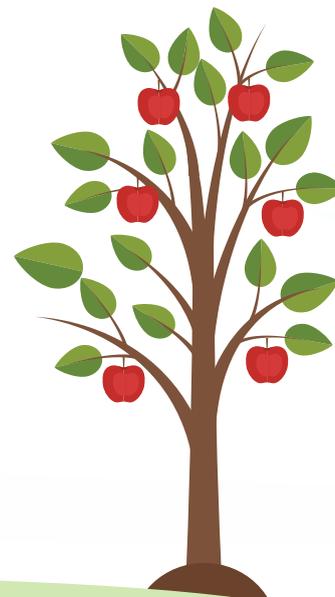


Cultivating Care



ANNUAL REPORT 2019/2020

Ray of Hope 

Letter from the CEO

CULTIVATING KINDNESS & CARE



The other day, when I arrived at the Tim Horton's drive-thru window the server told me that the person ahead of me had paid for my order. "How kind," I thought.

I believe kindness is a mindset. We need to keep our eyes open for "kindness opportunities" every day. It doesn't need to be a grand gesture—even a smile can make such a difference. Jesus never missed an opportunity to be kind. He touched the untouchables, reached out to the broken, and fed the hungry.

Since working at Ray of Hope, I have grown in my understanding of how to cultivate kindness. Warmly greeting a person struggling with homelessness, having lunch with a teen in custody, or encouraging a young adult in the employment program, makes them feel deeply valued. I am amazed by the Ray of Hope staff and volunteers who effortlessly do these and many other acts of kindness every day.

Our mission at Ray of Hope is to demonstrate the love of Christ with those who are disadvantaged, marginalized, or troubled. As an

organization we want our kindness to be deeper than making people feel good in the moment. Jesus said, "I have come in order that you might have life—life in all its fullness." In addition to kindness, we cultivate care that gives people fuller lives.

2019/2020 has been an important year of deepening our care for those we serve, our volunteers, and our staff. We continually explore ways to help them experience greater health, well-being, and transformation. For some of our staff this meant increasing wages—we are now a Living Wage employer! For youth in custody, this means changing our focus to reinforcing their positive behaviour. For Community Centre volunteers, it means offering training to develop their skills for caring.

In this report, read about other ways we cultivated kindness and deepened our care.

Under the Father's Care,

A handwritten signature in black ink that reads "Tonya Verburg". The script is fluid and cursive, with a large, prominent 'T' and 'V'.

Tonya Verburg
CEO, Ray of Hope

Cultivating Care...

I believe that a “caring spirit” is becoming part of the DNA across Ray of Hope. It’s expressed through kind acts of service, words, texts, emails, etc. and the many ways that staff, volunteers and those we serve put others before themselves. It is all about following our Lord and Saviour, Jesus Christ, who modelled it perfectly for us!

John Murray, Ray of Hope Chaplain

FOR OUR GUESTS, RESIDENTS, AND PARTICIPANTS

- Training our staff in a “trauma-informed” approach, enables us to take into account the “why” behind challenging behaviour. We can meet needs more effectively when we understand a person’s story.
- At Ray of Hope’s Secure Custody facility we are implementing a program to reinforce the teens’ positive behaviour not just punish negative actions. (See p9)
- Our chaplains met spiritual needs through 1-on-1 meetings, devotionals, Bible studies, and chapel times.

FOR OUR VOLUNTEERS

- Each year we celebrate the incredible contributions of our volunteers at an appreciation event.
- Ray of Hope Community Centre continues to offer quarterly training for volunteers on: Drugs 101, A Trauma-informed Approach, Poverty Culture, and Suicide Awareness. This training helps them to knowledgeably love our guests.



In this report, read about the love we planted, what’s growing, and some of the harvest.

FOR OUR STAFF

Caring for our staff builds their capacity to demonstrate God’s love with the youth and adults we serve.

- To enhance the lives of our 150 full-time and part-time staff, we evaluated and increased wages where needed. In 2019/2020 Ray of Hope became a Living Wage employer!
- We also strengthened job descriptions, hiring practices, and ways of evaluating performance.
- Ray of Hope covers some costs for continuing education to support staff career development.
- As well, all staff can access neurofeedback sessions using the Youth Addiction Services program machines. (See p6)
- Our chaplains nurtured staff through 100+ devotionals and prayer times with staff teams, listening and praying with individuals, and recognizing acts of service with gift cards.

Caring for People in Poverty



PLANTED

This year we added new programs including: music therapy sessions, a ladies support group, haircuts, art journaling, creative and practical literacy, a video and snack time, a group music session.

