



Operation Come Home is a registered charity operating at 150 Gloucester Street, Ottawa, Ontario.

Operation Come Home

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Operation Come Home



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Operation Come Home



Operation Come Home



Chris Day
President, Winston Wilmont

CHAIRS' LETTER

Charles Dickens had a lot to say about home. No stronger a charm, to paraphrase.

The youth we serve have complicated relationships with home. In some cases, they've found it for the first time with us. Some are still searching. And, in a city where average rents are breaking records by the month, the search for home - or even a roof - is getting more and more difficult.

Over the past year, we have taken steps to make home more attainable for more of our youth.

We have launched a new social enterprise, Housing Works. It offers master leases and scattered, supportive housing — all in a bid to provide housing to those who have a shot of keeping employment, advancing their education, or otherwise finding a path forward that keeps them from becoming adults trapped in a cycle of homelessness.

We are helping young people find home as a prologue to their success and a first chapter in a brighter, more hopeful future. We have tested this concept with eight units so far. We want to expand that number to 300 over the coming years. We hope you will be inspired to join us in this endeavour.

On behalf of my board colleagues, OCH staff, and - most importantly - the youth we serve, we thank you for your continued support of our innovative social enterprises, programmes, and mission.

Thank you,

Chris Day
Chair, Board of Directors



HOUSING



Finding housing options for our youth has become our largest challenge. Ottawa's vacancy rate for affordable apartments is at an all-time low, at 0.2%.

Photo: Harleyd613 via wikimedia commons.

Housing First: Our team in 2022

Operation Come Home works to help our youth find and maintain housing in Ottawa. As part of this work our housing team canvasses the City to find apartment units that our clients can afford.

This work became more challenging in 2022, as Ottawa experienced a significant decrease in the availability of rental housing. The City's vacancy rate stayed at 0.4% for much of the year, eventually reaching 0.2% in December. While the vacancy rate hit this historic low, the average rent rose by \$188 per month*, placing new units out of reach for our youth.

Private sector investment has played a part, as real estate conglomerates and investors purchase apartment buildings with the aim of converting them to condominiums, or raising rents. On average, Ottawa loses 14 affordable units for each new unit it gains.

Inflation has also contributed to these challenges. As living costs rose in 2022, families looking to cut their household costs began to seek cheaper places to live. This applied added pressure to an already strained rental market, leading to fewer units being available and more competition for those that remained.

These trends have made our work harder. We continue to find homes for youth, but the wait youth face is taking its toll, and causing strain on other parts of the social services system.



Our Housing Team is supported by the **City of Ottawa** and the **Province of Ontario**, who each provide funding for housing support workers and housing start-up costs for our youth.

*Rental cost information taken from CMHC public data, comparing Oct 2022 to Oct 2019.



Through our new HousingWorks social enterprise, Operation Come Home signs leases with landlords and sublets units directly to youth.

HOUSINGWORKS

COLLABORATIVE HOUSING SOLUTIONS

A New Approach

HousingWorks is Operation Come Home's newest social enterprise, which we launched to increase the supply of homes for our youth, and to maintain this over the long term.

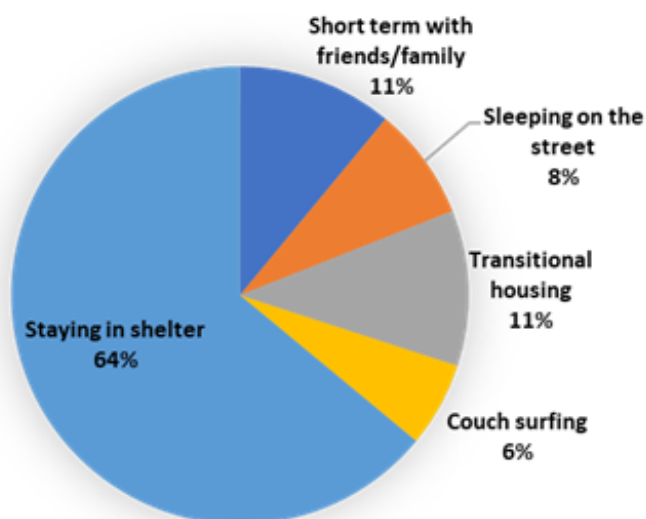
Through HousingWorks, Operation Come Home signs leases with landlords for apartment units. Youth who are accessing services in our organization, for housing, employment support, high-school attainment, or other programs, can sublet these units through occupancy agreements.

