



Cornerstone/Le Pilier Housing for Women



2014 Annual Report

Reflections from the Executive Director



Sue Garvey
Executive Director

“Throughout 2014, we sought the input of our residents, staff team, volunteers, board members, the Anglican Diocese, our agency partners and the broad community of supporters who make up the Cornerstone community.”

For me, the highlight of 2014 was definitely the Strategic Planning process that engaged many members of the Cornerstone community in a myriad of ways. Back in 2013, we began to familiarize ourselves with a planning framework outlined in Peter Senge’s Presence. Throughout 2014, we sought the input of our residents, staff team, volunteers, board members, the Anglican Diocese, our agency partners and the broad community of supporters who make up the Cornerstone community. This unique approach had us asking ourselves the question, “What is wanting to emerge in the coming five years for **this** organization, and **this** combination of people, at **this** moment in our journey together?” After surveys, focus groups, and lots of spontaneous conversations, we had two full-day retreats at Galilee Centre in Arncliffe, where we were inspired by the beauty of nature at the meeting place of the Ottawa and Madawaska Rivers. In all, about 200 people participated in those visioning days, which challenged us to reach into our hearts, minds, and souls to articulate our deepest aspirations for Cornerstone’s

role in creating innovative, hope-filled places for women to call home.

The result of this process is an ambitious and exciting five year plan whose vision has already begun to unfold and to focus our thinking about all we’re doing. In fact, the visionary spirit of the Strategic Plan will keep us looking ahead to the growth and possibilities we aspire to, even as we adjust to the significant funding reductions we will be seeing as of April 2015. Our Strategic Plan affirms our current vision and commits us to continue striving for organizational excellence. It calls us to create a smaller, purpose-built shelter and more safe, affordable housing for women in transition. It acknowledges our desire to maintain supportive connections with women who leave Cornerstone for more independent living. It also commits us to expand on opportunities for residents to be engaged in meaningful activity which can include everything from participation in the decision-making of the agency, to volunteer work, to supported employment.

This is the essence of the road-

map which found expression in 2014. It seems fitting that the theme for International Women’s Week 2015 is, “making it happen.” Along with you and the many members who make up the vibrant Cornerstone community, I look forward to making it happen!

Blessings,

Sue Garvey
Executive Director

“In fact, the visionary spirit of the Strategic Plan will keep us looking ahead to the growth and possibilities we aspire to, even as we adjust to the significant funding reductions we will be seeing as of April 2015.”



Peggy Lister, Chair,
Foundation Board

Message from the Foundation Board Chair

In 2014, the Foundation Board was challenged with a number of major issues that were vital for the continued growth of the organization. Board Members became actively involved in the various steps of the Strategic Planning process, which culminated in a joint meeting with the Management Board in September to review the draft of the plan.

We also completed our work related to the new Canada Not-For-Profit Act, which required

the re-writing of the Foundation’s by-laws. The board completed the necessary documentation to comply with this new law, and obtained Diocesan approval of the required changes.

We were delighted to welcome five new directors to the board in 2014. Under the leadership of the Resource Development Manager, we deepened our knowledge about the role of a fund-raising board. We began assisting with donor support by

making personal thank-you calls to donors, and we participated in our very first annual fund drive. In all, it was an eventful, fruitful year.

Peggy Lister
Chair, Foundation Board

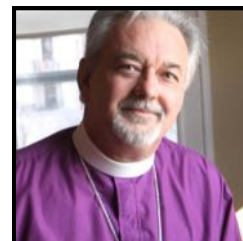
Message from the Bishop

One of the blessings of being the Bishop of Ottawa is knowing that I minister in a diocese that each and every day provides a place for women who seek shelter and a home. Cornerstone/Le Pilier is a beacon to us all, reminding us of a great need within our community. We are called to put our hearts, minds and resources to the enterprise of ending homelessness. To do so requires resolve, skills,

knowledge, and most especially, people formed into a unique and abiding community. Cornerstone has achieved such a milestone. I am grateful to all those who give of themselves in whatever way to ensure Cornerstone continues to flourish. I am particularly grateful to Sue Garvey, Executive Director, the managers and staff, and Management and Foundation Boards. These are challenging

times in this work, and I rest assured that the right people are in place to allow Cornerstone to provide abundant compassion to those who need a place to call home.

*The Right Reverend Dr.
John H. Chapman
Bishop of Ottawa*



The Right Reverend
Dr. John H. Chapman
Bishop of Ottawa

Message from the Management Board

The past year was both challenging and inspiring. Challenging, because it requires sustained effort to create a strategic plan governing the coming years for Cornerstone, and inspiring, because strategic planning brought us together and allowed us to see up close the dedication of all parts of the Cornerstone community: residents, volunteers, staff, board members, diocesan staff and donors. I was privileged to take part in this process and to see first-hand the heartfelt commitment demonstrated by so many in so many ways.

Challenges certainly remain, as we have seen from the funding cuts received early in 2015, but our new Strategic Plan will stand us in good stead as we

find our way forward in the face of these difficulties. The commitment of all in our community to our new direction will be an important factor in our success as we go forward. I face the new year with a sense of optimism and conviction that, given the commitment and effort demonstrated by every part of the Cornerstone community, we will continue to succeed in making a difference and bettering the lives of some of the most vulnerable in our city.

