

# Abundant Provision

*“The Lord has done great things for us, and we are filled with joy.”*

- Psalm 126:3



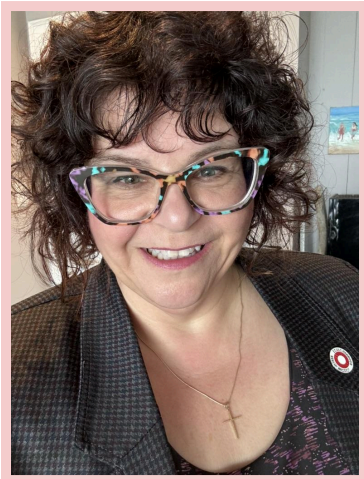
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## CEO Report for the Fiscal Year Ending June 30, 2025

Presented to the Board of Directors — Souls Harbour Rescue Mission

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### Chief Executive Officer's Message



This past year has been one of abundant provision: a season when, once again, the Lord proved that His faithfulness cannot be constrained by circumstance. While we focused on strengthening the foundations of Souls Harbour for long-term growth, God was already opening new doors, enlarging our coast, and providing in ways we never expected.

From the disruptions of a postal strike to the pressures of rapid expansion, we saw the same pattern we witnessed through the pandemic, and that is, when familiar systems falter, God creates new pathways. Donations arrived through unexpected channels. Partners came forward unprompted. Opportunities we could not have engineered found us.

As we now look back on the fiscal year ending June 30, 2025, I can say without hesitation that this was a year when God provided immeasurably more than we could ask or imagine.

## Strategic Highlights by Pillar

### **Pillar 1 - Ministry**

#### **Expanding Reach and Restoring Lives**

The fiscal year saw the addition of two new drop-in centres in **New Waterford, Cape Breton, and Amherst**, expanding our footprint across the province and bringing the promise of *“Hope begins with a meal”* to even more communities.

The acquisition and transition of **The Helm**, our farm-based men’s recovery program, marked a major milestone. What began as a small rural property has now become a thriving therapeutic community where men are finding healing, purpose, and faith through work, worship, and recovery. Lives are being changed, and families restored.

This year also brought the launch of the **SoulsMobile**, our Mobile Mission outreach van. Through it, meals, hygiene kits, and spiritual support are delivered directly to people living outdoors and in encampments.

Shortly after the launch of the **SoulsMobile**, HRM invited us to apply for the **AIM Pilot Project (After-Hours Integrated Mobile Response)**. This new initiative is designed to provide compassionate response for individuals living in encampments and other vulnerable situations during the evening and overnight hours. The pilot builds directly on the trust our teams have established through consistent, street-level ministry and outreach.

Finally, the Province’s approval and funding of a **33-bed men’s shelter in Halifax** stands as one of the clearest examples of God’s provision this year; a dream realized through prayer, partnership, and perseverance. This is located at the old St. Pat’s Church on Brunswick Street.

## **Pillar 2 - Philanthropy**

### **Strengthening Sustainability through Generosity**

In a year marked by postal disruption, God again showed His abundance. Even when mail delivery slowed, donor giving remained steady, and in some cases increasing. We credit this to both divine provision, round the clock effort by the philanthropy team, and the trust Souls Harbour has earned through transparency, stewardship, and gratitude.

**Mission Mart** continued to thrive, welcoming more than **600 customers per day** and contributing both revenue and relational connection. This year, we also launched the **Retro & Vintage pilot**, giving higher-end donated items a second life while testing a new social enterprise model. *Vintage Mansion* is a multi-vendor antique marketplace located near Spring Garden Road, and Souls Harbour was invited to rent and curate the entire third floor as a dedicated retail space. This location uniquely positions us to reach customers seeking specialty and one-of-a-kind pieces, while high-end jewellery and furs continue to be showcased at our main Mission Mart retail store.

We saw continued growth in both **major gifts** and **monthly donors**, a sign that our base of support is widening as more Canadians align with our mission to alleviate poverty through food, clothing, and shelter.

## **Pillar 3 - Administration**

### **Building Systems for Scale**

While God expanded our impact outward, we strengthened our structure inward. Souls Harbour began a two-year organizational initiative called **The Golden Books Project**, a comprehensive effort to document best practices and standard operating procedures across every department. This is a significant step toward scalability and consistency as we prepare for multi-provincial expansion as per our strategic plan.

We also deepened our leadership capacity by introducing three key roles:

- **Director of Expansion Opportunities (DXO)** – to manage future growth and new sites.
- **Director of Philanthropy** – to unify strategy and stewardship under one umbrella.
- **Senior Director of HR** – to liaison with our HR firm, strengthen systems and care for our expanding team.