Landlords appreciate the benefits this provides. With Operation Come Home as the leaseholder, they can be assured of consistent, timely rental payments. Staff are on hand to support landlords and address any issues that arise as youth occupy their units.

The benefits to sector are also significant. Through HousingWorks, we can maintain a supply of homes over the long term. Units can be chosen in scattered locations across Ottawa, ensuring our clients are integrated into community settings and can learn the norms involved in being a good tenant.

Where are they staying?

While they are working with our housing team or waiting for a new unit through HousingWorks, youth experiencing homelessness may be living in a variety of locations:



Our Housing Team: By the Numbers

440 youth sought help to find or maintain their housing in 2022

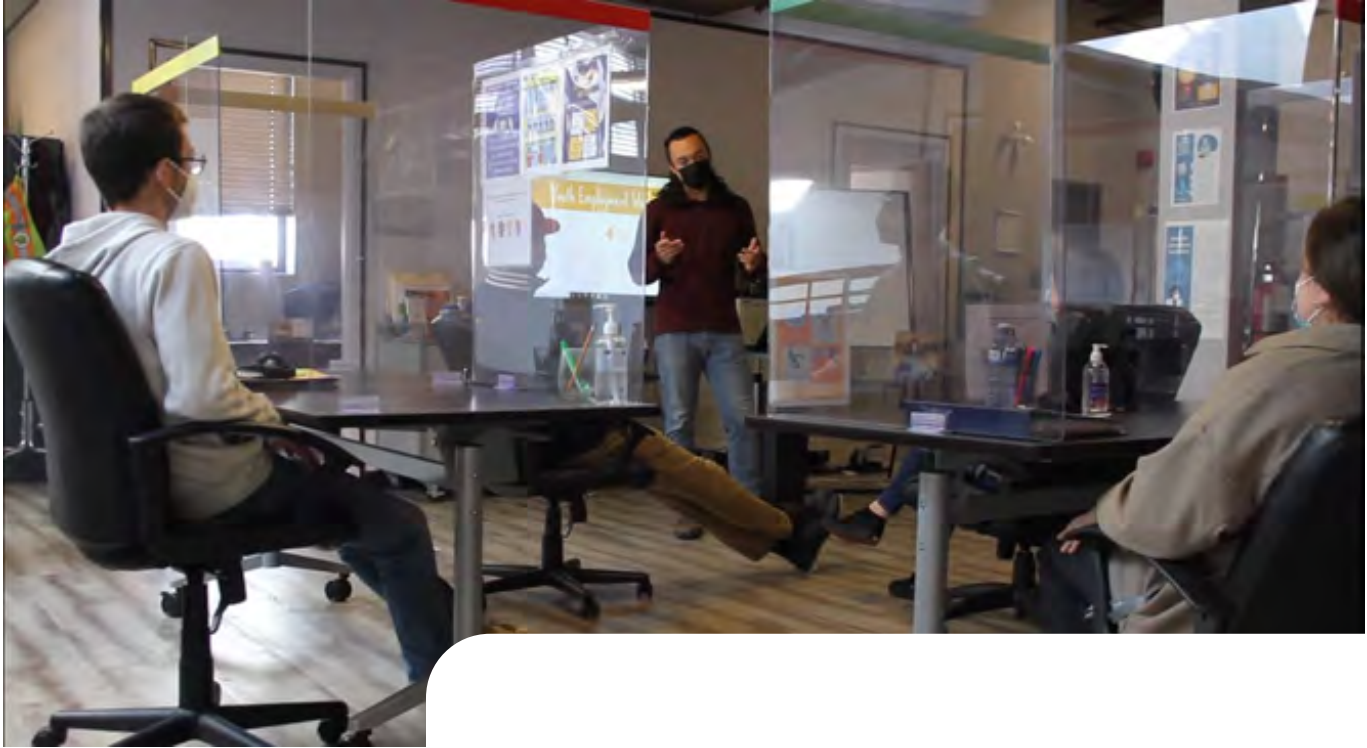
28 youth were able to return home through our Reunite program

46 youth received support to move into a new place



For more information on Operation Come Home's housing programs, please visit operationcomehome.ca/housing

EMPLOYMENT



The employment space at Operation Come Home. Over the past year 280 youth sought employment support from our team.