The leadership of our Executive Director was exemplified once again in the strategic planning effort. Her vision and insight were key in the process and the result. We are indeed fortunate to have her.

The dedication and determination of the staff and residents of Cornerstone continue to inspire me. I am grateful for the talent and commitment of the board members I am privileged to work with. A very special thanks to the dedicated volunteers and donors of Cornerstone. Cornerstone could not do what it does without you and we will continue to rely on you as we face this year's challenges and those of the future.

*Margaret Bloodworth
Chair, Management
Board*



Margaret Bloodworth, Chair,
Management Board

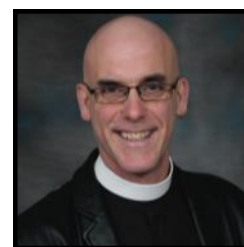
Message from the Community Ministries Committee

Cornerstone/Le Pilier provides needed services to women requiring shelter and supportive, affordable housing. This cannot be done without a full range of partnerships which include staff, volunteers, government, individual donors, all of the people and parishes of the Diocese of Ottawa, as well as the residents themselves. Together in a tangible yet mystical way, we give expression to the very

essence of Divine will. Cornerstone is one of five Community Ministries in the Diocese of Ottawa that live together in a spirit of collaboration, guided by the same values and principles and guided by a common mission. I am confident that together we will remain resolute in being a dynamic presence in the community; providing service and realizing a vision of compassion, dignity and re-

spect for all people. I am grateful to everyone who, in whatever way, participates in the community that is Cornerstone/Le Pilier. May you know the transformation that comes in the mutuality of loving service.

*The Venerable
Dr Peter John Hobbs
Director of Mission*



The Venerable Dr. Peter John
Hobbs
Director of Mission

Important Facts About Homelessness in Ottawa

Homelessness is a serious problem in the Ottawa area. In 2013, 6,705 individuals stayed in a shelter at some point.

The main reported contributors to homelessness are: unaffordable housing, marital breakdown, unsafe living conditions, family violence and illnesses.

The basic breakdown is as follows:

- * 706 families
- * 1,163 dependent children
- * 984 women
- * 3,180 single men
- * 379 single youth

(source: The Alliance to End Homelessness Report Card 2013)

“Homelessness describes the situation of an individual or family without stable, permanent, appropriate housing, or the immediate prospect, means and ability of acquiring it. It is the result of systemic or societal barriers, a lack of affordable and appropriate housing, the individual/household’s financial, mental, cognitive, behavioural or physical challenges, and/or racism and discrimination. Most people do not choose to be homeless, and the experience is generally negative, unpleasant, stressful and distressing.” (The Homeless Hub/CHRN, 2012: 1)

In 2014, the following programs and services were utilized:

The Women’s Shelter

- * 404 women stayed at The Women’s Shelter in 2014.
- * The average length of stay was 59 days.
- * The most frequently reported reasons for stay at The Women’s Shelter were inability to pay market rent, lack of affordable housing with and without support services, breakdown in housing due to mental health challenges and hospital stay, partner violence and relationship breakdown, addictions due to chronic trauma and abuse, immigration/newcomer challenges.
- * 118 women found permanent housing through the Housing Search and Stabilization program.
- * 64 women received the supports offered through the Addiction and Trauma program at The Women’s Shelter.
- * 85 women participated in the

Transitional Housing program at The Women’s Shelter.

515 MacLaren

- * 25 women lived at 515.
- * Main supports required by Cornerstone supportive housing residents include affordable housing, assistance with personal goals, managing chronic mental health conditions, medication assistance, healthy lifestyle activities, skills and resources for increasing independence.

Booth Street

- * 45 women lived at 314 Booth Street.
- * 1 resident of 314 Booth Street passed away in 2014. She was a resident receiving the enhanced health care supports of Ottawa Inner City Health.

McPhail House

- * 8 women lived at McPhail House. Main services utilized by McPhail House residents include assistance to access income supports,

employment and education, English language training and experience, and support to integrate into Canadian culture.

Cornerstone Overall

- * Cornerstone has 66 full-time, part-time and casual employees.
- * Cornerstone has 260 active volunteers, involved in many programs and activities in our residences, sitting on committees, and being mentors, trainers, speakers’ bureau members and advocates within their own circles.



Bread making at Booth Street

The Housing First Movement in Canada

Cornerstone is just one of many agencies in Ottawa which will be radically impacted by the *Housing First* movement being championed by the federal government and implemented in communities across the country. The principles underlying the Housing First model are well grounded; they have been tested in communities as far away as Australia and as close as Calgary with early research results being positive. As of April 1, 2015, the City of Ottawa is shifting the bulk of its funding and service delivery system to *Housing First*.

Essentially, *Housing First* is a philosophy that challenges traditional assumptions that people must “be ready” for housing, and that until that time they are best accommodated in emergency or transitional housing with programs which prepare them to live independently. This viewpoint has led to a system which has concentrated its greatest resources in emergency, or “band-aid” services like shelters and short-term programs which have not significantly reduced the numbers of homeless people in our communities. *Housing First* aims to turn that around, by focusing primarily on helping people to access affordable housing, and bringing the necessary supports to them in that housing, thereby decreasing the chances of their returning to homelessness.

