

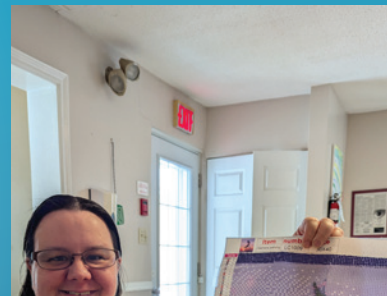


Where hope finds a home

2024-2025

The Strength of Support

A year of building resilience together



Ottawa Salus Annual Report

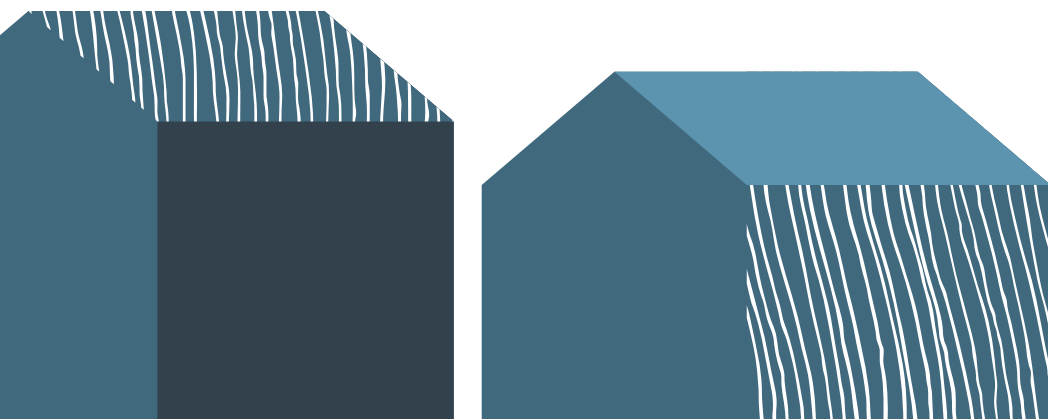
Land Acknowledgement

Ottawa Salus is deeply committed to creating supportive and nurturing environments for all individuals in our community. We acknowledge that the land on which we gather and operate is the traditional unceded territory of the Algonquin Anishinaabe Nation.

We honour and respect the enduring presence and contributions of all First Nations, Métis, and Inuit peoples on this land. Their rich cultures and histories continue to shape and inspire our community.

In our mission to provide supportive housing for people experiencing severe and persistent mental health and substance use health challenges, we strive to learn from Indigenous teachings and perspectives. We recognize the importance of building relationships rooted in respect, reciprocity, and reconciliation. We are dedicated to working collaboratively with Indigenous communities to remove barriers and create inclusive spaces where everyone can thrive.

As we reflect on our journey and the work ahead, we commit to honouring the land and its original caretakers, ensuring that our efforts contribute to a more equitable and just society for all.



Letter from the Board Chair and the President and CEO

Our tagline, *where hope finds a home*, is not just a catchy phrase—it's something our clients experience first-hand. We see it every day in quiet, powerful moments: when a client opens up to their case worker for the first time, receives the keys to their home, accepts a new job, or rides the bus for the first time after years of isolation. Hope looks different to everyone. That's why at Salus, we meet people where they're at, with tailored support that is evidence-based, rooted in empathy, and guided by decades of experience.

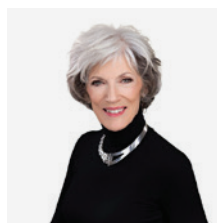
For our clients, healing often begins with the simple act of someone reaching out with a supportive and caring hand. Whether that support comes from a staff member, volunteer, donor, or community partner, it makes all the difference in our clients finding their "hope".

The demand for our services keeps growing. Prospective clients are now not only facing an unprecedented housing crisis, they are also presenting with more complex and nuanced support needs. We are seeing more individuals with acquired brain injuries who require specialized assessments and housing support. The link between health and housing is inextricably intertwined—and we will continue to bring our partners together to challenge the status quo to find new ways to meet the evolving needs of our community.

Since 1977, Salus has led the way in supportive housing for people living with serious mental health and substance use challenges, but we know we must do more. Our goal is to double our capacity by 2030, and we are well on our way to achieving that. With strong community partnerships and a growing network of supporters, we're seeing transformative growth take shape through our large-scale projects that increase access to supportive housing and mental health services across the city.

Every time we support one person to begin their recovery journey, we take another step forward—one story at a time, one home at a time.

With gratitude,



Janet Yale
Board Chair



Mark MacAulay
President and CEO

Mission

We create opportunities for adults with mental health and substance use health challenges, as well as behavioural addictions, to live independently by improving access to housing and a community of integrated support services.

