

Jars of Clay in the Potter's Hand

Ray of Hope 

ANNUAL REPORT 2020-2021

From the CEO



Through the extraordinary challenges of 2020, Ray of Hope was molded and shaped by the skillful hands of the divine Potter. We were hard pressed but not crushed.

Our amazing team gracefully navigated this year's challenges, and all the accompanying stresses, while keeping our mission front and center. Staff and volunteers flexibly learned new skills and picked up additional duties to ensure the work of

Ray of Hope not just survived, but thrived.

We also worked alongside community partners in response to the COVID-19 pandemic to meet the needs of people who are homeless (see p 5). I am deeply impressed and proud of the professionalism and breadth of service this community provides for vulnerable people.

What a blessing you our donors and supporters continue to be for Ray of Hope! So many of you responded with heartfelt kindness and shared what you could to help us achieve our mission. Your incredible gifts and encouraging messages truly reflect the love and support of our community. We can never thank you enough.

Every day presents a new opportunity to demonstrate Christ's love, from serving a warm meal on a cold day, to supporting teens as they tackle addictions and empowering youth in custody to succeed. With your help, Ray of Hope will continue to reach more people with health, hope and lasting change.

In the Potter's Hands I faithfully remain,
Tonya Verburg, CEO, Ray of Hope

“We have this treasure in jars of clay to show that this surpassingly great power is from God and not from us. We are hard pressed on all sides, but not crushed...”

– 2 Corinthians 4:7-9a

Shaped by Our Heavenly Potter

Hard Pressed

What a year! We had to balance meeting our clients' increasing needs with keeping staff and volunteers safe.

"When everyone else was encouraged to stay home, most of our staff had to show up in person every day. Some interacted with vulnerable, at-risk people who may or may not have followed public health guidelines to wear masks and physically distance. Our staff are resilient and strong!"

Lisa Haller, Ray of Hope, HR Director

But Not Crushed

- Our Health & Safety Officer, Chuck McBride, sourced PPE and researched best practices. He also helped Secure Custody, Open Custody, Morning Glory Café, the Community Centre, Youth Addiction Services, and our other programs implement protocols in harmony with ever-changing government mandated regulations.
- We implemented a Job Evaluation System to set fair, internally equitable wage rates. This helped us become a Living Wage employer!



In 2020, we updated our mission, vision and action statements to better respond to the persons we support.

MISSION

To demonstrate the **Love of Christ** by:
Investing in People
Inspiring Hope
Transforming Life

VISION

We envision a community where all people are empowered to experience **hope, connection** and **positive change**.

ACTION

We will accomplish this by providing a **safe** and **supportive** environment where **strength-based** and **trauma-informed** services are provided for all.

This is achieved with the people we support, our community, churches and government agencies.

Caring for People in Poverty

Hard Pressed

- For a time, we closed the Community Centre dining room and offered take-out meals.
- Many volunteer-led programs were on put on hold.
- We had to quickly transition to a temporary overnight shelter for 2 months.
- Some staff left, and others joined the team.
- More Centre guests overdosed.

“A young man died of an overdose in a local apartment. The week before, our staff brought him back from the brink of a fatal overdose in our washroom. These deaths are incredibly tough to deal with.”

– Dan Wideman, Community Centre Program Manager

But Not Crushed

- We re-opened our dining room with socially distanced seating.
- We received a grant to open 9 am-9 pm and began offering breakfasts and lunches giving people a safe place to be all day.
- With the Region of Waterloo and House of Friendship, we operated an emergency shelter for 2 months.

“In the midst of the turmoil, the community was eager to help. People pulled up to the Center with trunk loads of food and supplies, including lovingly hand-crafted face masks.”

– Ken Wideman, Manager of Volunteer Services

In 2020/21

- 46,439 meals were served to people in poverty
- 829 food hampers were given
- 471 showers taken by guests
- 843 volunteers in 66 teams donated 7,087 hours and ingredients for the 365 suppers they served



An incredible \$235,068 was raised through Coldest Night of the Year—our most ever!

Local Agencies Collaborate to Protect Homeless People



“The level of need in our community has grown beyond what one organization can meet,” says House

of Friendship Executive Director John Neufeld. Two and half years ago, a handful of local agencies serving people experiencing homelessness discussed collaborating. Ray of Hope was at the table as community leaders shared a meal and explored combining organizational strengths instead of working in silos.

“When the pandemic hit, we were able to take action quickly.

[Collaborating agencies] supported each other to problem solve,” says John. More shelter beds were needed so House of Friendship and Ray of Hope joined forces to accommodate overnight guests at the Community Centre for two months. Morning Glory Café also began catering breakfasts for local shelters. Sanguen Health Centre and The Working Centre sent medical staff to care for vulnerable people at House of Friendship and Ray of Hope.