Employment Programs in 2022

Could you hold down a job, while living in a shelter? It's a common challenge that many youth at Operation Come Home experience.

Obtaining employment is one of the best ways to ensure that youth experiencing homelessness are supported, and that they end their experience before becoming homeless adults. Through the stability of full-time employment, youth are able to find their own place, pay their own living costs, and move on with their lives. But the challenges are great.

Youth experiencing homelessness have difficulty maintaining the necessary stability in their lives that their peers would normally take for granted. Staying on a consistent schedule, getting proper sleep, having enough money for food and basic needs while waiting for their next paycheque - the challenge can be difficult. And beyond this, the experience of homelessness can leave youth with long-term challenges, like mental health, which may impair their success in the early days of employment.

Thanks to funding from the Provincial and Federal Governments, and the help of RBC, Operation Come Home is also able to offer flexible or structured employment programming. Youth in our programs can access a variety of supports - food, basic necessities, work clothes, and emergency funding for things like telephone bills. Each participant can receive counselling and mental health support, whenever they need it. And the results are impressive.

**EMPLOYMENT
ONTARIO**

Canada 



Making an Impact

Operation Come Home's employment programming is supported by the Province of Ontario, the Government of Canada and RBC.



Youth who complete Operation Come Home's employment programs move into jobs across Ottawa in diverse sectors such as office administration, food service, and retail.

Achieving Employment

Over the past year, 110 youth were able to achieve their goals and secure full-time employment. These youth overcame their own challenges, and the stigma they have encountered, to work in sectors like customer service, construction, culinary preparation, delivery, and office work.

Their success is due entirely to their initiative. Supporting them in their goals, our employment team provided the supports mentioned above, as well as help to secure accreditations such as first aid, workplace safety, safe food handling, and many other certifications they require. With these in hand, youth were successfully able to find their first jobs.

By the Numbers: 2022 Employment Support in Action

397 youth sought help with employment challenges

280 youth participated in employment programs to find or maintain employment

110 youth secured jobs after completing Operation Come Home Programs

10 youth returned to school



A New Brand to Reach Employers

Operation Come Home brought together all its employment programming under a new banner in 2022 with the launch of Employment Works Ottawa au Travail.

Through the Employment Works website and our outreach activities, Operation Come Home staff are promoting our services and fostering stronger connections with employers.

In the coming year we aim to grow public awareness of Employment Works and increase our reach among employers. For more information, visit employmentworksottawa.ca



Are you an employer looking to find new employees? Contact us at employment@operationcomehome.ca

EDUCATION



Two students complete projects in the John Bosco Achievement Centre at Operation Come Home.

Completing High School in the John Bosco Achievement Centre

Students in the John Bosco Achievement Centre work hard to complete their education and stay on track for their goals, in spite of challenges they've faced.

The Centre, often called “JBAC” by our students, provides vital education support for youth living in shelters or on the street. The program also provides help to young people with prior experience in the justice system. Through JBAC, youth are connected with services to ensure they are supported in their goal to complete high school.

The program has a proven track record of success. Since its inception, more than 200 youth have graduated through JBAC. Many move on to post-secondary studies. The program works by enabling youth to complete courses on a flexible schedule, allowing young people to attend class alongside other commitments they have.

While in JBAC, youth receive help from staff employed by the Ottawa Catholic School Board, Youturn, and Operation Come Home. Youth receive warm meals, social supports, and immediate access to staff.



"Miss, can I get some help here?"
Bethany Snider, shown above, leads the JBAC program in connection with Lester B. Pearson High School.



Field Trip!

Students in JBAC participate in learning activities and outings in community, such as the class visit to the Mint museum in late 2022.

