

BUILDING ON STRENGTHS FOR A STRONGER FUTURE



ANNUAL REPORT 2018/2019



People Investing in People, Inspiring Hope, Transforming Life

Message From the CEO



When I started as CEO at Ray of Hope on August 1, 2018, I jumped into the role head first. As a new leader, I felt it was important to learn the organization and to get to the know the

people that I would be working with.

I began with an agency-wide survey asking all employees about organizational culture, strengths, ideas for change and issues they thought I should be aware of.

The survey and these last several months on the job, have helped me to identify the strengths of our team and organization. It has been my joy to get to know our staff who are as caring as they are professional.

Using a strength based approach, I plan to enhance the team and our organizational culture through open, honest communication, as well as, transparency and accountability. I am a team player and I like to lead by example. I try to empower others and provide opportunities for growth and learning so that staff feel equipped for their roles.

Our frontline staff are also helping the youth and adults that we serve to recognize their strengths so they can put them to use to solve problems and build a better future.

As we continue to work together to achieve our vision and mission, I am thankful to have so many that share in our values and the work we do. Our partners in the government and private sector, our generous donors, our dedicated staff and volunteers – all of you make an incredible difference in the lives of the people we support and the communities they contribute to.

My prayer is that you will embrace your God-given abilities and resources. I pray that you will let God's sufficiency be your strength so that you can watch Him work amazing things in you and through you. It has been my privilege to serve Him in this role and I know that God will continue to use Ray of Hope to be a place of *People Investing in People, Inspiring Hope, Transforming Life*.

In the Potter's Palm I remain,

A handwritten signature in black ink that reads "Tonya Verburg". The script is cursive and fluid.

Tonya Verburg
CEO, Ray of Hope



Tonya Verburg's long-term vision for Ray of Hope:

- To ensure that we maintain our Christian values while fulfilling our vision and mission
- To sustain existing programs before we consider growth
- To ensure all of our programs follow a trauma informed model of care
- To foster a strengths-based organizational culture full of trust, honesty, empowerment and accountability.

A Strengths-Based Approach to Caring



When fulfilling our mission to demonstrate the love of Christ with those who are disadvantaged, marginalized or troubled, it's easy to focus on weaknesses. A strengths-based approach helps our staff and volunteers to remember that we are loving people with weaknesses as well as strengths. Our job is to help the youth and adults we serve to recognize their God-given abilities and resources. They are in the driver's seat of their lives. We can offer guidance from the passenger seat—when invited.

In this report, discover how Ray of Hope staff and volunteers build on the strengths of those we support to help them create a stronger future.

Getting Stronger for Service

ACCREDITATION

Ray of Hope is pursuing certification with the Canadian Centre for Accreditation (CCA). Accreditation will help us exceed industry standards for similar charities; lower organizational risk; provide industry accountability and national recognition; and guide us in creating excellent strengths-based services. Other respected agencies accredited by CCA: Carizon, Kitchener Downtown Community Health Centre, and Lutherwood.

INCREASED TRAINING

ROH Community Centre staff have started offering quarterly training for volunteers on: Drugs 101, A Trauma-informed Approach, Poverty Culture, and Suicide Awareness.

ROH Secure Custody staff trainers received instruction in recognizing and responding to all types of trauma that youth in custody may have

experienced. They will train other staff as we seek to become the first youth justice program in Canada with a trauma-informed approach.

Welcome Home staff participated in workshops led by the Immigrant and Refugee Mental Health Project and read books about serving refugees from a Christian perspective.



THANKS to 595 walkers & 2040 donors who raised \$156,822 for the ROH Community Centre in the 2019 COLDEST NIGHT OF THE YEAR EVENT.

Empowering People in Poverty & Youth

In 2018/2019 at ROH Community Centre

- 67,580 meals were served
- 3,686 food hampers given out
- 820 guests/month served on average, 280 were children

Our guests' resilience continues to amaze us. They persevere through mental and physical health issues, a lack of affordable housing, struggles with addictions etc. They

also build friendships across cultures and social groups at the Community Centre.

This year, we reduced Centre open hours from 6.5 to 4 hours/ evening and added a full-time Program Coordinator, Boris Emmanuel, so that we could provide better service to our guests (see story p5).

