



HARVEST HOUSE

MINISTRIES

2024-2025 Annual Report

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Executive Summary

Harvest House Ministries (HHM) exists to help young men break free from addiction, rebuild their lives, and discover a future grounded in hope, purpose, and community. As a long-term, faith-based residential program, we are dedicated to fostering inner transformation through faith in Jesus Christ, supported by structure, accountability, and compassionate care. This year, we continued to strengthen the therapeutic community at the heart of our mission, where residents encourage one another, embrace personal responsibility, and build the skills needed for lifelong change.

In 2024–2025, we made meaningful progress across several core areas. Admissions increased to 51 clients following improvements to our screening and intake processes, reversing the decline of recent years. Program completions more than doubled, from 9% to 20.4%, highlighting the impact of renewed focus on individualized treatment and counselling. Aftercare participation also improved significantly, with average engagement rising from 66 days to 155 days. These gains reflect positive momentum in both resident engagement and long-term recovery outcomes.

Our programming continued to deliver practical and emotional support through counselling, relapse prevention, skills development, education, and re-entry. Despite delays in the rollout of the new CAEC pathway across Ontario, residents achieved a 75% success rate in their exams. The VIP program also returned to in-person school presentations, reaching more than 1,700 students and strengthening our community outreach.

Financially, HHM experienced a mix of opportunities and pressures. Grants and foundation support increased substantially, funding key improvements and enabling the growth of our social enterprise initiatives, including new direct-to-film printing capabilities. Donations and fundraising revenues fluctuated year-to-year, underscoring the need to continue refining our communications and diversifying revenue. Rising operational costs, driven by inflation and increased professional service needs, remain a challenge requiring careful management.

Despite these pressures, HHM remains one of Canada's most cost-effective alternatives to incarceration, with 76.5% of this year's new clients having previously been incarcerated. By offering transformative rehabilitation at a fraction of the cost of correctional services, HHM continues to deliver exceptional social and economic value.

As we look ahead to 2025–2026, we remain committed to strengthening our programming, deepening aftercare supports, expanding skills development, and walking alongside every man who seeks a life free from addiction.

Mission & Objectives

Harvest House is a long-term, residential addiction treatment program located in Ottawa. Our mission is to rehabilitate young, chemically dependent men and instill an inner change brought about by faith in Jesus Christ. However, being a Christian is not a requirement for admission. We are welcoming and open to all.

Harvest House is a therapeutic community whose goal is to create a base of support, openness, and accountability as we work toward lasting recovery. The idea that we cannot recover alone and isolated is at the heart of our program. We all need support in the recovery process; that is where the therapeutic community comes in. Most of the volunteers, staff, and even some board members are themselves recovering addicts or alcoholics who have achieved long-term sobriety.

During their time with us, clients are encouraged to share their struggles, seek help from those with more sobriety, and support their peers in their recovery journey.

Addiction recovery takes time. That is why we are a one-year program. We also encourage graduates to participate in our aftercare programming and remain connected with our staff and their peers after they reintegrate into the community. To maintain lasting sobriety, it is vital to have a foundation of support from people who have been where you are.

Our goal at Harvest House is about more than helping residents achieve sobriety. We work to give each resident the tools they need to succeed in all areas of life. We do not just want to help them get sober; we want to help them enter a bright future.

Our objectives are:

1. To address the individual needs of each resident, recognizing that each of us comes to recovery with different backgrounds, experiences, and issues.
2. To help residents identify the root causes of their addictive disease and give them the tools they need to achieve and maintain sobriety.
3. To provide skills training and educational opportunities so residents can reach their full potential.
4. To show residents that change is possible for them and help them overcome the obstacles that stand in the way of achieving that change.

5. To provide ongoing support to program graduates as they build upon the foundation of recovery they have established at Harvest House.

Core Addiction Treatment

We work toward accomplishing these objectives through the rehabilitative programming we offer our residents. These program elements provide our clients with tools to overcome their addictions while also helping them to address the underlying patterns of thought, emotion, and behaviour that underlie them.

