



**GOOD SHEPHERD**  
REPORT TO THE COMMUNITY  
**2020-21**

**60 YEARS OF HOSPITALITY**



Good Shepherd  
Faith in people.



## COURAGE ON THE FRONTLINES

In 2021, Good Shepherd marks 60 years of hospitality in our community. It is also a time in which we all have endured the most challenging year that we have ever experienced. A global health crisis changed the way we live, but for thousands of people in our community, COVID-19's wide-ranging effects have threatened them on many levels. More than ever before, Good Shepherd's **Faith in People** was on full display. From our volunteers and donors to our dedicated co-workers who have worked the front lines throughout this pandemic, we continue to live by the motto, "We're all in this together."

In this report we have highlighted the ambitious ways that Good Shepherd has adapted to serve the community's most vulnerable people. You'll read about the overflow emergency shelters that accommodate men and women who need nourishment and a warm place to sleep. We have also highlighted virtual health supports and how our programs are helping people through mental health crisis during this time. Unfortunately, as the pandemic endures, the need for our assistance grows.

Thank you for stepping up to help those living in poverty, especially during this unprecedented time.

We are grateful for your unwavering support since 1961 and we are proud to be given the honour to keep delivering on our mission.

Yours in hospitality,

Brother Richard MacPhee, OH  
Chief Executive Officer  
Good Shepherd

Edward Dunn  
President,  
Good Shepherd Centres  
Board of Directors

Shari Guinta  
President,  
Good Shepherd  
Non-Profit Homes  
Board of Directors

## HOSPITALLER ORDER OF ST. JOHN OF GOD PROVINCE OF THE GOOD SHEPHERD IN NORTH AMERICA

The Little Brothers of the Good Shepherd in Hamilton, members of the religious congregation founded by Brother Mathias Barrett, fused with the Hospitaller Order of St. John of God in 2015. Their ministry continues through the Hospitaller Brothers of St. John of God – Province of the Good Shepherd in North America.

Good Shepherd Centres' commitment to our mission of *Never Stop Loving* and our dedication to people in need have helped our organization grow to become one of the largest providers of health and human services in the Greater Hamilton Area. The combined services of Good Shepherd Centres and Good Shepherd Non-Profit Homes Inc. include emergency food and clothing; hot meals; emergency shelters for men, youth, families, women and children; transitional housing and education for homeless and street-involved youth; senior support services; hospice palliative care; community mental health programs; and supportive housing.

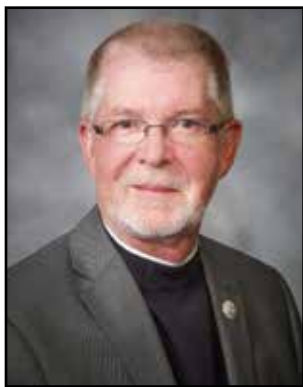
All money donated to Good Shepherd Centres stays within our organization to benefit vulnerable families and individuals locally.



Hospitaller Order of Saint John of God  
Province of the Good Shepherd in North America

## A MESSAGE FROM THE PROVINCIAL, HOSPITALLER ORDER OF ST. JOHN OF GOD

This year, perhaps more than any time before, we have seen Good Shepherd's message of unity and compassion in its truest form. It has been lived through the Brothers, co-workers and volunteers of the Hospitaller Order of St. John of God, Province of the Good Shepherd in North America.



We have coined the term *Hospitality Heroes* to describe our co-workers and volunteers, who have faced down the threat of COVID-19 and have continued to deliver our mission of hospitality, as derived from our founder, St. John of God.

As members of our Province's brave and dedicated team of frontline workers throughout North America, five of our Brothers contracted COVID-19 and have fully recovered. In this time of uncertainty, we can count on our heroes to ensure that vulnerable citizens are treated with care and dignity.

We are incredibly proud of the accomplishments of Good Shepherd in Hamilton over the last 60 years and we are deeply grateful for your generosity and support.

Sincerely in the Spirit of Hospitality,

Brother Justin Howson, OH  
Provincial, Hospitaller Order of St. John of God  
Province of the Good Shepherd in North America

## Our Mission

We are called to  
**Never Stop Loving.**  
Inspired by the Hospitality of St. John of God and rooted in Catholic teachings, Good Shepherd provides person-centred health, housing and human services.

## Our Vision

Guided by our  
**Faith in People,**  
we are committed to working together to build healthy and resilient communities founded on the principle of social justice for all.

