

THE CONTINUUM OF CARE



# SHEPHERDS OF GOOD HOPE UPHOLDS DIGNITY AND SUPPORTS ADULTS AT RISK

Shepherds of Good Hope upholds dignity and supports adults at risk of and experiencing homelessness. With our staff, volunteers and partners, we nurture hope by responding to the diverse and complex needs of individuals in our supportive housing and shelter programs.

Through the dedicated support of over 250 employees, 200 volunteers, key strategic partners, and a generous community of thousands, Shepherds of Good Hope works around the clock and across the city providing a continuum of care for Ottawa's most vulnerable.

## OUR VISION

HOMES FOR ALL. COMMUNITY FOR ALL. HOPE FOR ALL.



**THANK YOU OTTAWA!**





Shepherds of Good Hope's programs and services are located on **unceded Algonquin Anishinaabe territory**. The peoples of the Algonquin Anishinaabe Nation have lived on this territory for millennia.

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

Shepherds of Good Hope is deeply committed to the **urgent work of justice and reconciliation with Indigenous communities**. We stand with you. We are all called to action toward reconciliation and healing.

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# SHEPHERDS OF GOOD HOPE AND SHEPHERDS OF GOOD HOPE FOUNDATION ANNOUNCE NEW CHIEF EXECUTIVE OFFICERS

In July 2023, Shepherds of Good Hope and Shepherds of Good Hope Foundation announced the appointment of two new Chief Executive Officers.

During his twenty-year career at Shepherds, new **Shepherds of Good Hope CEO Stephen Bartolo** worked his way up from the front line into management, becoming just the fourth CEO since Shepherds was founded in 1983.

In the past ten years, Shepherds has seen significant growth to meet the complex and diverse needs of those experiencing, or about to experience, homelessness.

Newly appointed **Shepherds of Good Hope Foundation CEO David Gourlay** joined the organization in 2020, just before a global pandemic which magnified the needs and vulnerabilities of those accessing services at Shepherds of Good Hope.

The two organizations are unified in their mission to create long-term solutions by rebuilding lives through innovative supportive housing, shelter services and community programming.

**Impact Report 2023-24** highlights the people behind the collective vision of creating homes for all, community for all, hope for all.



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# MESSAGE FROM SHEPHERDS OF GOOD HOPE BOARD CHAIR AND CEO



DAVE DONALDSON



STEPHEN BARTOLO

If you are an adult experiencing or about to experience homelessness in Ottawa, you need a place to turn.

Since 1983, along with our partners, staff and volunteers, Shepherds of Good Hope has been here to meet, accept, and support the community with dignity, kindness and respect.

The challenges we face, we face together.

The toxic drug supply, severe weather, crowded shelters, economic challenges and a world still finding its way through the effects of a global pandemic are just a few of the challenges faced by Shepherds and the people we support.

As trailblazers, Shepherds of Good Hope embraces these challenges, focusing on the present while keeping a keen eye on a future that includes an end to chronic homelessness in Ottawa.

We are grateful for the community support and humbled daily by our frontline staff, volunteers and partners who give people a place to turn, animating our vision: Homes for all. Community for all. Hope for all.

**Dave Donaldson**

Chair, Shepherds of Good Hope Board of Directors

**Stephen Bartolo**

CEO, Shepherds of Good Hope

# MESSAGE FROM SHEPHERDS OF GOOD HOPE FOUNDATION BOARD CHAIR AND CEO



MARK ROUNDELL



DAVID GOURLAY

Your city, your home, is a place where you and your visitors feel included, welcome and safe.

Our donors, people just like you, come together throughout the year, giving us the opportunity to create a welcome environment in our life-changing programs, from the doors of our emergency shelter in the Taggart Parkes Family Community Hub, to the five (and counting) supportive housing residences across the city.

Our donors provide more than financial support. You come to us as groups, through fundraising drives of goods and services. Your support on social media and your response to our appeals lift and inspire us as we work tirelessly to end chronic homelessness in Ottawa.

Thanks to our donors, the Shepherds of Good Hope Foundation transferred over \$3 million dollars in 2023-24, across all of Shepherds programs, services and buildings across Ottawa.

Donors support the work of our heroic front-line staff who provide hourly, daily and life-long support for people overcoming trauma, managing substance use and mental health challenges.

We all have someone in our lives who has helped us. We all have someone who sees something in us and wants to help make our lives better.

For people experiencing homelessness in Ottawa, our donors are the “special someone”.

We are grateful to all supporters and future supporters helping us build – literally – a place where people can re-discover the joy of home, because we know, where there’s home, there’s hope.

## **Mark Roundell**

Chair, Shepherds of Good Hope Foundation Board of Directors

## **David Gourlay**

CEO Shepherds of Good Hope Foundation



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# THE CONTINUUM OF CARE

The Shepherds of Good Hope Continuum of Care is a strategy to deliver permanent housing with wrap-around supports to meet the varying levels of need for people experiencing, or at risk of experiencing, homelessness in Ottawa.

## Goals

- Housing and supports are tailored to the individual, to ensure they can maintain housing
- To ensure the housing is right for the resident and the resident is right for the housing
- Provide graduated support to allow for residents to transition to more independent options as their life skills are strengthened, and their mental health and physical well being challenges are lessened
- To disperse housing geographically throughout Ottawa.

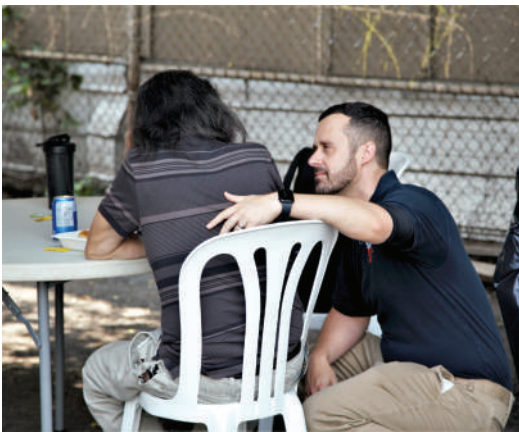


## Defining High Acuity

When a person experiences a combined and complex set of events such as trauma, mental health issues, PTSD, substance use challenges, domestic abuse, medical concerns, poverty, life skills and education challenges that lead to chronic homelessness.

