-week placement to provide hands-on work experience.
- **Individual donors and corporate partners**, who donate much needed clothing items to support individuals in need.



SPOTLIGHT

The many paths Ottawa Mission clients can take to find safe, affordable housing.



At The Ottawa Mission, we believe that housing is a human right and we make it a goal to find housing for everyone who stays in our shelter.

A lack of affordable housing, and each shelter client’s unique circumstances, shape the path and time it takes to make a safe and sustainable exit from homelessness.

So, how do we overcome these challenges to find housing for our clients?

The stories of Alex, Stefan, Pierre, Mohammed, and Nicolas can demonstrate how.

All five men arrive at The Ottawa Mission on the same day, in search of shelter.

Each of them meets with our Frontline team, where they complete a standardized intake process. Frontline learn about each man’s unique situation and, as they always do, see if there is any way to safely divert them away from having to stay at The Ottawa Mission.



Alex

Frontline discovers an alternative to Alex staying in our shelter and connect him with a cousin who will let him stay in his spare bedroom. He is diverted and does not spend a single night at The Mission.

Stefan

During intake, Stefan tells Frontline that he is a veteran. The next day, he meets with our Coordinator of Veteran Services, Linda. Once his service is verified, Stefan has access to housing resources dedicated to veterans.

Linda works closely with organizations such as *Veterans Affairs Canada*, and soon Stefan moves into affordable housing geared towards veterans.

Pierre

Nicolas, Mohammed, and Pierre are all assigned to work with Carlo, our Intake and Diversion Case Manager, who works with every non-veteran Mission client for their first 30 days after arriving at our shelter.

Pierre shares with Carlo that he wants help to overcome addiction, so Carlo refers him to our Addiction and Trauma Services staff and programs. As he works towards recovery, Pierre is then helped by Olivia, our Coordinator of *Second Stage* and *After Care* housing.

Olivia helps Pierre prepare and eventually move into one of our Mission-owned and subsidized *Second Stage* homes for men who have completed *LifeHouse* or a similar addiction treatment program. Pierre can live there for up to a year, receiving additional outreach support from The Mission as he steps into independent living and rejoins the workforce.

Mohammed

After 30 days, Mohammed and Nicolas’ cases are transferred from Carlo to our shelter housing case managers, Sophie and Alyssa. Both Mohammed and Nicolas are struggling with mental health challenges and have been homeless for some time, so both have been referred to *The Royal* and our *DYMON Health Clinic* for additional care.

Sophie assists Mohammed in obtaining the missing ID and paperwork he needs to apply for the *Social Housing Registry of Ottawa* and a housing allowance from The City. Finally connected to the health care and medication he needs, Mohammed’s mental health improves dramatically.

It takes some time, but Mohammed is eventually approved for a City housing allowance, so he’s now able to move out of our shelter and into a Mission-subsidized apartment.

Our Coordinator of Housing Services, Brandon, assists Mohammed with the move into his new apartment. Brandon will stay connected with Mohammed — just like he does for all former Mission clients who’ve been placed into Mission-subsidized housing — helping Mohammed, if needed, to maintain the resources that help keep him housed.

Nicolas

Nicolas has complex mental health and substance use issues. He does not consistently engage with Alyssa to pursue any housing solutions, and as a result, he is referred to our Direct Engagement Shelter-Based Case Manager, Riel.

Through our partnership with the *Canadian Mental Health Association (CMHA)*, Nicolas also begins receiving additional support from a CMHA outreach worker.

Riel and CMHA outreach collaborate to connect Nicolas to the supports he needs to step towards an improved quality of life. Riel makes some progress, helping Nicolas obtain IDs, a Notice of Assessment, and complete an application for supportive housing through The City of Ottawa.

The waitlist for supportive housing, which provides on-site supports like counseling, crisis intervention, and other assistance, is long. Eventually, a supportive housing unit is finally available for Nicolas, and he leaves The Mission.

Five men with different backgrounds, situations, and pathways to safe and affordable housing.

External factors such as the lack of affordable or supportive housing and bureaucratic wait times can impact how long it might take. But, thanks to your support, our Housing Services team can find the solutions — and appropriate housing — for our shelter clients.



Thank You

Without our donors, volunteers, supporters, and partners, none of this would be possible.

Thank you for being there for our community in need.



Why we support The Ottawa Mission

Franklin Holtforster and Birgitte Alting-Mees' support of The Ottawa Mission is informed by their belief that

lasting change begins by meeting people where they are.

Whether it's providing food, shelter, healthcare, addiction treatment, job training or housing, they know The Mission is working on the front lines to help people rebuild their lives.

Franklin learned this perspective from his parents. He often joined his father on Saturday mornings, collecting clothing donations from local drop boxes and, after sorting, delivered them to the St. Vincent de Paul store in downtown Oshawa where his mother volunteered. At the store, beyond assisting those in need by providing inexpensive clothing, he saw his mother never hesitate to reach out to anyone who looked like they might require additional help.

***"The Mission provides services that directly support marginalized people, to the benefit of our entire community."* — Franklin**

A tour of The Mission reinforced that belief.

Speaking with Jesse, our Manager of Housekeeping, they recognized the care and professionalism that goes into maintaining a clean, welcoming shelter — one that ensures dignity for every person The Mission serves.

They also attended a graduation ceremony for our *Maintenance Services Training Program (MSTP)*, where ten graduates celebrated completing job training that launched new careers as building superintendents.

***"The MSTP is transformative. It was inspiring to see these individuals so excited to have acquired the skills to gain meaningful employment."* — Birgitte**

For Franklin and Birgitte, supporting The Mission is about more than meeting immediate needs. It is about creating opportunities for lasting change while strengthening the entire community. Just as important is the confidence they have in The Mission's work.