Individual / Group Counselling

Counselling meetings and recovery groups are a core component of HHM's approach, providing a space for residents to share their experiences, challenges, and goals. These meetings focus on:

- Identifying the roots of addiction
- Recognizing relapse triggers
- Promoting honesty and accountability
- Fostering a sense of community and belonging
- Enhancing self-awareness and personal growth
- Developing a personalized treatment plan for each client

Stats for 2024-2025:

- Total participants: 51
- Number of group counselling sessions/participation hours: 104 sessions/208 hours
- Number of individual counselling sessions/hours: 1015 sessions / 761 hours
- Program completions: N/A

A New Direction

This class, created by the Minnesota Department of Corrections and Hazelden Publishing, addresses addiction and criminal behaviour. It helps residents:

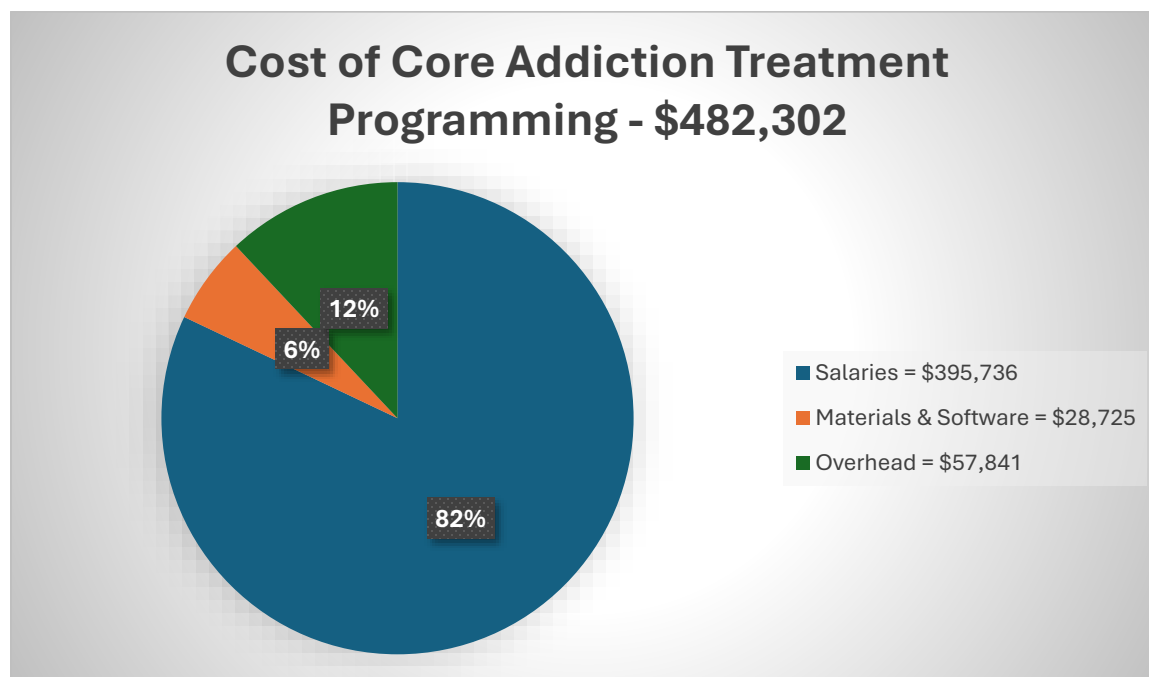
- Understand the disease of addiction
- Change problematic thinking patterns
- Rebuild positive relationships
- Develop healthy communication skills
- Create relapse prevention plans
- Set goals for a successful, sober life

Stats for 2024-2025:

- Total participants: 54
- Number of sessions/participation hours: 104 sessions/208 hours
- Program completions: 9
- Completion rate: 17%
- Rate of relapse within 6-months of program completion: 44% (4 out of 9)
- Rate of recidivism within 6-months of program completion: 11% (1 out of 9)

Recovery Meetings & Bible Studies

HHM also provides weekly recovery meetings on various topics that help residents deepen their understanding of recovery principles and practice applying them. In addition, Bible studies are offered weekly to help residents develop a spiritual component for their personal recovery program.



Rehabilitation and Community Reintegration

Some classes aim to provide a comprehensive recovery and emotional management approach, equipping residents with the tools they need for long-term success and healthy relationships. Others focus on equipping residents with practical skills and educational qualifications to support their recovery and reintegration into the community.

