

Building What Comes Next >>

GROWING CAPACITY TO
MEET A GROWING NEED



2025–26 ANNUAL REPORT

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

Vision: Stable housing for everyone

Values: Wellbeing, Embracing Diversity, Quality Improvement, Integrity, Collaboration, Accountability

Land Acknowledgement:

Ottawa Salus is committed to creating supportive and inclusive 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 First Nations, Métis, and Inuit peoples. Their cultures, histories, and knowledge continue to shape and enrich our community.

In our mission to provide supportive housing and integrated services for people experiencing 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, and we are committed to working collaboratively with Indigenous communities to remove barriers and foster belonging.

As we reflect on our work and the path ahead, we remain committed to honouring the land and its original caretakers while contributing to a more equitable and inclusive society.

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CEO, and Board Chair**

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A Year at a Glance

As housing and mental health needs continued to grow, Salus expanded its capacity, strengthened partnerships, and advanced innovative housing and support solutions across Ottawa.

Section 1

More Homes

Athlone reopened, bringing housing and healthcare together through a unique HART Hub partnership

Expanded Ottawa's supportive housing pipeline through **new development opportunities**

54 new supportive housing units for older adults with complex needs neared occupancy

Section 2

New Partnerships

Health and Housing Symposium convened leaders from across sectors

Action Table launched to advance coordinated housing and health solutions

RBC Foundation invested \$100,000 in developing innovative programming models

Partnership with Le CAP expanded access to French-language services

Section 3

Greater Impact

Supported over 1000 clients through housing and integrated support services

Maintained a **housing stability rate of 98%**

Welcomed 85 clients into new homes

Section 4

Growing Capacity

Advanced accreditation preparations and organizational planning to **support future growth**

Two new services launched to meet emerging community needs

70 new staff welcomed to the Salus team

President/CEO/Board Chair message



Mark MacAulay
President & CEO

This year, we continued building what comes next.

As the need for supportive housing and integrated services grows across our community, I am incredibly proud of how our staff, partners, donors, and supporters have come together to help meet that need. Every new home, service, partnership, and opportunity highlighted in this report represents people working together to create pathways to stability, wellbeing, and belonging.

On behalf of everyone at Salus, thank you for being part of this journey. Your support helps make our work possible and strengthens our shared vision of a community where everyone has the opportunity to thrive.



Mélanie Vadeboncoeur
Board Chair

On behalf of the Board of Directors, I am pleased to share this year's annual report and reflect on a year of meaningful progress for Ottawa Salus.

The accomplishments highlighted in these pages reflect the dedication of our staff, the strength of our partnerships, and the organization's continued commitment to growth, innovation, and impact. From housing growth and service expansion to organizational development, Salus remains focused on delivering high-quality, person-centred support while preparing for future opportunities.

The Board is grateful to our staff, community partners, donors, and supporters whose commitment makes this work possible. We look forward to supporting the continued growth and evolution of Ottawa Salus in the years ahead.

Section 1

More Homes

As housing needs continue to grow across Ottawa, Ottawa Salus is expanding the supply of supportive housing while developing innovative models that connect housing, healthcare, and community support. This year marked significant progress in creating more homes and more opportunities for people to live with stability, dignity, and belonging.

“Home is where everything happens. It’s supposed to be your sanctuary, your safe space, the place where you do most of your healing and growing.”

— SALUS FRANCOPHONE CASE MANAGER



A New Approach to Aging in Place

This year, Ottawa Salus prepared to open Capilano, a new 54-unit supportive housing residence designed to meet the unique needs of older adults living with complex mental health, substance use health, housing, and physical health challenges.

For many older adults, aging can bring increased isolation, declining health, and barriers to accessing the supports needed to remain independent. For those who have spent a lifetime navigating mental health and substance use health challenges, those barriers can be even greater.

Capilano was created to address this gap. Designed as a supportive housing community for older adults, the residence combines affordable, purpose-built housing with integrated supports that promote wellbeing, independence, and community connection. Residents will have access to individualized supports, shared community spaces, and services tailored to their evolving needs.

More than a building, Capilano represents a new approach to helping people age in the right place—with dignity, stability, and support.

“Capilano was designed with our aging clients in mind. Seeing people move from spaces that could no longer meet their needs into a beautiful new building filled with hope has been a deeply rewarding experience.”