## Our Values

Hospitality, as inspired by St. John of God, is at the heart of Good Shepherd's mission. This means that we welcome all people with compassion, acceptance and a spirit of generosity; creating opportunities for transformation.

Hospitality embodies our values of:  
Responsibility • Availability  
Adaptability • Quality  
Dignity

# A MESSAGE FROM THE CHIEF DEVELOPMENT OFFICER



This year has been scary and uncertain but through the terrible darkness of this pandemic, we have seen the best in people.

As Good Shepherd's services became even more essential to the community's most vulnerable people, we asked our donors for financial support to keep our programs running. In spite of the challenges, our donors stepped up and we are incredibly grateful.

Due to public health measures and restrictions, we had to cancel or re-imagine our special events. Like many other charities, we explored virtual ways of connecting with our donors and creating new experiences. From a livestream mentalist to an online auction and virtual food drives, I am very proud of how our supporters have come to the aid of our community, in the midst of the worst of times.

To our friends, partners and donors, thank you for believing in Good Shepherd and helping us to deliver our mission of creating a more compassionate and inclusive community for our neighbours in need.

Please stay safe, stay positive and stay healthy.

God Bless,

A handwritten signature in black ink that reads "Cathy". The signature is stylized with a large, sweeping initial 'C'.

Cathy Wellwood  
Chief Development Officer





# RAPID RE-HOUSING FOR DISPLACED FAMILIES

The Good Shepherd Family Centre is Hamilton's only emergency shelter for homeless families. The shelter keeps families together during crisis and helps them through their journey to find safe and affordable housing.

Centre staff help families with housing searches, take them to apartment viewings and guide them through the process of signing leases and legal documents. During the COVID-19 lockdown, they had to transition their work to phone meetings, virtual tours and electronic signing.

The Family Centre's close-knit staff team thrives off of interaction with clients. During the pandemic, they have found ways to provide the same level of service while being physically distanced.

The pandemic has created new barriers to getting families housed and has made life more challenging for all members of the family. The children's common playroom has been closed to families during the crisis and the regular group activities have been replaced with individual activity kits.

The homework room is available to students but there are strict rules around signing in and out and ensuring the staff have time to clean between uses.

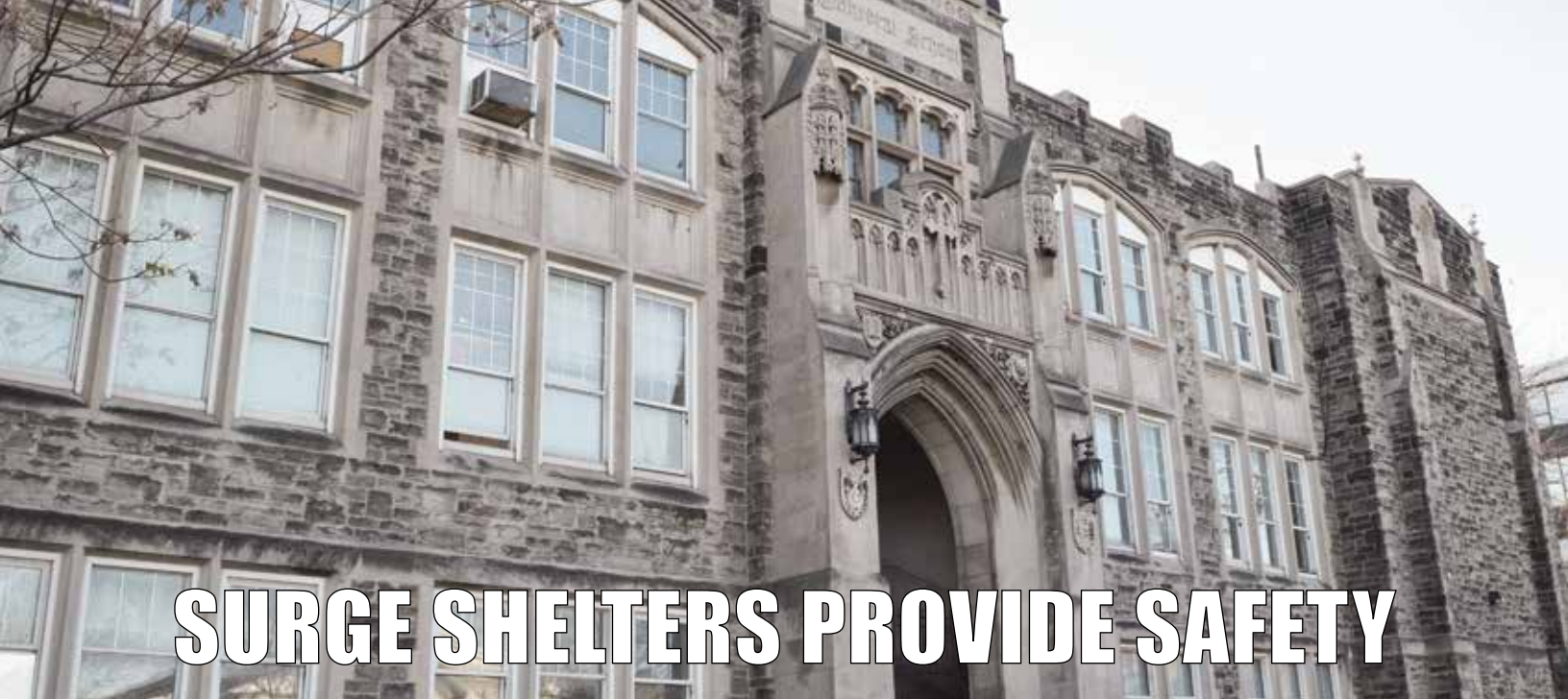
Good Shepherd's Rapid Rehousing Team has secured hotel rooms for people to stay in when the shelter is full. They have seen an increased need during the pandemic with people experiencing relationship breakdowns and unsafe living situations. Another crucial issue they are experiencing is a lack of understanding of landlord/tenant rights.