Choosing Non-Violence

Based on the Domestic Assault Intervention Program (Duluth Model), this class teaches residents to:

- Understand violence as a means of control
- Respect and support their partners
- Build trust and honesty
- Share responsibilities and make decisions together
- Resolve conflicts fairly and work as a team

Stats for 2024-2025:

- Total participants: 24
- Number of sessions/participation hours: 40 sessions/ 80 hours
- Program completions: 7
- Completion rate: 29%
- Rate of recidivism for violent offences within 1-year of completion: 14% (1 out of 7)

Skills Development

Residents at HHM engage in various activities designed to uncover and enhance their hidden talents and interests. These activities provide valuable skills, contribute to their résumés, and fulfill volunteer hour requirements. Key activities include:

- Woodworking and Manufacturing: Residents produce wood furniture and other handmade products, which are sold to the Ottawa community as part of fundraising efforts.
 - Total participants: 10
 - Number of sessions/participation hours: 50 sessions / 175 hours
- Telephone Sales: Involvement in the sales of Harvest House products.
 - Total participants: 46
 - Number of sessions/participation hours: 250 sessions / 750 hours
- Public Speaking: Through the Values, Influences, Peers (VIP) program, residents share their experiences with students in local schools, developing their public speaking skills and serving as positive role models.
 - Total participants: 8
 - Number of sessions/participation hours: 27 sessions / 72 hours
 - Total number of students in attendance: 1,504
- Senior Resident on Duty: Responsibilities include monitoring the front desk, taking attendance, and maintaining daily records, which help develop leadership and administrative skills.

- Total participants: 23
- Total number of sessions/participation hours: 730 sessions / 5,840 hours

Other stats for 2024-2025:

- Total participants: 64
- Total completions: 14
- Rate of unemployment within 1-year of completion: 21.4% (3 out of 14)

Education

Harvest House Ministries offers educational opportunities to help residents achieve their academic goals, particularly through the Canadian Adult Educational Credential (CAEC) program. This initiative prepares participants for the CAEC exams, which cover Reading, Writing, Social Studies, Science, and Math. Successful completion awards an Ontario High School Equivalency Certificate, opening doors to further education and career opportunities.

This program replaces the GED, which Harvest House previously offered until May 2024, when the GED was officially discontinued in Canada. Unfortunately, the CAEC was not available in Ontario until January 2025, resulting in a gap in service delivery. This delay helps explain the reduction in participation, session frequency, and graduation rates during the current year compared to previous years.

Stats for 2024-2025:

- Total participants: 4
- Total number of sessions/participation hours: 16 sessions / 40 hours
- CAEC graduates: 3
- Success rate: 75% (3 out of 4)

HHM aims to provide a comprehensive support system that fosters personal growth, enhances employability, and encourages lifelong learning among its residents by integrating skills development with educational programs.

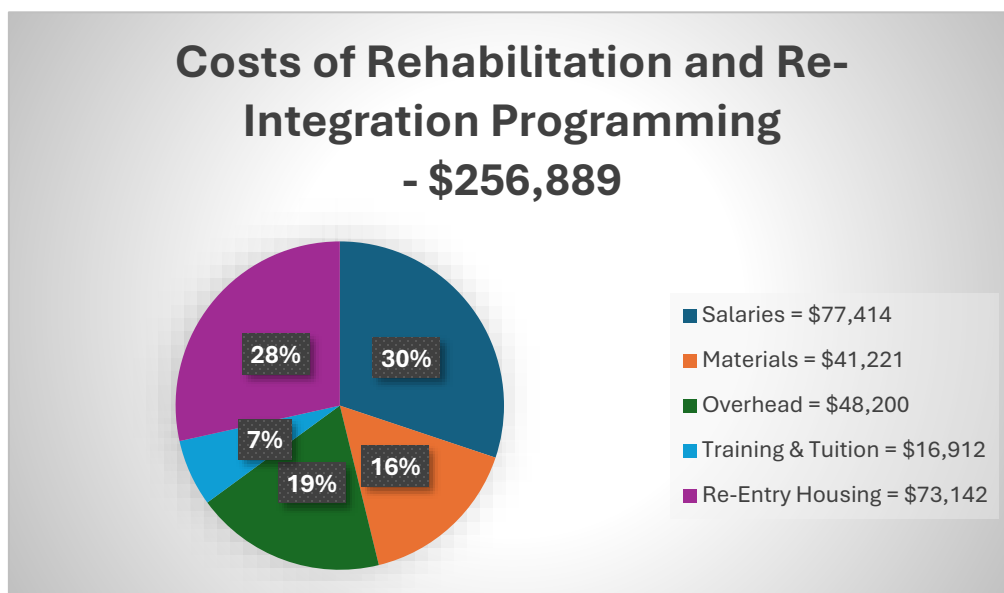
Re-Entry

Graduates of the one-year program who decide to stay for a second year can move to one of our second-stage houses (“re-entry”). While living in re-entry, residents get more independence and responsibility. Each day, they come to the main house and still participate in recovery programming while increasing their focus on developing employable

skills or upgrading their education. Living in re-entry is a chance to develop a firm basis in recovery by practicing all the skills that lead to life-long change.