Housing First espouses some key principles which are foundational. The first of these principles is Choice in Housing, a belief that different types of housing are

suited to different people, and that people must have input into the choice of housing in which they will live. Secondly, Rapid Re-Housing holds that if and when a person loses their home, for whatever reason, they must be quickly assisted to move back into housing to avoid returning to the destabilizing cycle of homelessness and all its negative impacts. Thirdly, the Recovery Approach assumes that all people are capable of retaining housing and achieving a high quality of life even with a disability, mental health or addiction struggle. And finally, it is acknowledged that all people, even when they have stabilized in their housing, will achieve greater quality of life through Integration and Involvement in their Community.

These beliefs and the practices through which they find expression are practical, progressive and respectful of the people they aim to support. When fully implemented, the new system has the potential to be better equipped to move people out of homelessness in a shorter time frame. The challenge will lie in the transition from the current service system to a new one, which is not yet in place. The community will need to closely track those vulnerable people currently relying on services which may not exist after April 1, or which may be diminished in capacity due to reduced fund-

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ing. Having lost \$212,000 in core funding, Cornerstone will be paying close attention to women in our shelter and housing facilities, who may be impacted by the agency's need to reduce the staff support available to residents. We will be restructuring some of our services, and we will be seeking funding to replace some of the lost capacity. In addition, we will be reaching out to our support community to seek assistance in providing a service for women which is safe and effective, and ensures that we can continue to provide opportunities for them to reach their highest potential during their stay with us and after they move to a new life beyond Cornerstone.

Core Programs and Services

Cornerstone provides affordable housing, emergency shelter, basic needs, housing search, transitional programs and support services for women at risk of homelessness. Cornerstone provides these services at four locations: the Women's Shelter provides emergency,

short-term accommodation for 61 women per day (55 + 6 overflow beds); and permanent affordable housing is provided at 314 Booth Street (42 apartments), 515 MacLaren Street (20 units), and McPhail House (6 units). In 2014,

Cornerstone provided accommodation and support to a total of 129 different women each day and about 482 during the year.

McPhail House Report



Melanie and residents of
McPhail House

McPhail, which houses six women who are in transition to living independently, enjoyed a year of steady, gradual growth. The residents have been very influential in guiding the governance and health of the house. We conducted a very informative Mosaic participating evaluation exercise in which the women voiced their concerns about the lack of safe and affordable housing in Ottawa. In a time of uncertainty and change, this was a welcomed discussion. The residents also became active in creating a procedure to handle conflicts in the house, which was very benefi-

cial and empowering for everyone. Moving ahead with the residents' self-directed resolutions strengthened our community and contributed to growth.

Other highlights and programming we've enjoyed this year at McPhail were:

- * Guitar lessons
- * Yoga
- * Monthly communal dinners with the spiritual care team.
- * English as a Second Language Tutoring
- * Energy healing provided by one of our volunteers.

- * Income tax support, again courtesy of another wonderful volunteer.
- * A chance to participate in a video and book for Cornerstone.
- * Attending the annual Garden Party and Fashion Show.
- * 30th anniversary celebrations, including "Tastes from Around the World" hosted by the residents.

*Melanie Somers
McPhail House
Manager*

The Women's Shelter Report

As I look back over 2014, the major theme of the year revolved around changes in funding for 2015. The City of Ottawa is implementing a new 10 year plan to end homelessness, which has resulted in redistributing existing funds for organizations like Cornerstone, who provide emergency shelter and housing. This new Canada-wide program is called "Housing First," in which people with high needs are placed in housing and given the supports they need to live on their own. Our Shelter Case Managers, Intake Worker, Housing Worker and office staff attended numerous trainings with the City, including SPDAT and Diversion training. The expectation is that we will use these tools to help us decide which residents will need "Housing First" services.

The "SPDAT" is a Service Prioritization Decision Assistance Tool. This

assistance tool is to be used with shelter residents once they have been in the shelter for about two weeks. This tool helps the staff and women determine what each resident's needs are. Then we can determine what supports each resident will need, or not need in housing, outside of the shelter.

The other training we attended was about diverting people who do not need to enter the shelter system, to more appropriate services. It has been determined that there are a number of people that have been in the shelter system when other options might help to prevent, or shorten their length of homelessness. Diversion is seen as part of the service we have to offer, not a way to turn people away for

"The City of Ottawa is implementing a new 10 year plan to end homelessness, which has resulted in redistributing existing funds for organizations like Cornerstone, who provide emergency shelter and housing."

the sake of turning them away. Diversion is about making referrals to other services and helping a person determine what their housing needs really are.

It is expected that the training we have received will equip us with the tools we need to play our part in creating a more timely and effective response to homelessness in our community over the coming years.

*Catherine Pope
Shelter Manager*

515 MacLaren Report

This past year at 515 has been a busy one! We have had to say good-bye to some ladies who have moved out, and welcomed some new ladies moving in. 515 has been bustling with programming, outings, volunteers, outreach and on-going support to the ladies.