The Provincial Government stopped all evictions during the lockdown but there are many reasons why people could still become homeless. If a landlord verbally tells their tenant that they need to leave, some do not know their rights and will leave and become homeless.

Despite all the challenges they've experienced during this time, the Rapid Rehousing Team has housed a record number 103 households this year.

Good Shepherd is committed to helping families find housing; we are just learning to do that in different ways.





# SURGE SHELTERS PROVIDE SAFETY

When the COVID-19 virus began spreading rapidly in Hamilton, many people living on the streets felt more vulnerable and exposed than ever before. Emergency shelters filled up quickly as physical distancing restrictions were put in place and programs had to significantly reduce capacity levels.

Women seeking our assistance have a safe place to go as we set up an overflow shelter for women at a local hotel. Good Shepherd's Women's Services was contracted by the City of Hamilton to establish an overflow shelter in a local hotel. This initiative created 56 additional beds for single women experiencing homelessness. The hotel accommodation operates as a satellite to Good Shepherd's existing shelter services for single women and for women with children fleeing abuse.

Good Shepherd's Emergency Men's Shelter on Mary Street was forced to reduce the number of available beds to 18 from 54. The shelter's annual pre-pandemic occupancy rate is 94 percent and we quickly needed to find a new location for the displaced men to go.

Good Shepherd, along with the City of Hamilton and CORE Entertainment, worked together to prepare a pandemic surge shelter. Temporary beds were set up in the FirstOntario Centre and men who were displaced from shelters were able to find warmth and safety in the large, open space.

"It was critical that we relocate people out of the shelters and into a safe space to maintain physical distancing," stays Stephanie, an onsite nurse. "Everyone deserves to have a safe place to ride out this storm." In September, the surge shelter was moved to the former Cathedral Boys High School, located on Main Street East. The building is set up to shelter 74 men at one time as a temporary measure that gives them a place to stay when the city's shelter system is under stress.

The size of the building allows us to plan for an increased number of emergency beds should the need arise. The staff and men follow strict safety protocols that have been advised by the Shelter Health Network and the City of Hamilton's Public Health Services.

Before moving the men into the shelter, we made vital safety upgrades to the building. With your support we were able to replace the HVAC system and the boilers, along with an update to bathroom and shower stalls. The surge shelters' high occupancy rates have remained consistent and highlight the impact COVID restrictions have had on marginalized populations.





# CARING FOR PEOPLE IN A CRISIS

The kitchen staff at the Good Shepherd Centre make meals for up to 600 people a day, served in a large dining room at the Centre during normal times. When physical distancing rules were put in place, a new plan was quickly brainstormed.

During the pandemic, community lunches are being handed out in prepared packages each day that contain nutritious meals. The menu is carefully considered to help build up the immunity of members of the community who are particularly at risk, and is switched every week so guests receive a variety of meals.

“We had to keep preparing meals in some way, there are too many people who rely on us,” says Matthew Bruzas, lead hand at the kitchen.

Fortunately, the community also saw the dilemma faced by social service agencies and their clients and stepped up to help.

“We had an onslaught of food donations which helped us out so much,” says Matthew.

Small businesses and corporations have been particularly generous despite the fact that they are also reeling from the effects of the pandemic.