Resiliency helps Youth Reintegrate

In 2018/2019, Youth Reintegration Program staff helped 29 young men and 3 women transition back to the community after custody.

Kent Taylor has worked with youth in conflict with the law for 22 years with Ray of Hope. For ten of those years, he has helped young men and women on probation to reintegrate after leaving custody. Kent recognizes the strengths that youth need to make changes. "If they are

resilient and determined, they can apply those strengths to finding a job and changing peer groups," says Kent. He adds, "If they're stubborn and have some attitude, I can help them use it for good." A recent study done by Conestoga College students,

that included 3 former Ray of Hope participants, determined an important factor that helps youth successfully reintegrate is a caring integration worker to help them navigate the community. Kent is one of those guys who really cares.



This year, 14 students in **The Ray of Hope Alternative Education program** earned 17 high school credits. The teacher, helped each of these students, who struggle in a regular school environment, to leverage their strengths and interests to complete credits. Two ROH staff support the students personally.

The Power of Respect

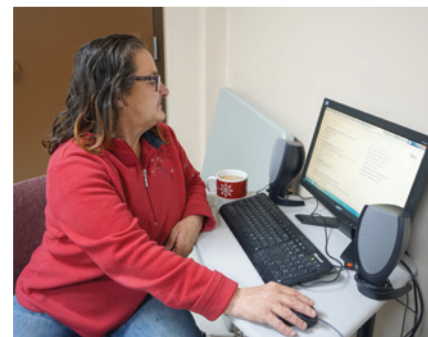
When Boris Emmanuel began at Ray of Hope last fall, Community Centre Program Director, Jessica Van Es, asked him to gather input from Centre guests. “We have valuable individuals here who need to have a voice in what happens,” Jessica told Boris. She also asked him to develop an advocacy program to help people in poverty make lasting changes.

During guided conversations, Centre guests told staff and volunteers that they value meals, showers, laundry facilities, and a quiet place to talk. In response, Boris developed the Resource and Advocacy Program (RAP) Room. In this quiet space, Boris is careful not to rush guests or make assumptions as he listens to what’s bothering them. “Often the issue they come with is not the real problem,” says Boris. He also helps them discover strengths they can use to solve problems.

For example, a couple complained to Boris that their doctor was not listening to the husband. Instead, of calling the doctor for them, Boris helped

them determine that the woman was good at organizing and taking notes. She made a list of her husband’s symptoms and went with him to the next doctor’s appointment. As a result, the doctor listened and made changes to the man’s treatment that have improved his health. The couple is proud they handled this situation and feel better equipped to solve their next problem.

Applying this strengths-based approach at the Community Centre has had other benefits. Boris encourages volunteers to give respect and to expect it in return. This means politely asking guests to clean up their tables instead of doing it for them. “Some volunteers worried that guests would push back and swear at them,” says Boris. Instead, guests have risen to those expectations. They have also taken more ownership of keeping the atmosphere peaceful. If someone starts shouting, Centre guests tell the person to respect the place, and the staff, instead of joining in the commotion.



In the new Resource and Advocacy Program (RAP) room at the Community Centre, guests can meet with Ray of Hope Program Coordinator Boris Emmanuel to discuss issues and get help solving their own problems. Above Gabriel and Rebecca are using RAP room computers to help Dave look for an affordable room to rent. Top, Dave plays some music with Boris (left).

When the survey revealed that many guests were not aware of all the great services offered at the Centre, staff decided to place screens promoting the programs in the dining room. “Our guests were really excited about that and someone suggested fundraising

for the screens,” says Jessica. Now, some guests are using their strengths as they plan a fundraiser to give back to the Centre that they love. “Our folks have skills to share and we get to draw that out in them,” says Jessica.



Strengthening Youth to Fight Their Addictions

I am often amazed by the courage and determination demonstrated by our clients... It takes courage to admit a situation has gotten out of hand, to face one's self and to try new ways of dealing with familiar challenges.