Salus, pronounced “**sal-US**” is from the Latin word meaning “health and wellness.”

Values

- Wellbeing
- Embracing Diversity
- Quality Improvement
- Integrity
- Collaboration
- Accountability

Vision

Stable housing for everyone.

14

Salus owned and operated supportive housing buildings in Ottawa

219

Salus owned units (including Athlone, currently under reconstruction)

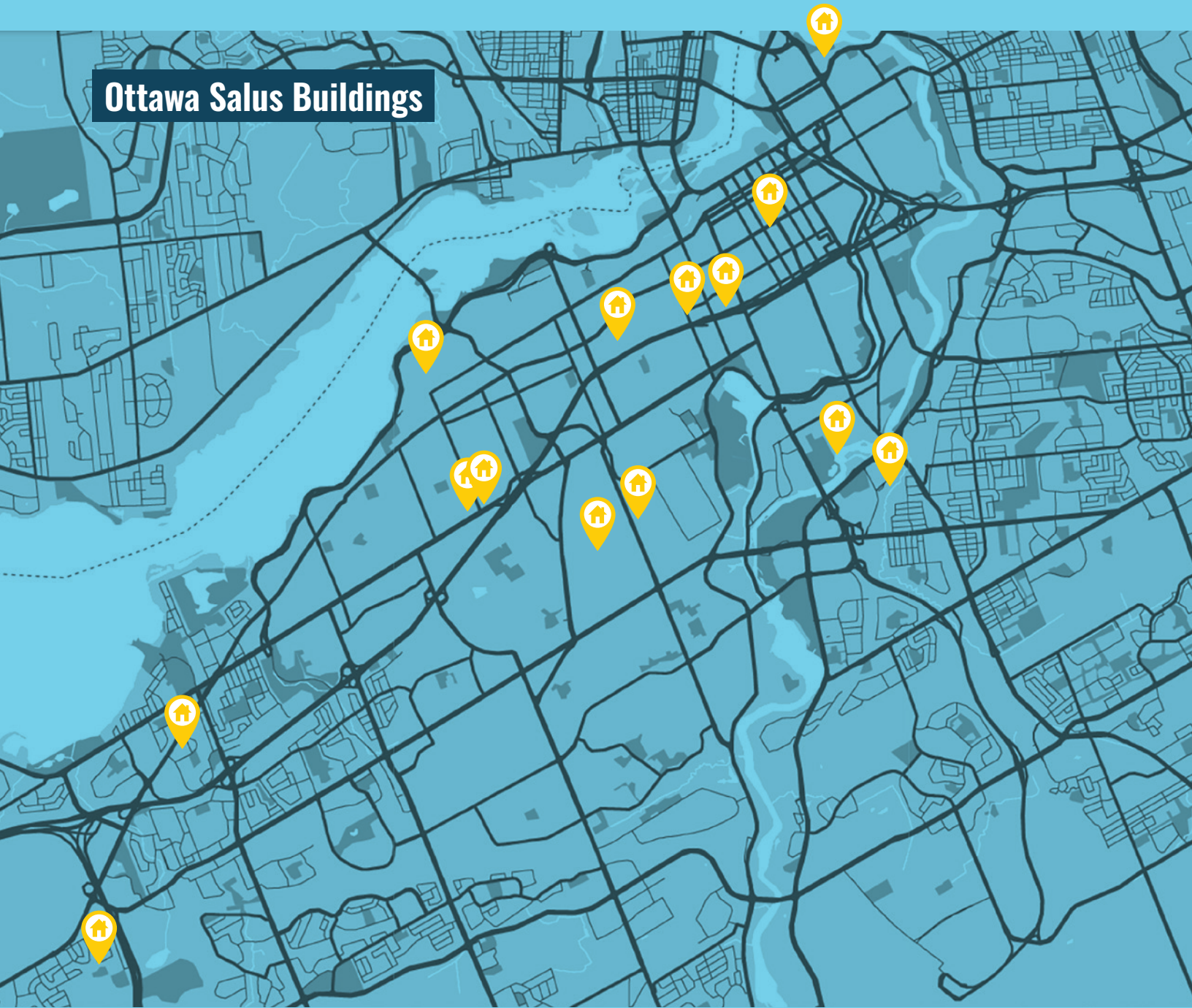
74

clients living in community partner units

16

clients living in units with private landlords

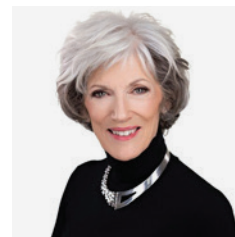
Ottawa Salus Buildings



2024-2025 Board of Directors

Thank you to our Board of Directors for their invaluable contributions and dedicating their time and skills to Salus. This year, we were pleased to warmly welcome Candace Sutcliffe, Colleen O'Connell-Campbell, Joanne Chianello, Susan Moore, and Vincent Baulne-Charland to the Board, whose expertise and commitment will help guide Salus as we continue to grow.