— **MARCUS COBOULD – PROGRAM MANAGER,
HOUSING SERVICES**



Capilano at a Glance

54 supportive housing units

Designed for **older adults with complex needs**

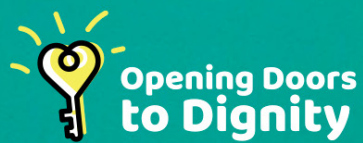
Integrated supports promoting independence and wellbeing

A first-of-its-kind model supporting adults as they age in place



CANADA'S FIRST SUPPORTIVE HOUSING COMMUNITY OF CARE FOR OLDER ADULTS

with a history of mental health challenges.



Opening Doors
to Dignity

OpeningDoorsToDignity.ca



Where hope finds a home

AN AGING IN THE RIGHT PLACE CAMPAIGN FOR OTTAWA SALUS

Opening Doors To Dignity Campaign

Thanks to the extraordinary generosity of our community, the Opening Doors to Dignity Campaign has transformed a bold vision into reality.

Together, our supporters helped raise more than \$5 million, surpassing our campaign goal and making this the most successful capital campaign in Salus' history.

The generosity of our donors made it possible to build Canada's first supportive housing community designed specifically for older adults living with complex mental health and substance use challenges. For many residents, it is the first place they have been able to truly call home after years of isolation, hospitalization and homelessness.

Every donation—large and small—helped create more than a building. Together, we created a community where individuals can age with dignity, access wrap-around supports, and experience the stability, belonging and hope that everyone deserves.

This remarkable achievement stands as a testament to what is possible when a community comes together to invest in compassionate, innovative solutions to homelessness and mental health care.

\$5M+ raised through community generosity

100+ donors invested in Opening Doors to Dignity

70% gave under \$10,000—proving that collective generosity makes transformational change possible

1 in 5 campaign donors were first-time supporters of Salus

Housing, Healthcare, and Support Under One Roof

This year, Ottawa Salus celebrated the reopening of Athlone, which is now home to a transitional housing program developed in partnership with Somerset West Community Health Centre's HART Hub initiative.

Athlone provides more than housing. Through an innovative model that combines transitional housing, healthcare, and wraparound supports, residents are connected to the services they need to improve stability, wellbeing, and quality of life. Salus staff are available on-site 24 hours a day, seven days a week, ensuring residents have access to support whenever it is needed.

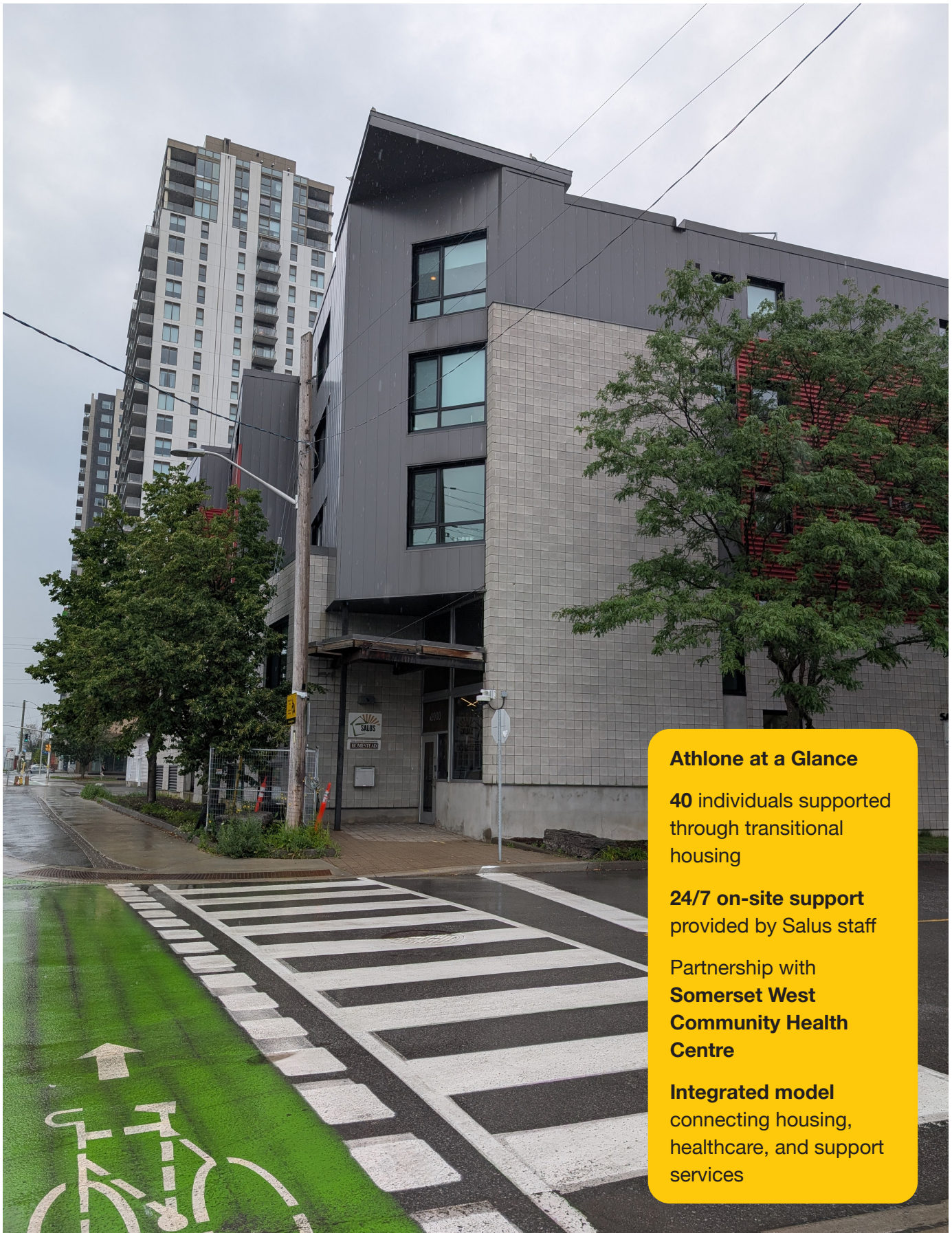
The partnership reflects a growing recognition that complex challenges require integrated solutions. By bringing housing, healthcare, substance use health supports, and community services together, Athlone helps people move from homelessness toward greater stability, improved health outcomes, and long-term wellbeing.