***"We know that the funds we give to The Mission will be used effectively. We trust The Mission to do the work it does so well."* — Franklin**

They chose to make their gift through the *Ottawa Community Foundation*, appreciating the ease of giving while ensuring their philanthropy supports organizations creating meaningful local impact.

Through their transformational gift, Franklin and Birgitte are helping ensure more people can find stability, hope, and a path toward a better future.



Giving at the Grassroots

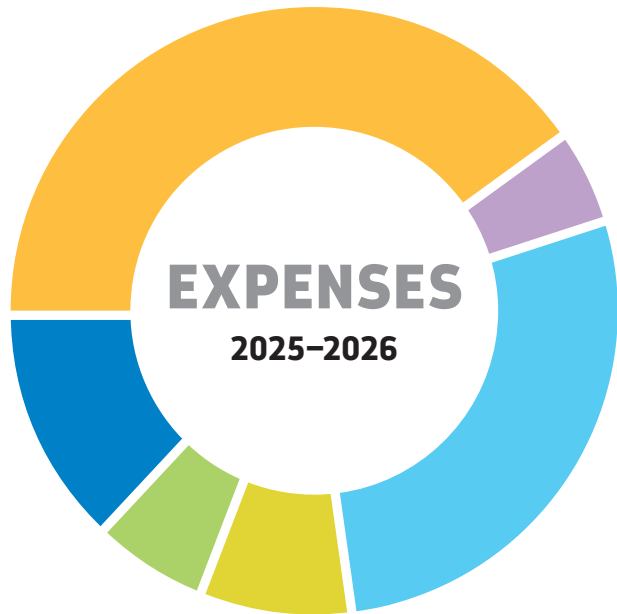


Financials

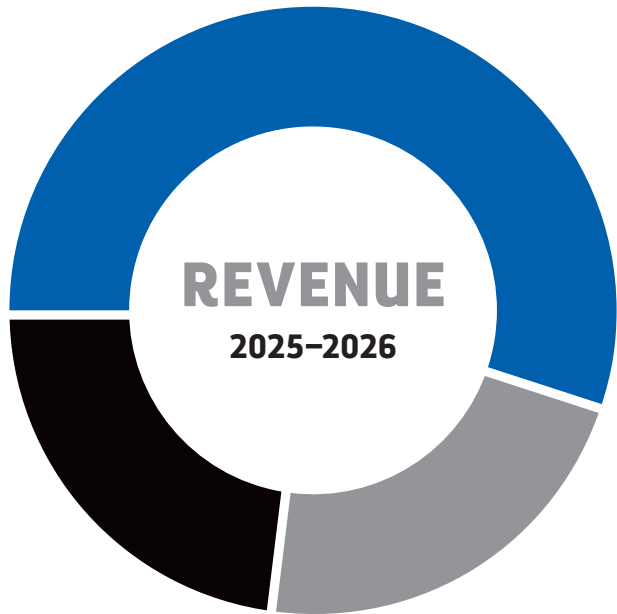
Our direct costs are categorized based on program outputs and are grouped into 6 main categories as displayed in this pie chart.

These costs also include volunteer services, community engagement, and a full-time chaplaincy department which are allocated to programs based on estimated time spent on each.

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



- 40% Food & Shelter
- 5% Housing Services¹⁷
- 28% Client Services
- 8% Addiction & Trauma Services
- 6% Health Services
- 13% Fundraising



- 55% Donations
- 23% City of Ottawa
- 22% Other Income



- 1 Open Ottawa: Emergency shelter data, updated February 18, 2026.
- 2 Association of Municipalities of Ontario. Municipalities Under Pressure One Year Later: An Update on the Human and Financial Cost of Ontario's Homelessness Crisis, January 2026.
- 3 Office of the Auditor General for the City of Ottawa. Supportive Housing Audit, June 2025.
- 4 We are particularly careful concerning diversion for ATS clients given their increased vulnerability and insufficient options for supportive housing in Ottawa to meet the need.
- 5 The same is true concerning diversion for our clients who need mental health support.
- 6 Ottawa Public Health. Food Affordability in Ottawa: The 2025 Nutritious Food Basket.
- 7 In 2023–24, the majority of intakes for and occupancy of shelter beds at our shelter were by refugees. As the City of Ottawa opened more transition shelters, our numbers gradually declined.
- 8 Number of clients successfully housed includes clients served by Housing Services, Client Services, and ATS programs.
- 9 Number of diversions includes clients served by both Housing Services and Client Services programs.
- 10 The statistics cover the Fall 2025 and Winter 2026 semesters of Discovery University
- 11 Accessibility for Ontarians with Disabilities Act workplace training.
- 12 The term lockout/tagout refers to specific practices and procedures to safeguard workers from the unexpected energizing or start-up of machinery and equipment, or the release of hazardous energy during service or maintenance activities.
- 13
 - 97 clients seen
 - 41 received prescription glasses
 - 522 reading glasses given out
- 14 Chiropractic services provided by Dr. Michèle Corriveau.
- 15 Clients are assisted with their ODSP applications by gathering and reviewing relevant medical records, completing the required application and medical assessment forms, and providing supporting medical documentation to help establish eligibility for ODSP.
- 16 Spiritual formation classes include discussions on meaning, purpose, values, and core virtues, and how such topics are impacted by our cultural and religious experiences.
- 17 While the housing department comprises 5% of The Mission's overall budget, case management services, which includes finding housing for clients, are spread across different departments such as housing, client services, and health services.

OPEN
24
HOURS
A DAY

365
DAYS
A YEAR


ottawamission.com

more than a shelter



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