– Glynis Burkhalter, Program Director, Youth Addiction Services (YAS)

Sobering Facts

- 90% of substance use problems start between 12 and 20 years old
- A substance abuse “career” can be shortened by 10 years if treatment begins in adolescence
- Many youth that we serve have learning or developmental problems and challenging family situations; most had difficult childhood experiences
- Youth often abuse substances to cope with trauma

Promising NeuroFeedback Pilot Project

This year over a period of four months, 18 YAS clients received neurofeedback brain (NFB) training*, plus our usual addiction treatment. The youth reported a reduction in anxiety, depression and stress plus other positive benefits. Next year, we hope to offer NFB training to more youth to confirm its effectiveness. So far, NFB seems to quiet the minds of addicted youth, which helps them engage in deep treatment like talk therapy and reduces their relapse rates.

**The NeurOptimal® Neurofeedback machine is recognized by the FDA and Health Canada as a non-medical personal wellness device that reads brainwaves and gives the brain feedback to help it regulate itself so it can focus on conscious tasks.*

YAS also continues to provide Eye Movement Desensitization and Reprocessing (EMDR) therapy, which reduces trauma symptoms.

Addictions in 2018/2019

- 15 addicted youth were supported in their recovery while living at our Residential Treatment home for 4-6 months
- 17 youth learned to reduce dependence on substances and worked on high school credits at our Day Treatment
- 269 youth living in the community received practical and emotional support to beat addiction
- 152 youth at our Open and Secure Custody facilities participated in addiction recovery support groups
- 128 family members of addicted youth received support during 872 in-person or phone interactions



Refugees are amazingly resilient and resourceful. They come from countries in which they were no longer safe and fought for their safety until arriving in Canada. When residents arrive at Welcome Home, they're eager to learn English and find a job in order to continue fighting for themselves and their families.

—Vanessa Tolero, Welcome Home Program Coordinator

Preparing Refugees for Life in Canada

With no rental or credit history, finding housing is especially difficult for refugees. Staff help residents prepare a package with a reference from Welcome Home and a Canadian employer if they have a job. We support their independent search for housing and show them how to take public transit. This year, two refugee families and several singles successfully secured permanent housing.



Welcome Home staff and residents Christmas 2018.

Refugees leave behind family and friends when they flee. This year, we worked hard to help refugees strengthen their social connections to create community.

In 2018/2019

- We housed and served 37 refugees
- An average of 20 volunteers/month assisted with English Café, Pray & Sing Night, a weekly house dinner, room maintenance, and 1 on 1 support



What Refugees are Saying...



Youth Employment Grad Gives Advice to Participants



Hello Cohort 11,
First, there is no excuse for you not to be successful in this program. You are given all the tools you will need including free lunch...

This is going to be the best opportunity of your life, don't waste it, value every moment!

Coming into this program, I had zero self confidence. Before this, my life was nothing but chaos and substance abuse. If you're struggling with that ask for help—Judy and Sharlene are there to help you access those resources.

Discovering your true skills and abilities and knowing where you shine is the greatest feeling—especially when you doubt yourself. Knowing these things makes your

mock interview and real-life interviews easier!

Show up on time every day. If you're tired, brew a coffee...it's not worth it to even miss one day.

This is going to be the best opportunity of your life, don't waste it, value every moment! Some days will be more challenging than others. But I can guarantee that if you put in the work, you will be a changed person by the end. If you feel like giving up, try and see the bigger picture for yourself. You'll thank you later!

I hope you all feel just as good about this program [as I do].

– Courtney C., Youth Employment Program, Graduate



Anxiety and depression are still the number one barrier to employment. Lack of experience and connections in the community are also significant challenges. The youth we serve are motivated to make life better for themselves and their families. They bravely overcome their fears and push forward even when life gets hard.

– Sharlene Wallace, Program Director,
Youth Employment Services

In 2018/2019 Youth Employment Services

- 25 youth were enrolled in our 26-week federally funded program (participants paid minimum wage)
- 5 are currently in our Morning Glory locations; 1 in school; 15 employed; 4 looking for employment
- 4 youth went through our 17-week privately funded program, (participants receive a stipend). All 4 returned to school or are employed.

Dedicated Golfers Honoured for 25 Years Raising Funds

At the 2018 Ray of Hope Golf Classic event, Len Neumeister, Bruce Nicholson, and Nyle Bauman were honoured for their dedication in raising funds for Ray of Hope over the past 25 years. All three were part of the very first golfing event to raise funds for the Community Centre. They continued their efforts when the event switched to supporting the Youth

Employment Services.