As one of Ottawa's dedicated HART Hub housing sites, Athlone represents a collaborative approach to addressing some of the community's most pressing housing, health, and substance use health challenges.



“Athlone is more than a partnership—it is a demonstration of what is possible when housing, healthcare, substance use health services, and community supports are intentionally integrated around the needs of the people we serve.”

Through the collaboration between Ottawa Salus and Somerset West Community Health Centre, we have created a model that addresses the complexity of homelessness, health, and substance use challenges in a coordinated way. As communities continue to face growing pressures, Athlone offers an example of an integrated approach that can be adapted and scaled to better meet these complex needs.”



Athlone at a Glance

40 individuals supported through transitional housing

24/7 on-site support provided by Salus staff

Partnership with
**Somerset West
Community Health
Centre**

Integrated model connecting housing, healthcare, and support services

“This is Mine”

For Nancy, the journey to supportive housing was years in the making.

Her daughter, Jessica, began experiencing serious mental health challenges as a teenager. Like many families, they found themselves navigating hospital visits, programs, appointments, and a complex system they didn't fully understand.

“I cannot describe the level of helplessness we all felt,” Nancy shared at Soirée Salus. “How stigma can isolate families like ours, and how often the system leaves you to figure things out on your own.”

Over the years, Nancy witnessed both the challenges of mental illness and the remarkable resilience of her daughter. Through it all, she never stopped hoping for stability, belonging, and a place Jessica could truly call her own.

Then, after eight long years on a waitlist, the call finally came.

Ottawa Salus had an apartment available.

When Nancy and Jessica walked into the apartment for the first time, Jessica looked around, smiled, and said:

“This is mine.”



Looking Ahead »

Byng Drive

Advancing a new supportive housing development in partnership with The Royal, Ottawa Community Housing, Rideauwood Addiction and Family Services, the Ottawa Black Mental Health Coalition, and Ottawa Aboriginal Coalition.

Healthcare Partnerships

Working alongside healthcare partners to develop innovative housing solutions that improve patient flow, support successful transitions from hospital to community, and address growing demand for supportive housing.

Finding Home

“When I lay my head on my pillow at night, I know where she is laying her head at night.”

It was a moment Nancy will never forget.

Family and friends helped furnish the apartment and celebrated with a small housewarming gathering.