A special thank you goes to our exiting board members for their service, leadership, and support: Sarah Bertrand, Michel Boulay, and Bernie Etzinger.



Janet Yale
Chair



**Camille
Therriault-Power**
Past Chair



Candace Sutcliffe



**Colleen
O'Connell-Campbell**



Fiona Murray



Joanne Chianello



Kevin Yemm



**Mélanie
Vadebonceour**



Rachel Baxter



Susan Moore
Treasurer
and Secretary



**Tadiwa
Muradzikwa**



Timothy Moran



**Vincent
Baulne-Charland**

Dominic, Salus client



Canada's First: Purpose-Built Supportive Housing for Older Adults with Mental Health and Substance Use Challenges

This year, we proudly launched Salus' \$5 million *Opening Doors to Dignity* campaign—an ambitious initiative to address a growing and often overlooked crisis in our

community: the lack of supportive housing for older adults with a long history of mental health and substance use health challenges.

Set to open in late 2025, Salus' new build on Capilano Drive in Nepean will be Canada's first purpose-built supportive housing community designed specifically for aging adults with complex mental health needs. This innovative supportive housing building will offer stability, care, and community to our aging clients. Clients like Romeo who recently celebrated his 65th birthday.

As a long-time Salus client, Romeo understands the need for aging in the right place programs and services.



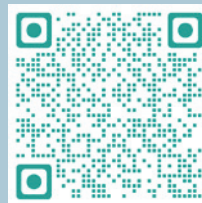
**Opening Doors
to Dignity**

AN AGING IN THE RIGHT PLACE
CAMPAIGN FOR OTTAWA SALUS

OpeningDoorsToDignity.ca

I'm so happy that Salus is creating a place like Capilano. I'm really looking forward to it because as I get older, I'm going to need all the special facilities there.

— Romeo, Salus Client



To learn more or join the campaign, scan or visit openingdoorstodignity.ca



Pictured left to right: Marina, former Salus client, Romeo, Salus client, and Dana, former Salus client

“It’s difficult to describe in words just how much it means to us and our clients. By opening doors—both literally and figuratively—**this campaign will provide more than just housing**; it will foster the dignity, stability, and hope for an overlooked population in Ottawa’s housing crisis.”

— Mark MacAulay, President and CEO

Capilano’s Key Features and Support Services:



Pictured: Mark MacAulay, President and CEO (left) and Dominic, Salus client (right) at the Capilano groundbreaking ceremony

54 studio apartments,
including 8 barrier-free units

Permanent, affordable
supportive housing

Individualized case management

Onsite mental health
and specialized therapy

Occupational therapy
and recreational programs

Spotlight on Salus' Community Heroes

Allure Hair and Spa

Thank you to Allure for raising \$660 through their holiday campaign! Their generosity helped raise funds and awareness for supportive housing in our community.

Beyond Networking Ottawa

With leadership from Sarwar Qureshi, Founder of Beyond Networking, and Colleen O'Connell-Campbell, Salus board member, the event brought 60+ professionals together to hear firsthand from Claire, Salus client how supportive housing changes lives—helping raise awareness and spark new connections for our mission.



Pictured: Sarwar Qureshi, Founder of Beyond Networking (left), and Colleen O'Connell-Campbell, Salus board member (right). Photo by Caroline Phillips.

Luna Glass Studio

Artist Jennifer Kelly hosted a vibrant workshop at Luna Glass Studio, raising \$800 for Salus. Participants created handmade stir sticks while raising awareness about the importance of supportive housing.



Pictured: Andrea Olsen-Black, Manager of Philanthropy and Community Engagement (left), and Jennifer Kelly, Owner of Luna Glass Studio (right)

The Matt Foundation

The Matt Foundation inspired generous giving by matching donations up to \$10,000 for our holiday appeal. With their generosity, we raised nearly \$53,000 to support our clients on their recovery journey!

At the Matt Foundation, we believe housing is the key to recovery for those with mental illness.

— John Connolly, Director,
The Matt Foundation

RespectRX Pharmacy

With support from Mark Barnes and RespectRX, Lunch & Learn sessions led by Sophie, Community Developer, offered Salus clients nourishing meals and accessible health education that fostered wellness, connection, and community care.