Stats for 2024-2025:

- Total participants: 24
- Total eligible to graduate aftercare in 2024-2025: 11
- Completion rate (i.e. 12 months of aftercare): 36% (4 out of 11)
- Relapse rate within one year of *participation* (i.e. 1-11 months of aftercare): 36% (4 out of 11)
- Recidivism rate within one year of *participation* (i.e. 1-11 months of aftercare): 9% (1 out of 11)
- Relapse rate within one year of *completion* (i.e. 12+ months of aftercare): 25% (1 out of 4)
- Recidivism rate within one year of *completion* (i.e. 12+ months of aftercare): 0% (0 out of 4)



Our Board

The board of directors of Harvest House meet monthly to provide the managing staff with strategic guidance and oversight. They review Harvest House's financial statements, receive written and oral reports from managing staff, and review the organization's policies and procedures. They ensure the organization's mission is fulfilled, financial health is maintained, and ethical standards are upheld.

Mat Krotki (President): Mat provides leadership and direction for Harvest House Ministries, ensuring the organization fulfills its mission and purpose. He guides fundraising, budgeting, and board governance, and represents Harvest House in the community. Mat's expertise in construction and contracting offers valuable insight into building, property, and equipment needs.

David Haight (Treasurer): David Haight is Treasurer and has been part of the Harvest House board since 2013, continuing a family legacy of supporting recovery in Ottawa. With over 20 years in the federal government, he now serves as Director of External Relations at the Canadian Space Agency. He holds economics degrees from Carleton University and McGill University and is a proud father of three young men. In his free time, David enjoys staying active and giving back to his community.

Patricia Krotki (Secretary): Patricia manages administrative duties and maintains meeting records for the board. She offers guidance to board members and brings expertise in finance, human resources, social media, and web design.

Peter Brown (Past President): Peter offers guidance to current leadership, drawing on over 25 years of experience and organizational knowledge as a board member.

Joseph Plaschy (Member at Large): Joseph has served Harvest House Ministries for 28 years, offering expertise in information technology and hospitality. He supports board initiatives, contributes to strategic planning, and helps ensure the organization remains agile and responsive. Joseph's commitment to the mission is reflected in his hands-on involvement with community events, fundraising, and IT solutions.

Debbie Brown (Member at Large): Debbie contributes to board discussions and decision-making, leveraging her deep familiarity with the organization gained over 25 years of service.

Derek MacInnis (Member at Large): Derek MacInnis brings a wide-range of skills, knowledge and leadership experience to his role on the board. He currently serves as a Senior Policy Officer at the Department of National Defence. A lawyer and strategist, Derek holds degrees from the University of Oxford and University of Ottawa. He is passionate about transformational change and community service.

Our Staff

Harvest House's managing staff oversee daily operations and ensure quality client care. They report to the board of directors on program performance, financial health, and client

outcomes while maintaining strong relationships with donors and the community to secure funding and support.

Rev. Dr. Daniel Crépault, Ph.D. (Executive Director): A graduate of the Harvest House Ministries (HHM) program, Dan now serves as Executive Director. With lived experience of addiction and advanced academic training, he leads with compassion and purpose to ensure every man receives the same life-changing opportunities he once did.

Randall James (Director of Client Services and Administration): Randall James is a Licensed Paralegal and Commissioner of Oaths. He has years of experience assisting Harvest House clients as they navigate the criminal justice system. In addition to his legal work, Randall has overseen the Fundraising Department for several years, leading campaigns and organizing events to support the mission of Harvest House.

Dr. Gary Wand, D.D. (Hon) (Director of Development): Gary C. Wand, born in Montreal, overcame 15 years of addiction after completing Harvest House's program in 1985. Guided by Reverend William Main, he pursued higher education and earned multiple credentials in addiction recovery. His life and leadership have inspired hundreds of young men to seek freedom through faith and transformation.

This Year's Highlights

Performance Objectives and Measures

This year, Harvest House set several key performance objectives to align with our mission of rehabilitating young, chemically dependent men and instilling an inner change brought about by faith in Jesus Christ. Our primary objectives included:

Program Objectives & Key Outcomes

- **Increased Program Admissions Rates:** Over the past two years, admissions have averaged around 45 clients annually, compared to 75 before the pandemic. For 2024–2025, we set a goal to raise admissions back to approximately 75. We had 51 admissions, compared to 44 the previous year. Although we fell short of the goal we had set ourselves, this is trending in the right direction. The streamlining and simplifying of our screening and intake processes has helped in this regard.
- **Increased Program Completion Rates:** Program completions fell short of expectations last year. Our objective for this year was to boost completion rates to about 20% by strengthening individualized treatment planning and reinforcing, through counseling and coaching, the importance of completing the program as a

foundation for long-term sobriety and crime-free living.