Thousands of individuals and families in the city struggle during the holiday season. Unfortunately, Good Shepherd’s annual holiday celebration, Christmas Wonderland, which was scheduled for mid-December 2020, had to be cancelled due to pandemic restrictions. The event typically welcomes more than 2,300 people for a fun social experience and full turkey dinner. Despite this setback, with the help of donors and community partners, we expanded our annual Christmas Marketplace and accommodated 2,443 households during December, including 66 new households. This represented 6,623 individuals.

“We recognized that we needed to remain open longer, through December, both for a Christmas visit and for emergency food services,” says Mark Tennant, program supervisor at the Good Shepherd Venture Centre, where the Marketplace is located. “We were able to help more people and reduce food insecurity in the community and welcome new clients.”





# TRANSITIONING BACK TO THE COMMUNITY

Restrictions imposed to stop the spread of COVID-19 have left many of us feeling isolated and bored. For residents at Good Shepherd's Transitional Beds program, encouraging them to decide how to lessen the effects of the monotony of quarantine has had a positive effect on their mental and emotional health.

The program, located at The Good Shepherd Centre on Mary Street, provides medical care to residents while they transition in to the community. Upon discharge from the hospital, they could be homeless, precariously housed or have limited ability to access health and community services. Due to their circumstances, some may have extended stays at the Centre.

Adjusting to a "new normal" can be difficult for people who are accustomed to routines, according to Kayley, nurse manager at the Transitional Beds Program. The staff work to lessen the tedium of not being able to leave the Centre due to the pandemic. Televisions were installed in bedrooms and movie nights were planned, but staff wanted the residents to direct more of their own recreational activities. They surveyed the residents to find out what kind of activities and hobbies they enjoyed.

In the spring 2020, some residents assembled a temporary garden. Another resident was a chef and preferred food-based activities, encouraging the staff to start regular pie-making sessions and bringing in homemade family-style meals.

The activities have brought the staff and residents closer together and have demonstrated how the staff are invested in the physical and mental health of the residents.

"It's rewarding because we have more time to engage with them; we get to know people on a social level," says Kayley. "We do these things to show them that we care. We don't do them for the thank you's."





# KEEPING AT-RISK YOUTH SAFE

During the pandemic, Notre Dame House, Hamilton's only residential youth shelter, has been operating at half capacity to allow for physical distancing. Typically, there would be five to six youth in one bedroom but that number has been reduced to two. Staff have had to be creative in coming up with ways to deliver supports to youth as they adjust to the restrictions.

"It's hard for the kids. They are bored, they can't go out with their friends or access some of the community programming that they are used to," says Cale, an Intensive Community Case Manager at Notre Dame House. "These are all amazing people going through the hardest time of their lives."

Good Shepherd was fortunate to receive donations of activity kits, craft supplies and games from generous community members wanting to help out in whatever way they could.

An unexpected positive outcome of the pandemic is that youth are being housed at a more rapid pace due to newly vacant student housing that opened up after the closure of universities and colleges.

"One of the landlords I work with called me and said he just had 30 units become available immediately," he says. "I was able to house a bunch of youth within two days of that phone call."