Small acts of kindness can have a large impact on someone's mental health... Providing food while addressing health concerns builds a sense of community that promotes wellness.

— Mark Barnes, Pharmacist & Owner, Respect RX Pharmacy



RONA Foundation and RONA+ Orleans

Once again, Salus was chosen as the charity for RONA's #HomeSweetHome campaign. Through in-store donations and community events, over \$1,600 was raised for our Aging in Place project in Ottawa's west end.

Senators Community Foundation

Thanks to Daniel Alfredsson for selecting us as his charity of choice for the Spring Members Summit, the Senators Community Foundation raised over \$11,000 for Salus, championing supportive housing in our community.

The Tannis Family and DYMON Storage

The Tannis family nourished our community year-round with quarterly food deliveries totaling over \$13,000 to Karen's Place and a special holiday donation for all Salus buildings. With support from DYMON Storage, their holiday boxes brought comfort and nourishment to hundreds of clients during a time of rising food costs.



Pictured left to right: Eli Tannis, Shawn Filion, Community Developer, and Theo Tannis

Thank you to our incredible community heroes who championed supportive housing this year!

Building Healthy Connections: How Chili Day Fosters Wellbeing

Chili day, a cherished tradition led by our Anglophone Case Management team, made its long-awaited return for the first time since the pandemic. Thanks to donor support, this event provided warmth and connection for Salus clients.

Hosted at the Hintonburg Community Centre, clients and staff came together to share a hearty bowl of homemade chili, followed by decadent chocolate cake. But this day was about much more than just the meal. Thanks to our generous community of supporters, clients found a welcoming space to reconnect, engage, and find support.

Here's what donor support made possible:

- **A creative space:** A talented long-time Salus client played guitar, providing a calming backdrop to the space while others enjoyed mindful and calming colouring activities.
- **Opportunities for connection:** Clients not only reconnected with one another but also learned about upcoming recreology programs, signing up for outings and events that promote healthy social connections—an essential part of mental well-being.
- **Addressing food security:** Beyond the shared meal, take-away chili portions ensured clients had something for later, while grocery gift card door prizes provided extra support to some lucky winners.



Pictured: Salus client (left) and Shannon, Case Manager (right) enjoying their meal

The atmosphere was both relaxing and uplifting, fostering a sense of community that's been missed in recent years. With a strong attendance and glowing feedback, it's clear the impact of this event was deeply felt.

“Healthy social connections are an important determinant of mental health. The Salus case management and recreology programs don't just talk about it, they make it happen!

— Lou Ann Barei, Case Manager”

Thanks to our compassionate supporters for making moments like this possible for Salus clients!

The Irene Despard Fund: Helping Clients Heal Through Art

Established in 1989 in memory of one of our founders, the Irene Despard Fund empowers Salus clients on their recovery journey. With support from our generous donors, this fund covers the costs of academic course materials or recreational activities that foster wellness, skill-building, and independence. Thank you to our generous donors for supporting clients in their creative pursuits on their recovery journey!

\$16K+ funds distributed

70+ clients awarded

Candice

For Candice, creating diamond artwork is more than just a pastime, it's a source of calm, focus, and connection with her Métis roots. Through the Fund, Candice purchased the materials needed to continue this artistic and recreational activity on her recovery journey.



Pictured: Candice displaying her diamond artwork

"Creating diamond artwork helps me focus when I'm stressed out or wind down at the end of the day. I'm drawn toward nature themes because of my Métis background. Thank you so much for supporting my wellbeing."

David

Another Salus client, David, shared that one of the most meaningful ways his case manager supported him was by helping him apply for a bursary through the Irene Despard Fund. With it, he was able to purchase art supplies and wood carving tools that have become an important part of his recovery journey in managing post-traumatic stress disorder (PTSD) symptoms.



Pictured: Painting by David, Salus Client

"My case manager Isabelle connected me to the Fund for art and wood carving supplies. Now, when my PTSD symptoms come to visit me, I'm not paralyzed anymore because I have the tools to help me cope. These supplies—my tools for healing—came from Salus' caring supporters."

Jesse's Journey Home: How Salus Works With Our Community Partners

For Jesse, stable housing was something he hadn't experienced since he was 15 years old.

"Half my life was spent homeless, in shelters, or this, that and the next thing."

Now at 30 years old, Jesse is living independently with the support of Robin, his Case Manager through Salus' Forensic Supports to Housing Program (FSHP).

Jesse's path to stability was made possible through a network of community partners. Before being referred to Salus, he spent two years receiving treatment at the Royal Ottawa Mental Health Centre (ROMHC), building a foundation for recovery and change.