This year, 9 of the 44 residents (20.4%) eligible to graduate from the one-year residential program successfully did so, compared to 4 (9%) last year. That represents a 125% increase in residents completing our one-year program. This is precisely the upward trend that we had hoped to see.

- **Expanded VIP Program Outreach:** During the pandemic, VIP presentations shifted online, reducing engagement quality. For 2024–2025, we aimed to return to in-person school presentations so that presentations could regain their full impact. By finding solutions to our transportation issues and other logistical challenges, we were able to resume offering in-person VIP presentations to those who preferred this option. In all, we completed 31 presentations in 11 schools, speaking to approximately 1,750 students.
- **Expanded Aftercare Resources:** To reduce relapse and recidivism, we sought to broaden aftercare options beyond education and skills development. Our goal was to include pathways for clients pursuing trades or rejoining the workforce while remaining in supportive housing, thereby encouraging more graduates to stay for a second year and improving long-term success rates.
This year, we are pleased to report significant progress in this area. The average length of participation in aftercare increased from 66 days to 155 days. After identifying retention issues last year, we implemented new strategies to encourage aftercare program completion, such as highlighting the benefits of aftercare and offering diverse opportunities for skills development and education. The marked increase in average participation reflects the effectiveness of these approaches and demonstrates that expanded aftercare resources are positively impacting client outcomes.

Financial Objectives & Key Outcomes

- **Develop a Communications Strategy:** We set out to appoint a dedicated communications coordinator to unify messaging across platforms, create a content calendar, and leverage email marketing tools for timely updates, success stories, and event promotion. We achieved our communications strategy goal by partnering with a communications consultant. The responses we have received across our social media platforms to our posts, which have been more consistent, professional, and showcase the good HHM does in the community, have been very encouraging.
- **Direct Mail Campaign:** To reduce reliance on telephone solicitation, we planned to introduce a direct mail campaign featuring letters or brochures that share HHM's

mission and impact, aiming to increase donor engagement and response rates. However, given the high cost of direct mail solicitations and the potential disruptions in mail delivery, we decided to pursue an email campaign instead. As with our social media posts, our email communication strategy met with encouraging responses from supporters.

- **Expanding Manufacturing:** As part of Skills Development, we aimed to grow woodworking and embroidery activities paused during the pandemic. By training more staff and involving additional residents, we sought to increase manufacturing revenue and enhance employability for participants. Thanks to a few generous foundation grants, we were able to purchase a direct-to-film printer to greatly expand our garment services capabilities. Program residents and graduates have begun training with this equipment, which has already contributed to enhancing their employability, though due to the initial startup costs of this new social enterprise, we have not yet seen the increase in revenue that we expect.

Program Challenges, Issues and Risks

- **Fewer GED / CAEC Participants:** In 2024-2025, we had only 4 residents participate in our high school equivalency programming, which is down from 19 the previous year. As previously noted, this decline in participation is directly attributable to the province's transition from the General Educational Development (GED) curriculum—which was discontinued—to the new Canadian Adult Educational Credential (CAEC) program.
- **Higher Relapse Rates:** Relapse remains a risk for our residents and, last year, we saw an increase in relapse rates among our first-year treatment residents. In 2024-2025, 13 of 51 residents (25.4%) relapse during treatment, whereas only 4 of 44 residents (9.1%) did the previous year. Please note that these figures represent only those who relapsed during treatment, not those who relapsed after withdrawing from treatment. We are continually refining our relapse prevention strategies to better support our residents.

Benchmark Comparisons

- **Cost Effectiveness versus Incarceration:** In 2024-2025, 39 of our 51 new clients (76.5%) were incarcerated prior to admission. For these clients, treatment at Harvest House treatment at Harvest House is far more cost-effective than incarceration. While in 2024-2025, treating someone at Harvest House cost \$85.98

per day, incarceration in Canada costs \$326 per day.¹ Annually, this amounts to \$31,384 per person for treatment at Harvest House compared to \$118,990 per person for incarceration.

Finances

Here is a summary of the ministry's finances. For a complete picture, our audited financial statements can be found at <https://www.harvesthouse.org/about-us/reports/>.

