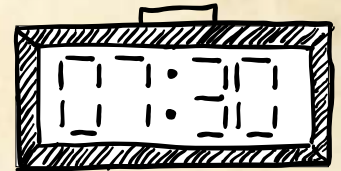
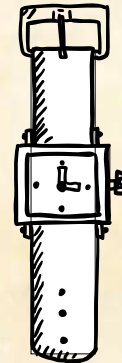
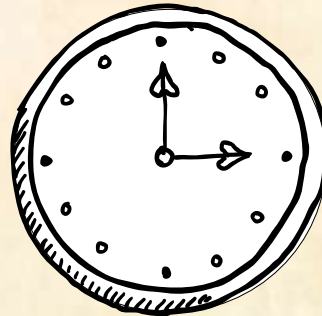
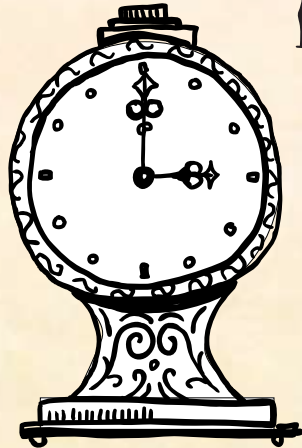
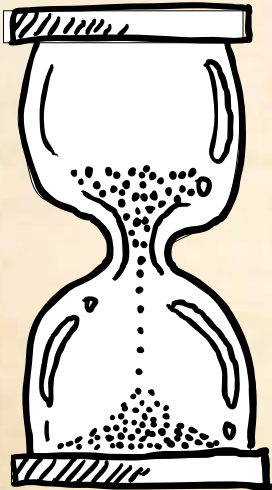




There is a Time for Everything Under Heaven...

ANNUAL REPORT 2017/2018



1967-2017

50 years of People Investing in People,
Inspiring Hope, Transforming Life



From the CEO

Last year was special as Ray of Hope celebrated 50 years of ministry! We learned a lot about our history as we reviewed God's faithfulness through good times and challenging times. 2017 also marked my 10th anniversary as the CEO of Ray of Hope. As I retire, the board is discerning who should lead the organization as we enter the next 50 years of ministry.

Typically, our annual report shares ministry stories and stats from the past year. However, given the milestones this year represented, allow me to reflect a little longer.

Time, although we measure it very specifically—60 seconds in a minute, 60 minutes in an hour, 24 hours in a day, 365 days in a year—can seem to drag on or be very fleeting, depending on our perspective. When we are anticipating a special moment, time seems to stand still. When we look back—especially on a precious experience—time seems to have flown by!

For me, the past 10 years have flown by. A myriad of experiences span a wide range of activities, relationships, achievements and failures. Some have been a source of joy and satisfaction while others have produced tears. Through it all, we moved forward trusting God to use our efforts for His purposes in our lives and the lives of those we serve.

In Ecclesiastes 3, the writer begins with these words, "There is a time for everything, and a season for every activity under the heavens." He goes on to list all kinds of experiences that life may bring, from sowing and reaping to birth and death. In a delicate balance between activities, we are proactive about some and reactive to others.

The writer of Ecclesiastes then makes some key points that provide me great comfort:

He has made everything beautiful in its time. I know that there is nothing better for people than to be happy and to do good while they live. That each of them may eat and drink, and find satisfaction in all their toil—this is the gift of God. I know that everything God does will endure forever. So I saw that there is nothing better for a person than to enjoy their work...

One last time let me say, "Thank You" to our staff, volunteers and supporters, but most of all to God for the gift of working alongside you for these 10 years. It's been my joy and I know God will continue to use Ray of Hope to be a place of People Investing in People, Inspiring Hope, Transforming Life.

Yours in Christ,
Harry Whyte
CEO, Ray of Hope

Harry's Highlights Over His 10 Years as CEO

- Helping to raise the profile of Ray of Hope in our community and increase the number of people who volunteer and partner with us.
- Assisting Ray of Hope to be more engaged with other community agencies so we can collaborate to address community issues.
- Working with Blue Sea Philanthropy to pioneer Coldest Night of the Year.
- Overseeing finding a new location for Welcome Home Refugee House and transitioning The Waterloo Region Dream Centre into the Ray of Hope Community Centre.

