

I really enjoyed reading the first report Ken and I sent to the board in the summer of 2011. It was the two of us, doing all the jobs, working from sunup to sun down. It was finding restaurants to each bring a dish to put our holiday dinners together for 300. It was gorilla marketing - just me at every networking event possible. And in between I was cooking soup every day for 20 people.

Fast forward to 2022... a decade has gone by. We now serve 200 a day at our Halifax location. It's no longer just Ken and I. We have a team of 65 incredible staff members. In the summer with the students, that number soars to nearly 80. We sure feel the pinch when they leave! We have gone from one location on Cunard Street, to 10 facilities on 7 sites, two of which house social enterprises.

We've brought in a team of executive professionals to manage the operations, and you'll read their reports here. I **am confident** as we move forward, that this team will be the catalyst for not only sustainability, but to support the vision and plans for our future.

I see the hand of God growing Souls Harbour throughout the province, with influence through the media, government, 300 churches, 600 businesses, 24,000 homes and 130,000 Mission Mart customers a year. And each of these connections allows us to serve more guests and meet community needs. We are on-mission to meet our mandate to spread the love of the Gospel and good deeds.

Challenges as we move forward will be facilitating our growth with enough staff - both at a higher level and front line, maintaining a mission standard of excellence at all locations, and keeping the synergy and culture alive across all provincial locations.

As we embark on the next fiscal year, I am confident that the team God is putting together at Souls Harbour will not only reach our goals, but surpass them. They are enthusiastic with a growth mindset, eager to seize the day.

"So be careful how you live. Live like wise people. Make good use of every opportunity you have." -Ephesians 5: 15-16

Carpe diem!

Chaplaincy Report

Chaplain Ken, Co-Founder

The pandemic of 20/21 created havoc for the world and also for the Mission and our guests. We managed to serve hundreds of meals out the door daily when all other service providers closed for many months in Truro and Halifax.

As soon as we were allowed to, we reopened our dining room and urged our guests to come in and fellowship again. It was wonderful to begin the in person ministry of serving, visiting, and sharing the Gospel again. A high percentage of our guests were feeling fearful, depressed and lonely. They remarked how wonderful it was to be back in community and feeling the love at Souls Harbour. A significant percentage of our guests, volunteers and staff were not vaccinated and we felt it best not to enforce any such mandate. This allowed people who felt ostracized by society to have a place where they could come inside and belong.

Around the same time we began the Men's Life Recovery Shelter. The renovation project of the fully accessible dormitories, Free Mart clothing centre, washrooms and classroom was finally finished, and in November we opened the rooms for our first residents. Our Women's Home opened at the same time, so suddenly we had 16 shelter or recovery beds available per night. That meant a lot of staff had to be found and trained. Thankfully we have been able to cover the shifts although it has taken sacrifice by several staff at times to do so.

It has been such a joy to be able to offer homeless and troubled people a beautiful, safe, Christian home environment. The staff lead these men and women in devotions and Bible studies as well as recovery studies. The women's home is much more informal than the men's recovery program. It's affordable housing but we have allowed women with no way to pay up to a month to arrange social assistance payment. We try to take only women without severe addiction problems while at the men's shelter the bar is very low for entrance. We give almost everyone a chance at recovery unless they are far too mentally ill or disruptive. This shelter is completely free to them and they can stay up to six months. Working with the most addicted and needy people may not yield a high "success rate". I often explain to our staff that every time we feed a hungry person or give them shelter, share the gospel or give them a real opportunity to change their life, we are succeeding at our mission.

The life recovery shelter residents have six Bible based meetings a week and five recovery based meetings per week as well as chores and work co-op. They meet with a staff sponsor and must attend an outside church or recovery group. Many men have

moved on to better lives and opportunities while others have fallen back. About half of our men either come to us straight out of prison or have spent significant time in prison. Having a long term place to go for recovery instead of right back to the street has been invaluable to them.

In the Drop In Centres we continue to do daily chapel times where a Biblical message is shared. Thousands of Bibles have been given out. Many of our guests think of us as their church because we have walked with them in their lives and faith.

Remaining a true Gospel mission is a challenge in these politically correct times. We endeavour to lead people to Christ by preaching the good news of salvation to lost sinners. We don't preach against other religions, beliefs or groups, but for Christ and His Word. We know that the Holy Spirit can reveal and convict in just the right way. Many people - volunteers, donors and guests, listen to the Gospel at the Mission because they are primarily there for the loving charity and community aspect.

The intense in person ministry of working with needy people 24/7 is difficult to sustain. Pray for all the staff in this spiritual battle and harvest field. Please pray for safety as it seems more hardened addicts, mentally ill and "partying" young people have discovered our services - which is great but also more dangerous at times.

COO Annual Report July 01, 2021-June 30, 2022

CUNARD ST

- The drop-in team continued to press through unprecedented covid times to ensure that our guests' food insecurity needs and basic hygiene needs were met daily
- Life recovery program officially opened in October of 2021 and we very quickly filled to capacity with men in need of life changing programs.
- Meals at the door continued until November of 2021 at which time we reopened in Halifax. Meal numbers had grown to almost 300 meals per day as we continued to meet extra needs as many other programs remained closed entirely.
- May of 2022 saw a challenge that was so unexpected! And yet, the entire team once again stepped forward and made sacrifices to ensure that our Life Recovery Shelter participants had everything they needed to succeed after being displaced by a building fire.
- Completed Efficiency NS application for funding for upgrades. Application was approved but work did not yet proceed.

LOOKING FORWARD CUNARD

- Fire remediation finally moving forward.
- Energy upgrades will move forward when fire remediation is completed.