Revenue

HHM's revenue streams can be classified into four main categories:

- **Donations (46.4% of total revenues):** Solicited donations represent the largest source of revenue for HHM, totalling \$807,121 for the year ended March 31, 2025, down from \$846,109 in 2023-2024, a difference of \$38,988 or 4.6%. The large proportion of our total revenue that these solicited donations represent highlights the crucial role community support plays in sustaining HHM's operations and mission.
- **Grants and Foundations (22% of total revenues):** In the year ended March 31, 2025, we received \$382,468 in grants from foundations, up from \$280,866 the previous year. These foundations have significantly supported HHM by funding facility improvements, skills development programs, and curriculum updates. Their contributions ensure a safe environment, empower residents, and help adapt educational offerings, demonstrating the crucial role foundation partnerships play in HHM's growth.
- **Fundraising (21.2% of total revenues):** Fundraising activities, including events, generated \$367,662 in revenue for the year ended March 31, 2025. This was a decrease from the previous year's total of \$513,274. While HHM has maintained a steady revenue stream from donations, this success has not come without challenges. Over the past year, we have faced some donor attrition and encountered difficulties in attracting new supporters. These challenges underscore the ongoing need to strengthen our outreach and diversify our donor base to ensure the sustainability of our programs.
- **Room and Board (10.4% of total revenues):** Residents contribute to the program's operational costs through room and board fees, paid through either Ontario Works

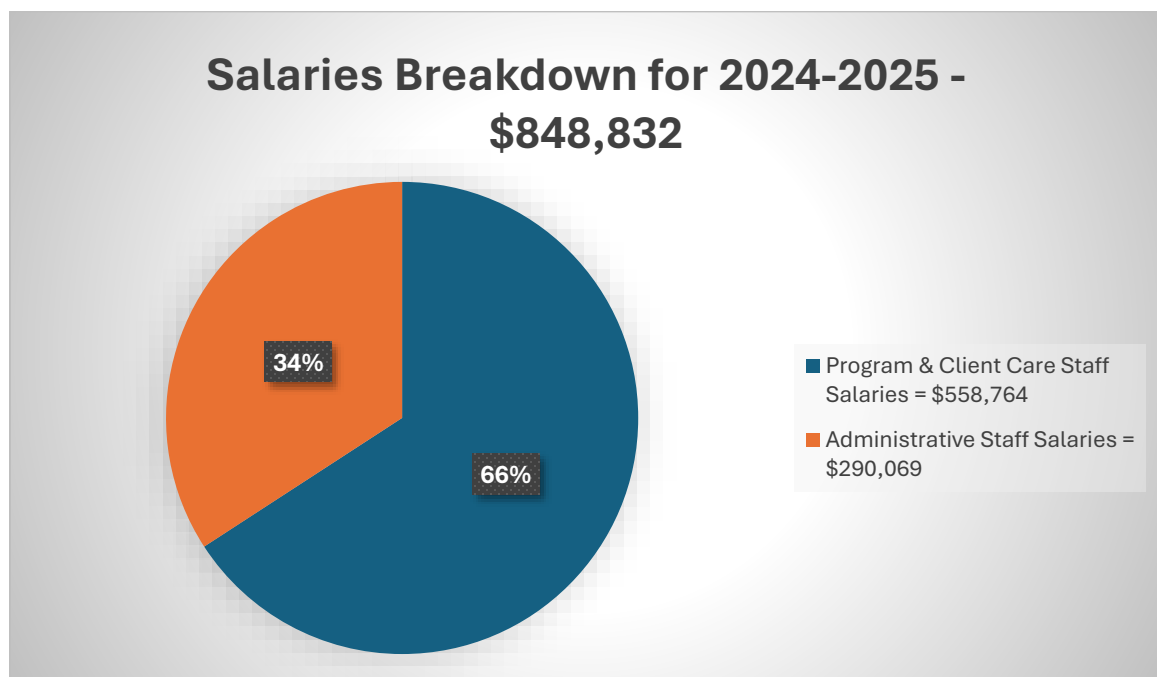
¹ <https://www.statista.com/statistics/561289/average-dailyinmate-costs-adult-federal-provincial-territorial-correctional-services-canada/>

(OW) or Ontario Disability Support Plan (ODSP) benefits. In the year ended March 31, 2025, these payments amounted to \$180,010 in revenue.