Did you know that Salus offers case management and community development services to hundreds of clients in the community?

Through FSHP—a partnership between Salus and The Royal's forensic outpatient program—Jesse received case management and access to a rent supplement. With Robin's help, he secured affordable housing in a Centretown Citizens Ottawa Corporation (CCOC) apartment building, marking a turning point in his journey.

With housing as a key component for stability, Jesse and Robin continued working together to support his goals and recovery. Robin reflects on Jesse's journey with pride: "Seeing him in his own apartment, navigating everything on his own, and taking such pride in his space—it's been really rewarding to witness."



Pictured: Jesse, Salus client

Today, Jesse is focused on his future. "Having my apartment gives me strength," he says. "Without Salus, I'd probably be living in a car. Now, I don't have to worry where I'm going to sleep or eat. I have a chance to do what I want to do."

To the donors and partners who made his journey possible, Jesse has just one clear message:

"Thank you for helping me."

“Having my apartment gives me strength.
Without Salus, I’d probably be living in a car. Now,
I don’t have to worry where I’m going to sleep or eat.
I have a chance to do what I want to do.”

— Jesse, Salus Client



Pictured: Jesse, Salus client and Robin Deschamps, Case Manager

How is case management delivered?

Case managers and their clients work together to:

- Assess client strengths and needs in all life areas,
- Identify goals for change, and
- Develop a service plan

With a service plan in place, the case manager then assists the client in meeting individual goals by providing supportive counseling, practical assistance, coordination and linking of services, as well as advocacy.

293 clients accessed case management services

472 clients accessed community development services within Salus owned buildings and through partner housing

27 clients accessed our Forensic Supportive Housing Program

112 clients accessed occupational therapy and recreation

Ottawa's Caring Community Comes Together for Supportive Housing

Casual for a Cause

This year's Casual for a Cause event brought together new and familiar faces for an evening of learning and connection. Guests rotated through six interactive “speed learning” stations, each offering insight into our supportive housing and mental health services.

A standout learning station was hosted by Claire, a Salus client and self-proclaimed “chatterbox”, who shared her lived experience with warmth and honesty. Her perspective helped guests better understand the impact that Salus’ supportive housing and wrap-around support had on her life.

We’re grateful to Queen Street Fare for hosting us, to new board member Vincent Baulne-Charland for emceeing the evening, and to the Salus staff who passionately brought our mission to life throughout the event.

Together, we’re building a more informed, compassionate, and connected community ...one conversation at a time.



Pictured: Claire, Salus client



Pictured: Guests at learning and connection stations



Pictured left to right: Jordyn Laroque, Housing Coordinator, Andrea Olsen-Black, Manager of Philanthropy and Community Engagement, Claire, Salus client, and Gavin Tipper-Shaw, Community Developer

Salus *HopeGivers*: The Heart Behind Monthly Giving

At Salus, our *HopeGivers* play a vital role in supporting recovery, independence, and wellness for people living with serious mental health and substance use health challenges. Their steady, reliable contributions help ensure that support is always there when it's needed most.

Our donors make all the difference!



Pictured: Salus tenants

Here's why Dick, one of our *HopeGivers* chose to give monthly—and how his connection to Salus became personal:

“

Years ago, I didn't know much about Ottawa Salus, but when my friend's child needed mental health support and was introduced to Salus services, I learned so much more, along with them.

I quickly saw the impact—thanks to the right support, that young person is now thriving at university. It was a powerful introduction to the life-changing work Salus does.

Switching to monthly giving just made sense for me. It fits my budget more easily, and I know it helps Salus plan ahead with steady funding. There's something deeply comforting about knowing my contribution helps people move toward healing and independence on their recovery journey.

I'd absolutely encourage others to give monthly. It's simple, sustainable, and truly makes a difference.

— Dick Standish, Salus Monthly *HopeGiver*

”

Maintaining Healthy Homes for Salus Tenants

This year, important upgrades across Salus-owned buildings helped strengthen the foundation of what we provide: stable, supportive housing that fosters dignity, wellbeing, and independence.

These improvements were made possible thanks to the generosity of our donor community, whose contributions enabled us to enhance the quality and comfort of our residential spaces.

Key upgrades included:

- **Installation of newly updated, energy-efficient appliances in eight buildings**, helping tenants with daily living tasks while also reducing energy costs.
- **Refreshed and renovated kitchens and bathrooms in three buildings**, ensuring clean, functional spaces that support comfort, dignity, and independence.
- **Upgraded heating and air conditioning systems** at our Fisher location, improving indoor air quality and energy efficiency to support our clients' health and well-being.