Completing School in a Challenging Year

Despite a challenging year our team has worked to maintain a positive environment for all youth. With support from donors like the Wesley M Nicol Foundation and the Peter Gilgan Foundation, staff were able to increase the amount of social supports provided to youth, including assistance with food bank, clothing, food and employment support. Highlights include:

- Two youth graduates joined the AC Aspire program to help them move into post-secondary education
- Staff referred youth to further counselling services, including help at Rideauwood, and the Royal
- Three youth participated in Operation Come Home's employment programs, achieving part-time jobs and earning co-op credits



Offering Scholarships

Operation Come Home was proud to award the Ellen Charnley Graham Scholarship to three youth this year. There are now five students in post-secondary studies supported by the scholarship.

Education Statistics: By the Numbers

72 youth were enrolled in the education program, during 2020/21 and 2021/22

981 classroom hours were completed

60 credits awarded from September to June 2022-23



The success of JBAC is due to the incredible collaboration between the Ottawa Catholic School Board, youturn, and Operation Come Home.

 To sign up for our education programs, youth can visit in person at 150 Gloucester Street, or email us at info@operationcomehome.ca

SOCIAL ENTERPRISES



The BottleWorks team and volunteers, shown above, celebrate another successful bottle drive at Kunstadt Sports in the Glebe.

BottleWorks Achieves Record-Breaking 1,000,000 empties

Operation Come Home's longest continually-operating social enterprise, BottleWorks, attained a major milestone in 2022, collecting more than 1,000,000 empties during the year.

Like many of Operation Come Home's social enterprises, BottleWorks exists to provide paid training and employment to local at-risk youth. The initiative collects empty alcohol containers from bars, restaurants, condo buildings and individuals, and returns these to the local Beer Store Depot to collect the deposit.

Proceeds from the return of these empties are counted as donations to Operation Come Home, and each donor can receive a charitable tax receipt. The funds raised support the salaries and operations of the BottleWorks program, with all surpluses donated back to the charitable mission of Operation Come Home. More than 1,115,000 bottles and cans were picked up during 2022, which provided raised more than \$150,000 in donations.

"This is a tremendous achievement for our team," says Shlomo Coodin, team lead for Operation Come Home's social enterprises. "The youth and support staff were thrilled to achieve this milestone, and surpass it during an otherwise challenging year."

Over the course of 2022, eighteen youth worked in BottleWorks, helping load the trucks, interact with customers, and maintain a challenging schedule of pick-ups. These experiences are valuable, and through the program youth pick up skills and habits that help them acquire their next job. To ensure they are successful, BottleWorks staff provide individualized mentorship to youth, helping them move seamlessly into private-sector employment.



To maintain operations during the pandemic, when restaurants and bars were closed, BottleWorks received support from United Way and from the City of Ottawa. Each month, partners like the OCSB and Kunstadt Sports offer their parking lots to host bottle drives.



One of the most dedicated youth employees at Operation Come Home, Cecil, helped ensure our appearance at the Ottawa Christmas parade was a success.

Employment Opportunities for Youth

Operation Come Home manages three social enterprises that provide youth with training and employment experiences that enable them to secure long-term private-sector employment. This strategy is a powerful one, and ensures that youth experiencing homelessness avoid becoming homeless adults.

As described on the previous page, **BottleWorks** is our longest-running social enterprise and provides recycling services for used alcohol containers to restaurants, bars, condo buildings, and households across Ottawa.

Through **HousingWorks** we sign lease agreements for apartments in Ottawa, and sublet these units to youth. Landlords appreciate having us involved, as we can guarantee that support is available 24/7, and that rental payments are always on time. In 2022 we started work on an innovative business plan to offer apartment cleaning and turnover services to the landlords we partner with, and plan to launch this service in 2024.

FoodWorks is Operation Come Home's catering and take-out food business. Through FoodWorks we provide bespoke from-scratch catering services for family events, weddings, corporate functions and private parties of all kinds.



FoodWorks Relaunch

When the pandemic caused retail shutdowns in 2021, FoodWorks offered window service and delivery options to keep the organization running, and to keep our youth employed.

Thanks to the support of the Alva Foundation and the Ontario Trillium Foundation, FoodWorks was able to hold a grand re-opening of the storefront in the summer of 2022.

Attending the opening were Matthew Foy from the Alva Foundation, MP Yasir Naqvi, FoodWorks Director Chris Lord, and the FoodWorks team.