In the early days, Bruce ran around the course trying to play as many rounds as possible because he was sponsored per hole. "One year I did 108 holes," says Bruce. It was during one of these frenzied rounds of golf that Bruce met Len. Thinking he was too far away to hit the green, he wound up with his three wood and the ball soared toward the Ariss



At the 2018 Ray of Hope Golf Classic event, Len Neumeister, Bruce Nicholson, Nyle Bauman (pictured above) were honoured for their dedication in raising funds for Ray of Hope over the past 25 years. Over the last 5 years, they collectively raised \$69,000.



"When its for a cause you believe in, don't be afraid to ask. The worst someone could do is not give."

Valley Golf clubhouse where Len was walking. The ball hit Len's jacket and tore the pocket. Bruce rushed up to apologize. "We've been friends ever since," says Len.

The three say the Ray of Hope Golf event is well run and that the prizes are good. Bruce

has won three or four sets of Muskoka chairs, which he uses at his cottage. When someone sits in a chair, Bruce says "Can I mark you down as a sponsor?"

They all appreciate hearing café participants tell their stories at the golf banquets. "I enjoy golf, but lives are being changed and that's why I keep coming back," says Len.

"It's a good local cause to support," Nyle tells sponsors.

Thanks to generous donors, over the last 25 years Nyle has raised more than \$132, 000 for Ray of Hope. The three together in the last 4 years have raised more than \$55,000. "What makes this event work is guys like you asking donors to give," says ROH Chief Development Officer Scott Brush.

To the next generation of golfers, Nyle says, "When its for a cause you believe in, don't be afraid to ask. The worst someone could do is not give."



Helping Youth in Custody Reach Their Potential

Created in the image of God, each young person we serve has strengths, abilities and talents which we seek to uncover to help them reach their potential. Some have artistic or musical talents, others are great problem solvers, have an aptitude for working with their hands, or are good at sports. Some are excellent communicators and others are compassionate.

– Jeff McCrea, Program Director, Open Custody

Young Man Makes the Best of Custody

When Dave* arrived at Ray of Hope's Open Custody facility he wouldn't look people in the eye and he mumbled. Several months later, when Dave was released he smiled, laughed, and talked easily. "Dave's transformation can be credited first of all, to God's grace and to prayer," says ROH Chaplain John Murray. John also acknowledges the amazing holistic care Dave received from ROH staff at Open Custody and Youth Employment Services. Incredibly, Dave was granted an early release. The judge told him "If 'society' was here to see how well you have used

every program and educational opportunity available to you while in custody to improve your life, they would understand why I am granting you a review of disposition." While in custody, Dave completed his high school credits and got his diploma. During a (volunteer) work placement at Morning Glory Catering, he received WHIMIS and SMARTServe certificates and learned valuable work skills. Dave's family is very grateful. "He came out of his shell while with us, gained new life skills, and created a vision for his future," says John.

*not his real name

Last year, there were an average of 15 youth/month in Secure Custody—most stayed about 49 days.

New or Enhanced Programs at Secure Custody

- In our **shop program**, youth made and sold cheese boards, Muskoka chairs, and wooden sample platters. Earnings went to renovate the Secure weight room and youth donated \$1500 to 3 local charities.
- We offer **HUB of Community Learning 2x/week** to empower youth to learn skills to overcome their risk factors for criminal activity including emotional and behavioural disorders, learning disabilities, parental abuse and neglect, poverty, and lack of maturity.
- Youth representatives from each unit belong to a **Youth Advisory Committee** that meets with staff managers and probation officers.
- Community partners offered **weekly Yoga** to help youth learn to reduce stress, build strength, and improve sleep

Many of those we serve have experienced significant trauma. Sometimes they act out negative emotions by committing crimes, sometimes by using drugs. Many of them thrive in our program once they realize they are safe and cared for.