**Shepherds is here for them.**

## Highlighting the Shepherds of Good Hope Continuum of Care



- **Identify, Assess, Intake:** Shepherds meets people where they are, by identifying and assessing the needs of high acuity individuals experiencing, or about to experience, homelessness
- **Transitional Emergency Shelter Program:** police and paramedic diversion program, where high acuity adults of all genders can be diverted from jail and emergency rooms, to be provided wrap-around physical and mental health care.
- **Emergency Shelter:** Shepherds offers emergency shelter to all genders, providing a safer, low-barrier alternative to sleeping on the streets.
- **Daily Community Kitchen:** Shepherds provides three daily meals and evening snacks to the community and guests accessing the shelter. The kitchen builds community and provides social support
- **Permanent, Supportive Housing:** Housing is the key to ending homelessness. Shepherds provides permanent homes to high acuity individuals. On-site, around-the clock support, provided through strategic partnerships, and life-skills development helps to stabilize and encourage self-sufficiency.

GROWTH IS COMING TO THE  
COMMUNITY KITCHEN IN 2025  
WITH THE OPENING OF OUR  
NEWEST SUPPORTIVE HOUSING  
RESIDENCE AT 216 MURRAY  
STREET, LOCATED ACROSS  
FROM OUR EXISTING KITCHEN.

IN 2023

**2,630** unique individuals were served in our community kitchen

**151,620** meals served in our community kitchen

**2,407** pounds of vegetables grown by volunteers in Hope Garden

**\$13,000** in food value grown by volunteers in Hope Garden

# MEET BEATRICE – SHEPHERDS OF GOOD HOPE EMPLOYEE 001

**“You have to be good, before you can do good.”**

These are the words of Beatrice Aberfi who celebrates forty years of employment with Shepherds of Good Hope.

It was 1983 when Beatrice visited St. Brigid’s Church and saw people being fed by a group of volunteers. She filled out an application form and has worked at Shepherds ever since.

“I thought I’d be here for a few months,” says Beatrice. It’s been forty years!

“Where I came from, homeless is not a word we use very often,” says Beatrice. “In Canada, we have everything, but still, we have people who are homeless, who are on the street.”

Beatrice is driven to help.

When you talk with her, you’re drawn in by her calm demeanour, her openness, and her kindness. It’s those traits that give Beatrice the tools she needs to make a difference in the lives of others.

“Don’t judge,” says Beatrice, when asked about the people she supports. “You don’t know what happened to them. You don’t know what’s happening to them.”

Working the evening shift in Shepherds supportive housing gives Beatrice the time to make those connections, to listen, to help without judgement.

She describes a simple moment.

“One of the residents gets her medication from me,” she says. “One day, she asked me to touch her hand.”

“So, I make sure, when I put it in her hand, I touch her hand, and I feel happy. And I think she feels happy.”

Beatrice knows that to be happy in her line of work, she must practice self-care.

“Take care of yourself, and then you can take care of others,” she says. “Don’t take anything personal. Be positive. Love them. They’ll love you back. Take good care of yourself first. Make sure the positiveness is there.”

Beatrice loves to garden. Her passion led to the creation of Hope Garden, which today is run and managed by team of twenty volunteers, who grow thousands of pounds of fresh vegetables for Shepherds every year.

“I thought we should start a garden,” she says. “Within two weeks, we had a garden.” Looking back at her career with Shepherds, Beatrice is philosophical.

“Shepherds put me here to take care of people. Be nice to them, they’ll be nice to you. They’re human beings, just like you and I.”



Thank you to our partners  
at Ottawa Inner City Health, Carefor,  
Ottawa Police and Paramedics, and  
so many others —  
your impact is felt every day.



# THE CONTINUUM OF SHELTER AND A NUTRITIOUS MEAL

A toxic drug crisis, mental health and substance use disorders, inflation, cost of housing, extreme weather. These are

some of the factors leading to an increase in people seeking shelter throughout Ottawa.

**89, 203** nightly stays in our emergency shelter and diversion programs, providing support to adults of all genders

**244** people on average every day

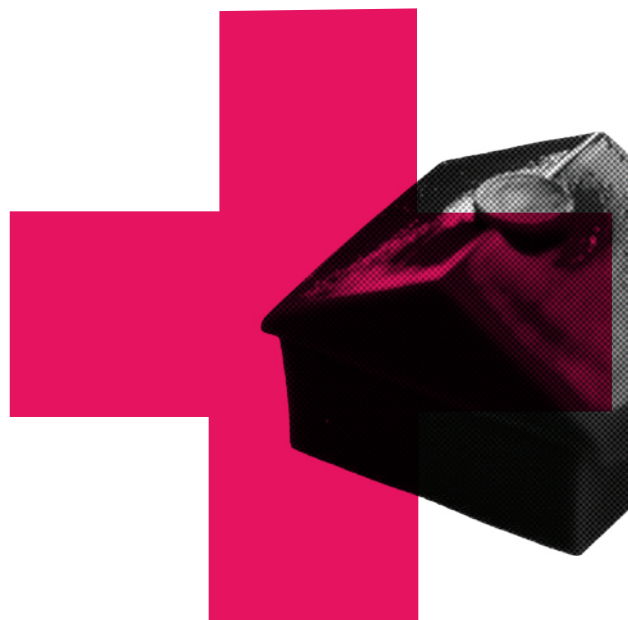
**91%** average occupancy – during extreme weather the shelter is often over 100% full

**2,630** of those stays are unique individuals

The newly named Taggart Parkes Family Community Hub is home to Ottawa's largest emergency shelter at 256 King Edward Avenue, serving all genders.