Expenses

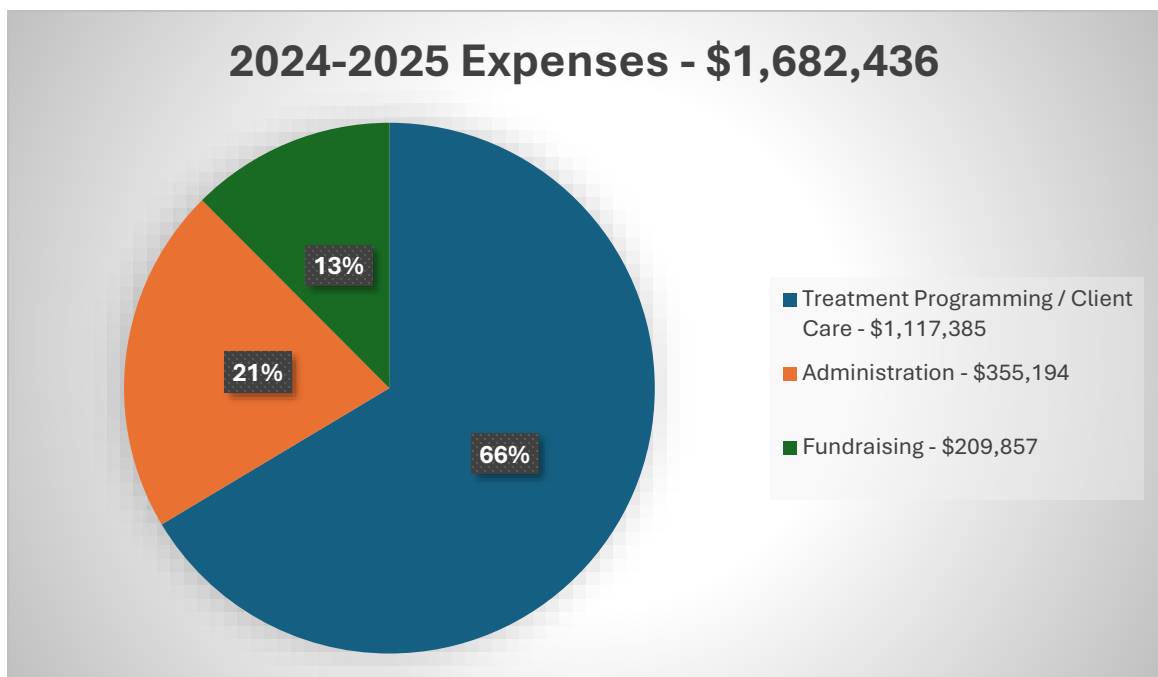
Here is a breakdown of HHM's expenses, from largest to smallest:

- **Salaries and benefits (50.5% of total expenses):** In 2024-2025, HHM's largest expense category decreased to \$848,832 from \$973,191 the previous year. This represents a decrease of 12.8%. As the chart below shows, program staff salaries account for \$558,764 (66%) and administrative salaries make up \$290,069 (34%) of that total.



- **Professional Fees (7.2% of total expenses):** Professional fees increased from \$36,908 in 2023-2024 to \$121,158 in 2024-2025. This increase was due to the need for additional consultation with legal and financial advisors. At the recommendation of our financial and legal advisors, we set aside a contingency sum of \$75,000 to cover potential additional costs. That sum, as yet unspent, is also included in the professional fees total.
- **Fundraising (6.1% of total expenses):** Fundraising expenses increased from \$88,608 in 2023-2024 to \$101,936 in 2024-2025. This represents a 15% increase year over year.

- **Utilities (5.7% of total expenses):** Utility expenses increased from \$88,016 in 2023-2024 to \$96,401 in 2024-2025.
- **Food (4.8% of total expenses):** Food expenses decreased from \$108,965 in 2023-2024 to \$81,344 in 2024-2025. This represents a reduction of 25% and is a result of the cost-saving measures that we initiated last year when faced with inflation and other challenges.
- **Other Expense Categories (25.7% of total expenses):** Other expense categories represent costs associated mainly with administration and client care. They include maintenance and repairs, professional fees, rent, automobile, personal needs allowance, interest and bank charges, telephone, waste removal, office supplies, equipment leasing, bonuses and stipends, insurance, miscellaneous and other, travel, books and tapes, training and education, memberships and dues, interest on long-term debt, resident care, and loss on sale of capital assets.



Financial Challenges, Issues and Risks

- **Revenue Volatility:** Revenue volatility is a risk because so much of our income depends on donations, grants, and fundraising events like the Recovery Cup, which can go up or down quickly with the economy and donor priorities. If one major event underperforms or a key donor pulls back, we can suddenly face a funding gap.