In partnership with Kitchener Downtown Community Health Centre we offered an ID Clinic to help people replace personal identification cards, including OHIP cards, birth certificates, Record of Landing, and to help homeless people register for OHIP.

GROWTH

In 2019/2020:

- 70,449 meals served
- 4,202 food hampers distributed
- 2,391 individuals were served, 859 were children
- 1,588 showers provided

HARVEST

When the Community Centre needed a big screen TV to inform guests about programs and services, Centre guest Tom McKenzie organized a fundraiser. With help from other guests and volunteers, the May 2019 car wash and BBQ raised more than \$700 to buy the digital display that now hangs in the Centre dining room! WATCH Ray of Hope staff Boris Emmanuel present Tom with a community award bit.ly/KindredSpiritAward

RESOURCE AND ADVOCACY PROGRAM (RAP) ROOM EXPANDED

Before temporarily closing the Community Centre* to guests in March 2020 due to COVID-19, with funding from the region we expanded our successful RAP room from 9 hrs to 35 hrs/week. Our hub of services for our guests grew as CRA provided tax support and Waterloo Region Community Legal Clinic offered on-site clinics. GEM Financial helped people on ODSP to access additional tax credits and discretionary benefits. One guest received \$11,000 in retroactive disability benefits! Guests also used RAP computers for employment and housing searches and to check their email. Most importantly, as guests talked about situations in their lives, Ray of Hope RAP staff listened and helped them determine their own solutions.

*We still provide much-needed take-out meals.



I have noticed God moving among Community Centre staff—they are an awesome team that cares for and supports each other.

Hector Pineda, Ray of Hope Chaplain

Caring for Troubled Youth

ALTERNATIVE EDUCATION

GROWTH

- In 2019/2020, two Ray of Hope staff and a teacher supported 17 students, who struggle in a regular classroom, to complete high school credits. To keep them engaged, learning was customized to their interests—including music, animals, and getting a job. Students enjoyed music therapy for a semester and volunteering at Growing Hope Farm, where they gained transferrable skills as they cared for animals.



At times, school work is the last thing on a teen's mind. I applaud our students for attending our program even when they didn't know where their next meal was coming from. When they tell us about their struggles, we direct them to excellent community resources. It was a great year walking alongside students as they worked through tough choices and experienced new challenges.

Program Coordinator, Donna Beerman

HARVEST

I had no idea changing where I go to school could change my life so much. I went from feeling sad, sick with anxiety, and getting 50s and 60s in my classes, to being happy all day. Now, when I wake up I enjoy the little things. I'm getting 80s and 90s in my courses. The people at the Ray of Hope Alternative Education program are amazing—especially the staff. There's always someone you can talk to about personal issues or school work problems. The environment is amazing! If you really want your life back to being happy and to do what you are capable of, this place will make sure you get there.

Alternative Education student

YOUTH REINTEGRATION PROGRAM

GROWTH

This year, 24 youth on probation were supported to make positive choices and to find housing, employment, and other services.

HARVEST

“A young man who ended his probation in April, did not commit another crime the whole 5 years we supported him,” says Kent Taylor, Ray of Hope YRP staff. Kent, and another staff member, met with the man regularly and helped him get groceries when needed. They also connected him with employment. “He was working most of the 5 years,” says Kent. More recently they referred him to mental health services.

In Ontario, an increasing number of young adults (18-25) are charged and enter the adult correctional system. YRP assists teens to choose a better path. “If I never help another youth, I will already have saved the province millions of dollars,” says Kent. “Our program costs peanuts compared to adult incarceration.”

Loving Youth with Addictions

PLANTED

With one-time funding from Waterloo Wellington Local Health Integration Network (WWLHIN), two NeurOptimal® neurofeedback (NFB) machines were purchased. During 30-minute NFB sessions, participants listened to music interspersed with sounds that redirected their brainwaves to a more relaxed state. NFB enables addicted youth and their family members to respond more effectively to talk therapy and other “deep” treatments. (see story p 7)

In response to COVID-19 pandemic restrictions, in the final weeks of March we shifted to offering Day Treatment and Community Based Treatment virtually through Zoom. Now, we also use Zoom at Residential for weekly family visits and plans of care. Our recent learning will shape the way we deliver services even after the virus recedes.

GROWTH

In 2019/2020

- 18 addicted youth worked on their recovery while living at our Residential Treatment home for 4-6 months.
- 21 youth learned to reduce dependence on substances and worked on high school credits through our Day Treatment program.
- 259 youth living in the community received practical and emotional support to beat their addictions.
- 77 family members of addicted youth received in-person and phone support.
- 7 youth at Ray of Hope’s Open and Secure Custody facilities received addiction treatment through support groups and individual counselling.
- 35 addicted youth and their family members accessed neurofeedback training sessions.