While many of Jessica’s peers were celebrating weddings, babies, and new homes, this was her milestone worth celebrating —a home of her own, a place where she felt safe, supported, and proud.

Since moving into supportive housing, Jessica has found stability and connection. While she continues to live with schizophrenia, she now has a home, friendships, and a community she can rely on.

For Nancy, the impact has been profound.

“When I lay my head on my pillow at night, I know where she is laying her head at night.”

“Salus gave her more than a roof. They gave her a sense of belonging and a sense of dignity and self-

worth. And they gave this worried mother peace of mind.”

Today, Nancy can look to the future with greater comfort knowing her daughter has a home, a community, and the support she needs to thrive.

Stories like Jessica’s remind us that supportive housing is about more than buildings. It is about creating opportunities for dignity, stability, belonging, and hope—for the people we serve and for the families who love them.



Townhomes

Breaking ground this summer, the Townhomes will be located on the adjacent lot of our Capilano building and will create 20 communal-style independent living units within four townhomes. This project is funded through the partnership between the City of Ottawa and the federal government’s Build Canada Homes.

Kilborn and the Supportive Housing Network

As part of the Ottawa Supportive Housing Network, Salus is helping expand Ottawa’s supportive housing pipeline through collaborative development opportunities, including a newly announced city-lead project at Kilborn Place that will be a mix of affordable, market, and supportive housing.

Section 2

New Partnerships

WORKING TOGETHER FOR GREATER IMPACT

The challenges facing our community cannot be solved by one organization alone. This year, Ottawa Salus strengthened existing partnerships and forged new ones to expand access to housing, healthcare, and support services across Ottawa.





From Conversation to Action

This year, Ottawa Salus co-hosted the **Health and Housing Symposium**, bringing together leaders from housing, healthcare, community services, government, and lived experience communities to explore solutions to some of Ottawa's most pressing housing and health challenges.

The Symposium created opportunities for dialogue, knowledge sharing, and collective action, while reinforcing the importance of integrated approaches to supporting individuals with complex needs.

One of the key outcomes of the event was the launch of the Health and Housing Action Table, a collaborative initiative focused on advancing coordinated solutions and strengthening partnerships across sectors.

Together, these efforts are helping to build a more connected and responsive system of care for the people and communities we serve.



HEALTH & HOUSING
SYMPOSIUM
SUR LA SANTÉ &
LE LOGEMENT



Expanding Access to French-Language Services

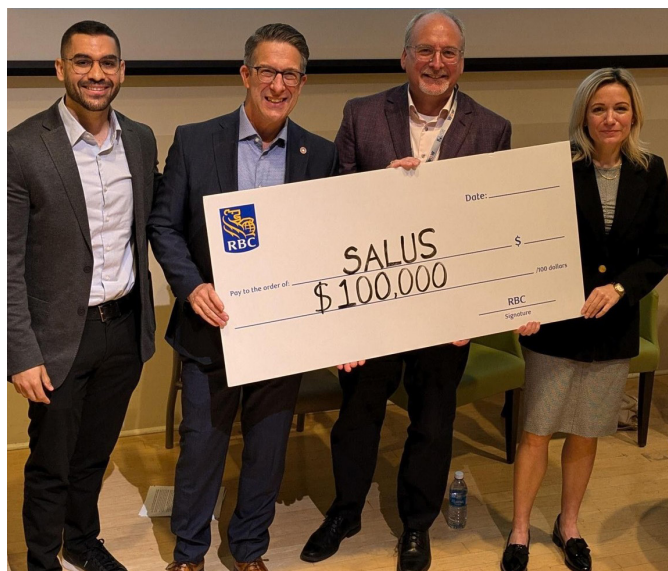
This year, Ottawa Salus partnered with Le CAP to expand access to French-language services for individuals seeking support. The partnership helps ensure Francophone clients can access services in the language of their choice while strengthening culturally responsive care and improving accessibility across the organization.

By working together, Salus and Le CAP are helping reduce barriers to service and creating more equitable pathways to support for Ottawa's Francophone community.

Investing in Innovation

The RBC Foundation invested \$100,000 to support the development of innovative programming models that enhance the delivery of supportive housing and integrated services.

This investment will help Ottawa Salus continue exploring new approaches that respond to evolving community needs while strengthening outcomes for the people we serve.



Advancing Indigenous Partnerships

This year, Ottawa Salus continued to build relationships with Indigenous organizations and community leaders to support reconciliation and strengthen future housing and service initiatives.

