



Good Shepherd
Faith in people.



GOOD SHEPHERD
REPORT TO THE COMMUNITY
2022-23



RECOVERING AND REBUILDING AFTER COVID-19

Good Shepherd programs and services have been vital this year as our community navigates a combined opioid, housing and food crisis. These deeply distressing issues were heightened during the pandemic and continue to impact the people we serve.

This year, in response to Hamilton's homelessness crisis we opened 73 units of affordable housing on Arkledun Avenue. In this report you'll read about Dorothy Day Place, a supportive housing program for women (2-Spirit, trans and cis), non-binary and gender diverse people impacted by homelessness.



You'll also learn about the new Good Shepherd health clinic, in partnership with the Shelter Health Network (SHN). The clinic is now the base for a range of Good Shepherd and SHN health services, including transitional primary care services, foot care and mental health services.

Marginalized people continue to face social barriers that impede their journey to a safe and healthy life in the community. Thankfully, Good Shepherd's generous and compassionate donors have been consistent partners in our efforts provide services to those who need our assistance.



Thank you for your ongoing support. We are honoured to continue delivering on our mission.

Yours in hospitality,

Brother Richard MacPhee, OH
Chief Executive Officer
Good Shepherd

Jackie Bajus
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 Hospitaller Order of St. John of God is a religious order of the Catholic Church. The Hospitaller Brothers lead Good Shepherd in Hamilton and Toronto through the Hospitaller Brothers of St. John of God – Province of the Good Shepherd in North America.

Good Shepherd's 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, Good Shepherd commemorated the 72nd anniversary of the founding of Good Shepherd ministries in North America by Brother Mathias Barrett. It is also the eighth anniversary of the fusion of the Little Brothers of the Good Shepherd with the Order of St. John of God and establishment of the Hospitaller Order of St. John of God in the Province of North America.



As we celebrate these milestones, we recognize the commitment and compassion of our co-worker's who are present every day in the communities in which we serve. The spirit of our founder, Brother Mathias Barrett, is kept alive because of the dedication and care of our coworkers and volunteers, as well as the respect and confidence of the community.

Your empathy and generosity toward people who are marginalized and homeless is the embodiment of Hospitality. Thank you for ensuring that we can continue this important work every day.

Sincerely in the Spirit of Hospitality,

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

After three years of significant health restrictions, this year it has been wonderful to see all of your faces once again. I am astonished at how our supporters continue to step up to give back to our community and dedicate themselves to our mission to Never Stop Loving.



Although we have resumed regularly scheduled events and are getting back on track, members of our community who face social and economic barriers on a daily basis continue to experience setbacks. As a result, Good Shepherd has seen an increased need for funding to maintain our critical health and social services.

Thank you to our generous community partners and donors for continuing to share your blessings and bring hope to the people who need it. We are grateful for each and every one of you.

God Bless,

A handwritten signature in black ink that reads "Cathy". The signature is fluid and cursive, with a large, sweeping initial "C" that loops around the name.

Cathy Wellwood
Chief Development Officer





DOROTHY DAY PLACE OPENS ITS DOORS

In early 2022, Good Shepherd began work to convert the former Columbia International College residence at 35 Arkledun Avenue, in Hamilton, into 73 affordable and supportive housing units. The project is funded by an investment of \$25,808,665 through a partnership between Good Shepherd and the Government of Canada Reaching Home and Rapid Housing Initiatives, the Province of Ontario Social Services Relief Fund, and the City of Hamilton.

This supportive housing program, known as **Dorothy Day Place**, will accommodate women (2-Spirit, trans and cis), non-binary and gender-diverse people impacted by homelessness. It will be an expression of Good Shepherd's mission value of Hospitality – creating space where hope and transformation is realized.

The development of this project is a crucial response to the urgent need for housing in our community. Katherine Kalinowski, chief operating officer of Good Shepherd Centres, explains the importance of the building and its programs: "Homelessness devastates the lives of individuals and threatens the resilience and health of our entire community. The crisis we face is growing in ferocity but has been germinating for a very long time.

"We need only look at occupancy rates in our local emergency shelters to understand the challenges we face. In 12 months at Good Shepherd Mary's Place, an emergency shelter for single women experiencing homelessness, occupancy has averaged 104 percent. Sadly, staff turned women away from the shelter due to lack of space on 1,568 occasions – or 131 times per month.

"We know that women's homelessness has long been undercounted as women hide in plain sight. We know that transgender, non-binary, and gender-diverse people who are houseless face exceptional risks and extraordinary barriers to finding a home, and that Indigenous people are disproportionately represented amongst those who are homeless as a result of both the historical and current impacts of colonialism.

"Dorothy Day Place will be a better place for women, transgender and gender diverse people to call home."