We have celebrated 20 birthdays, Valentine's Day, Thanksgiving, Christmas, Easter and other celebrations together and enjoyed the community that is 515.

Our annual Christmas party was one highlight of the year. Residents, visitors, staff and volunteers all came together to enjoy incredible food and dance to music by The Big Bucket Band. An amazing time was had by all, with residents and staff all having an opportunity at the microphone!

515 had another wonderful year as a community of women supporting each other through adversity; laughing and building resilience together.

"The greatest glory in living lies not in never falling, but in rising every time we fall." Nelson Mandela

Nicola Dunn
515 Senior Manager



515 MacLaren Residents

Booth Street Report

2014 was another busy year of work and training at Booth Street, as staff continued to accompany the residents on each of their journeys.

Program managers and staff came up with some creative ways of supporting the residents in their quest for healing. They accompanied some of the residents to therapeutic alternatives, such as equine-assisted mental health counselling offered through Highlands Gate Wellness, and energetic healing classes led by one of our volunteers, Lori. At the same time, there were many activities available to the residents to keep them engaged and active.

With the help of staff and volunteers, residents did everything from pet dogs from the Humane Society, work on life skills, learn about nutrition in a participatory workshop, learn to run, and other activities too numerous to mention. Residents continued to give back to the community through making quilts for babies in the neonatal unit of a local hospital. Residents also participated when

Mosaic International came and did a three-day workshop that helped residents and staff define what healthy eating is for them and the best way to get their needs met through healthy eating.

And of course there were celebrations! Residents and staff alike enjoyed dancing, games and delicious snacks for every holiday and special day, including Cornerstone's 30th anniversary party. The entire month of December was filled with activities and celebrations, many of them put on by our amazing volunteers.

Looking forward to 2015, Cornerstone Booth Street will continue to provide women with complex mental and physical health issues a safe and comfortable place to live while striving for excellence in teaching, supporting and empowering the residents as they move forward in their lives.

Laura Crockatt
Booth Street Manager



Booth Street Staff, Christmas 2014



Ray's Reptiles visits Booth Street

Spiritual Care Program Report

The Spiritual Care Team (SCT)†, along with an amazing team of staff and volunteers at Cornerstone, works to contribute to the building of a supportive community, where the women who live in our four residences have opportunities to heal and grow and fulfill their potential.

We do this by providing a consistent, loving, non-judgmental presence and offering quiet, safe, joyful spaces for the women to connect with the Divine and with each other. The Spiritual Care Team supports and encourages the women of Cornerstone to be active in building healthy community by offering ways to engage in creative activities, leadership and service to others.

Highlights for 2014

- * A continued presence in the four Cornerstone residences
- * Established a weekly prayer circle at the Shelter to offer a quiet and safe place to gather for conversation, support and prayer
- * At the request of the 515 MacLaren residents, offered a weekly gathering for bible study and conversation
- * Hosted special guests from the community, such as artists, musicians and community leaders at Booth Street for all residents of Cornerstone to attend
- * Welcomed a new spiritual care member, Gail LaBarbera, who joined our team this year
- * Supported and helped with leadership at Cornerstone's visioning days and in the development of our new Strategic Plan
- * Celebrated Cornerstone's 30th

anniversary with many others in the community at special gatherings at each residence, a party at Britannia Park and an amazing Gala event in November 2015

- * In the Ottawa Anglican diocese, Chaplain Rev. Linda participated in: a visioning process "Embracing God's Future"; a bi-monthly inner city chaplaincy group; the annual clergy conference, and Synod. Rev. Linda also represents the diocese and Cornerstone at public speaking events.

†:SCT *Gail LaBarbera, Janet Taylor, Beverly Chen, Kelly Jessop, Rev. Linda Posthuma*

Welcome New Staff

Cornerstone welcomed several new staff members in 2014. Robert Loomis joined the Cornerstone team in the role of Administrator replacing Debbie Walsh, who relocated with her husband. Bob comes to us with exten-

sive experience in client service, operations management and a solid computer background.



Robert Loomis, Administrator



Erin Knight, Relief Support Worker



Kealey Dunlop, Relief

Volunteer Report

2014 was a busy year across Cornerstone, no less for its volunteer programs. In addition to facilitating existing programs, volunteers offered many new contributions, including membership on new committees, breakfast outings, storytelling, and card-making, to name a few. Throughout 2014, many volunteers also contributed much time and input to Cornerstone's 2015-2020 strategic planning process and thirtieth anniversary celebrations.

Our volunteer cohort continues to be diverse. Our volunteers come from many communities, cultures and faith groups. They speak many languages, including French, Spanish, Hindi, Swahili, and Cantonese. Our youngest volunteer is 15 and our oldest is 90. We have many student volunteers: every semester, six different students from the Community Service Learning Program at the University of Ottawa volunteer more than thirty hours each in the kitchens at 314 Booth Street and 172 O'Connor. We have several newly-retired volunteers who offer their

professional and recreational skills during the day, which is of great benefit to our residents. Although the majority of our volunteers are female, we also have male volunteers whose contributions are very valued. (We hope to increase this number in the future!)