With the retail relaunch FoodWorks is now serving a growing clientele, and have expanded our product offerings. To learn more, visit 571 Gladstone Avenue, or FoodWorksOttawa.ca

Social Enterprise Impact: By the Numbers

36 individual youth achieved employment in our social enterprises

25 secured private-sector employment after completing their contracts

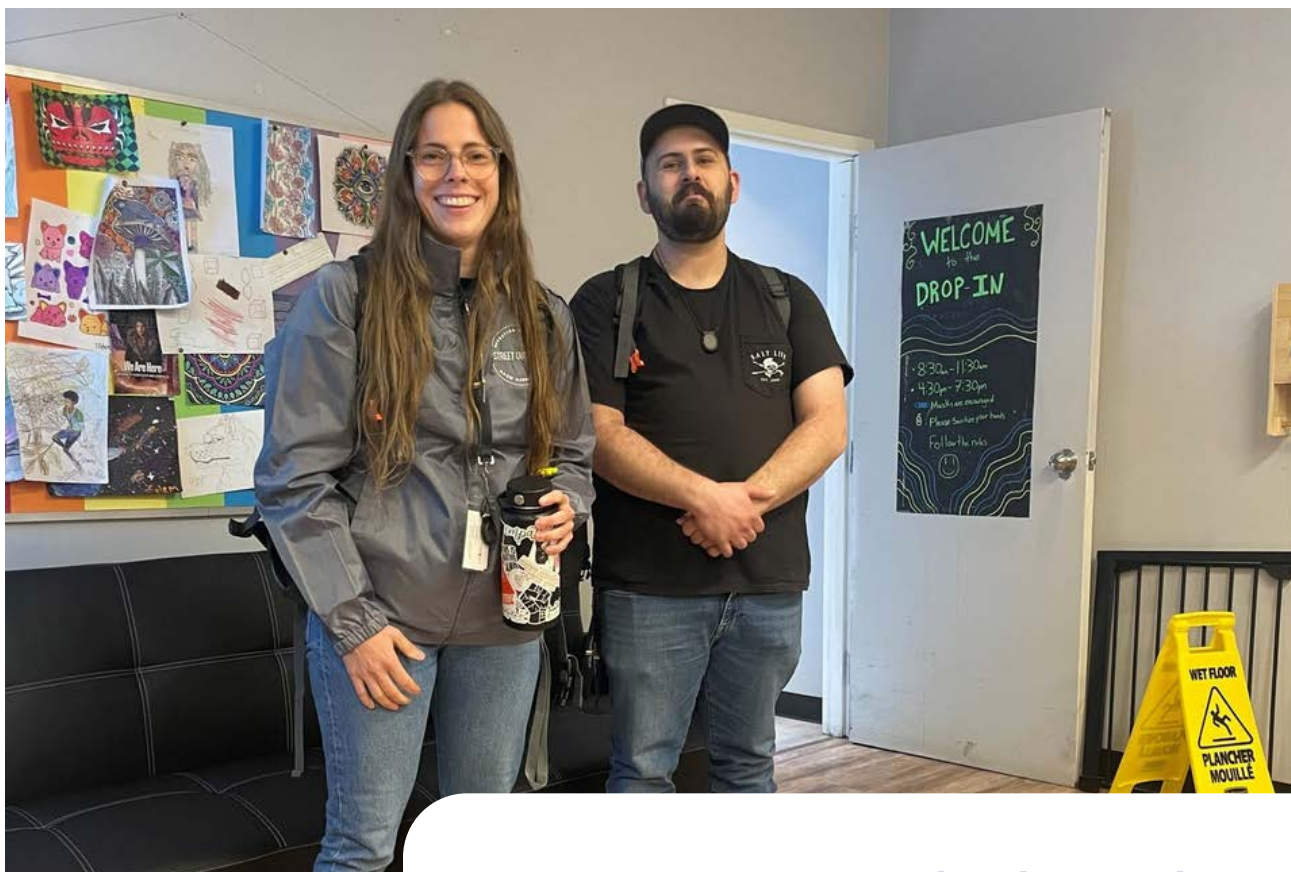
1,001,576 empties collected by the BottleWorks team

152 catering orders completed in FoodWorks



Do you have empties to donate? Simply visit bottleworks.ca to register for a home pick-up.