50 Years...

of demonstrating the Love of Christ with People who are Disadvantaged, Marginalized or Troubled

July 1967, Ray of Hope is incorporated

September 1972, Sod-turning at Hope Manor on donated property in New Hamburg

June 1973, Hope Manor opens as a home for troubled young men

January 1983, Anchor House opens in Kitchener as a second home for troubled young men

March 1985, Anchor House becomes a government-funded open custody facility

October 1987, Hope Harbour opens as an open custody facility

November 1997, Ray of Hope merges with Oasis Outreach Ministries to begin offering services for people in poverty

June 2000, Grand opening of Morning Glory Café to equip marginalized youth for employment and Project Oak to provide supportive housing

September 2003, Anchor House becomes a crisis intervention centre for young men

September 2005, Morning Glory Café opens a location at Heffner Lexus Toyota

March 2008, Youth180 opens to provide residential addiction treatment for youth

April 2009, Day Treatment begins so addicted youth can work on high school credits while receiving treatment and living at home

November 2010, Ray of Hope Community Centre opens in former Dream Centre location to provide more services for people in poverty

March 2015, Ray of Hope adopts Welcome Home to provide housing and resettlement support to newly arrived refugees

In 2017/2018, 150 staff along with 2,176 volunteers cared for approximately 3,000 troubled and addicted teens, people in poverty, youth struggling to find employment, and traumatized refugees.

Loving People in Poverty



A Time to Mourn...

Ray of Hope Community Centre (ROHCC) staff and volunteers are noticing increased drug use among Centre guests (especially crystal meth and opioids), which also increases mental health challenges and conflict. Incidents at the Centre rose from 63 in 2016 to 119 in 2017.



A Time to Dance...

- About 30 people call the ROHCC Chapel their home church.
- 2000+ volunteers served 67,427 meals to people in need in 2017/2018!
- Approximately 900 people/month supplemented their diets with food items chosen at the ROHCC Marketplace.

- Marketplace is now open at night—it's the only evening food hamper program in the region.
- In partnership with Lutherwood, a Housing Transition Worker began coming to the Centre on Wednesday afternoons to talk to homeless guests about getting into housing.
- We switched back to ceramic mugs away from regular use of Styrofoam cups.

"We love people where they are at. In the midst of guests' troubles, trials, and frustrations our staff sit with folks, listen to people's stories, build friendships, and have the opportunity to pray with people knowing that in God's timing lives will be changed."

—Jess Van Es, Program Director

WATCH Derek's story to hear how he got off drugs and onto a better path with the help of staff at the Ray of Hope Community Centre. "When I heard about Ray of Hope I was living in shelters or in drug houses. I was addicted to crystal meth...and living a criminal lifestyle."

—WATCH at bit.ly/ROH_DEREK

THANKS to the 674 walkers who participated in the 2018 COLDEST NIGHT OF THE YEAR EVENT and raised \$168,756 for the Ray of Hope Community Centre!



A Time to Dream...

ROHCC staff would like to see more access to affordable housing for people in poverty. They also hope that additional addiction services will be available for Centre guests when they are ready to receive help.

Supporting Marginalized Youth

Youth Reintegration Program (YRP)

This year, 32 youth in the Waterloo Region and Guelph, were assisted as they returned to the community from custody facilities. Ray of Hope staff demonstrated God's love as they listened to the youth, helped them to make positive choices and to get and keep jobs and housing.

"The most concerning issue in my work is the drug epidemic that affects the youth."

—Kent Taylor, YRP Staff

Alternative Education

In 2017/2018, _ youth with a variety of challenges—from anxiety to addictions—worked with a Waterloo Region District School Board teacher and 2 Ray of Hope staff in a supportive classroom to obtain high school credits.



Helping Youth Live Free from Addictions



A Time to Weep...

- When Ray of Hope's Youth Addictions Services (YAS) was envisioned in 2006-2007, we planned to treat addictions and refer clients for trauma treatment. We underestimated the amount of trauma our clients had experienced and over-estimated the capacity of other agencies. As well, youth didn't want to retell their painful stories. Now we treat trauma, relationship issues and mild to moderate mental health challenges alongside our addiction treatment.
- Over the last couple of years, we have seen a surge in Xanax use (benzodiazepine), which is quite addictive, and withdrawal is dangerous due to the risk of seizures.
- We are watching to see how the legalization of cannabis changes the substance abuse landscape. The new law does not prioritize public health.



A Time to Dance...

- Ten years ago, we sought to help addicted teens mainly through residential treatment. As our services evolved to respond to needs and complement the work of other agencies—we added a year-long, Monday-Friday, Day Treatment Program and expanded support for youth and their parents through Community Based Treatment.