In 2014, volunteers at Cornerstone contributed over 6000 hours, of which about 30% was related to food services and about 20% was administrative. Fifteen volunteers contributed more than 100 hours each, with a further twenty-seven volunteers contributing more than 50 hours each.

Volunteers were recognized in many ways over the year. In particular, two long-standing volunteers, Maryanne Pearce and Mollie Stokes, were successfully nominated for Volunteer Ottawa's VOscars awards and one volunteer was nominated for the June Callwood Outstanding Achievement Award for Voluntarism. In 2015, we will continue to improve the volunteer program in accordance with our strategic

directions. Some areas of focus will include staff support and supervision of volunteers, communications, evaluations for volunteers, and developing an outreach services program for women leaving the Emergency Shelter.

Sarah Posthuma
Volunteer Coordinator



Dandelion Dancers Making Cards

In 2014, Cornerstone 256 volunteers contributed 5,959 hours in the following ways:

- | | | |
|------------------------------|--------------------------------|-----------------------------|
| * Meal Preparation | * Special Outings | * Tax Services |
| * Bingo callers, board games | * Celebrations | * Exercise Classes |
| * Tea Time | * Musical Entertainment | * Energy Healing |
| * Quilting | * Christmas Donation Sorting | * Humane Society Visits |
| * Baking | * Sorting Donations year-round | * Administrative Assistance |
| * Movie Nights | * Tutoring | * Spiritual Care |



Humane Society Visit



Humane Society Visit



Volunteer Appreciation

STRATEGIC PLAN 2015-2020

“CORNERSTONE, A PLACE TO CALL HOME”

Cornerstone’s 2015-2020 Strategic Plan was developed using a method described by Peter Senge et al in their book Presence. This approach requires input from a wide variety of sources and thoughtful conversations to gain fresh understandings of the whole organization and its possible future. Therefore, the planning process took half a year and involved over 200 stakeholders: volunteers, donors, board members, residents, staff, managers and agency partners through surveys, focus groups, interviews and group retreats. A strong theme which permeated the strategic planning process was the acknowledgement of the critical role of the Anglican Diocese in supporting Cornerstone to reach the place of strength it has reached over its 30 year history.

The participants in the planning process considered information in both the internal and the external environment. Internally, Cornerstone has grown in its supportive housing services: adding 42 apartments, extending supportive services for senior women, and in providing case management services which focus on recovery and individualized planning. Discussions about the external environment focused on the City of Ottawa’s 10 year plan to end homelessness called A Home for Everyone. Implementation of this plan will affect Cornerstone’s shelter services primarily as they are re-structured to shorten shelter stays. In addition, a

“Housing First” approach to rapidly place people into permanent housing and to provide them with supports aims to reduce the future need for shelter beds.

The strategic planning process revealed a high level of consensus amongst all stakeholders. Cornerstone’s role as a champion for homeless women, offering a continuum of services from emergency shelter, through supportive housing to independent living, was confirmed. Cornerstone’s strength is serving women with multiple needs, providing individualistic and holistic support services that help to take women from “surviving” to “thriving”. A number of principles were established to guide the agency as it grows and changes. These are grouped under two headings: Commitment to Vision and Values and Commitment to Organizational Excellence.

Participants also demonstrated a high level of consensus on Cornerstone’s four strategic directions for the future: Re-envisioning shelter services in the short and long term; Developing more permanent housing; Increasing the number of women that the agency supports by providing outreach services; Improving access to meaningful activities for Cornerstone residents.

The first three strategic directions are interrelated and will be undertaken simultaneously. When implemented, Cornerstone will be able to provide support to a larger number

of women. The fourth strategic direction will result in an improved quality of life for those women who make their home at Cornerstone.

Achievement of these strategic directions will ensure that Cornerstone will continue to support women and help them realize their potential. Cornerstone will keep its unique role in the service system as providing women-focused services to ensure that women have viable housing choices. Cornerstone will remain a champion for women’s services so that vulnerable women will have “A Place to Call Home”.

The Strategic Plan is summarized in the following chart.

*“The Best Way to Predict
the Future is to Invent it”*

David Cowans

Places for People

STRATEGIC DIRECTIONS 2015-2020

Cornerstone Vision

Every woman has a safe and affordable home in a community which supports her to reach her full potential.

Cornerstone Mission

Cornerstone provides emergency shelter and supportive housing for a diversity of women. Our services are offered in an environment which promotes dignity and a sense of Hope. We are committed to public education and advocacy, and to strive to increase safe affordable housing and to end homelessness.