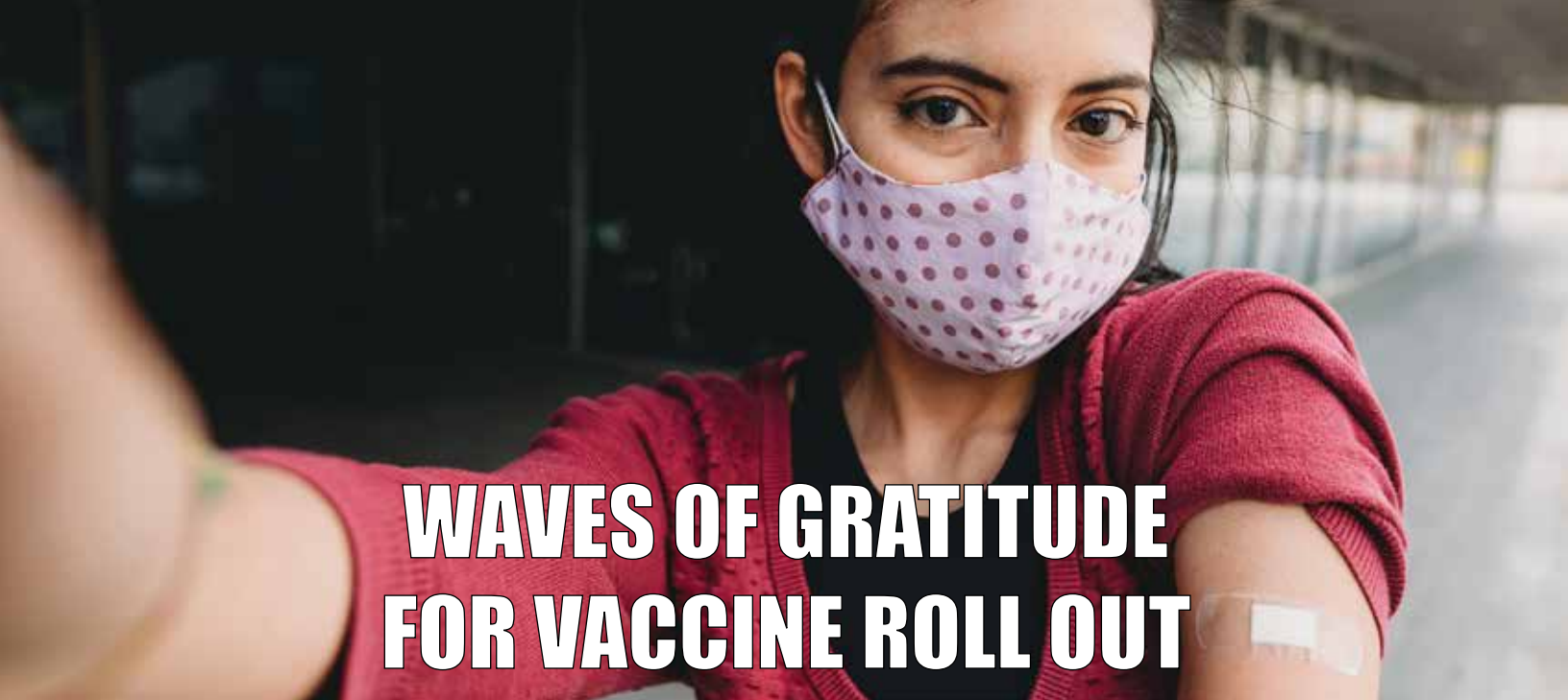
Youth Services has been providing crucial support for early mental health intervention, including, psychotherapy and advocacy for street-involved youth during the pandemic. Our programs have focused on providing safe supports and opportunities to reconnect youth with their families and divert them from homelessness.

With many of services shifting to virtual programming, staff distributed cell phones to youth so they can access community-based supports. Meals continue to be distributed, typically feeding 1,000 youth per day. Once the vaccine roll-out started for hot spot neighbourhoods and racialized populations, a Vaccine Task Force was assembled.

"Throughout this tough time, we have continued to support youth in the safest ways possible," says Norma Joaquim, Interim Director at Good Shepherd Youth Services. "We helped to educate the youth about vaccines, helped them book appointments and sometimes even drove youth to their vaccine appointments."

The Youth Services team have always found their job rewarding but the success stories are made sweeter given the unique situation we are living through.





# WAVES OF GRATITUDE FOR VACCINE ROLL OUT

Throughout this pandemic, we have all faced the prospect of being exposed to the virus. Some have been affected to varying degrees while others, tragically, passed away. It touched every part of our lives, but for thousands of people in our community COVID-19's wide-ranging effects have threatened them on many levels.

From the beginning of the pandemic, Good Shepherd has refused to abandon our commitment to those who need help. When health officials and political leaders required the population to distance themselves from each other, Good Shepherd's co-workers leaned into the pandemic.

Good Shepherd partners with community organizations to ensure that vulnerable people who may fall through the cracks are offered testing and vaccinations. We continue to lead and provide sector-wide COVID testing for both clients and workers.

Shortly after Christmas we heard the news that vaccine doses were being delivered to Canada. Over the next few weeks, vaccine clinics began opening in high-risk areas and to essential front-line workers. Many Good Shepherd staff, volunteers and clients were flooded with relief at the opportunity to roll up their sleeves to get their shot and help eradicate the virus.

Good Shepherd Ministries in Toronto, a mission of the Hospitaller Brothers of St. John of God, extended an invitation to vulnerable clients at Good Shepherd Non-Profit Homes Toronto to their vaccine clinic in February.

The clinic vaccinated 33 of the most vulnerable clients from transitional and supportive housing programs. One of the group homes had just recently lost a roommate to the virus.