HARVEST

Our staff team was amazing, flexible and creative this year! They supported a full roster of clients through the fall and winter despite the challenges of staff turnover and needing to quickly retool Day and Community Based Treatment service in the midst of chaotic early days of the pandemic shutdowns.

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

FAMILY GRATEFUL FOR ADDICTION TREATMENT

Last March, Ryan* blindsided his parents, Sarah* and Jake*, when he confessed that he needed help for an addiction. They noticed Ryan was unusually argumentative and that he felt sick playing his favourite sports—football and hockey—but they didn't suspect drug use.

Thank God for Ray of Hope. I don't know where we'd be without them!

Youth Addiction Services (YAS) Intake Specialist, Tim Chester, took Ryan's first call to Ray of Hope. "Tim was incredible! He created a safe environment for Ryan to talk about what was going on," says Sarah. Ryan wanted residential addiction treatment and chose to enroll at Portage in Elora. Meanwhile, Sarah and Jake attended Ray of Hope's parent support group, met weekly for counselling with YAS Program Director,

Glynis Burkhalter, and accessed neurofeedback sessions (NFB).

After a successful pilot in 2018/2019, the FDA and Health Canada-approved NFB training was added to Ray of Hope's addiction treatment tools. During 30-minute sessions, NFB participants listen to

music interspersed with sounds that redirect their brainwaves to a more relaxed state.

Sarah noticed improved sleep and greater mental

clarity. "We didn't wake up in the middle of the night thinking about the situation." As well, Sarah was able to calmly navigate difficult situations.

"I used to get all knotted up and think, 'How am I going to handle this?'"

After completing 3 months at Portage, Ryan returned home. He started in a new school, got a job, and began forming positive friendships. Between October 2019 and March 2020, Ryan also significantly improved



his performance in hockey—thanks to quitting drugs. His grades also increased. Even during the pandemic lock-down, Ryan has remained engaged with school and kept his grades up. He continues to meet virtually with a Ray of Hope Community Based Treatment staff. "Ryan looks forward to meetings with Ellyn," says Sarah. "Thank God for Ray of Hope. I don't know where we'd be without them!"

*Names changed.

Caring for Youth in Custody

PLANTED

- In Secure Custody, the chaplains worked with WRDSB teachers to implement a character curriculum. Youth learn about the character trait of the month during onsite classes, chapel times, and Bible studies.
- This year, chapel volunteers at Open and Secure Custody enjoyed food and desserts at a special appreciation night, while they listened to a past resident talk about the positive impact Ray of Hope has had in his life.
- Secure Custody is implementing a program to reinforce positive behaviour in youth (see p 10).

GROWTH

- There were 112 intakes of youth (some more than once) at our Secure Custody facility.
- 75% of youth at Secure Custody attended at least one of our chapel programs. (chapel time, Bible studies, chaplain's breakfast).
- 92.7% of youth at our Open Custody facility attended chapel.



It's encouraging to see how Secure Custody staff go the extra mile to show love for the youth in our care.

Hector Pineda, Ray of Hope Chaplain

HARVEST

This year, we had two young men in our care from the same town. James and Tyler* knew each other and got along well. James had been with us before, while it was Tyler's first time in custody. Both started attending chapel and Bible studies regularly and were very receptive to hearing about God. A day before Tyler was to be released, we met in my office to pray. Moved by God, at the end of the prayer James wanted to confess something. James asked for Tyler's forgiveness because he had implicated Tyler in the incident that got them in trouble with the law and testified against him. They hugged and cried together. Tyler said that in the past he might have reacted angrily and violently, but that God had been working in his heart and he was able to forgive James. Both teens have been released and have not returned to custody.*

Hector Pineda, Ray of Hope Chaplain

*Names changed

FINDING BETTER WAYS TO CARE FOR YOUTH IN CUSTODY

It's lights out at Ray of Hope's Secure Custody facility when a teen refuses to turn off his light. He broke a rule, he should lose a privilege—if the focus is on punishing negative behaviour. Ray of Hope staff are shifting to a “trauma-informed” approach that considers a teen may be petrified of the dark because he was abused at night. If a teen is afraid rather than defiant, staff can listen and help him cope. “I advise staff to read a teen’s file when he first arrives,” says Secure Custody Shift Supervisor, Orlando Jackson. He adds, “You don’t know how to relate to a youth unless you know his story.”