BRIDGEWATER

- As with all of our locations, the BW team pressed through challenging covid times and served to-go meals up to March of 2022 at which time the drop in meal service resumed.
- The end of 2022 saw the departure of P/T cook Cheryl as she moved to NL with her family in a new ministry role.

LOOKING FORWARD BW

- Chaplain/Manager Vicky has retired and we have hired a new cook and have placed John (my short-lived assistant) into the position in the interim with a view to growing the program through a renewed focus on community connections and collaboration.
- I will not be completing an Efficiency NS application for this location as testing was done and report confirmed presence of asbestos so changes to building cannot be started without complete abatement.

TRURO

- Just as with the other locations, our Truro team stepped up to the plate to serve unprecedented numbers of meals in Truro. They also increased service to 5 days a week from 4 to cover the shortfall of another meal service that fell to covid pressures, ensuring that our guests did not go without meals on Wednesdays. They re-opened for dine-in service in November of 2021 also.
- Efficiency NS application was completed for funding to assist with renovations to increase energy efficiency. Application was approved and quotes were obtained to complete the work.
- Testing completed for the presence of asbestos in this location was negative.

LOOKING FORWARD TRURO

- Efficiency NS reno work to begin soon. Reno company waiting on the supply chain for windows/doors work.

WEST CHEZZETCOOK

- Purchased building in late June 2021. Opened a women and children's home on the Eastern Shore on October 1st 2021. Capacity of 7 women and a few children.
- Minor repairs to get opened initially.
- Completed Efficiency NS funding application and was granted funding to proceed with renovations.
- At the end of the 2022 year, renos were 70 percent complete.

LOOKING FORWARD WC

- Efficiency NS upgrades are now 100 percent complete.
- Received AHANS grant to complete a full kitchen renovation. Working with Foster on this project. Appliances have been purchased and millwork is in progress.

RHI

- 2.9 Million in funding received late in 2021 to build a 12 unit complex to serve as affordable housing for women and children. Funding requires completion in 12 months.
- Land cleared in fall of 2021. Winter weather delayed foundation/concrete work.
- Foundation work began late spring of 2022
- End of fiscal year at June 30/2022 saw most footings poured.

LOOKING FORWARD RHI

- Progress is on schedule to start occupying units in late December
- Completion expected early January

Annual Report
Russ Conway, CAO
July 1, 2021 - June 30, 2022

We welcomed the start of the new fiscal year immediately after we emerged from an 8-week circuit breaker lockdown, the 2nd Covid shutdown experienced by Mission Mart. We had just held a grand re-reopening on Saturday, June 19, 2021 and began journeying what would be a tentative road to recovery. The Covid-19 rapid test was becoming commonplace for employers and we were trained on how to administer our own to our staff. Volunteers were skittish about returning to the workplace en masse, which created challenges in our production at Mission Mart. Nonetheless, we continued to be the recipients of the amazing generosity of our donors, as well as the loyalty of our customer base at Mission Mart. The result was a continued increase on the revenue side of our income statement.

As we were coming out of the first quarter of the year and heading into the second quarter, Michelle met with me and assigned Mission Mart to my oversight. It has been a privilege to work with Rohan and Joyce, our store managers this year and to work together at seeing more sustainable growth in the store.

A major change we've been in the process of implementing is adding an evening and weekend production team in order to keep up with the replenishment of the sales floor from the daily sales. It's been and continues to be our goal to increase the production team to 6 members, which is already showing impact in the revenue increase.

On the accounting side of the ministry, we've turned billing (accounts payable) over to our bookkeeper, Natalie Hills, and switched accounting platforms to QuickBooks Online. The flexibility of this change has allowed for a renewed collaboration between Natalie and myself, which in turn has begun to streamline our accounting processes, and stabilized our monthly reporting for Michelle. This year's audit process was a testament to the changes we've made, enhancing the communication between RGH (our auditor) and SHRM.

Increases within the organization, across the board in staffing, revenue, expenditures, etc. mean that Souls Harbour is bordering on being "a large organization", according to our auditor.

Earlier in the year, we were successful in the completion of 2 standardized certification processes - one with Canadian Centre for Christian Charities and the other with

Citygate Network. These certifications look at the structures and practices of the organization and their alignment with operating standards for charities and non-profits. There was a ton of work involved in being able to get the successful accreditation, but I'm pleased to report that we're certified with both organizations with excellence. This goes a long way with our donors and opens up the doors for future development in terms of legacy donors and larger corporate donors.

As we entered the 3rd quarter, a number of the departments I had been responsible for overseeing were transferred to Ron Dunn, Chief Development Officer, which has allowed me to focus primarily assisting Michelle with the structure and standards for an ever-growing organization, HR challenges and synergy in the staff, as well as a continued focus in the finance department.

Looking back over the fiscal year, I am in awe at the increase we've seen continually - a testimony to the hand of God on the organization, seen through the bold leadership of our founders, CEO, and Senior Chaplain, Ken & Michelle, the faithfulness of our staff family and board of directors, and the overwhelming generosity of our donors. It reminds me of the moments when I was pastoring that I used to lead our church in pausing to give thanks for the incredible faithfulness of the Lord to this ministry. The year has been filled with challenges, but with the strength that only comes from Heaven, we have overcome and stand in a wide open place of blessing. My response is, "To God be the Glory."

It's been an honour serving Michelle and Ken and the board in this role and I look forward to whatever tomorrow's God chooses for us as we continue to rescue people from poverty, addiction and despair, by offering emergency help, such as food, clothing and shelter, life-changing programs and a message of hope. As we continue to bring hope, let us remember that hope has a name - it is Jesus!

Respectfully submitted by,
Russ Conway, CAO