DROP-IN AND STREET OUTREACH



Pictured above are two of the Operation Come Home staff who conduct street outreach: Katie Price, Harm Reduction Coordinator, and Isaac Moore, Street Outreach Worker.

Supporting Youth Through Street Outreach

Needs were high during 2022, especially in the second half of the year. More youth than ever before sought help with food, clothing, and crisis support.

To answer these rising needs, Operation Come Home implemented our new street outreach program, to meet youth where they are and refer them to services.

Thanks to the support of Health Canada, we now have a team of four staff who travel through Ottawa's downtown and market areas, helping youth on the street, and encouraging them to visit and receive services at Operation Come Home.

In particular, staff have referred many potential clients to our drop-in programs, where youth can access hot meals, personal care products, clothing, shoes, and many other basic necessities. Youth in the drop-in can receive counselling support. And while at Operation Come Home, our team invites them to join programs that help them find employment, finish high-school, and obtain new housing.

The results of this work have been encouraging. Starting in May of 2022, the street outreach team engaged with 463 youth in community. The most common challenges we have seen are around food security, crisis support, and substance use.



Our street outreach team is generously supported by a grant from Health Canada, and has since expanded with help from other grantmakers.



Our capacity to provide youth with mental health support grew in 2022, with some wonderful support from the Bell Let's Talk campaign. Youth in our resource centre were able to access increased mental health and crisis counseling on demand, without the need to make an appointment or referral.

Significant Increases in Youth Seeking Support

Operation Come Home's drop-in programs experienced a sharp increase in the number of youth seeking services during 2022. In the year previous, our organization helped 525 local youth. This rose to 702 during 2022, an increase of 34% year-over-year.

The increase in number is due to several different factors that together contributed to rising demand. One of the biggest stresses has been inflation, and the subsequent rise in living costs over the latter half of 2022. Increases in the price of food and rent have caused more youth to seek help. Many of our clients experienced homelessness for the first time this year, losing their housing due to increased pressure on families and an inability to pay bills. Other causes include unmet youth mental health needs, increased community challenges due to dangerous opioids, and the expiration of pandemic benefits.

When youth come to the drop-in, they can access a number of services that help them stay safe, and make towards their goals. In addition to getting help with basic necessities, the most common supports we provide include counselling and crisis support, help to find or maintain housing, and help with substance use.

These services are vital, and helping save lives. But what is equally valuable, according to our youth, is the fact that the drop-in provides them with a safe place they can go. Homelessness can be discouraging and often isolating, and through our drop-in programs we are proud to offer a safe place they can be themselves.

By the Numbers: Drop-in and Outreach in 2022

702 individual youth visited drop-in 440 sought support with housing

418 received crisis support or counselling

16,512 hot meals were served

503 youth were reached by our street outreach team (estimate)

Youth Testimonials



Our clients had some feedback to share about their experiences at OCH:

"The staff are what brings me to the drop-in... I really like the evening program. Everyday is something different. Monday was health, one day was cooking, one was a movie and games. I really liked the cooking – it was fun to cook with other people and try new recipes I don't get to eat at the shelter."

-Mike

"I think my first day I was homeless I came to OCH, and the staff asked if I wanted to chill here, I said 'hell yeah, I literally have nowhere else to go' and I've been coming here everyday since. If it wasn't for you guys I wouldn't talk."

-Mohammed



Know someone that needs help? Youth aged 16-25 can visit Operation Come Home's drop-in any day from 8:30 to 11:30 and weekdays 4:30-7:30pm.



THANK YOU

All of us at Operation Come Home would like to thank all our key partners, sponsors, and friends for your support during 2022. This work would not happen without you.