"One of the fellows was tearful when provided the invitation to the clinic," says Colleen Lamond, Director of Good Shepherd Non-Profit Homes Toronto. "He shared that he didn't expect to be considered a priority to receive the vaccine and it meant so much to him to be considered amongst an important group to be given the vaccine."





# BATTLING ISOLATION THROUGH VIRTUAL EXERCISE

People with mental health issues are at risk of developing health problems, including diabetes, high cholesterol, heart disease and other chronic and debilitating illnesses.

Steps to Health, a lifestyle and fitness program run through Good Shepherd Non-Profit Homes' HOMES program, helps adults with a mental health diagnosis prevent disease and enhance quality of life. Last year, the program assisted 276 individuals. However, pandemic restrictions quickly put an end to in-person sessions and endangered the strides made to help the clients who really need Steps to Health's activities and social interactions.

Michelle Letourneau, who coordinates Steps to Health, said although no in-person programs were permitted they quickly pivoted to online sessions.

"We offered three to four programs per day virtually," she said, noting that not all STH clients had technical wherewithall or access to technology in order to participate.

Nevertheless, STH offered exercise, cooking and snack making, and smoking cessation to clients and received excellent feedback. STH staff helped battle their clients' isolation by sending supportive emails once a week and encouraged keeping a gratitude journal to keep their minds active.

Variety is key in helping to maintain healthy mental and physical health. At Christmas clients participated in the 12 Days of Fitness, and in January and February they took part in 30 Days of Walking.

"We wanted to get people moving in their apartments," explained Michelle. "We showed them how to access workout videos on YouTube. We also have a Facebook page and wellness coaches post on it everyday. It's motivating for them."

Steps to Health is a program that epitomizes Good Shepherd's vision to building healthy and resilient communities. In partnership with our donors and funders, we made sure that our clients were safe and able to remain healthy as the world slowed down to stop the spread of COVID-19.



# SNAPSHOTS OF 2020-2021

**468 dedicated volunteers** logged a total of **21,552 hours** throughout all Good Shepherd programs. This is much lower than the previous year due to pandemic restrictions.

Emmanuel House Hospice helped **101 individuals** on their final journey of life and comforted their loved ones in their loss.

The Jeanne Scott Parent & Child Resource Centre welcomed **37 young moms** to our school.

Good Shepherd Non-Profit Homes Hamilton housed **699 tenants** at our affordable and supportive housing sites.

The Marketplace at the Venture Centre served **71,434 individuals**. The Christmas Marketplace welcomed **7,694 shoppers** in December.



## TORONTO HOUSING

*Good Shepherd Non-Profit Homes Toronto provides on-site and mobile housing support to men and women who are homeless or at risk of becoming homeless.*

HOST on-site clients (Br. Joseph Dooley Apartments): **19**

HOST Mobile: **170**

Manse Road High Support Housing: **10**

Addictions Supportive Housing: **36**

Bayview Housing: **16**

## HAMILTON EMERGENCY SHELTERS

*The number of individuals assisted at Good Shepherd Hamilton's emergency shelters:*

Mary's Place Women's Shelter: **207**

Martha House Women's Shelter: **747\***

Family Centre Emergency Shelter: **388\*\***

The Good Shepherd Centre Men's Shelter: **1,663**

Notre Dame House Youth Shelter: **119**

Regina's Place for Young Moms: **20 moms, 23 children**

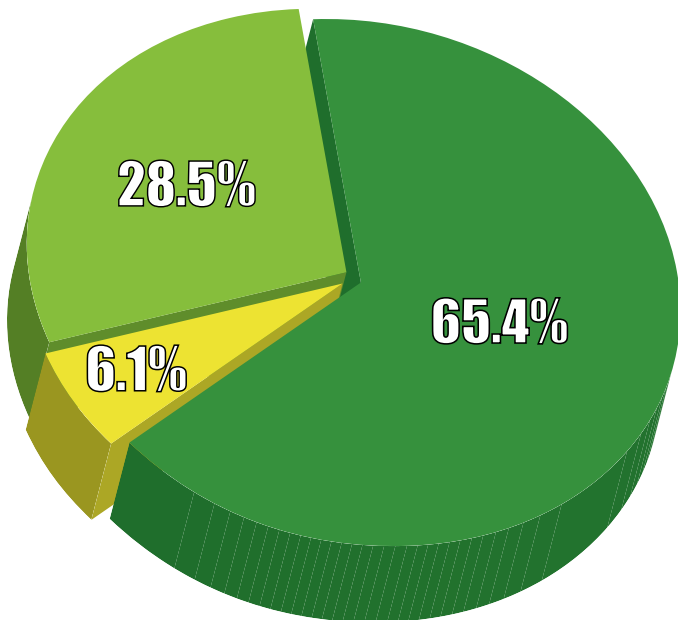
\* Including children

\*\* Representing 103 families.