A PLACE THAT FEELS LIKE HOME

Emmanuel House Hospice is a place for people to experience their end-of-life journey with dignity and comfort in a place that feels like home. The palliative care team provides 24-hour nursing care, including pain and symptom management, social, psychological, spiritual and practical support.

Good Shepherd is honoured to share the following personal anecdote from Kaelie, recounting the joy, support and peace that Emmanuel House provided her family during her mother's end of life journey.

"One year ago, I was pregnant and preparing for the birth of my first daughter. I had just returned to Australia from a trip to Canada, where I finally saw my mother after years of COVID-19 travel restrictions. During my visit, we attended a viewing ultrasound together, and discovered that I was expecting a little girl. My mom was thrilled; she was so excited she was going to be a Nana. However, shortly after returning home, we received the heartbreaking news of her stage 4 breast cancer diagnosis. The prognosis was grim, with just months to a year left. I felt so helpless being so far away. All I wanted was to be by her side, but my priority had to be giving birth to a healthy baby.

"It was a true blessing when the opportunity arose for my mom to stay at Emmanuel House Hospice. Her admittance to the hospice coincided perfectly with my chance to travel to Canada with my baby, reuniting us at last. I introduced her to her granddaughter, and Emmanuel House welcomed us with loving, open arms. They prepared a beautiful room overlooking the garden, complete with baby items, a bassinet, and a swing, allowing us to spend precious moments together in comfort. Throughout the six weeks of my stay, every visit felt like being in the company of family. The care and attention she received were beyond amazing. Small gestures of kindness filled our days—warm cups of tea and coffee, homemade meals and treats, and ample time to chat, listen, and connect. The outdoor garden offered us serene walks and quiet moments together. Music therapy became a cherished activity we both eagerly awaited. Leaving for Australia again, I had peace of mind knowing my mom would be looked after and cared for.

"But then, unexpectedly, months started to pass, and my mom, initially given only three months to live, seemed to improve. I credit this transformation entirely to the personalized care she received at Emmanuel House. When a second opportunity to visit her came up, I seized it. The familiar faces and new ones at Emmanuel House welcomed us once again with open arms. Together, we said our goodbyes and made cherished memories of her in her new role as Nana.

"In the comfort and dignity of Emmanuel House, my mom peacefully passed away, surrounded by love. Numerous people sat at her bedside, holding her hand, praying, and comforting her. Though miles away, I too felt supported, informed, and embraced through their prayers. Shortly after her departure, I connected with the hospice, witnessing the peacefulness on my mother's face, the warmth of her room, and the compassionate staff surrounding her."





In 1995, Good Shepherd Non-Profit Homes was established to operate a growing portfolio of affordable and supportive housing in Hamilton and Toronto. Today there are more than 400 housing units across the two cities. In Toronto, supportive housing and community-based programs are provided to individuals living with mental health and substance use-related needs. They connect individuals to resources needed to nurture and maintain social, recreational, educations, occupational and vocational activities.

As part of the community-based programming, Good Shepherd has a baseball team called The Herd. For many years the team – a mix of program staff, clients and former clients – has played in the Downtown East Softball League. The league is collection of teams made up of like-minded community organizations in the area.

The team plays in Moss Park, in a residential neighbourhood in downtown Toronto. The area is dominated by public housing projects and rental units that house many low-income families. The softball league is all about building connection and community for people experiencing homelessness, poverty, mental illness and substance use issues. The program is open to everyone and offers an outlet for individuals who often face barriers to participating in social and recreational activities.

During the baseball season, a man in his late 50s had been hanging around the park, watching the games. He was a familiar face in the neighbourhood. One afternoon the man decided to take a seat on the The Herd bleachers and asked if he could play.

“Of course, we said yes to the man because all are welcome to join our team,” said Colleen Lamond, chief operating officer of Good Shepherd Non-Profit Homes – Toronto. “He then asked if I could watch his personal items as he wasn’t dressed or prepared to play baseball. He proceeded to empty his pockets out and he handed me his keys, his phone and a baggie of drugs,” said Colleen.

Colleen explained that the team couldn’t be responsible for his items but would keep an eye on his phone and keys as to not discourage him from joining in the game. He quickly got lost in the game. He spent the rest of the afternoon playing baseball and enjoying getting to know his new teammates.

After the game, the team reflected on the afternoon. Many of the long-time team members shared stories about when other folks at the park who were there to buy drugs got distracted by the games happening around them and ended up playing baseball instead.

“For these folks, developing connection and a level of trust is key,” says Colleen. “These programs can be a stepping stone for a person to start building their life back.”





THE

FOLD

A GOOD SHEPHERD PODCAST

THE FOLD: ONLINE COMMUNITY ENGAGEMENT

As a charitable organization in a fast-paced, digitally connected world, Good Shepherd has been adapting to new ways of communicating.

