Presentation
Non-Profit Management Research Network

Telfer School of Management
University of Ottawa

Measuring Impact
in the Charitable, Non-Profit Sector

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Objective

• Discuss the importance of demonstrating impact/sustainability in non-profit sector

• Discuss the importance of SGH’s work in the community

• Demonstrate the role of governments/funders, donors, volunteers in carrying out our mission – what are their expectations? How do they influence our work?

• Demonstrate how the above affects sustainability
CORE VALUES

- EMBRACING AND ACCEPTING ALL
- MEETING PEOPLE WHERE THEY ARE, WITHOUT JUDGEMENT
- HELPING TO CHANGE LIVES FOR THE BETTER
- SEEING NEEDS IN THE COMMUNITY AND RESPONDING
- CREATING EXCELLENT PARTNERSHIPS
- TRAILBLAZING
- DEVELOPING SPECIALIZED, INNOVATIVE PROGRAMMING
- HEALING WITH DIGNITY AND RESPECT
OUR MISSION

Creating community for all through acceptance, compassion and care.

We serve the homeless and impoverished throughout the Ottawa area.

200+ employees
400+ volunteers
2 Boards of Directors
35 YEARS AGO
It all started with a sandwich...

It began with a simple knock on St. Brigid’s church door by a man who was hungry - he was given a sandwich...

It grew from there... St. Brigid’s allowed meals to be served in the church basement.
OUR BEGINNINGS

This is where it all started!

Formerly Saint Brigid's Church
(now Saint Brigid’s Centre for the Arts)
179 Murray St, Ottawa, ON K1N 5M7
Growth

It became crowded in the basement of the church and unmanageable with both men and women sleeping there.

A shelter was created in the old St. Brigid’s school at 233 Murray Street in 1983.

Crowding continued and more space was required so the building at 256 King Edward was purchased in 1999.
Shelter Services

• We are no longer “3 hots and a cot”

• Not religious based, but respect our roots – welcome all

• **Innovative service hub**, specializing in:
  - diversion
  - harm reduction
  - access to health care and treatment
  - case management
  - life skills/employment/educational support

• Lofty goal – end homelessness

• Realistic goal – significantly reduce chronic homelessness and increase supportive and affordable housing options
Supportive Housing

Housing is a human right

• SGH focuses on supportive housing – providing year round, fully staffed, 24/7 care to formerly homeless or precariously housed people, ensuring that the supports they need are always with them

• 5 supportive housing residences - span the City from the downtown core, west to Kanata

• 6th supportive housing residence will be built and units will be full by 2020 (east)
Social Enterprise

GOOD DAY WORKSHOP

• A friendly and welcoming place

• Provides participants with a community where they can trust, laugh, work, build friendships and be treated with respect and dignity

• Provides skills training in the repair and refinishing of wood furniture

• Over 400 participants annually

• Many participants experience barriers to employment due to physical or mental health challenges, trauma and/or addictions
MANDATE

We know who we are and what our focus is:

• High acuity, gender diverse (individuals with complex, multiple and diverse challenges)

• Harm reduction

• Innovative Shelter Services

• Supportive Housing

• Social Enterprise
Impact

• Importance of demonstrating impact

• Know your audience
Impact

• Private/Business - #1 goal:
  Make Money

• Not-for-profit - #1 goal:
  Make a difference/Meet need in the community
SGH Budget – Cost to Meet Needs of Ottawa’s Most Complex Homeless Individuals

City of Ottawa Programs $ 6.0 million
Rent Supplements $ 1.8 million
Province – MOHLTC $ 1.4 million
Monetary Donations $ 1.6 million
Other (Grants, etc) $ 0.9 million
Volunteers $ 1.3 million*
Food Donations $ 1.1 million*

Total $ 14.1 million
Impact

- We need to change the narrative from focusing on admin costs to focusing on demonstrating impact.
Impact

• **Approximately 260** people access our **shelter** every night

• **Approximately 200** people are **permanently housed** in SGH supportive housing residences

• **263 people housed** last year (ie. began in shelter and were successful in accessing housing with SGH or others)

• **Over 400,000 meals** served last year
  ✓ Shelter clients
  ✓ Supportive housing residents
  ✓ Community residents (Lowertown Ottawa)
  ✓ Includes approx. 100,000 sandwiches provided between meals

• **Over 5000** people accessed our **clothing** program
Impact

• Volunteers

- 450 regular (1100+ during holidays)
- They gave 58,400 hours last year
- Prepare & serve meals to our clients & residents 365 days/year (3 meals/day + soup & sandwiches in evenings)
- More than twice as many volunteers as paid staff
  - Equivalent to $1.3M annually in salaries/benefits
- Engage clients & residents
- Address the poverty of loneliness (bingo, karaoke, yoga, community walks, etc.)
- Prepare client tax returns
- Cut hair/spa days for women
- Book clubs
- Other
Impact

- **Job skills training** - 115 shelter clients
  - received training to help reintegrate into the workforce in 2017

- **Food Donations** – general public (individuals, groups, schools, businesses, etc.)
  - Equates to $1.1M annually that we would have to pay if not donated

- **Diversion**
  - Diverts people from utilizing shelter when there options other than being homeless
  - **241 people diverted from shelter** (i.e. directed back to their housing, stayed with friends, family or were accessing other care facilities)

- **Transitional Emergency Shelter Program (TESP)**
  - Police and paramedics drop off intoxicated people to us, rather than taking them to hospital emergency wards.
    - Funded by the City of Ottawa at approx. $700K/annually
    - Saves hospital emergency wards approximately $2M annually
    - Puts police and paramedics back into the community quickly so they don’t have to wait in emerg for hours
Impact

Measuring impact can be onerous

• Why is it important?
  ➢ Strategic planning
  ➢ Funding – Governments, Foundations, etc.
  ➢ Donors – individuals, groups, businesses, schools, etc.
  ➢ Advocacy – influencing government policy
  ➢ Financial Planning

• Many ways to demonstrate impact:
  ➢ Reports (annual, program, funders)
  ➢ Media/Social media
  ➢ Events
  ➢ Fundraisers
  ➢ Statistics
Thank you!
Let’s Hear from Corrine

• https://www.youtube.com/watch?v=T05yKC41kOQ