- 19 youth were supported in their recovery from addictions while living at our Residential Treatment home for up to 4 months.
- March 28, 2018 marked 10 years of helping addicted young people get their lives on track through our residential treatment program.
- 21 youth learned to reduce dependence on substances and worked on high school credits at our Day Treatment program.
- 136 youth living in the community received practical and emotional support to beat their addictions during 1645 face-to-face or phone interactions with Ray of Hope staff.
- 121 family members of addicted youth received support during 872 in-person or phone interactions.
- Some YAS staff have received additional training, including in EMDR, a psychotherapy technique that effectively treats pain related to traumatic incidents and situations. We now have EMDR trained clinicians working in all of our treatment programs.
- To respond to the country-wide opioid crisis that touches our region, several of our staff were trained as trainers and they will distribute naloxone (overdose recovery medication) to our clients who need it.



- Youth in residential treatment love playing tennis at the Waterloo Tennis Club with ROH Chaplain John Murray, who plays tennis competitively.

Young Man Finally Ready for Treatment

This past year a young man in residential treatment was resistant to change and adamant he was just there to please his parents. Gradually, in conversations with staff, Tom disclosed some suffering from his past. He left abruptly before graduating. After trying unsuccessfully to make it on his own, Tom recently reached out to our staff to say he is truly ready to do treatment. **

—not his real name



A Time to Dream...

We need to continue to invest in more ways to treat the impacts of trauma. Evidence is that neuro-feedback is an effective supplement to conventional psychotherapy. I will explore introducing neurofeedback into our treatment programs.

—Glynis Burkhalter, Program Director



Welcoming Newly Arrived Refugees



A Time to Weep...

There is a severe lack of affordable, safe apartments in Waterloo Region. With no Canadian work experience, no rental or credit history, no guarantor, and minimal money, it is difficult for refugees to secure a place after leaving Welcome Home.

Many of our clients must wait up to 2 years before having a government hearing to determine if they can stay in Canada. This uncertainty causes emotional strain and makes it hard to build a life here.



A Time to Dance...

In 2017/2018:

- Welcome Home served 23 adult refugees (18+) and 12 children/youth under 18; 15 were female and 20 male.
- 16 of these 35 residents came as singles, the remainder were part of 6 families.
- During weekly Sing & Pray, residents from all faith backgrounds, sing, read scripture and pray for each other and loved ones.

- Some of the men have been reading through the gospels—to learn English and to learn about Jesus as they grapple with all they've seen and experienced in the name of religion.
- 80+ volunteers helped to serve Wednesday night House Dinners 32 times, they also cleaned rooms between refugee resident stays or played games with residents 10 times.
- Community was built among refugees and with volunteers during house dinners, Zumba nights, games nights, and weekly English Cafés (language practice).
- Ray of Hope Secure gave us a Fussball table that has helped bridge language and religious differences while providing hours of laughter and fierce competition.
- Our residents receive compassionate healthcare in our neighbourhood from Bridgeport Weber Dental Centre and Optical Illusions.
- We've begun leveraging more community resources to resettle refugees (Food bank, Family Support Worker, School Settlement Worker, Leisure Access programs etc.)



Jeremy and Melissa Burke and family participated in the Ride for Refuge in 2017 along with 99 other cyclists and walkers who raised \$31,777 for Welcome Home. THANK YOU TO ALL!

Christ's love is shown when a warm, safe bed, food and clothing are provided and when our amazing volunteers and staff listen and respond to needs. By the grace of God, we persevere in relationships with newly arrived refugees, even when they're so exhausted and traumatized that it's difficult for some to trust us.

—Sharon Schmidt Welcome Home Program Director



A Time to Dream...

We want to continue engaging local Jesus followers in welcoming newly arrived refugees. We would also like to connect each refugee with a network of Canadian friends to support them and demonstrate the Good News as they rebuild their lives in Waterloo Region—while they live at Welcome Home and after they move out.

Equipping Youth and Young Adults for Employment



A Time to Weep...

The largest barrier to employment that youth we serve face is poor mental health. Most struggle with anxiety and depression and have little to no self-confidence.

80% of our job is encouraging participants to take a chance—try to use a cash register or make a batch of cookies; try to serve customers or deliver food to a table. These tasks are very difficult for some of our participants. When they try, it is awesome to watch them realize they can do it and it's not as scary as they thought it would be.

—Sharlene Wallace, Program Director



A Time to Dance...