Partners

Ottawa Catholic School Board
 Rotary Club of Ottawa
 Ottawa Public Health
 Centretown Community Health Centre
 Bank Street Business Improvement Area
 Via Rail Canada
 Red Arrow Bus Company

Youturn
 The Royal Ottawa Mental Health Centre Ottawa
 School of Art
 Ottawa Network for Education
 Lester B. Pearson School
 Birdie and Boogie - Elgin Street
 Maritime Bus Company
 RE/MAX Hallmark Realty

Supporters

Ottawa Community Foundation
 Bell Let's Talk
 Ministry of Children, Community and Social Services
 5 Days of Homelessness
 Ontario Trillium Foundation
 Built for Zero Canada
 City of Ottawa
 Kiwanis Club of Ottawa
 Telus
 Giant Tiger
 Wesley Nicol Foundation

Mealshare
 Hydro Ottawa
 Knifewear
 Ottawa Music Trivia
 Royal Bank of Canada
 Hydro Ottawa
 Welch LLP
 Department of Employment and Social Development Canada
 Ultramar
 JP Bickell Foundation

**OPERATION COME HOME
2022 BOARD OF DIRECTORS**

as of December 31, 2022



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Alessandro D'Angelo



Graham Bird

Chris Day

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Alessandro D'Angelo

Treasurer
Partner, Welch LLP

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Rafik Gabriel

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John James



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Claire Seymour

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Shirley Westeinde

Director
Chair, Westeinde Properties Ltd.

Operation Come Home was fortunate to have new members join our board in 2023. These volunteers will be recognized on our 2023 Year in Review.

Statement of Financial Position

<u>December 31</u>	<u>2022</u>	<u>2021</u>
Assets		
Current		
Cash (Note 10)	\$ 919,038	\$ 555,672
Short term investment	179	179
Accounts receivable	105,340	66,220
HST receivable	77,540	62,004
Prepaid expenses	16,208	12,229
	<u>1,118,305</u>	<u>696,304</u>
Long term investments (Note 2)	767,431	729,594
Tangible capital assets (Note 3)	243,627	164,214
	<u>\$ 2,129,363</u>	<u>\$ 1,590,112</u>
Liabilities and Net Assets		
Current		
Accounts payable and accrued liabilities (Note 9)	\$ 62,888	\$ 52,568
Deferred contributions (Note 4)	966,214	407,877
Deferred capital contributions (Note 5)	168,070	100,939
	<u>1,197,172</u>	<u>561,384</u>
Net assets		
Unrestricted	506,634	615,453
Invested in tangible capital assets	75,557	63,275
Internally restricted reserve	350,000	350,000
	<u>932,191</u>	<u>1,028,728</u>
	<u>\$ 2,129,363</u>	<u>\$ 1,590,112</u>

Statement of Operations

For the year ended December 31	2022	2021
Revenues		
Grants (Note 4)	\$ 2,236,401	\$ 1,529,333
Donations	473,903	322,644
Fundraising	62,311	90,898
Amortization of deferred capital contributions (Note 5)	38,955	30,514
Rental income	18,625	19,938
Food sales and catering	65,487	17,991
Investment income	10,013	7,376
Other income	12,000	12,000
COVID-19 government grants	-	306,175
	<u>2,917,695</u>	<u>2,336,869</u>
Expenditures		
Advertising and promotion	32,432	31,632
Amortization of tangible capital assets	60,417	45,583
Automobile and travel	41,377	16,917
Bank charges and interest	12,764	11,166
Communications	21,859	23,327
Fundraising costs	12,297	6,850
Insurance	23,919	18,035
Office	49,238	47,575
Professional and membership dues	5,012	1,020
Professional fees	108,667	105,178
Programming and supplies	90,559	31,143
Rent and utilities	281,911	254,358
Repairs and maintenance	101,407	53,955
Salaries and related benefits	1,600,932	1,239,107
Unrecoverable portion of HST	31,430	23,688
Youth programming	340,150	244,636
Youth salaries and wages	151,999	131,257
	<u>2,966,370</u>	<u>2,285,427</u>
Excess (deficiency) of revenues over expenditures before undernoted items	<u>(48,675)</u>	<u>51,442</u>
Other expenses (revenue)		
Unrealized (gain)/loss on investments	70,262	(80,050)
Gain on sale of investments	(15,792)	-
Gain on foreign exchange	(6,608)	-
	<u>47,862</u>	<u>(80,050)</u>
Excess (deficiency) of revenues over expenditures for the year	<u>\$ (96,537)</u>	<u>\$ 131,492</u>



Thank you for supporting
youth at Operation Come Home

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