This community hub also provides police and paramedic diversion services to high acuity adults, where they can be referred for wrap-around physical and mental health care.

It is also home to The Trailer, a safe consumption treatment site managed by Ottawa Inner City Health. In 2023, OICH responded to 516 overdoses inside the Trailer and 1268 overdoses outside the building.



The shelter was renamed The Taggart Parkes Family Community Hub in recognition of the family's gift in support of 216 Murray Street

# CONTINUUM OF SPIRIT

BY ERIN KELLY, PROGRAM MANAGER, SHEPHERDS OF GOOD HOPE

When someone passes while in the care of Shepherds of Good Hope, grief is felt by staff and volunteers. Erin, a manager in Shepherds supportive housing, understands how loss affects families, friends, volunteers and employees.

## To Lose a Resident

In Supportive Housing, we are acutely aware that any interaction with our residents has the potential to be the last.

This is why you will find us saying bye to everyone when we leave, making one more joke, having another check-in conversation, giving another smile...we are all too aware of the fragile nature of our residents' health and lives.

When we lose someone in our care, it is someone we have worked with over months or years to build rapport, gain trust, sing, share meals, celebrate and laugh.

We support our residents through deep struggles and crises. We're there for some of their proudest accomplishments. We're also there for every silly, grumpy, mundane, moment in between.

With all of this in mind, we all experience a myriad of emotions when we lose someone in our care.

If the resident has been chronically ill and we know death is imminent, we

make peace with the reality, have the conversations we want and search for our place of gratitude and acceptance. We have the chance to prepare ourselves and shift our mindset to one of their freedom and end to their suffering. If death is sudden, or if we lose someone who is a young person, the shock can often be difficult to navigate.

*We say to ourselves, 'That can't be...I just talked to them. I just had lunch with him. I was just watching tv with her'.*

*We ask ourselves, 'What could I have done differently to help them? Could there have been a way to change their outcome?'*

Our thoughts drift to their families, friends and loved ones. We think about our other residents and colleagues, who were there at the moment of passing.

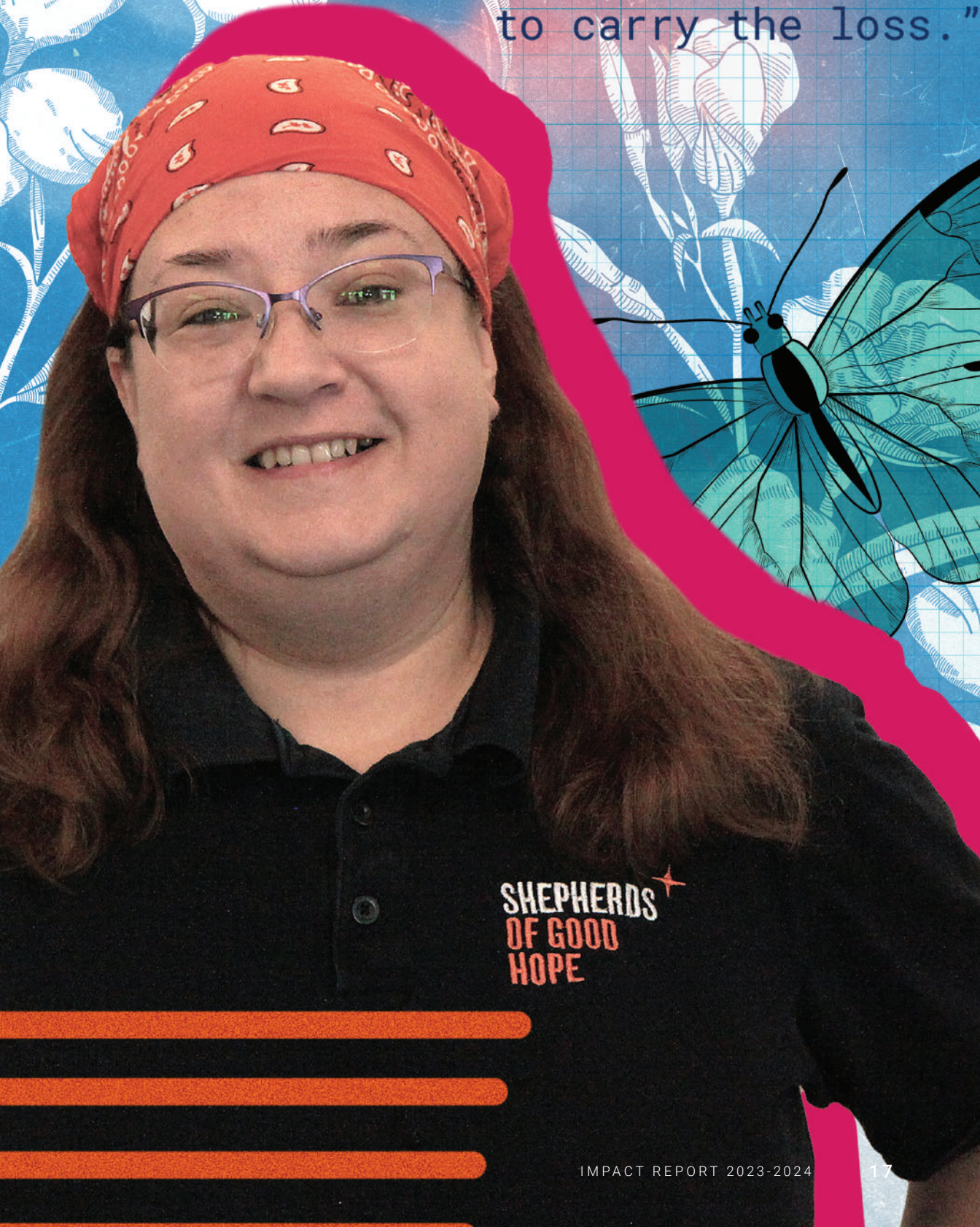
We play the scene in our minds. We re-live the images, sounds, smells, intrusive thoughts, self-doubt and multifaceted emotions. It's tough.