“Activities that would normally take years to get off the ground happened quickly because of the relationships and the trust that we built.” The interagency collaboration also kept COVID-19 at bay—there

were no COVID-positive cases among homeless people until January 2021. Together the agencies rapidly and efficiently vaccinated 80% of street-involved adults in Kitchener-Waterloo. Convinced they’re “stronger together,” Inner City Health Alliance members will continue cooperating to enhance the well-being of local homeless people.

“Ray of Hope’s significant gift to this region is a dignified, welcoming space where people can eat good food and be with helpful volunteers who care about them,” says John. He appreciates that at the Community Centre, volunteers from all walks of life find common ground with those living in poverty.

John adds, “Ray of Hope donors can feel good supporting an organization that thinks outside itself and leverages their donations to strategically move the needle on local hunger, poverty, and housing.”

“When the pandemic hit, we were able to take action quickly. We supported each other to problem solve.”

– John Neufeld, House of Friendship

Helping Young Adults with Employment

Hard Pressed

- March 2020, all Youth Employment staff were laid off except the Program Director.
- We lost our entire catering business because workplaces were closed and events ceased.
- Revenue was halved at Morning Glory Café at Heffner because customer numbers had to be reduced in the dealership.
- Sales are increasing, but we're operating with a skeleton staff.



But Not Crushed

- We pivoted our catering to provide meals for the Community Centre and local shelters including the House of Friendship Emergency Shelter.
- Although we delayed Service Canada contract start-times, we're proud to be on track to meet all targets and deadlines!
- In less than a week, our Employment Counsellor Rebecca completely reformatted our in-class curriculum to serve participants virtually.

In 2020/21

- 30 participants started the program
- 15 participants are currently enrolled
- 12 graduated and are employed
- 3 participants did not complete but may continue



***“We innovated to find ways to make our program work.
Our entire staff did whatever it took to get the job done!”***

– Sharlene Wallace, Program Director





CHELSEA'S STORY

Overcoming Mental Health & Employment Challenges

When Chelsea T. first moved to Kitchener from Kirkland Lake, she was hired at a grocery store, but it didn't work out. Chelsea grew anxious and depressed as she struggled to find another job. Then she applied to Ray of Hope's Youth Employment Program (YEP). Staff were so kind during the interview that Chelsea shared her mental health struggles. "Sharlene and Rebecca were comforting and easy to open up to," says Chelsea.

After graduating from YEP in January 2021, Heffner Toyota hired Chelsea in customer service, and she got a permanent role following her 3-month probation period. "I love Heffner Toyota! It's like a family."

In customer service roles since she was 15, Chelsea honed her skills at the Morning Glory Café at Heffner. "I loved serving regulars and had their orders ready when they came. I wanted people to have the best experience and to see what Ray of Hope represents."

The program also helped Chelsea learn to manage her mental health. When newly hired, Chelsea had a panic attack on her way to the Café. "I pulled into the parking lot and told Sharlene I couldn't come in. I was bawling my eyes out." Rebecca met Chelsea outside; she listened and encouraged Chelsea to get help for her anxiety. With the right treatment, Chelsea says, "I feel like I can do anything, and I don't have intrusive thoughts anymore."

Morning Glory was healing for

I am very grateful for the Café program."

– Chelsea T., Graduate

Chelsea. "I have been part of several toxic workplaces but my time at the Café was wonderful." Her fellow participant and the managers were supportive. Chelsea also learned to keep her home and work life separate. "I used to overshare with colleagues, and sometimes they used personal information against me." Instead of being distracted by an argument with her boyfriend, she now focuses on her job and thinks about home later. "I am very grateful for the Café program!" Chelsea will continue expressing her gratitude by joining fundraisers and volunteering with Ray of Hope.

Loving Youth with Addictions

Hard Pressed

- Last spring, some teens quit after only a few days in Residential treatment because we didn't have a good system for withdrawal support and quarantine.
- Community Based Treatment & Day Program staff grappled with client deaths due to overdose, wishing they could do more than connect virtually with at-risk youth.

But Not Crushed

- Other agencies & addiction professionals shared strategies that helped us develop better protocols for client quarantine and risk-screening for phone counselling sessions.
- For free, Stonehenge Therapeutic Community trained our staff to assess and support substance withdrawal, resulting in more clients sticking with our Residential Treatment.
- To keep addicted youth in the community safer, we introduced safety check-ins and emergency response consents.

Youth & Families Served

- 17 youth worked on addiction recovery in Residential Treatment for 4-6 months.
- 24 youth learned to reduce dependence on substances and worked on high school credits through Day Treatment.
- 184 youth living in the community received practical and emotional support to beat their addictions.
- 58 family members of addicted youth received in-person and phone support.
- 130 addicted youth and their family members accessed neurofeedback training sessions.