Principles

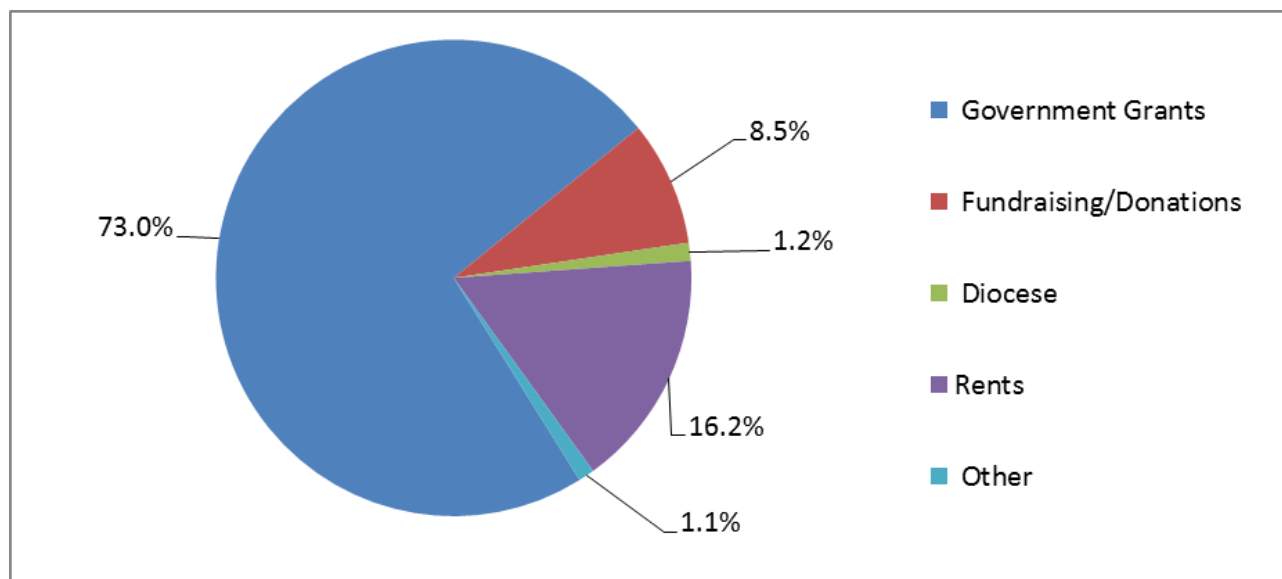
The Organization affirms its commitment to its Vision and Values and its commitment to Organizational Excellence. These principles will guide the work of achieving the following Strategic Directions and Desired Outcomes.

	1: Shelter	2: Housing	3: Outreach	4: Meaningful Activity
Desired Outcomes	<p>Create a shelter service that focuses on short term stay (30 days) and rapid housing placement. Plan for the future needs of women requiring shelter services by restructuring and re-envisioning the shelter.</p>	<p>Develop more affordable housing with supports to meet the needs of women leaving emergency shelters. As a priority, replace supportive shelter beds with real supportive housing.</p>	<p>Increase the number of women that Cornerstone can support in permanent housing by developing an Outreach team and system of supports for women leaving Cornerstone shelter or supportive housing.</p>	<p>Create opportunities for meaningful activity for residents so that they can participate in and contribute to their community.</p>
Desired Outcomes	<p>Ensure compliance with City's plan for reduction in length of shelter stays.</p> <p>In the short term separate shelter and supportive shelter beds to improve services to both groups.</p> <p>In the long term, operate a re-envisioned shelter only service. Cease to provide supportive shelter beds.</p> <p>Create strong partnerships with shelter and housing providers.</p>	<p>Develop a business plan that would identify potential sites and sources of funding.</p> <p>Determine population to be served and services required to meet Housing First criteria.</p> <p>Ensure housing service is based on social justice principles with goals of social inclusion and community integration.</p> <p>Increase Cornerstone's stock of permanent housing.</p>	<p>Develop Outreach staff positions to follow and support women when they leave Cornerstone.</p> <p>Engage church and other communities to help women integrate into their new community.</p> <p>Develop a Transition Team of volunteers and ex residents to help with integration.</p> <p>Develop a "hub" of community resources that will assist women in accessing and keeping permanent housing.</p>	<p>Incorporate engagement in meaningful activities in residents' goal plans.</p> <p>Create a list of neighbourhood resources and social initiative resources to provide ideas for residents.</p> <p>Create volunteer and job opportunities within Cornerstone and seek out opportunities within the neighbourhood.</p>