Shepherds staff is like family. We are there for each other in incredible ways. We help each other through resident loss.

The grief and healing process is shared with our partners at Carefor and Ottawa Inner City Health, who work alongside us. We gather and share stories that make us smile. We shed tears together as we remember the person who has just passed.



“Loss is an unavoidable part of our job. It is never easy, but we do learn how to cope and where to carry the loss.”



SHEPHERDS  
OF GOOD  
HOPE

Loss is an unavoidable part of our job. It is never easy, but we do learn how to cope and where to carry the loss. It is vital. We *must* do our job *and* be present in our lives at the end of every shift.

The families of the people we lose are a source of strength and inspiration.

I have held more crying mothers than I care to remember. Through their tears and grief, they share their gratitude for us loving their child as they were, and for *who they were*.

They thank us for housing their child when nobody else would.

They express thankfulness for giving their loved one a safe, clean place of community where they could spend their final years.

One mother told me they prepared every day for over ten years for a call to tell them their son was gone. They imagined their son being beaten or stabbed, behind a dumpster downtown.

This mother looked into my eyes, saying; *"You will never understand the gift Shepherds gave me by having a place where my son could live happily until he died quietly and peacefully in a building filled with people who loved and cared for him."*

Loss is unavoidable in our line of work, but for those of us who love what we do – the grief is worth the honour of caring for and supporting people in our care.

With heavy hearts, we clean out their apartments, disperse their belongings and prepare a fresh slate.

We then welcome someone new. Who shows up with hope, excitement and resilience.

The cycle starts again with another soul that we will assuredly care for, with an open heart, like we did for the one who just left.



# CONTINUUM OF PHILANTHROPY – SHEPHERDS OF GOOD HOPE FOUNDATION

Ottawa is a giving city. The Shepherds of Good Hope Foundation works directly with donors who are making a difference.

Corporations, individuals, schools, charitable foundations, they all believe in the Shepherds vision and support its work because they see results.

Throughout 2023, donors visited Shepherds programs with gifts of

toiletries, clothes and food. Donors also connected with the stories found in their mailbox, responding with direct support.

Corporations stood up, sponsoring events and giving time in our kitchen, proving that corporate philanthropy is just part of what makes Ottawa a great place to live.





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# IN THE COMMUNITY

Events are held throughout the year for Shepherds of Good Hope. Thank you to all our supporters who take the time to raise awareness and funding for those experiencing homelessness in our community. You are all part of the solution to ending chronic homelessness in Ottawa!

## **Taste for Hope**

On June 14, 2023, over 430 guests gathered at Lansdowne Park for the 11th edition of Taste for Hope. As they enjoyed food and beverage generously supplied by Ottawa's top chefs and restaurants, they raised a record-breaking \$280,000 in support of Shepherds!

## **Hockey Helps the Homeless**

The second annual Hockey Helps the Homeless tournament raised over \$60,000 during one day of pro-am hockey. Twelve teams drafted former NHL and women's professional players for the one-day tournament! Thank you, players, volunteers, and fans!

## **Good Shepherd Catholic School and Lester B Pearson**

From mitts to mugs, students and families collected boxes of both, donating them to Shepherds. Philanthropy starts early at Good Shepherd Catholic School and Lester B Pearson!

## **Hoteliers Have Heart**

Every year on Valentine's Day, managers from Ottawa's best-known hotels, with support from Sysco, deliver a truckload of food – in 2023 they delivered 10,000 pounds – and then spend the rest of the day serving in our community kitchen. Thank you, Ottawa Gatineau Hoteliers Association!

# MEET OUR BOARDS OF DIRECTORS

## Shepherds of Good Hope

Dave Donaldson, Chair	Ahmer Gulzar
Catherine Danbrook, Vice-Chair	John James
Robin Sellar, Treasurer (to January, 2024)	Michael Laviolette
Darryl Squires, Treasurer (current)	Donna Lougheed
John Peters, Honorary Officer Emeritus	Julie Terrien
Steve Ball	Kassondra Walters
Chantal Desmarais Barton	Fiona Keith, Governance Committee Adjunct Advisor
	Mitchell Lafrance, Finance Committee Adjunct Advisor

## Shepherds of Good Hope Foundation

Mark Roundell, Chair	Jim Orban
Kaveh Rikhtegar, Vice Chair	John Peters
David Rattray, Treasurer	Carrol Pitters
Lyndra Griffith-Harnden	Stéphanie Montreuil
Wendy Hope	

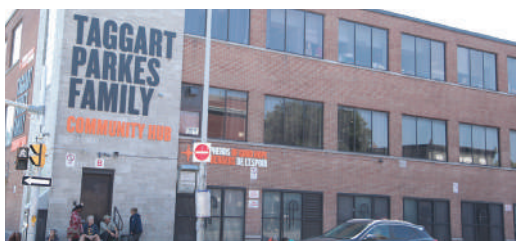
# CONTINUUM OF SUPPORTIVE HOUSING

Ending chronic homelessness in Ottawa begins with a place to call home. Shepherds' innovative supportive housing programs do that and so much more, right across Ottawa.

Starting on April 26, 2023, and over a phased period of several weeks, Shepherds of Good Hope welcomed 57 residents of all genders into our newest supportive housing program at 1095 Merivale Road.

In April 2025, Shepherds will open the newly built residence at 216 Murray Street, housing 48 individuals, including Indigenous women and others.

Homes for all. Community for all. Hope for all. That is the Shepherds of Good Hope vision.



# WHAT IS SUPPORTIVE HOUSING?

Shepherds of Good Hope provides everything people need to have a safe place to call home.