# GOOD SHEPHERD CENTRES

## YOUR INVESTMENT IN US



### 65.4% – GOVERNMENT (FEDERAL, PROVINCIAL, MUNICIPAL)

Annual base funding for shelter operations  
 One-time grant funding for Homelessness Prevention Initiatives  
 Annualized base funding for health programs from  
 HNHB Local Health Integration Network  
 Ontario Ministry of Children, Community and Social Services  
 COVID-19 Funding  
 Canada Emergency Wage Subsidy

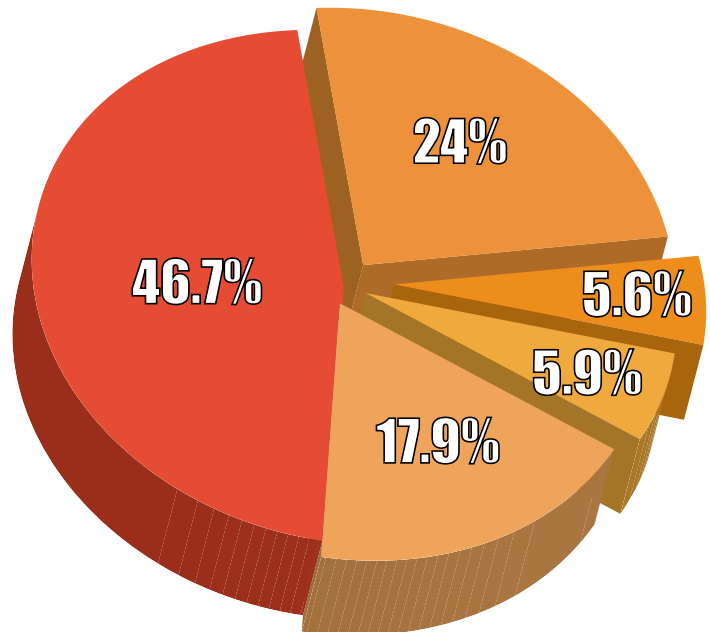
### 28.5% – DONATIONS (CASH, STOCKS, IN-KIND)

Financial gifts (cash, stocks) to Good Shepherd  
 to support programs and services  
 Donations in the form of goods

### 6.1% – FEES AND OTHER REVENUES

Rent revenues  
 Miscellaneous client service fees  
 Community Partners funding

## HOW THE COMMUNITY BENEFITS



### 24% – HOMELESSNESS PREVENTION

Counselling Services • Community Outreach Services  
 Second Stage Services • Transitional Housing Supports  
 Reaching Home • Shelter Diversion Programs • Trustee Program  
 Jeanne Scott Resource Centre • Regina's Place

### 46.7% – EMERGENCY SERVICES

Shelters • Food & Clothing • Hot Meal Programs

### 17.9% – HEALTH PROGRAMS

SAM Adult Day Program • SAM Aphasia Program  
 Assisted Living • Seniors Community Support  
 Transitional Beds Program • Hospital to Home Program  
 Hospice Care • Community Palliative Care