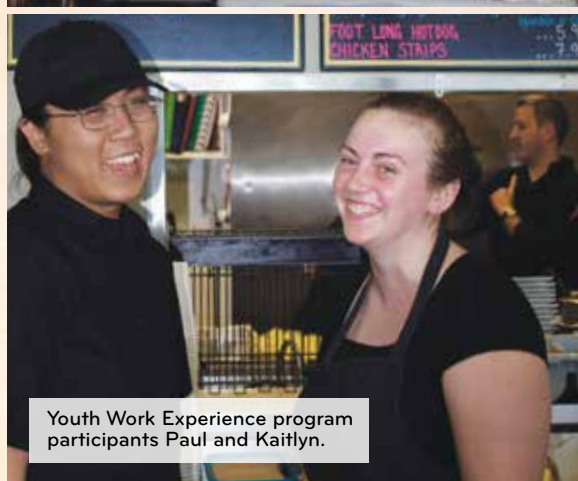
- 29 youth learned job and life skills during 6 weeks of in-class training, 10 weeks of working at the Morning Glory Café at Heffners or our catering operation, and a 10-week placement with an employer
- 11 participants are still in the program
- 10 found employment after graduating
- 5 returned to school
- 3 are not employed or in school
- We secured a 3-year contract with Services Canada that fully funds our program

Youth Employment is all about tough love. We have only 16 weeks with a participant before they face the “real world”. Every moment is a valuable learning opportunity. They have to learn a lot of skills in a short amount of time, so we push them hard. They see that we work even harder as we walk alongside them every step of the way. The youth know it's not about perfection—it's about progress. We celebrate every achievement and lovingly correct every mistake; it's the only way they will survive in their future employment.

—Sharlene Wallace, Program Director



Stephen and Rachel with Morning Glory Café at Heffner's supervisor John Knight. (right)



Youth Work Experience program participants Paul and Kaitlyn.



A Time to Dream...

We would love to have a job developer on staff who could focus on reaching out to new employers and arranging external placement opportunities.

Making the Most of the Time with Youth in Custody

A Time to Weep...

We see a significant amount of drug use among the youth we serve. Youth leaving custody often don't have enough support from their families, friends, and the community to make better choices. They also need safe places to live following release from custody.

A Time to Dance...

- Many of the 120 young men aged 12-19 who served time at Ray of Hope Secure enjoyed a new monthly chaplain's breakfast and devotional with Chaplain Hector and a staff member.
- The teens also responded well to Wednesday Chapel and a weekly lunch Bible study.
- We expanded our music program by adding to the instruments youth can learn and giving them an opportunity to record music.
- To enhance decision making, teens at Secure took a 12-session SNAP (Stop Now and Plan) course with staff from John Howard Society.
- Teens also received training in emotional regulation.
- 23 young men served time in our Open Custody program.
- 2 youth in Open Custody were baptized at a local church.

- Several long-term chapel volunteers come from as far as Toronto, Barrie, and London to connect with youth at Open and Secure—new volunteers, including more women, have been sharing their faith journeys during chapel.

We show the love of God by developing relationships with the youth in our program. They see that we care and experience God's love not only by what we say but also by what we do for them—such as cooking a special breakfast once/month and our annual pre-summer BBQ's. I love sharing God's love with these youth—being part of an organization like Ray Of Hope is a blessing!

—Hector Pineda,
Ray of Hope Secure Custody

We try to be relevant to the issues that youth are struggling with today—including substance abuse, thoughts of suicide, mental health, peer pressure, healthy relationships, sexuality and gender identity. Our goal is always to present the truth in love. How we do that continues to evolve, however, the life changing message of the Gospel of Jesus Christ has not changed and continues to be our focus.

—John Murray, Chaplain,
Ray of Hope



Learning Lessons from Service Dogs

Tom Abraham, ED of Civil K-9 has been coming to Ray of Hope Secure monthly to inspire young men in custody using object lessons from the training of his service dogs that help the youth think about their own strengths, skills and abilities.

A Time to Dream...

- We pray the youth we serve develop a relationship with Christ.
- The local Christian community could be more intentional about reaching out to youth in custody.
- We need a transitional/supportive housing program for youth in this region.

More Reasons to Celebrate

A Time to Succeed...

In September, a mature student asked to attend Ray of Hope's Alternative Education Classroom. After receiving addiction treatment, she had relapsed and now she wanted help in her personal life while she earned high school credits. As soon as she entered our program, we connected her to Ray of Hope's Community Based Treatment. She was very hard on herself and wanted everything to happen immediately. I reminded her there are times when you go two steps forward and one step back but the main thing is to keep going forward. We were very impressed with her willingness to change. She had goals and we RAN alongside her, supporting her to the best of our abilities. She worked diligently at getting a job, finding independent living, all while attending school. Today she has been accepted into 2 different Conestoga College programs and is waiting to hear back from the third. Who would have thought she could accomplish this much in a year!