This includes meals, money management, counselling, peer support, and life skills development.

Our healthcare partner, Ottawa Inner City Health, also provides comprehensive wrap-around health services for our residents, who oftentimes have numerous complex health needs.

This, of course, includes addiction treatment and harm reduction services, which are administered in conjunction with Ottawa Public Health and Health Canada. It also incorporates more traditional healthcare services, such as diabetes maintenance or assistance with physical impairments, mental health support, and general care, to ensure that our residents have all the necessary resources to maintain stability.



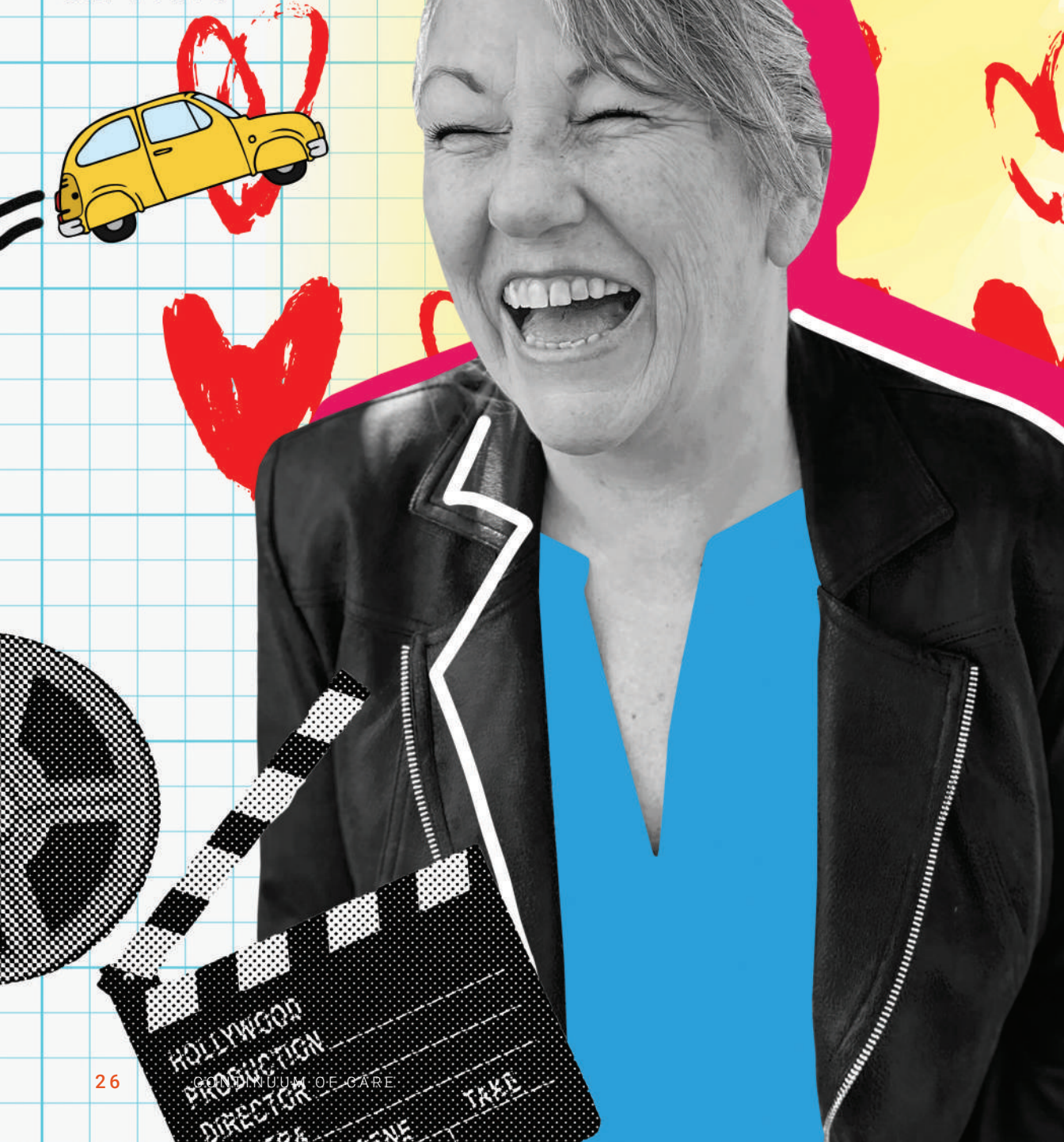
216 MURRAY STREET, WELCOMING RESIDENTS IN SPRING 2025





LOCATION	OPEN	NO. OF UNITS
<p><b>1 208 St Andrew St.</b></p> <p>Independent living apartments with services and supports</p>	2005	37
<p><b>2 1057 Merivale Rd.   The Oaks</b></p> <p>Bachelor style apartments with 24/7 harm reduction services and supports. Home of the Managed Alcohol Program</p>	2010	55
<p><b>3 145 Castlefrank Rd.</b></p> <p>Specializing in care of seniors aged 55+ experiencing homelessness, with 24/7 harm reduction services and supports.</p>	2013	100
<p><b>4 765 Montreal Rd.   Richcraft Hope Residence</b></p> <p>Bachelor style apartments with 24/7 harm reduction services and supports.</p>	2021	42
<p><b>5 1095 Merivale Rd.</b></p> <p>Bachelor style apartments with 24/7 harm reduction services and supports.</p>	2023	57
<p><b>6 216 Murray St.</b></p> <p>Bachelor style apartments with 24/7 harm reduction services and supports, also supporting Indigenous women and others.</p> <p><b>216 Murray is also the future home of the new Shepherds Community Kitchen and drop-in centre.</b></p>	Opening 2025	48

It was a cold February morning when Caroline went downtown to pick up her son. It was moving day. He was moving into his new home, a place where he can sleep, shower, eat, feel safe and get the support he had been missing since he began experiencing homelessness earlier.