These roles are the beginning of the infrastructure necessary to support a mission that has grown from a single site to a \$9 million operation spanning multiple communities.

In addition, Souls Harbour made a significant investment in professional infrastructure by joining **Peninsula**, a Global HR advisory and compliance firm that provides specialized HR support to organizations of scale. This decision followed a lengthy search for qualified candidates with advanced HR credentials and Canadian sector experience, and ultimately ensures that Souls Harbour's HR practices meet all national standards of compliance, policy, and protection.

To strengthen this area further, we hired a **Manager of Human Resources**, who holds a Master of Science in Human Resources and brings strong international experience, though she is new to the Canadian employment landscape. She provides essential support in HR operations, including payroll administration, staff onboarding, documentation, and employee relations.

Finally, our audit was completed successfully, confirming both financial health and continued compliance. Our internal culture of accountability remains one of our greatest strengths, further proven through our multiple certifications with excellence or distinguished status.

## **Vision & Outlook**

As we enter the 2025–2026 fiscal year, Souls Harbour stands poised for its next chapter of growth. The systems we built this year - financial, operational, and cultural - are the scaffolding on which future expansion will stand.

We are preparing to become a multi-provincial organization, extending the model that has worked so powerfully in Nova Scotia to other parts of Canada. The upcoming year will see further progress on the Golden Books, continued development of the Mobile Mission partnership, and exploration of new recovery and housing initiatives.

Yet even as we plan strategically, we remain anchored spiritually. Our vision for expansion is not driven by ambition but by obedience, with an aim to bring hope, dignity, and restoration wherever God opens a door.

## **Closing Reflection**

This was not a year of ease, but of evidence; evidence that God's hand is upon Souls Harbour. While we built systems, God sent provision. While we planned, God prepared the path. God honoured our efforts all the way.

From unexpected funds during a strike, to grants and government partnerships, to new leadership capacity and spiritual renewal, His fingerprints are everywhere.

As I look ahead, I am reminded that abundance in God's economy is never accidental.

My personal mission statement is *"to disrupt the nonprofit industry with an over-abundance of gratitude, generosity, and gentleness."* This vision is taking shape through Souls Harbour's continued growth, maturity, and unwavering commitment to serve with excellence.

Board Members, thank you for believing in the mission of Souls Harbour and walking this path with us. Together, we have seen the truth of Psalm 126:3 come alive:

*"The Lord has done great things for us, and we are filled with joy."*

Respectfully Submitted,  
Michelle Porter  
Chief Executive Officer,  
Co-Founder

# Anchored in Stewardship

## *Upholding Excellence of Souls Harbour*



*Grand Opening of Souls Harbour Drop In Centre, New Waterford, Cape Breton*

*"The Lord will open  
the heavens, the storehouse  
of his bounty, to send rain  
on your land in season  
and to bless all the work  
of your hands."*

*-Deuteronomy 28:12*

# Chief Business Officer's Annual Report

## Russ Conway

### Overview

This fiscal year overflowed with challenges that became opportunities. God continues to bless Souls Harbour Rescue Mission's work across Nova Scotia, and I am honoured to play a part in what we are accomplishing both in Halifax and throughout the province. As Chief Business Officer, I oversee all business operations, including our social enterprises. My role ensures that our business systems, financial management, and operational processes align with the Mission's strategic goals and support sustainable growth. With ongoing expansion opportunities, my focus remains on maintaining financial integrity and alignment with our mission.

### Highlights

We achieved **Imagine Canada's Standards Program accreditation**, Canada's leading nonprofit accreditation. With nearly 300 standards to meet, our first submission was exceptional, requiring only minor additional input. This milestone reflects the quality and integrity of our leadership and management. Souls Harbour is now accredited by three organizations: **Citygate Network, Canadian Centre for Christian Charities, and Imagine Canada.**

Mission Mart completed its seventh year with remarkable sustained revenue growth. Since opening, we have seen consistent increases with no downturns except during COVID-19 shutdowns. This fiscal year, Mission Mart generated **\$4.59 million in revenue** against **\$2.46 million in expenses**, producing a **\$2.13 million surplus** and an **86.7% return on investment**—far exceeding the 10–35% ROI typical for Canadian nonprofit thrift operations. These results demonstrate effective cost control, strong revenue generation, and mission-aligned business practices. Our ROI and reinvestment capacity position us among Canada's top-performing charitable retail operations.