These investments reflect our ongoing commitment to provide supportive housing with dignity and ensuring our homes continue to meet the evolving needs of our tenants. We are deeply grateful to our compassionate supporters for making this possible!

Celebrating Success

Thanks to the expertise and collaborative effort of our maintenance team, housing coordinators and community developers, we are happy to report that by the end of March 2025, Salus had 92% of units that were pest free!

Through teamwork and tenant engagement, we've achieved remarkable results in working toward pest-free homes for our tenants.

— Jasmine Acres, Program Manager—
Supportive Housing Services

**4.7
years**

average wait time to
access housing from the
social housing registry

44

average age of person
waiting for housing

707

number of applications
Salus received this year

Celebrating Resilience: Hats off to Our Fisher Graduates



Pictured: The very dedicated staff at Fisher

With courage, determination, and a year of hard work, eight dedicated individuals graduated from Salus' Transitional Rehabilitation Housing Program, marking a critical milestone in their recovery journey.

Established in 2004, this recovery-based program supports clients with severe and persistent mental illness as they transition from hospital back into the community. Using a psychosocial rehabilitation model, the program fosters independence, confidence, and community connection.

Graduation day is a highlight of the year for staff, families, and friends and it's filled with pride, emotion, and joy.

Here's what made this celebration so special:

Graduates sat on the ceremonial throne to receive their diploma

Each grad was honoured with a personalized poem written by Chelsey, Program Manager and heartfelt reflections from their key Salus support worker

A supportive crowd of family, friends, staff and neighbours joined in the celebration and delicious lunch

"It has been an honour to **witness the brave journeys** these program participants have embarked on over the past year."

— Chelsey Karemangingo, Program Manager,
Fisher and Shared Living

We are incredibly proud of our graduates. Whether continuing with Salus or forging new steps toward independence, their journeys are a powerful reminder of what's possible when the right support is in place.



Pictured left to right: Mélanie Do, Residential Worker, Cham, Fisher graduate and Regis Luzolo, Social Worker



Pictured: Khalida, Rehabilitation Worker (left) and Natasha, graduate (right)

35

clients accessed our transitional rehabilitation housing program this year

Tafari Thompson, HR
Coordinator (left) and
Rebecca Going, Housing
Coordinator (right)



Improving Client Care Through Embracing Diversity

Advancing Language Equity for Francophone Clients

This year, Salus proudly reignited its commitment to serving Francophone communities with the revival of our French Language Services (FLS) Committee. With renewed energy, the Committee's mandate is to ensure that Francophone clients feel heard, respected and supported by having access to housing and mental health support services in their preferred language.

In collaboration with Le Réseau des services de santé en français de l'Est de l'Ontario (Le Réseau), Salus achieved recertification of FLS designation under the French Language Services Act—an important milestone that reflects our promise to provide accessible, high-quality services in both official languages.

Looking ahead, the FLS Committee is focused on deepening the reach of our French-language programming, including expanding services in our Forensic Supportive Housing Program (FSHP), helping to further break down barriers for Francophone clients.



Pictured left to right: Papa Ladjiké Diouf, Director, Clinical Services, Vanessa Sigouin, Program Manager, Marie-Christine Ranger and Sarah Kiobola, Planning Officers at Le Réseau

44 francophone clients

4 deaf, deafened, and hard of hearing clients

Inclusion in Action



Pictured: Salus staff at the Dreamcatcher Workshop led by MĀDAHÒKÌ Farm

In 2024, Salus partnered with CultureAlly to conduct an inclusion, diversity, equity, access, and anti-racism (IDEA) audit and to provide guidance on the strategic direction of our IDEA committee and initiatives. Salus' goals include ensuring that IDEA is integrated across the organization and reflected in the services we provide to diverse communities. To bring this goal to life, the Committee organized workshops with experts designed to deepen staff understanding and create more inclusive, culturally responsive services for clients:

 **Serving Trans and Non-Binary Clients**, led by Connect2Knowledge, equipped staff with tools to provide respectful, affirming support to gender-diverse clients.

 **Dreamcatcher Workshop**, led by MĀDAHÒKÌ Farm, offered a creative team-building activity and an opportunity to learn about Indigenous culture, traditions, and healing practices.

 **Multicultural Day Potluck**, where staff shared homemade food from their own cultural backgrounds, introduced colleagues to new flavours and traditions, celebrating the rich diversity of the Salus team.

“My aim is to use my lived experience and advocacy to make **positive changes** in the workplace, and in the services we offer.
— Jess Cassidy, Case Manager and IDEA Committee Member

Salus is committed to our core value of embracing diversity, and we look forward to more workshops planned for the year ahead. Together, we’re removing barriers and helping clients and staff feel seen, heard, and supported.