—Donna Beerman, Supervisor
Alternative Education Classroom

A Time to Learn...

When Craig was 15, he began helping his mother in the family's small janitorial business. Ten years later he wanted something more. "I love talking to people. In janitorial work, you're alone."

Despite concerns about letting his family down, Craig signed up for Ray of Hope's Youth Work Experience Program. In the hands-on phase of the program, Craig wondered if he would be able to learn skills needed to work in a café—it was so different from janitorial work. "Soon, he knew customers by name and their orders by heart," says Saxon Guptill Craig's supervisor at the Morning Glory Café at Heffner's. "Craig gained so much confidence, it was a complete 180," adds Saxon.

Not only was Craig able to learn customer service, baking, and cooking skills, he contributed excellent ideas. "He helped me turn this place into what it is now. We're much busier and we've expanded our menu," says Saxon.

Café staff and customers were sad to lose Craig but happy to see him expand his horizons during a 10-week placement at Staples Office Supplies. "I love that I can build rapport with customers...some of them like me so much that when they come back to the store, they look for me," says Craig. Fellow employees helped Craig through the steep curve of learning the job and included him socially. "I'm really glad that I'm working here," says Craig who hopes to get a job with the company.

A Time to Believe...

I met a young man at Ray of Hope Secure who told me he was not interested in religion or in attending any of the Chaplaincy programs. I've gotten to know him better over the past year and have been able to talk to him more about God. Now he is attending all of our programs and is preparing himself to teach others about God by studying the Bible one-on-one with some of our staff. I've seen a great change in his behaviour towards his peers and staff.

—Hector Pineda, Chaplain, Ray of Hope Secure

A Time to Share...

Thank you to the **2,176** Volunteers who gave **36,180** hours in 2017/2018!



Passing the Torch of Passion for People in Need

Jon Hill began working at Ray of Hope when he was 21 years old. After 25 years working with youth in custody, Jon became the program director at the Ray of Hope Community Centre. Depending on God and wanting His best for people in need carried Jon through 17 years in a challenging ministry. In 2017, Jon handed the reins of the Community Centre to staff member Jess Van Es.

"I can't think of anyone on the planet who I would be happier to take my place," says Jon. "Jess has a very deep, determined passion for people and she can do the administrative part." Over the past 9 years, Jon and Jess have had a strong working relationship enabling them to improve the lives of people in poverty.

Looking back on his ministry, Jon says one thing he is most proud of is inviting small groups from churches, schools, families, and workplaces to regularly cook and serve meals. "It came out of my weakness," says Jon, adding "I am a terrible cook." Today, over 70 groups/year, with about 2000 different volunteers, share meals and friendship with people in need. Jon says, "I like to tell churches, 'This is your conduit where you can actually touch the lives of people who are really poor.'" Jess adds, "The meal teams we work with help our guests to see that people all over the region care about them."

Jon is also pleased that he has enabled volunteers to contribute their skills for programs like Rhythms of Hope—a weekly music session during which Centre guests learn and play instruments. "Our guests always hear that they're not good enough. These programs make them feel valued," says Jon.

Jess, who began volunteering at the Centre in 2009 and later joined staff, has brought fresh thinking to standard procedures. Noticing that people



Financials

Consolidated Statement of Financial Position

	ending March 31, 2018	
	2018	2017
ASSETS		
Current		
Cash	491,676	–
Temporary investment, subject to restrictions	317,500	234,353
Temporary investment, unrestricted	5,407	4,782
Accounts receivable	155,626	156,195
Inventory	7,901	8,456
Prepaid expenses	31,764	28,967
Government remittances recoverable	55,787	58,403
	<u>1,065,661</u>	<u>491,156</u>
Investments, subject to restrictions	<u>107,672</u>	<u>102,648</u>
Capital assets	<u>9,586,674</u>	<u>9,922,288</u>
	<u>10,760,007</u>	<u>10,516,092</u>
LIABILITIES		
Current		
Bank indebtedness	–	228,095
Accounts payable and accrued liabilities	892,562	1,108,555
Government remittances payable	80,121	79,062
Deferred contributions	26,405	–
Current portion of long term debt	156,699	167,009
	<u>1,155,787</u>	<u>1,582,721</u>
Callable debt	<u>568,166</u>	<u>954,142</u>
	<u>1,723,953</u>	<u>2,536,863</u>
Deferred capital contributions	<u>2,997,762</u>	<u>3,119,255</u>
Long term debt	<u>–</u>	<u>22,430</u>
	<u>4,721,715</u>	<u>5,678,548</u>
Net assets		
Net assets restricted for government programs	(482,015)	(504,024)
Net assets internally restricted	94,636	94,635
Net assets invested in capital assets	6,093,473	5,902,081
Unrestricted net assets	332,198	(655,148)
	<u>6,038,292</u>	<u>4,837,544</u>
	<u>10,760,007</u>	<u>10,516,092</u>