Podcasts are an incredibly fast-growing form of media, with an estimated 2 million podcasts worldwide. Globally, people are listening to podcasts five times more than they are watching movies. In early 2022, Good Shepherd entered the world of podcasting with a brand-new series called The Fold.

The Fold is a monthly audio program, hosted by Brother Richard MacPhee, Good Shepherd's Chief Executive Officer. The goal of the show is to share important conversations and amplify the voices of community leaders, Good Shepherd co-workers and partners who inspire and influence transformation for marginalized people in our community.

"Podcasting is an innovative way for us to engage with the community and spread awareness of our mission," says Brother Richard. "The Fold sheds light on pressing community issues and provides a closer look at the work of community health and social services."

New episodes are released on the third Wednesday of each month. Topics include the correlation between mental health and housing insecurity, youth homelessness, assisting refugees and how the voices of people with lived experience facilitate change.

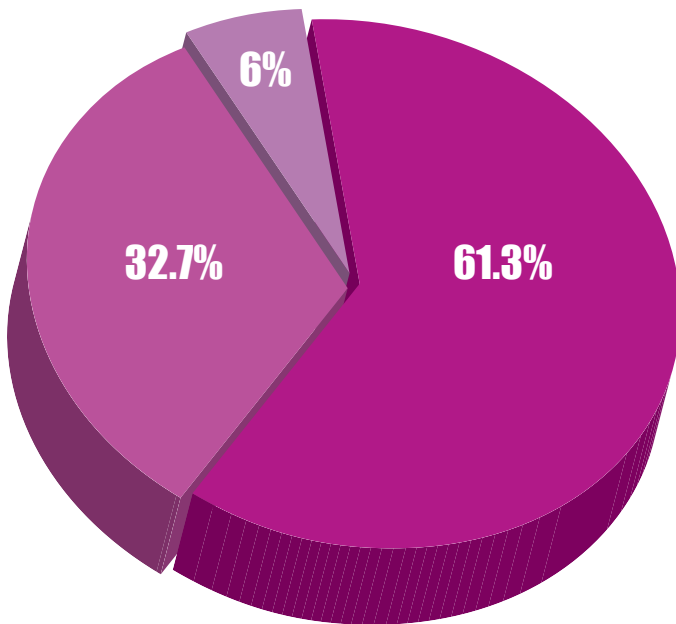
Subscribe to The Fold for access to consistently engaging conversations with some of the community's most knowledgeable community services and health care experts and practitioners.

All podcast episodes can be found on Apple, Spotify and Google Podcasts by searching for The Fold.

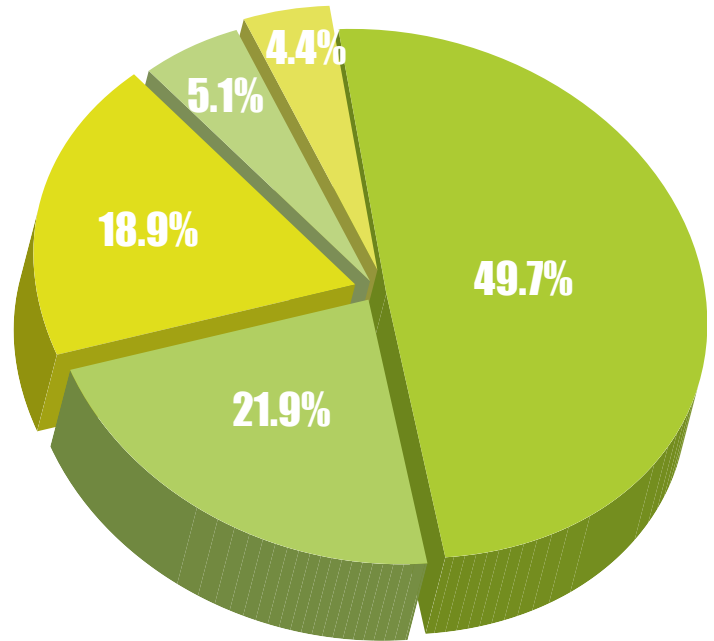


GOOD SHEPHERD CENTRES OUR COMMUNITY PRESENCE

YOUR INVESTMENT IN US



HOW THE COMMUNITY BENEFITS



61.3% – 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

32.7% – DONATIONS (CASH, STOCKS, IN-KIND)