Financial Report

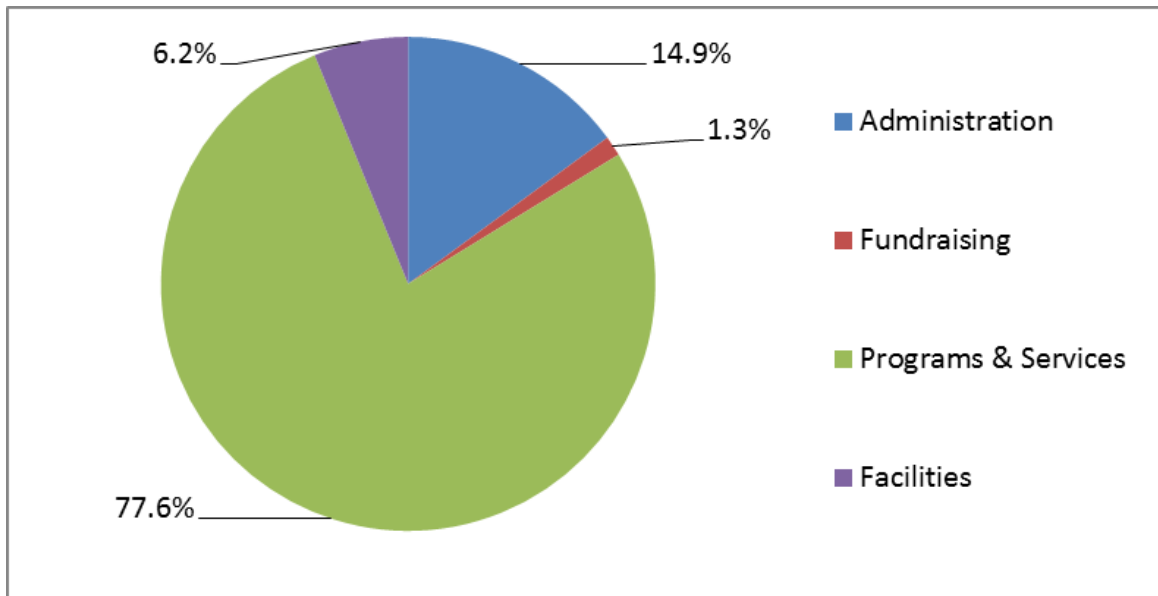
Cornerstone receives most of its funding through the City of Ottawa to provide the core programs for the residents at each of its four residences. In addition, Cornerstone relies on donations and fundraising events to provide additional supports to the women above and beyond their basic needs. These include counselling, addictions support, spiritual care program and activities programming. 2014 ended with a surplus which will help us move forward in 2015, minimizing the impact of reductions in funding at three of our houses.

Revenues 2014		
Government Grants	73.0%	2,449,785
Fundraising/Donations	8.5%	283,859
Diocese	1.2%	41,004
Rents	16.2%	542,464
Other	1.1%	36,333
TOTAL	100.0%	3,353,445



“2014 ended with a surplus, which will help us move forward in 2015, minimizing the impact of reductions in funding at three of our houses.”

Expenses 2014		
Administration	14.9%	482,369
Fundraising	1.3%	42,527
Programs & Services	77.6%	2,509,347
Facilities	6.2%	199,791
TOTAL	100.0%	3,234,034



Management Board



Back row (left to right): Georgia Roberts, Barbara Dransch, Edeltraud Neal, Patricia Hassard, Joan Ferguson, Sue Garvey, Barbara O'Connor, Robert Loomis, Margo Hoyt

Front Row (left to right): Leslie Worden, Marilyn Box, Jean McCloskey, Linda Assad-Butcher. Not pictured: Margaret Bloodworth (Chair), Joyce Potter

Foundation Board



Back row (left to right): Lesley Cameron, Sue Garvey, Ari Abonyi, Trudy Sutton, Connie Franklin, Gerda Kraft

Front Row (left to right): Barbara Dransch, Peggy Lister, Wilda Phillips, Margo Hoyt

Not pictured: Carl Lepage, Monica Harvey, Robin Meyers

Community Ministries Committee

Margaret Bloodworth
Jennifer Crawford
Heidi Danson
Sue Garvey
Ven. Peter John Hobbs
Ven. Brian Kauk, Chair
Shea Kiely
Janet McInnes
Rev. Kathryn Otley
Monica Patten
Rev. Gregor Sneddon
Heather Thompson
Rebecca Volk
Rev. Mark Whittall
Phil Whittall
Sharon York

30th Anniversary Committee

Lillian Bruce
Peter Crawley
Kim Carey
Connie Franklin
Terri Lynn George
Shelby Albon
Joan Helferty
Barbara O'Connor
Sarah Posthuma
Mollie Stokes
Deborah Walsh

Resource Development Committee

Gerda Kraft, Chair
Margaret Torrance
Carole Whittall
Barbara Dransch
Connie Franklin
Sue Garvey

Cornerstone Vision

*Every woman has
a safe and afford-
able home in a
community which
supports her to
reach her full
potential.*

Faith Group Supporters

All Saints Lutheran Church	St. John the Evangelist
Anglican Diocese of Ottawa	St. John's Anglican Church
Bethel Pentecostal Church	St. Mary the Virgin Anglican Church
Cedarview Alliance Church	St. Martin's Anglican Church
Chabad Student Network	St. Matthew's Glebe
Christ Church Ashton	St. Matthias Church
Christ Church Bells Corners	St. Paul's Anglican Church
Church of St. Mary Magdalene Anglican	St. Stephen's Anglican
Church of the Ascension, Ottawa	St. Stephen's Women's Fellowship Group
Dominion Chalmers United Church Women	St. Thomas Anglican Church
Dominion Chalmers United Church Women Be- quest	St. Thomas Anglican Church, Woodlawn
Faith Lutheran Church	St. Thomas The Apostle
Fourth Avenue Baptist Church	Woodroffe United Church
Grey Sisters of the Immaculate Conception	
Knox Church Guild	
Knox Presbyterian Church	
Korean Community Church	
McPhail Memorial Baptist Church	
Ottawa Chinese Alliance Church	
Parish of Fitzroy Harbour	
Parkdale United Church	
Pleasant Park Baptist Church	
Resurrection Lutheran Church	
Rhema Christian Ministries	
Rothwell United Church	
St. Andrew's Anglican Church Sharbot Lake	
St. Barnabas, Deep River	
St. James Franktown ACW	