By listening, learning, and working collaboratively, Salus is helping ensure that programs, services, and housing opportunities are informed by community needs and contribute to more equitable pathways to housing, support, and wellbeing.

Stronger Together

Meaningful change happens when organizations work together. Throughout the year, Ottawa Salus continued to collaborate with hospitals and healthcare providers, housing partners, funders, community agencies, and government to advance shared solutions that improve the lives of people experiencing mental health, substance use health, and housing challenges.



Section 3

Greater Impact

Growing capacity is most meaningful when it creates greater impact. This year, Ottawa Salus expanded housing opportunities, strengthened partnerships, and enhanced services to meet the evolving needs of our community. While the numbers that follow tell an important story, they represent something much greater: people finding housing, building stability, creating connections, and accessing the support they need to thrive.

“**When people have stable housing and the right supports, you can often see the pressure slowly come down.** They have a place to rest, keep their belongings, build routines, and connect more consistently. Stability does not fix everything overnight, but it gives people a foundation to move forward.”

— **STÉPHANE CHOLETTE, PROPERTY MANAGER**



OVER 1,000

People supported in 2025/26

98%

Housing Retention Rate

85

People welcomed home

Meeting Growing Demand

450

people waiting
for supportive
housing in
Ottawa

3.5 years

Average
wait time

10,000

People experience
homelessness in
Ottawa each year

Creating Stability

98%

Housing
retention
rate

10

Transitional
Housing
graduates

273

supportive
housing units
operated

Supporting Wellbeing

1000+

Clients
supported

40,000

Support
interactions

12

Services
offered

10+

Partner
organizations

Section 4

Growing Capacity

Growing capacity means ensuring people can access the right support, at the right time, in the right place. This year, Ottawa Salus introduced and expanded services while continuing to strengthen the people and systems that support our work.

70

NEW STAFF WELCOMED

Behind every program, partnership, and success story is a dedicated team of people making a difference every day. Expanding our capacity allows us to support more individuals, strengthen services, and respond to the evolving needs of our community.

“I truly view my job as a privilege. I love establishing a trusting relationship. I am stubborn, so I refuse to give up on anyone.”

— SALUS FRANCOPHONE
CASE MANAGER





NEW SERVICE

Behavioral Therapy

Ottawa Salus expanded its integrated clinical services with the introduction of behavioural therapy, increasing access to specialized mental health support for people living with complex mental health and substance use challenges.

Made possible through the generous support of the Minto Foundation, the new service included the hiring of Behavioural Therapist Patrick McKenna and a clinical partnership with The Ottawa Hospital to provide specialized training and ongoing clinical support.



EXPANDED SERVICE

Occupational Therapy

Occupational therapy services were expanded to the Athlone Program, strengthening rehabilitation supports for clients being supported by the HARThub. The service helps clients build the skills and confidence needed for daily living, supporting successful housing transitions and greater independence.

“Some of the main themes I work on with clients are anxiety and panic symptoms, agoraphobia, exposure therapy, boundary setting, intrusive thoughts, emotion regulation, substance use, behavioural addictions, managing stress, and reducing other harmful behaviours.”