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# CONTINUUM OF FAMILY

It was a cold February morning when Caroline went downtown to pick up her son. It was moving day. He was moving into his new home, a place where he can sleep, shower, eat, and get the support he had been missing since he first began experiencing homelessness years earlier.

As she walked toward the shelter where Mark (not his real name) was staying, she noticed someone in a tiny alcove, just steps from the sidewalk. It was her son. He had overdosed.

She rushed toward the shelter looking for help, and, as they always do for others, a team of frontline heroes ran to assist, administering Naloxone and eventually reversing the effect of the drug he had just taken.

Through the tears welling up in her eyes, she turned to the person who had just saved her son's life. "You are amazing," she said, thanking her, not just for saving her son, but for the way she always treated him.

"The fact you smile, or you're kind to someone," said Caroline. "When you go find a pair of socks for someone who's freezing, or just your kindness that may stop someone from hurting themselves."

After he recovered, Mark stood up and walked to Caroline's car. Together they drove to his new, supportive home at Shepherds of Good Hope. It was surreal.

One minute Mark is getting emergency care on the sidewalk, the next minute, he's being welcomed by a team of nurses, staff, and support workers at Shepherds of Good Hope.

Things were about to change for Mark and his mum. A door was opening toward the hope that had been eluding her since her son was a teen.

When he was young, Caroline and her son would go to movies together. As a single mum raising two children, she had her hands full. She thinks fondly of those innocent times.

Moving to Ottawa from overseas with an eight-year-old boy and eleven-year-old daughter to look after her aging parents, Caroline knew she might face challenges, even as she dreamed of a bright future for her and her two young children.

Her dreams began to fade when her son got introduced to drugs in high school.

"It was marijuana at first," she says. "Then it was psychedelics, magic mushrooms."

At seventeen, he was admitted to the Royal Ottawa Mental Health Centre, where he stayed for six months, eventually being diagnosed with schizophrenia.

While the drugs he was taking helped settle his mind for short periods of time, they were also slowly devouring his life and the dreams of his mum.

Attending a graduation, standing up at a wedding, being a grandmother: for Caroline, those dreams are on hold while she focuses on her two adult children and her own mental health and wellness.

“Since moving him into Shepherds, I can sleep at night,” she says “I don’t worry every minute. I can do things for myself, knowing he’s in the care of some incredibly special people.”

Her son experienced homelessness for almost three years. Unbearably cold winters, stifling hot summers, crime, assault, and the judgement of others. His youth betraying the lifetime of challenges he had already overcome.

Arriving at his new supportive housing residence, within hours of recovering from an overdose, Caroline’s son was about to be immersed into a world neither of them knew existed.

“He was getting healthcare,” she recalls. “Blood tests, a haircut, showers, his own bed. For the first time in years.”

“We went up to his room; I’ve got his stuff in my car,” Caroline remembers. “There’s not much in the room, his bed, some sheets, so we’re unloading and he’s standing there. It was a little overwhelming for him. It’s a lot.”

Four months later, on the eve of her 31st Mother’s Day, Caroline is beginning to breathe easier. She’s getting to know herself. Recently retired, she looks forward to doing things for Caroline, because she knows her son is safe.

“Hope is a good name for where he lives,” she says. “The staff are saving the people in their care by showing them dignity and respect, and kindness.”

Slowly, and at her son’s pace, trust began to develop between him and the people providing the around the clock care he so desperately needed.

“It’s been an adjustment for him *and* for me,” she says. “I’m used to having to look after him and manage everything. But he’s getting healthier. His skin is better. He looks better. I’m slowly beginning to let go, but it was quite a shock, to stop the constant worry.”

It’s not all perfect. Setbacks may happen. However, for Caroline, right here, right now, knowing he’s off the streets, in the hands of people who genuinely care and receiving the one-on-one support he needs is what gives Caroline the chance to enjoy being Caroline.

And, while she is not overly religious, she thinks of the scripture, “For where two or three gather in my name, there I am with them.”

Caroline will always be there for her son and daughter. That’s what mum’s do, on Mother’s Day and every day. She knows the team at Shepherds will also be there, using their smiles, their kindness, and their professionalism to provide Mark with dignity, respect and the help he needs.

When she visits him now, she leaves with a simple, new dream: **HOPE**

# CONTINUUM OF VOLUNTEERS

Shepherds of Good Hope has relied on the service of volunteers since 1983. They can be found in our programs seven

days a week. They can also be found in our community garden and at events across the city.

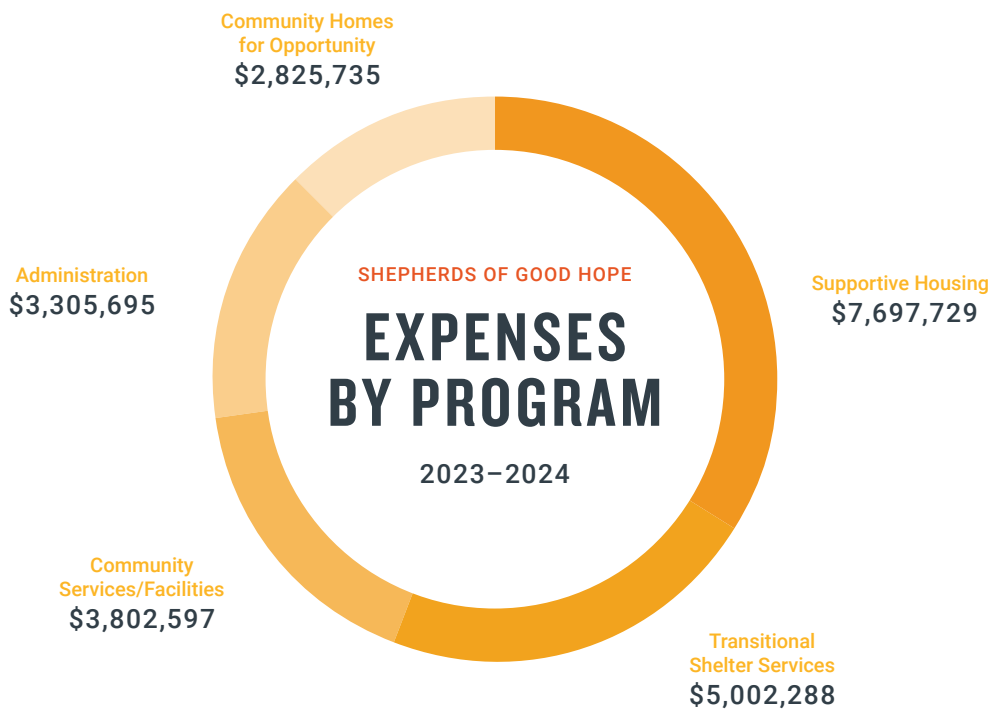
The “2nd Calling” campaign in fall 2023 recruited new volunteers who work in our programs across the city. Could volunteering at Shepherds be your second calling?