### 5.9% – CHILDREN AND YOUTH MENTAL HEALTH

Brennan House • Non-residential Mental Health Support  
 Youth Substance Use

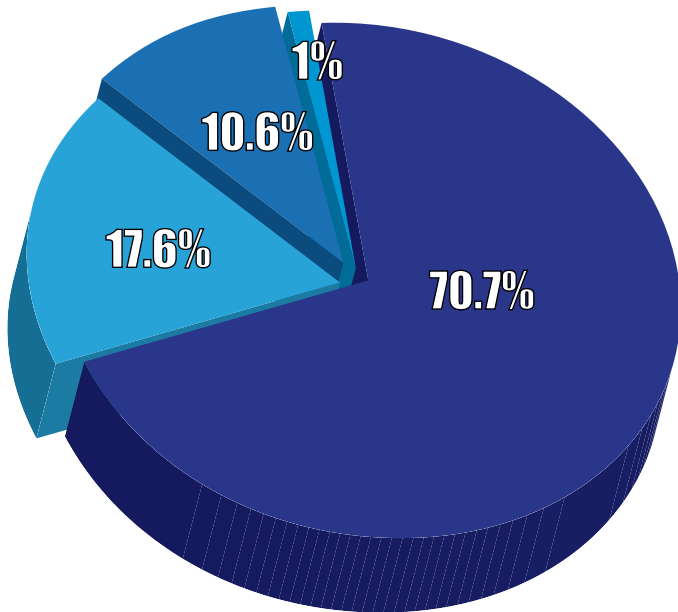
### 5.6% – CAPITAL AND MISCELLANEOUS

Amortization • Financing Costs • Public Relations • Designated Projects



# GOOD SHEPHERD NON-PROFIT HOMES

## YOUR INVESTMENT IN US



### 70.7% – GOVERNMENT (FEDERAL, PROVINCIAL, MUNICIPAL)

Annual base funding for housing support, mental health, and addiction programs from HNHB and TC Local Health Integration Networks and the Ministry of Children, Community and Social Services

Housing subsidies and rent supplements from Ministry of Health and Long Term Care and City of Hamilton

COVID-19 emergency funding

Canada Emergency Wage Subsidy

### 17.6% – RENT

Rent revenue from tenants in Good Shepherd housing properties and head-leased units within the community

### 10.6% – FEES FOR SERVICE AND OTHER

Miscellaneous client/tenant service fees

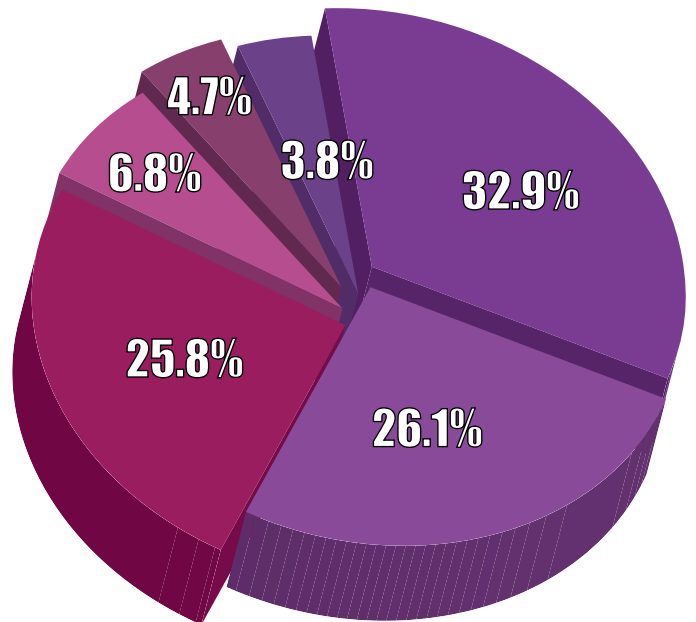
Community Partners funding

COVID-19 funding

### 1% – DONATIONS

Financial gifts (cash, stocks) to Good Shepherd to support housing projects and Creative Works Studio

## HOW THE COMMUNITY BENEFITS



### 32.9% – AFFORDABLE HOUSING

Self-owned affordable housing projects and head-leased units within the community

### 26.1% – HOUSING SUPPORT PROGRAMS

HOMES (Housing with Mobile and Engagement Services)

HOST (Housing Outreach and Support Team)

Bayview Housing Support

Transformation Program

Community Homes for Opportunity

### 25.8% – MENTAL HEALTH & ADDICTIONS PROGRAMS

Steps to Health • Barrett Centre for Crisis Support

Addictions Safe Beds • Rapid Access Addiction Medicine Clinic

Addictions School Based Health and Wellness Centres

Transitional Rehabilitation Housing Program

Forensic Housing Support

Addictions Support within Housing • Manse Road Program

Bayview Case Management • Creative Works Studio

McGinty COVID Community Beds • COVID-19 Swabbing Clinic

### 6.8% – ADMINISTRATION, OTHER

Corporate • Finance • Human Resources • Information Technology

### 4.7% – PROPERTY MANAGEMENT

Housing and Maintenance

### 3.8% – NET AMORTIZATION

Net amortized capital costs over amortized deferred capital contributions





## GOOD SHEPHERD SENIOR LEADERSHIP



**BR. RICHARD  
MACPHEE, OH**  
*CHIEF EXECUTIVE  
OFFICER*



**KATHERINE  
KALINOWSKI**  
*CHIEF OPERATING  
OFFICER*



**SAM CINO**  
*CHIEF OF  
CORPORATE  
STRATEGY & HR*



**LENORE  
LUKASIK-FOSS**  
*CHIEF OPERATING  
OFFICER*



**CATHY WELLWOOD**  
*CHIEF  
DEVELOPMENT  
OFFICER*

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**Charitable Registration Number**

13063 6798 RR0001