“

I’ve experienced marginalization first-hand. That’s why inclusion matters so much to me. Salus has made progress, but there’s always more we can do to support marginalized staff and clients, and that’s what the IDEA Committee is working toward.

— Tafari Thompson, HR Coordinator and Chair, IDEA Committee

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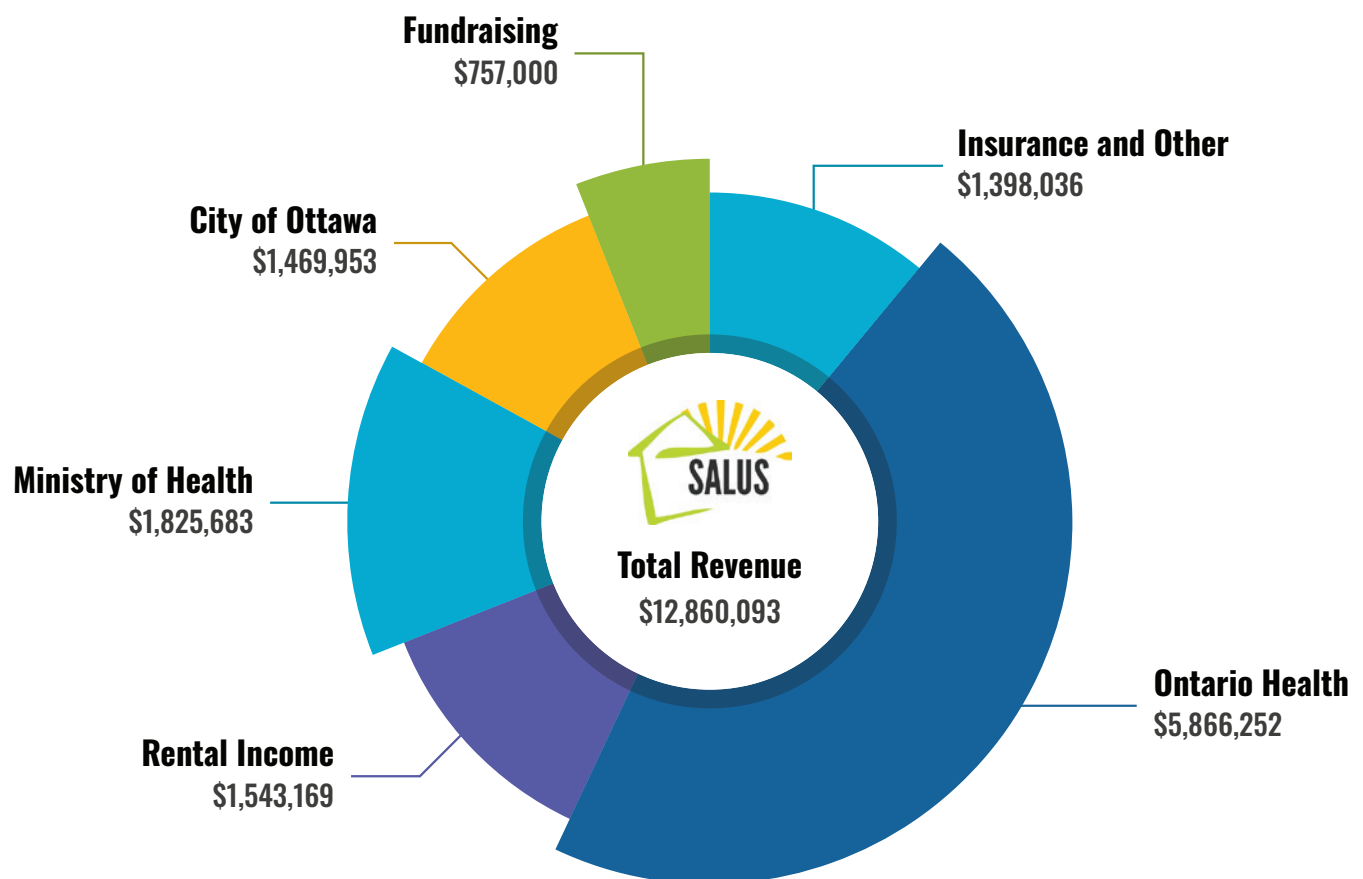
Pictured: Tafari, HR Coordinator and Chair, IDEA Committee at Multicultural Day

100+

staff completed
IDEA workshops

According to a survey conducted by CultureAlly, BIPOC (Black, Indigenous, and People of Colour) staff at Salus rated their sense of belonging at 4 out of 5.