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

6% – FEES AND OTHER REVENUES

Rent revenues
 Miscellaneous client service fees
 Community Partners funding

49.7% – EMERGENCY SERVICES

Shelters • Food & Clothing • Hot Meal Programs

21.9% – 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

18.9% – 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

5.1% – CHILDREN AND YOUTH MENTAL HEALTH

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

4.4% – CAPITAL AND MISCELLANEOUS

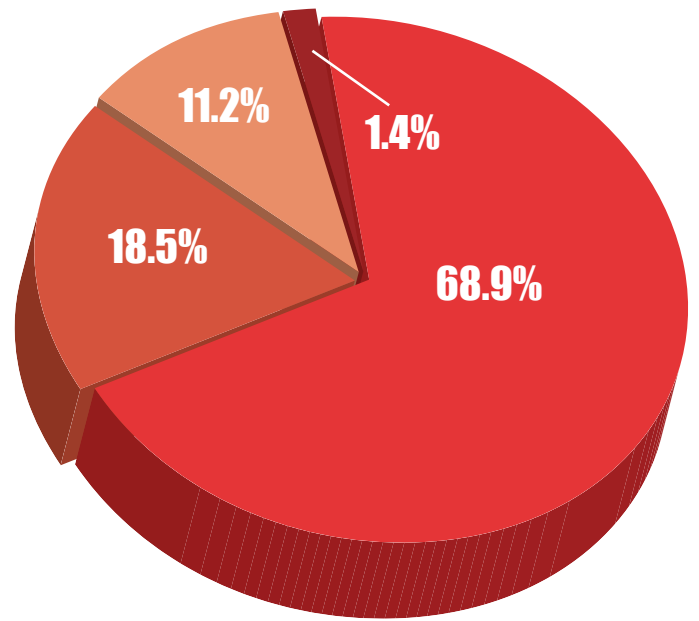
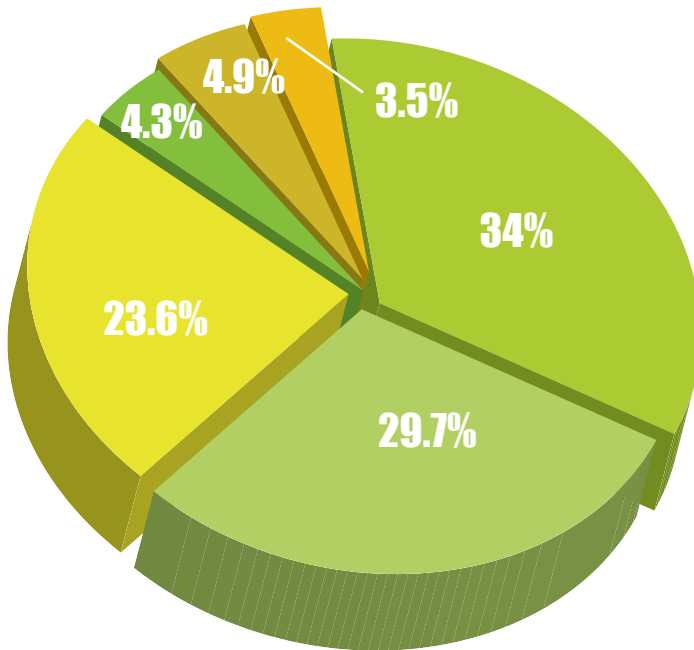
Amortization • Financing Costs • Public Relations • Designated Projects



GOOD SHEPHERD NON-PROFIT HOMES INC. OUR COMMUNITY PRESENCE

HOW THE COMMUNITY BENEFITS

YOUR INVESTMENT IN US



32.5% – AFFORDABLE HOUSING

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

27.8% – HOUSING SUPPORT PROGRAMS

HOMES (Housing with On-site Mobile and Engagement Services), HOST (Housing Outreach and Support Team), Bayview Housing Support, Transformation program, Community Homes for Opportunity

23.8% – 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 Swabbing Clinic

7.9% – ADMINISTRATION OTHER

Corporate, Finance, Human Resources, Information Technology

4.5% – PROPERTY MANAGEMENT

Housing and Maintenance

3.5% – NET AMORTIZATION

Net amortized capital costs over amortized deferred capital contributions

68.9% – GOVERNMENT (FEDERAL, PROVINCIAL, MUNICIPAL)

Annual base funding for housing support, mental health, and addiction programs from HNNB and TC Local Health Integration Networks, and 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 Emergency Funding; Canada Emergency Wage Subsidy

18.5% – RENT

Rent revenues from tenants in Good Shepherd housing properties and head-leased units in the community.

11.2% – FEES FOR SERVICES AND OTHER

Miscellaneous client/tenant service fees; Community Partners funding; COVID funding; and COVID swab funding

1.4% – DONATIONS

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





Good Shepherd
Faith in people.

GOOD SHEPHERD SENIOR LEADERSHIP



BR. RICHARD
MACPHEE, OH
CHIEF EXECUTIVE
OFFICER



KATHERINE
KALINOWSKI
CHIEF OPERATING
OFFICER



SAM CINO
CHIEF OF
CORPORATE
STRATEGY & HR



COLLEEN LAMOND
CHIEF OPERATING
OFFICER
NPH – TORONTO



CATHY WELLWOOD
CHIEF
DEVELOPMENT
OFFICER

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Good Shepherd

Faith in people.

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