Consolidated Statement of Operations & Net Assets

	ending March 31, 2018	
	2018	2017
REVENUE		
Government contributions	6,373,907	6,470,215
Private contributions (donations)	843,418	825,485
HRDC & other grants	684,310	1,002,724
Gain on investments & assets	7,551	(394)
Rental, investment & rebates	383,868	347,437
Café sales	408,611	395,949
	<u>8,701,665</u>	<u>9,041,416</u>
EXPENSES		
Salaries & benefits	6,472,249	6,241,189
Amortization	180,049	202,749
Building occupancy	682,146	716,794
Capital acquisitions	140,599	418,922
Interest on long term debt	31,806	41,417
Office & other	184,367	175,614
Program & client needs	672,064	692,875
Promotion & publicity	82,001	80,516
Purchased services	76,981	23,355
Travel	126,191	122,496
	<u>8,648,453</u>	<u>8,715,927</u>
Excess of revenue over expenses from operations	<u>53,212</u>	<u>325,489</u>
Gain on Sale of Land	1,147,536	
Excess of revenue over expenses for the year	<u>1,200,748</u>	<u>325,489</u>
2017/18 Expenses by Funding Group:		
Youth Justice	4,736,025	4,836,412
Youth Addiction	1,637,080	1,628,630
Community Services	1,474,385	1,405,790
Youth Employment	800,963	845,095
	<u>8,648,453</u>	<u>8,715,927</u>

A Time for Everything...

Dear Friends,

This past year, Ray of Hope commemorated 50 years of demonstrating the love of Christ with the disadvantaged, marginalized and the troubled. We have rejoiced with those whose lives have been changed and grieved for those who have succumbed to the dangers of this world. There have been times of great blessing and growth, and times of burden. At all times, we have continued to praise God and give thanks for His provision and for the support of our donors and volunteers.

In the midst of this celebratory year, our CEO Harry Whyte announced his retirement. We are very grateful for Harry's leadership over the last 10 years. He brought stability, vision and creativity to Ray of Hope at a time of internal and external pressure. Through it all, Harry has remained positive and encouraging in his approach. We will definitely miss his drive to do good, his openness and his infectious sense of humour. We wish Harry all the best in his retirement!

Next year is shaping up to be one of the most exciting in our history. Changes to our facilities, opportunities to partner with other community programs, fundraising events, and outreach activities will bring increased awareness and utilization of our programs. Please continue to pray for God's direction and blessing on Ray of Hope as we build on what He is doing in our community.

Michelle Scott,
Ray of Hope Board President

2017/2018 Board of Directors

Michelle Scott (President), Nursing & HR Management
Gerry Martin (Vice President), Owner, Waterloo County Construction Ltd.
Reta Malloy (Secretary), Community Care, Case Manager
Marlene Brubacher (Treasurer), Senior Accountant, MGS & Co.

DIRECTORS AT LARGE

Carl Hartwig, Senior Credit Risk Manager, Kindred Credit Union
David McKee, Retired Lawyer, formerly VP & Associate General Counsel, Sun Life Financial
Ken Smith, Proprietor, Heritage Design
Marlies Hoffmann, Registered Nurse, Child & Adolescent Services at Grand River Hospital
Theo Lariviere, Constable, Waterloo Regional Police Service
Shawn Matches, Firefighter, City of Kitchener Fire Dept.
Sandy Hughes, Part-time Consultant
Douglas Witmer, Administrator (retired), WLU

How You Can Help

Pray

Raise Funds

For refugees, during the Ride for Refuge, September 29, 2018.

For people in poverty, Coldest Night of the Year February 23, 2019.

For youth needing employment, Ray of Hope Golf Classic, June 10, 2019.

Give Your Time

At the Community Centre with people in poverty.

In the chapel program with youth in custody.

With refugees at Welcome Home.



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Ray of Hope