- **Dependence on External Funders:** Dependence on external funders is a risk because grants and foundation support are not guaranteed from year to year and are often tied to changing government or funder priorities. A shift in policy or a change in how faith-based addiction programs are viewed could reduce or remove funding that we rely on.
- **Inflation Pressures:** Our cost structure is a risk because most of our spending goes to salaries, housing, utilities, and food, which are all rising with inflation. These costs are hard to cut back on, so if revenues soften while expenses keep climbing, it puts pressure on our ability to sustain services.
- **Cash Flow and Restricted Funding:** Cash flow and restricted funding are risks because money often arrives at different times than when bills are due, and some income can only be used for specific purposes. This means we can look healthy on paper for the year but still struggle to cover payroll or core operating costs in certain months.
- **Funding Concentration:** Funding concentration is a risk because relying too heavily on a small number of grants, donors, or events makes the organisation vulnerable if even one of those sources changes or ends. Building a more balanced mix of income streams would help ensure that no single funding decision can seriously disrupt our programs.

Objectives for 2025-2026

Program Objectives

- **Increased Support for Alumni:** While we already assist graduates with reintegration plans, we aimed to become more proactive in maintaining contact with our alumni community. For 2025–2026, our goal is to establish regular check-ins (e.g. monthly calls) to reduce isolation, reinforce positive changes, and sustain connections with supportive peers.
- **Increase Program Admissions:** Our goal for 2025–2026 is to continue rebuilding admissions toward pre-pandemic levels by increasing the number of men served to 60–65 residents. Building on this year’s progress, where streamlined screening helped us welcome 51 men into treatment, we will refine our intake model to ensure consistent, timely access to care. We also aim to reduce early withdrawals by enhancing our support system during the first sixty days of treatment. Strengthening early engagement will help residents stabilize more quickly and lay a solid foundation for long-term recovery.

- **Increase CAEC Achievement:** With the CAEC now fully available in Ontario, we aim to expand academic participation by enrolling at least 12 residents in CAEC preparation during the coming year. Building on this year's 75% success rate, we will work toward helping at least 8 residents achieve their Ontario High School Equivalency Certificate. To achieve this, we plan to increase the number of sessions offered, allowing more residents the opportunity to participate. In addition, by providing enhanced support for participants' independent study between sessions, we aim to improve their preparation and boost exam success rates.
- **Increase Aftercare Participation:** The increase in average aftercare participation from 66 days to 155 days demonstrates the impact of our renewed focus on second-year support. For 2025–2026, our objective is to deepen these gains by increasing average participation to 180 days and raising aftercare completion rates to 45% of those eligible. We will continue to broaden aftercare pathways for residents pursuing education, trades, or employment while remaining in supportive housing. Strengthening aftercare participation will improve long-term outcomes in sobriety, employment, and community reintegration.
- **Expand VIP Outreach:** Having re-established in-person school presentations, we will continue to expand our reach through the VIP program by delivering 40 or more presentations across at least 14 schools, reaching 2,200 students or more. These presentations provide an invaluable opportunity for residents to share their experiences, develop public-speaking abilities, and serve as positive role models in the community. To support this growth, we will train additional resident speakers and volunteers to assist with transportation and logistics. By expanding the program, we will continue to strengthen community engagement while enhancing resident leadership and communication skills.

Financial Objectives

- **Increase Monthly Donors:** Increasing monthly donors through a targeted campaign would diversify our funding sources, reducing our reliance on one-time contributions or major events and making our income stream more resilient.
- **Cost Reduction Initiatives:** In an effort to reduce HHM's expenses, we will continue to actively seek out and implement specific efficiencies and cost-saving measures, ensuring that these efforts do not compromise the quality of programming and care provided to our clients.

- **Refine Communications Strategy:** Building on our efforts to address HHM's communication challenges, we will expand this strategy in the coming year. We will continue to collaborate closely with our communications consultants to enhance and refine both our approach and messaging. Our priority is to ensure that our outreach to supporters delivers the information they find most valuable, so they stay informed about how their support is making a difference. This year, we plan to broaden our content calendar to offer more frequent updates, highlighting additional success stories, program milestones, and upcoming events.
- **Expanding Manufacturing:** We remain committed to expanding our manufacturing initiatives as part of our Skills Development program. By growing the number of residents involved and providing training for additional staff and volunteers, we aim to further diversify our revenue stream and reduce HHM's reliance on solicited donations. At the same time, this expansion directly supports our mission by enabling residents to upgrade their employability through hands-on skill development. This year, we will prioritize direct-to-film printing and embroidery in our manufacturing program, expanding hands-on skill development and strengthening both financial sustainability and client employment opportunities.