Souls Harbour demonstrated exceptional financial strength overall, achieving **over \$2 million in net profit** on more than **\$11.1 million in total revenue**. Our strong balance sheet includes **\$2.7 million in cash** and **\$7.9 million in total equity**. This combination of profitability and liquidity demonstrates excellent fiscal management and positions us for sustained growth and expanded community impact.

## Key Insights

We have experienced incredible blessings in both financial and human resources, and with this abundance comes a profound responsibility. As the Mission continues to grow, it is imperative that we reinforce our success by ensuring our organizational structures and strategies are robust enough to withstand the pressures of change and steward these resources with the utmost integrity.

To secure Souls Harbour's long-term health, we must intentionally cultivate the next generation of leaders from within. A key priority is to identify and mentor our "rock stars" — the many bright, young individuals on our team — by replicating knowledge and experience. This focus on internal development is crucial across the organization, ensuring we are building a strong, capable leadership pipeline for future growth.

## Priorities for the Year Ahead

- Implement rigorous budget controls and disciplined financial management across all departments.
- Conduct a full appraisal of risk mitigation processes to ensure effective protection of the Mission's assets.
- Work directly with our bookkeeper to restructure the general ledger using location and class tracking, simplifying reporting and enhancing clarity.
- Develop a **Key Performance Indicator (KPI) Dashboard** in collaboration with the CEO, providing real-time data for strategic decision-making.

# Foundations of Care

*The steady ground of Souls Harbour*



*Grand Opening in Bridgewater: Naming of Foster's Kitchen (Longest running board member)*

*"Your people will rebuild  
the ancient ruins and will  
raise up the age-old  
foundations; you will be  
called Repairer of Broken  
Walls, Restorer of Streets  
with Dwellings."*

*Isaiah 58:12*

# Chief Operating Officer's Annual Report

## Cherry Laxton

### Overview

Given the increase in facilities, capital expenditures, and maintenance requirements, operational costs have grown significantly. To ensure compliance with building codes and safety regulations, greater funding was devoted to infrastructure improvements this year. While these projects required substantial investment, they also added long-term equity. As we near completion of the costliest projects, future expenditures should stabilize, focusing primarily on routine maintenance rather than major renovations.

### Highlights

The largest renovation project in recent years was the **Bridgewater development**, encompassing both the Pleasant Street and Empire Street properties. Pleasant Street received a full kitchen upgrade, new flooring, heat pumps, fresh paint, and new dining room furnishings. Empire Street underwent a complete retrofit with energy-efficient upgrades, including windows, doors, insulation, and HVAC systems. The renovation also created a kitchen, FreeMart space, and three bedrooms to serve women from the community in need of safe housing.

Another significant achievement was the creation of a **Health and Safety Committee**, now responsible for monitoring workplace safety across all sites. The committee conducts monthly inspections and reports findings to ensure compliance with provincial occupational health and safety standards.

### Key Insights

As Souls Harbour continues to expand, it is essential to maintain high facility standards to serve our guests safely and effectively. Investing in preventative maintenance not only ensures compliance and safety but also reduces long-term costs by avoiding major future repairs.

### Priorities for the Year Ahead

- **Truro Accessibility Renovation:** Complete the addition of a front ramp, accessible entrance, automatic doors, and barrier-free washroom, shower, and laundry facilities.
- **West Chezzetcook Development:** Prepare the property for future expansion by completing all preliminary work, ensuring readiness should Build Canada Homes funding become available.

# Hope in Motion

*The hands and feet of Souls Harbour*



*Grand Opening of Souls Harbour Dartmouth Drop In Centre*

*"He heals the brokenhearted  
and binds up their wounds."*

*-Psalm 147:3*

# Chief Program Officer's Annual Report

## Marni Yuke

### Overview

This past year focused on strengthening and stabilizing Souls Harbour's core services — drop-in centres, recovery programs, shelters, and mobile outreach. Each initiative emphasized consistency, staff development, and measurable impact. The goal was to expand capacity while remaining grounded in our mission: rescuing people from poverty, addiction, and despair through practical help, community, and the gospel.

### Highlights

We operated **seven drop-in centres** across Nova Scotia, including new sites in Amherst and New Waterford. Our men's recovery programs — one six-month and one twelve-month — grew in strength, and **The Helm** officially launched operations in January 2025 under Souls Harbour management. Two new shelters opened this year: a **20-bed co-ed emergency shelter (December 2024)** and a **33-bed men's shelter (February 2025)**, both funded through March 2026. The first **Forward House (House of Hope)** launched in Dartmouth, welcoming a Life Change Program graduate as the first resident.