“Steve came to Youth180 hard and defensive. I didn’t think he’d make it for 6 months of addiction treatment. Gradually, Steve engaged in conversation. Then he asked to study the Bible with me and we went on long walks. Week by week his heart softened until he chose to follow Christ. Steve had some unique challenges. As he trusted God, we saw answered prayer. After 7 months, Steve was kinder, gentler, more peaceful, less defensive and he’s showing signs of leadership. Steve was spiritually transformed from the inside out and he stopped using drugs.”*

– John Murray, ROH Chaplain
*name changed

Caring for Troubled Youth

Hard Pressed

- Restrictions forced Youth Reintegration Program (YRP) staff to support youth and young adults virtually instead of face-to-face. It was hard to refer youth to community resources because many were closed or reduced.
- Distance learning is hard for youth in our Alternative Education program. Thankfully, Special Education students were allowed to meet in person, which made it easier for youth to complete credits.

But Not Crushed

“The number of current and former clients who reached out for help shows the impact we have on people’s lives... A young adult who finished the Youth Reintegration Program is in his second year at University of Waterloo doing very well.”

– Kent Taylor, YRP Staff

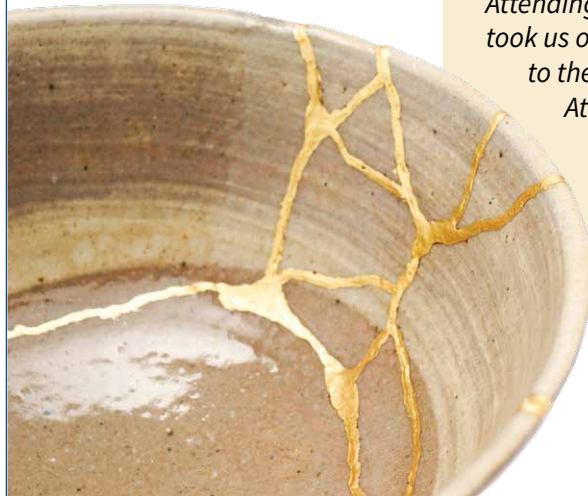
Youth Served in 2020/2021

- 24 youth and young adults who spent time in custody were supported to reintegrate in the community.
- 18 youth attended a mix of in-class and distance learning through Ray of Hope’s Alternative Education program.



“If you’re ever given the chance to go to Ray of Hope, take it! They help in lots of different ways including with school, addiction rehab, food and more things everyone struggles with. Ray of Hope saved me from a hard addiction. I see Ray of Hope as my family because they are such an amazing, caring resource. When I started the Alternative Education program, I wasn’t doing the best. Attending class was so much fun. They took us out for birthdays, on walks, to the gym and on other outings. Attending saved my life and schooling and made me the person I am today.”

– ROH Alternative Education student



Caring for Youth in Custody

Hard Pressed

- We adapted our Secure Custody program to frequently changing government COVID-19 policies and regulations.
- It was challenging to find and retain staff aligned with our new trauma-informed approach and Positive Behaviour Intervention & Support (PBIS) program.

But Not Crushed

- Understanding past trauma of youth helps us create a physically and psychologically safe environment.
- We're creating a democratic and supportive culture that invites staff and youth to shape the program, while maintaining security and professional standards.
- Youth felt empowered as they set personal goals and shared decision-making about their lives while in custody.
- Youth who completed high school in custody enrolled in online courses at colleges and universities.

During the pandemic, some youth at Secure have been motivated to seek spiritual guidance and support. I noticed this in Christian youth and in three Muslim youth who are devoted to learning and practicing their faith. I studied the Bible with one youth from a Christian background who has a new passion for God. He is learning worship songs on his guitar and encouraging others on his unit to read the Bible.”

– Hector Pineda, Chaplain, Ray of Hope Secure



Youth Served in 2020/2021

- 56 young men were in custody at Secure.
- A teen is taking 2 courses through Centennial College and exploring a Red Seal in Carpentry.
- A youth is taking 6 courses in Business Fundamentals through Humber College.
- A teen completed his high school credits and will enroll in college.
- A teen completed a certification in gaming software development.
- A young man is enrolling in the online Conestoga College Criminal Psychology Program.

After several years of uncertainty, Ray of Hope's Open Custody facility was closed as of March 1st 2021. We thank the dedicated staff who demonstrated God's love with young men in custody for almost 50 years.