Rockcliffe Retirement Meal-a-Month Group

Community Group Supporters

Bell High School
Better Half Notes
Carleton Condominium Corporation No. 38
Capital Chordettes Inc.
Carleton Heights Curling Club
CFUW Orleans
Correctional Service of Canada
CUPE
CUPW
Ecology Ottawa
Fitness Groups at Lindenlea Community Association
Greek Ladies Philoptochos Society
Hopewell Public School
La Renaissance Apartments
Laureate Alpha Iota, Ottawa

Nepean High School
Nu Sigma Pi
Oakpark Retirement Residence
Operation Come Home
Optimist Club of Nepean Inc.
Ottawa Carleton Ultimate Association
Ottawa Newcomers Alumnae Club
Ottawa Pathwork
Ottawa West Community Support
Ottawa Women's Canadian Club
Richmond Quilters Guild
Rideau Ladies Curling Club
Shoebox Project of Ottawa
Team Triumph Triathlon Club
The Rotary Club of West Ottawa
W3 Book Club

Foundations

Canadian Women's Foundation
Community Foundation of Ottawa
* The New Sun Joy MacLaren Fund
* Howard A. and Jane B. Hart Fund
* Jean and McKillop Mooney Fund
* Peter and Pat Reid Family Fund
The Sahara Foundation



CUPW Group at Booth Street

Business Supporters

Absinthe	PriceWaterHouseCoopers
Alderian Counselling and Consulting Group Inc.	Phenix Dental Clinic
Angie's Models & Talent	Professional Institute of the Public Service
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Broder Electric	Royal Bank of Canada
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Davidson's Jewellers	TELUS Corporation
Deloitte Canada	Thank You India
Dior Beauty	The House of Bubbles
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George & Asmussen Limited Masonry Contractors	Treasury Board Legal Services
Giant Tiger Wellington West Express	UTE_SEI Union of Taxation Employees
Holtz Spa	University of Ottawa-Campus Sustainability
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Mark Cooper Photography	
McKeen metro Glebe	
Michel's Baguette	
Michelle Valberg Photography	
Ogilvie Motors	
Ottawa Insurance Brokers Association	
Penney-Reid Financial Corp.	
Perley Rideau Veteran's Health Centre Foundation	

"We are proud and honoured to be supporters of Cornerstone since 2007! Cornerstone provides exceptional care and refuge to the vulnerable women of our community. The McKeen family wholeheartedly advocates and supports their mission."

*Jim, Christine and Rebecca McKeen
McKeen metro Glebe*

515 MacLaren Resident Story

In September 2013 I came to live at Cornerstone. Before this I was going place to place – I didn't have my own home. I couldn't go back to my parents, my addictions prevented that. I was in desperate need of stability. When I first moved in I was nervous, afraid no one would like me. It was also completely different from anywhere I'd lived before.

Getting used to staff was a challenge. Opening up to someone and trusting them was not something I did easily. I was resistant to the medication program, due to my addictions. But as months passed I began to trust again, both myself and others. It got easier. There were some bumps in the

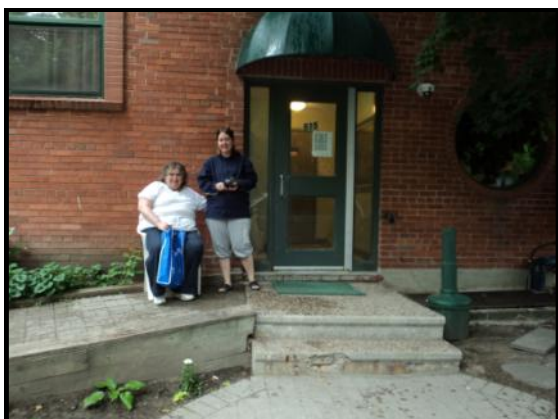
road. I tested the boundaries, almost to the point of eviction. But the turning point for me was being told that I made a great addition to 515 just by being myself.

Since that time I've been linked with a volunteer and to counselling. I participate in house activities and outings, and I am in a better place to address my physical health. Now, due to living at Cornerstone, I'm looking at returning to school and I'm even maintaining my sobriety. I'm at a place in my life I never dared imagine and it's all thanks to 515.

"When I first moved in I was nervous, afraid no one would like me. It was also completely different from anywhere I'd lived before."



30th Anniversary Party



515 MacLaren



515 Gathering



Administrative Headquarters

314 Booth Street

Ottawa, ON K1R 7K2

Phone: 613-254-6584

Fax: 613-234-6213

E-mail: connie.franklin@cornerstonewomen.ca

Charitable Registration Number: 83725-8854-RR0001



@HopeCornerstone



Choose Hope!

Cornerstone's Mission

***Cornerstone provides emergency shelter and supportive housing
for a diversity of women.***

***Our services are offered in an environment which
promotes dignity and a sense of hope.***

***We are committed to public education and advocacy. We strive to increase
safe, affordable housing and to end homelessness.***

www.cornerstonewomen.ca