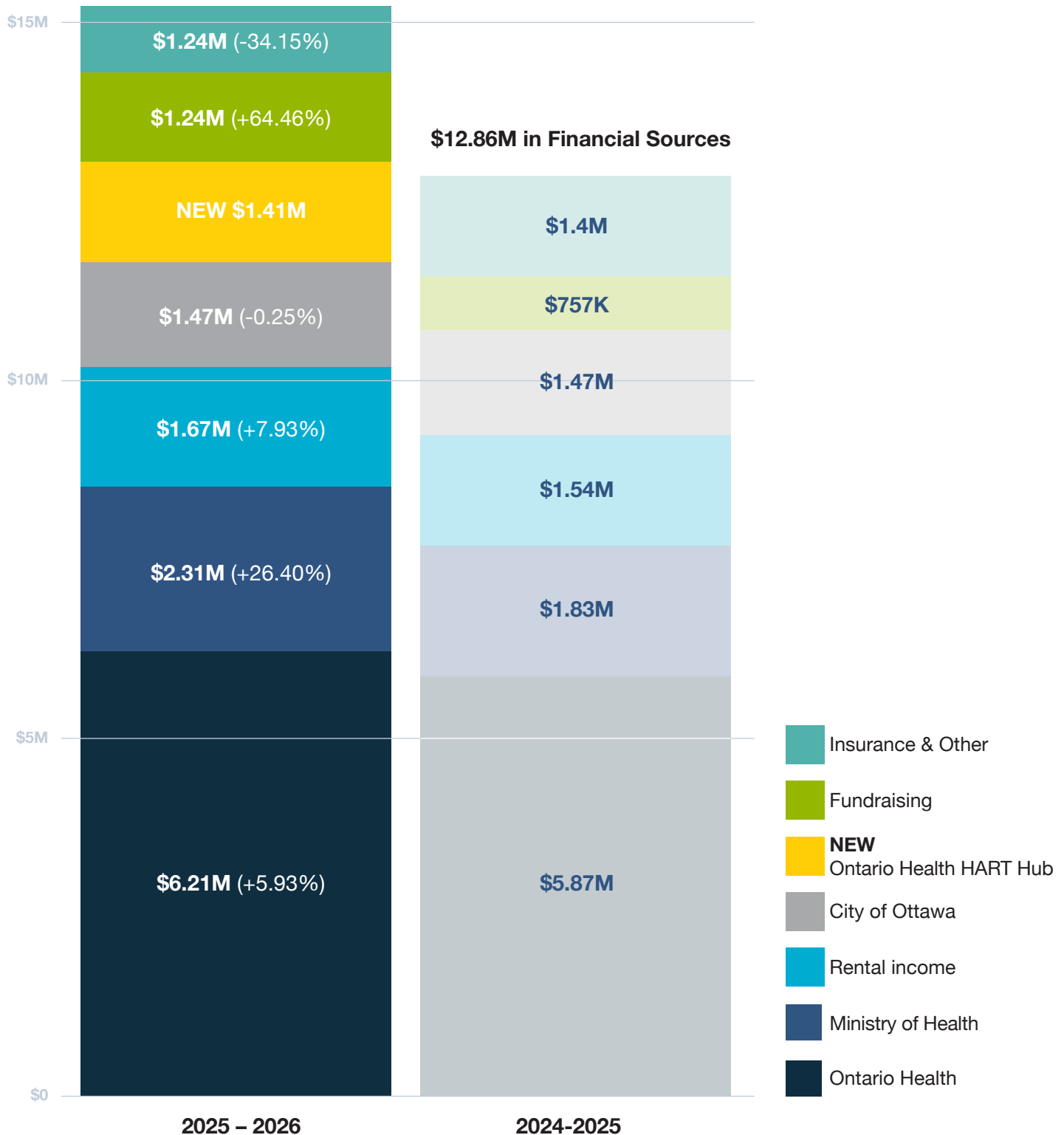
— PATRICK MCKENNA,
BEHAVIOURAL THERAPIST

Looking Ahead »

Building what comes next requires both vision and preparation. This year, Ottawa Salus advanced organizational planning and quality improvement initiatives that will help guide future growth, strengthen accountability, and ensure we continue delivering high-quality support to the people and communities we serve.

Financial Snapshot

\$15.23M in Financial Sources
(+18.4% YOY from 2024-2025)



Board of Directors



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CHAIR



Janet Yale
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Susan Moore
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Fiona Murray
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DIRECTOR



Timothy Moran
DIRECTOR



Vincent Baulne-
Charland
DIRECTOR

Courtney March, Director *(Photo not available)*

Thank you



Behind every home, every service, every partnership, and every success story in these pages are people who care deeply about their community.

Thank you to our staff, volunteers, donors, partners, and supporters for helping make this work possible.

Together, we are working toward a future where everyone has access to stable housing and the support they need to thrive.



“

I wish our donors could stand beside me at graduations, at celebratory lunches, at my last teary-eyed meeting with a client. It's hard to quantify with words the emotions we go through in a day and the impact that they have. I wish they could meet my clients. Words are not enough to convey how thankful we all are.”

— SALUS STAFF MEMBER

Soirée Salus

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Opening Doors to Dignity Donors \$10k+

Salus gratefully recognizes all other donors who supported the **Opening Doors to Dignity** campaign.

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The Matt Foundation



Opening Doors to Dignity

AN AGING IN THE RIGHT PLACE
CAMPAIGN FOR OTTAWA SALUS



*Where hope finds a home
Là où l'espoir trouve un chez-soi*