Financials

Consolidated Statement of Financial Position ending March 31, 2021

ASSETS	2021	2020
Current		
Cash	914,774	585,098
Other Investments	1,043,571	331,342
Accounts Receivable	112,222	45,207
Inventory	4,170	9,212
Prepaid expenses	29,961	30,569
Government remittances recoverable	104,032	0
	<u>2,208,730</u>	<u>1,001,428</u>
Investments, subject to restrictions	<u>106,036</u>	<u>80,450</u>
Mortgage receivable	<u>2,000,000</u>	<u>0</u>
Capital assets	<u>5,406,387</u>	<u>9,441,014</u>
	<u>9,721,153</u>	<u>10,522,892</u>
LIABILITIES		
Current		
Accounts payable and accrued liabilities	1,126,591	842,505
Government remittances payable	-	76,143
Deferred contributions	138,093	90,484
Current portion of long term debt	-	157,797
	<u>1,264,684</u>	<u>1,166,929</u>
Callable debt	<u>0</u>	<u>299,692</u>
	<u>1,264,684</u>	<u>1,466,621</u>
Deferred capital contributions	<u>2,733,943</u>	<u>2,830,684</u>
	<u>3,998,627</u>	<u>4,297,305</u>
Net assets		
Net assets restricted for gov't programs	(520,113)	(483,615)
Net assets internally restricted	94,636	94,636
Net assets invested in capital assets	5,691,282	6,382,265
Unrestricted net assets	456,721	232,301
	<u>5,722,526</u>	<u>6,225,587</u>
	<u>9,721,153</u>	<u>10,522,892</u>

Consolidated Statement of Operations & Net Assets ending March 31, 2021

	2021	2020
Revenue		
Government contributions	5,631,112	5,181,535
Private contributions (donations)	1,173,489	995,009
HRDC & other grants	1,054,964	738,014
Gain/Loss on investments & assets	8,006	(12,908)
Rental, investment & rebates	236,104	287,789
Café sales	147,216	416,489
	<u>8,250,891</u>	<u>7,605,928</u>
Expenses		
Salaries & benefits	5,967,750	5,754,805
Amortization	215,349	212,753
Building occupancy	530,190	565,478
Capital acquisitions	84,009	76,608
Interest on long term debt	12,012	21,677
Office & other	153,661	175,092
Program & client needs	569,781	619,632
Promotion & publicity	86,475	81,586
Purchased services	135,620	26,454
Travel	69,503	82,605
	<u>7,824,350</u>	<u>7,616,690</u>
Excess of revenue over expenses from operations	<u>\$ 426,541</u>	<u>\$ (10,762)</u>
Gain on Sale of Property	\$ 161,274	
Donation on sale of property	\$ (1,000,000)	
Discontinued operations	\$ (90,876)	\$ 113,968
Net asset balances, beginning of year	<u>6,225,587</u>	<u>6,122,381</u>
Net asset balances, end of year	<u>\$ 5,722,526</u>	<u>\$ 6,225,587</u>
2020/21 Expenses by Funding Group:		
Youth Justice	4,830,248	4,619,447
Youth Addiction	1,747,174	1,709,971
Community Services	2,222,542	1,891,915
Youth Employment	727,525	1,027,249

Thanks for Leading

Board of Directors

David McKee, (President) Retired Lawyer, formerly VP and Associate General Counsel, Sun Life Financial

Sandy Hughes, (VP) Instructional Designer, University of Guelph, Educational Consultant, McMaster University

Shawn Matches, (Secretary) Firefighter, City of Kitchener

Marlene Brubacher, (Treasurer) Senior Accountant, Accountable LLP

Directors at Large

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

Ken Smith, Proprietor, Heritage Design

Warren Griffin, Partner, Giesbrecht, Griffin, Funk and Irvine LLP

Scott Starra, Owner/Operator, Massage Addict

Melissa Bowman, Outreach Coordinator, Nexus Church

Lisa Devall-Martin, Director of Operations, Learning for Humanity



Ways to Show You Care

RAISE FUNDS

- For people in poverty, Coldest Night of the Year February 19, 2022
- For addicted youth, Ray of Hope Golf Classic, June 6, 2022

GIVE YOUR TIME

- At the Community Centre with people in poverty

GIVE A DONATION

- Online at www.rayofhope.net



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We remember Orvie Bowman who passed away during his time on the Board.

Board Member Profile: Ken Smith



Local business owner Ken Smith first joined the Ray of Hope Board in 2004. “After doing research, I was quite impressed by the scope of the ministry and the founders’ vision,” says Ken. Most recently, he has been serving on the board since 2017. “Ray of Hope’s ministry reaches youth and adults on the outside of our society. These are the people Jesus ministered to.” Ken has learned a lot about Christian leadership as he walked with the board through some challenging decisions. “I have witnessed lives changed by Ray of Hope’s work.”