Across our locations, we now serve an average of **10,000 meals monthly**, with numbers increasing during holidays and special events. Partnerships with organizations like **COBS Bread, Vandal Donuts, HRCE, and local hotels** have expanded our reach and provided vital resources for our programs.

Leadership development was also a key focus. Site managers showed resilience and growth, particularly through transitions at Cunard and Bridgewater. Emerging leaders are demonstrating strong capacity and alignment with our mission.

### Key Insights

Growth requires structure. As Souls Harbour's programs multiply, mid-level leadership roles are becoming essential for sustainability, oversight, and quality assurance. Investing in leadership strengthens our mission by improving retention, culture, and continuity of care.

## Priorities for the Year Ahead

- Finalize onboarding of three new Director roles: Guest Services, Residential Services, and Mobile Ministries.
- Launch **John Calvin House** and **Hope House** recovery programs.
- Open new drop-in centres in **Yarmouth** and **Dartmouth**.
- Continue enhancing training, performance tracking, and outcome measurement for sustainability and accountability.
- Expand data collection for impact reporting — tracking graduation rates, occupancy, meal programs, and cost efficiencies.

# Faith at the Core

*The spiritual heart of Souls Harbour*



*Annual Staff / Board Gathering : The Heroes of Souls Harbour*

*"Be shepherds of God's flock that is under your care, watching over them—not because you must, but because you are willing, as God wants you to be eager to serve."*

*-1 Peter 5:2-3*

# Chief Spiritual Officer's Annual Report

## Rev Ken Porter

### Overview

Souls Harbour Rescue Mission's spiritual foundation continues to deepen as our ministry expands. This year, I invited managers across our centres to reflect on how God is moving within their sites. Their responses revealed powerful evidence that transformation is happening daily — through prayer, Scripture, worship, and loving service. It remains my honour to serve as Chief Spiritual Officer, helping to ensure that every part of this growing ministry keeps Christ at the centre.

### Highlights

Across Nova Scotia, our teams reported numerous stories of salvation, baptism, renewed faith, and answered prayer. From Sydney Mines to Bridgewater, and from Halifax to Truro, staff and volunteers are witnessing God at work in lives once marked by despair.

- **Sydney Mines:** A volunteer formerly involved in the occult surrendered her life to Christ and was baptized this year. Guests and volunteers regularly attend local churches as relationships deepen through the Message of Hope services.
- **New Waterford:** Forty-six Bibles were distributed in the first two months of operation, and new believers are gathering regularly for the Message of Hope. Local pastors have begun collaborating on the possibility of a new church plant.
- **The Helm:** Residents initiated their own spiritual discussion group focused on fatherhood and faith. One participant's wife has also begun reading Scripture alongside him at home.
- **Bridgewater:** Three guests recently professed faith and were baptized. Weekly Bible study and discipleship gatherings continue to grow.
- **Halifax Shelter:** Staff regularly pray with guests and share Scripture one-on-one. Several men have found hope after deep grief and addiction, with staff witnessing genuine transformation.
- **Women's Home:** One long-term resident came to Christ and was baptized, completing a Celebrate Recovery program and inspiring others to seek faith.

These moments of transformation are the true measure of Souls Harbour's impact. Beyond meals, beds, or recovery milestones, the ultimate victory is the restoration of the human spirit through Christ.

## **Key Insights**

The spiritual temperature of an organization determines its vitality. As we continue to expand provincially, it is essential that our staff remain spiritually nourished and supported. Ongoing devotionals, pastoral care, and biblical training will help guard the heart of this ministry as it grows.

## **Priorities for the Year Ahead**

- Strengthen staff discipleship and pastoral care across all centres.
- Create a centralized spiritual resource library for chapel materials, devotionals, and Bible study tools.
- Partner with local pastors to increase Message of Hope coverage across all sites.
- Encourage peer mentoring among site leaders to share testimonies and best practices.

# *A Blessing for the Brave Hearted*

*May God bless you with discomfort  
at easy answers, half-truths, and superficial relationships,  
so that you may live deep within your heart.*

*May God bless you with anger  
at injustice, oppression, and exploitation of people,  
so that you may work for justice, freedom, and peace.*

*May God bless you with tears to shed  
for those who suffer pain, rejection, hunger, and war,  
so that you may reach out your hand to comfort them  
and turn their pain into joy.*

*And may God bless you with enough foolishness  
to believe that you can make a difference in this world,  
so that you can do what others claim cannot be done.*