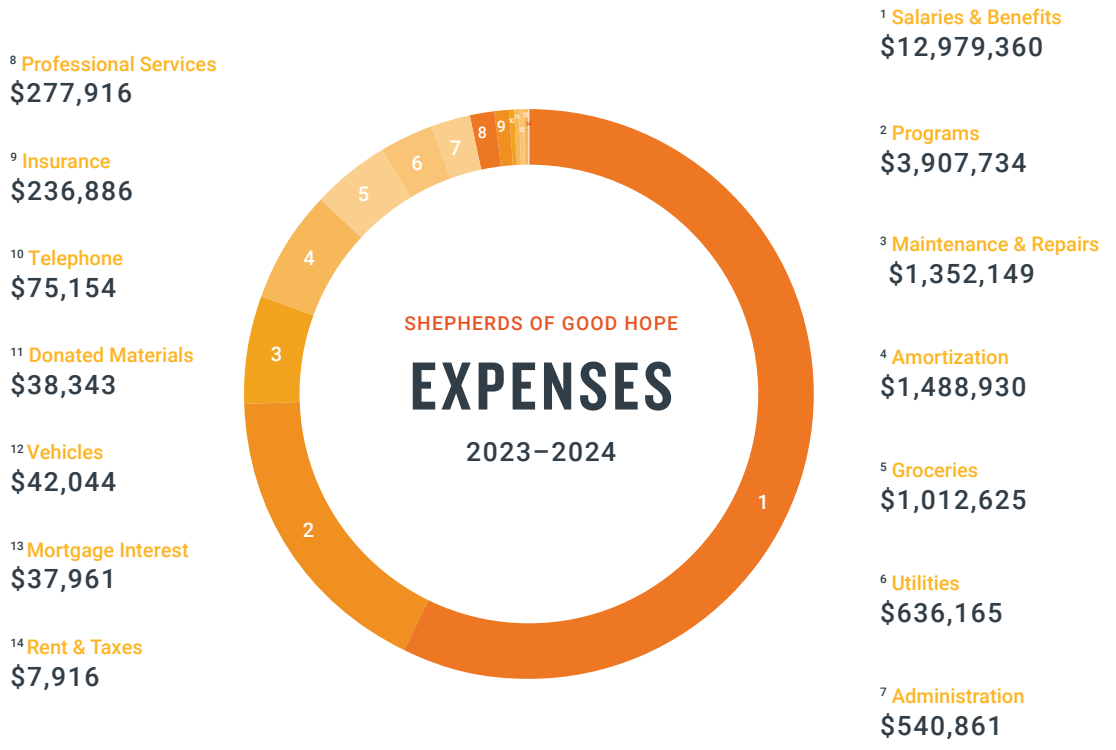
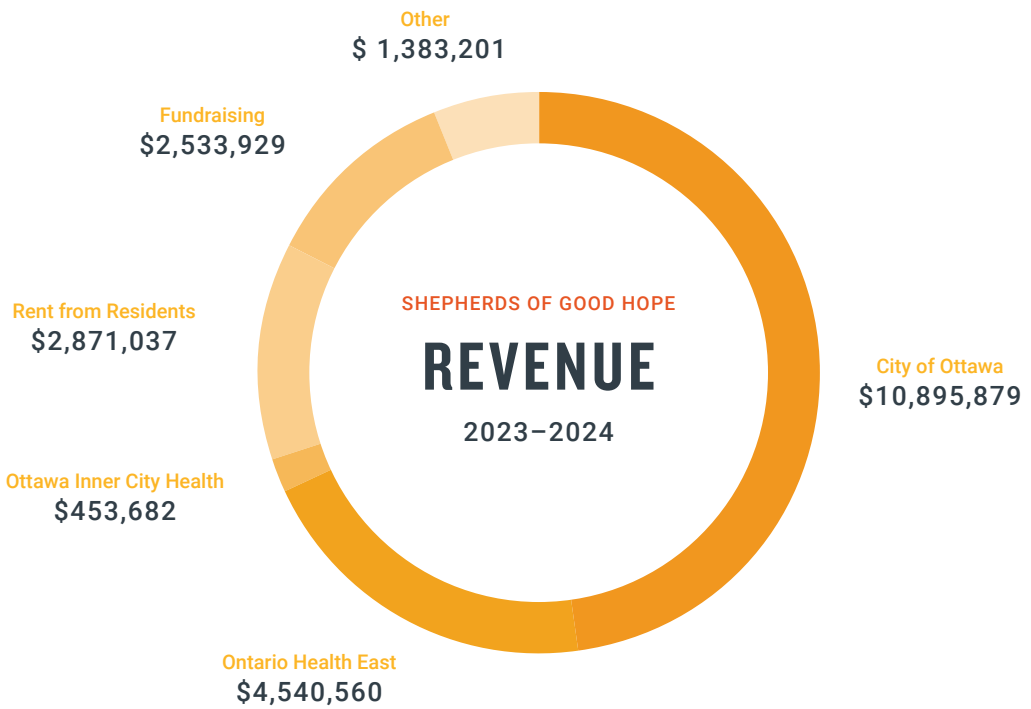


Visit [www.sghottawa.com/volunteer](http://www.sghottawa.com/volunteer) to find out more.