– Dale Prosser, Program Director, Secure Custody

Financials

Consolidated Statement of Financial Position

ASSETS

	2019	2018
Current		
Cash	110,487	491,676
Temporary investment, subject to restrictions	321,945	317,500
Temporary investment, unrestricted	4,759	5,407
Accounts receivable	275,195	155,626
Inventory	8,299	7,901
Prepaid expenses	31,485	31,764
Government remittances recoverable	14,937	55,787
	<u>767,107</u>	<u>1,065,661</u>

Investments, subject to restrictions	<u>101,488</u>	<u>107,672</u>
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Capital assets	<u>9,645,274</u>	<u>9,586,674</u>
	<u>10,513,869</u>	<u>10,760,007</u>

LIABILITIES

Current		
Bank indebtedness	5,000	-
Accounts payable and accrued liabilities	772,042	892,562
Government remittances payable	78,852	80,121
Deferred contributions	43,260	26,405
Current portion of long term debt	166,230	156,699
	<u>1,065,384</u>	<u>1,155,787</u>
Callable debt	425,084	568,166
	<u>1,490,468</u>	<u>1,723,953</u>

Deferred capital contributions	<u>2,901,020</u>	<u>2,997,762</u>
Long term debt	<u>-</u>	<u>-</u>

Net assets		
Net assets restricted for government programs	(482,785)	(482,015)
Net assets internally restricted	94,636	94,636
Net assets invested in capital assets	6,382,365	6,093,473
Unrestricted net assets	128,165	332,198
	<u>6,122,381</u>	<u>6,038,292</u>
	<u>10,513,869</u>	<u>10,760,007</u>

Consolidated Statement of Operations & Net Assets

REVENUE

	2019	2018
Government contributions	6,304,259	6,373,907
Private contributions (donations)	881,999	843,418
HRDC & other grants	893,014	684,310
Gain on investments & assets	1,475	7,551
Rental, investment & rebates	326,705	383,868
Café sales	411,450	408,611
	<u>8,818,902</u>	<u>8,701,665</u>

EXPENSES

Salaries & benefits	6,795,169	6,472,249
Amortization	212,019	180,049
Building occupancy	658,326	682,146
Capital acquisitions	100,681	140,599
Interest on long term debt	23,722	31,806
Office & other	191,672	184,367
Program & client needs	647,167	672,064
Promotion & publicity	71,567	82,001
Purchased services	45,566	76,981
Travel	119,507	126,191
	<u>8,865,396</u>	<u>8,648,453</u>

Excess of revenue over expenses from operations	<u>(46,494)</u>	<u>53,212</u>
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Gain on Sale of Land		1,147,536
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Excess of revenue over expenses for the year	<u>(46,494)</u>	<u>1,200,748</u>
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2018/19 Expenses by Funding Group:

Youth Justice	4,653,325	4,736,025
Youth Addiction	1,691,621	1,637,080
Community Services	1,481,689	1,474,385
Youth Employment	<u>1,038,761</u>	<u>800,963</u>
	<u>8,865,396</u>	<u>8,648,453</u>

2018/2019 Board of Directors

Michelle Scott
(Board President)
Nursing &
HR Management

David McKee
(Vice President)
Lawyer (retired),
former Vice-President
and Associate
General Counsel,
Sun Life Financial

Reta Malloy
(Secretary)
Community Care,
Case Manager

Marlene Brubacher
(Treasurer)
Senior Accountant,
Accountable LLP

Directors at Large

Sandy Hughes
Instructional Designer,
University of Guelph
Educational Consultant,
McMaster University

Carl Hartwig
Senior Credit
Risk Manager
(semi-retired),
Kindred Credit Union

Marlies Hoffmann
Registered Nurse,
Child & Adolescent
Services at
Grand River Hospital

Ken Smith
Proprietor,
Heritage Design

Shawn Matches
Firefighter,
City of Kitchener
Fire Department

Theo Larivière
Constable,
Waterloo Regional
Police Service

Douglas Witmer
Administrator
(retired), WLU

Del Brubacher
Owner/President,
Mardel Electrical &
Mechanical Ltd.



How You Can Help

 **Pray**

 **Raise Funds**

- for people in poverty, Coldest Night of the Year Feb. 22/20
- for employment training for youth, ROH Golf Classic, June 8/20

 **Give Your Time**

- at the Community Centre with people in poverty
- in the chapel program with youth in custody

 **Give a Donation**
online at rayofhope.net

Thanks to the 2,251 volunteers who served 36,211 hours with Ray of Hope!

230-659 King St. E Kitchener, ON N2G 2M4 • info@rayofhope.net • 519-578-8018
Give online at www.rayofhope.net • www.facebook.com/RayofHopeInc

Ray of Hope 