Overview of Our Funding Sources in 2024-2025



Funders and Partners, Memberships and Affiliations

Funders



Partners, Memberships and Affiliations



Compassionate Donors

I am truly thankful for all your help
We need more awareness for mental health

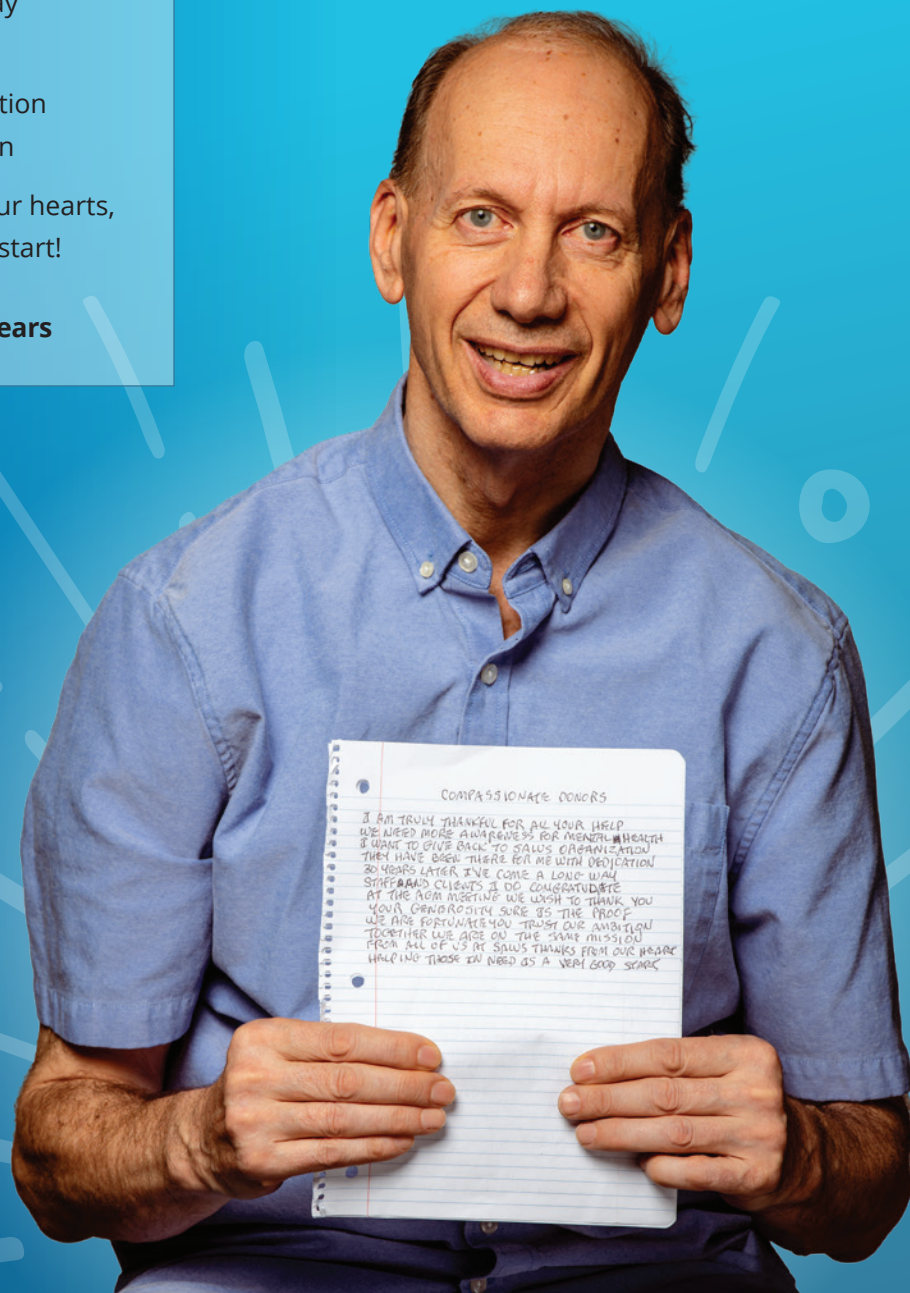
I want to give back to the Salus organization
They have been there for me, with dedication

Thirty years later, I've come a long way
Staff and clients I do congratulate!

We are fortunate you trust our ambition
Together, we are on the same mission

From all of us at Salus thanks from our hearts,
Helping those in need is a very good start!

— Romeo, Salus client for over 30 years



Thanks to the care and support of our donors and community partners, we've thrived together as a community, forging a path of strength and resilience.



salusottawa.org

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Ottawa ON K1Z 6T2