# FINANCIALS

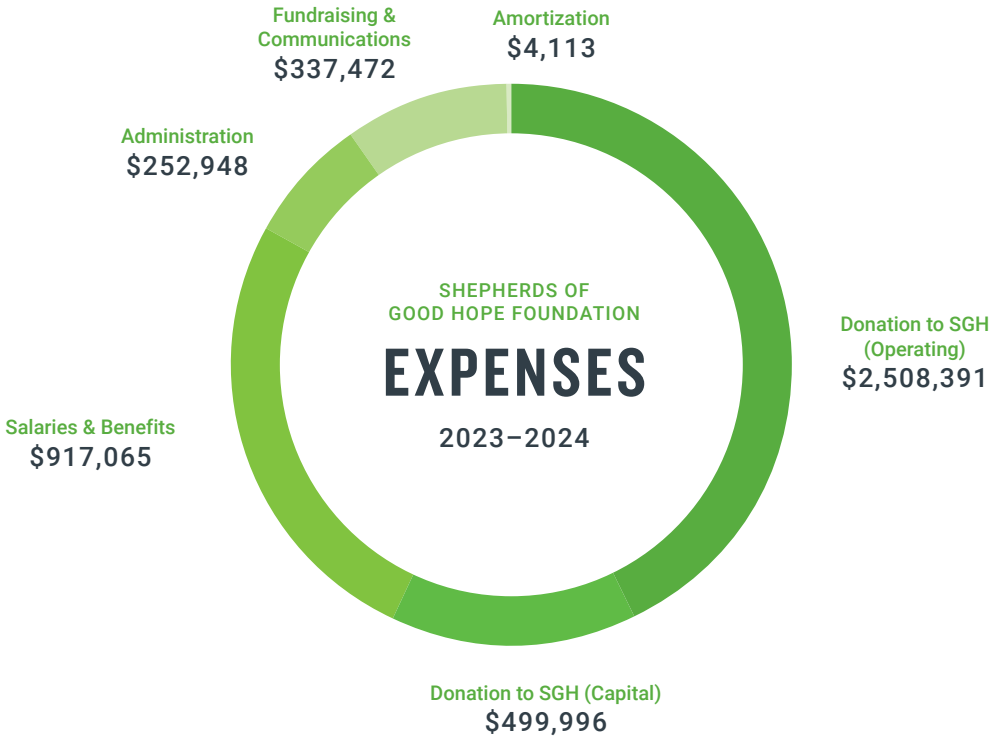
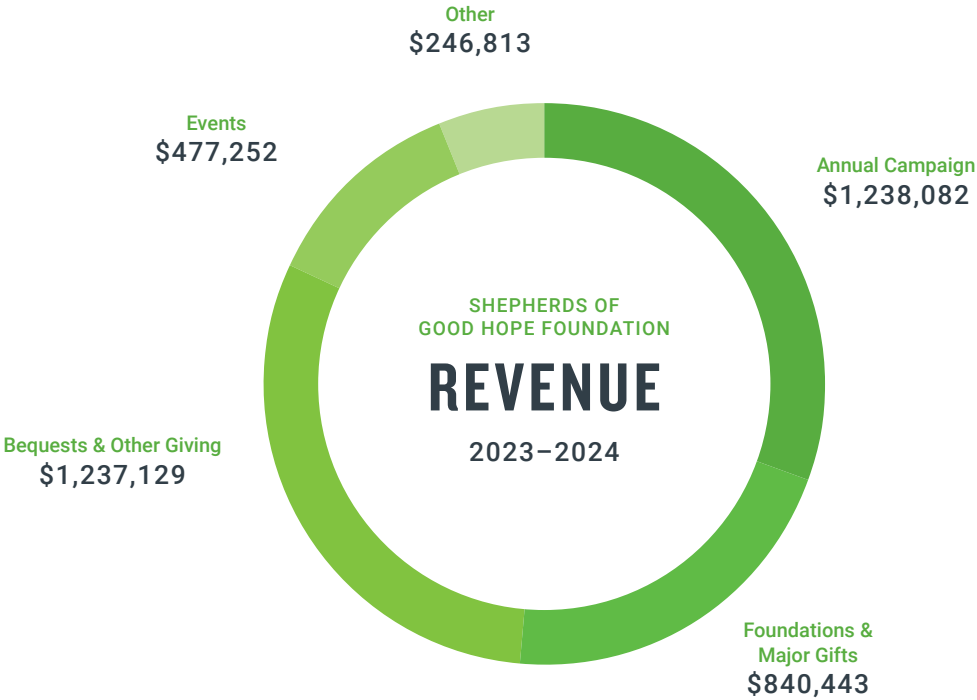
## Shepherds of Good Hope





# FINANCIALS

## Shepherds of Good Hope Foundation





## FINAL WORD

Thank you for taking the time to get to know Shepherds of Good Hope and Shepherds of Good Hope Foundation through the 2023-24 Impact Report.

This report is a snapshot in time, telling the story of an organization that is actively listening, learning, growing, and evolving to meet the ever-changing challenges faced by people experiencing homelessness.

Their challenges are real. Their tenacity inspires us.

Shepherds of Good Hope will continue to walk alongside this vulnerable community. We will support them as they summit life's most complicated challenges.

We are happy to have you by our side.

Together we will focus on the vision of Homes for all. Community for all. Hope for all.









## CONTACT US

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