Orlando understands what its like to overcome a tough childhood. “In Jamaica, I didn’t finish high school.” He adds, “I moved on from my past because people saw something good

Many of the youth look up to Orlando like a big brother—especially Black teens who feel like he understands them.

in me. I owe my success to the many people who mentored and encouraged me.” Orlando went back to school and became a social worker and a youth minister. Shortly after coming to Canada in 2010, he began part-time at Ray of Hope Secure Custody. Many of the youth look up to Orlando like a big brother—especially Black teens who feel like he understands them.

In addition to practicing trauma-informed care that might explain why youth are misbehaving, Secure Custody staff will learn to notice and reward good behaviour through an evidence-based program (Positive Behavior Intervention & Support). Staff will model and reinforce integrity, respect, responsibility and a commitment to growth. For example, if a teen diligently follows the dining hall expectations, staff might reward him with a note or a certificate. Teens can “buy” privileges with the notes. Orlando is eager to train staff in this new method that aligns with his own values and experience. “When you build on good things you notice, youth can flourish.”

Ray of Hope Secure Custody
Shift Supervisor, Orlando Jackson



Caring for Young Adults Needing Employment

PLANTED

- We secured another 3-year contract with Services Canada to offer youth employment training from April 2020 – March 2023.
- With extra funding from Services Canada, we helped Youth Employment Program (YEP) participants with rent costs, moving costs, interview clothing, uniform costs for new jobs, college application fees, travel costs and groceries.
- We hosted some fun staff events and met more regularly as a supervisory team to stay connected.

GROWTH

In 2019/2020:

- 22 youth were enrolled in our 26-week federally funded program (participants are paid minimum wage); 3 are in school, 16 are employed, 3 are looking for employment.
- 6 youth, in Family & Children's Services' care, participated in our 17-week employment training program.
- 3 youth participated in short-term provincially funded programs.

Pray that we find a way forward with the Morning Glory Catering operation in the “new economy” so we can continue offering employment placements.

HARVEST

During the Youth Employment Program, Laura missed many in-class and internal work placement days due to childcare issues, illness or her children's illnesses, and a bitter custody battle with an abusive ex-partner. When present, Laura was highly motivated.*

Despite her challenges, at the end of the in-class portion Laura had no outstanding assignments and had completed the Smart Serve, Health and Safety, and Safe Food Handling training. Laura did her external work experience placement as an administrative assistant with Healing of the Seven Generations, an Indigenous community outreach centre in Kitchener.

During this placement, staff were so impressed with Laura's work answering phones, helping with program support and group facilitation, and other tasks that they recommended her for a contract admin position with NPAAMB Indigenous Youth Employment & Training. Laura dreams of completing her last two high school credits, attending university, and becoming a social worker among Indigenous people. With a First Nations background, she has a keen understanding of the issues that Indigenous communities face. We're very optimistic about Laura's future.

Sharlene Wallace, YEP Program Director
*Name changed



Financials

Consolidated Statement of Financial Position

ending March 31, 2020

ASSETS	2020	2019
Current		
Cash	585,098	110,487
Temporary investment, subject to restrictions	327,207	321,945
Temporary investment, unrestricted	4,135	4,759
Accounts receivable	45,207	275,195
Inventory	9,212	8,299
Prepaid expenses	30,569	31,485
Government remittances recoverable		14,937
	<u>1,001,428</u>	<u>767,107</u>
Investments, subject to restrictions	80,450	101,488
	<u>9,441,014</u>	<u>9,645,274</u>
Capital assets	<u>10,522,892</u>	<u>10,513,869</u>
LIABILITIES		
Current		
Bank indebtedness		5,000
Accounts payable and accrued liabilities	842,505	772,042
Government remittances payable	76,143	78,852
Deferred contributions	90,484	43,260
Current portion of long term debt	157,797	166,230
	<u>1,166,929</u>	<u>1,065,384</u>
Callable debt	299,692	425,084
	<u>1,466,621</u>	<u>1,490,468</u>
Deferred capital contributions	2,830,684	2,901,020
	<u>4,297,305</u>	<u>4,391,488</u>
Net assets		
Net assets restricted for government programs	(483,615)	(482,785)
Net assets internally restricted	94,636	94,636
Net assets invested in capital assets	6,382,265	6,382,365
Unrestricted net assets	232,301	128,165
	<u>6,225,587</u>	<u>6,122,381</u>
	<u>10,522,892</u>	<u>10,513,869</u>

Consolidated Statement of Operations & Net Assets

ending March 31, 2020

REVENUE	2020	2019
Government contributions	6,272,031	6,304,259
Private contributions (donations)	995,009	881,999
HRDC & other grants	776,002	893,014
Gain/loss on investments & assets	(12,908)	1,475
Rental, investment & rebates	288,537	326,705
Café sales	416,489	411,450
	<u>8,735,160</u>	<u>8,818,902</u>
EXPENSES		
Salaries & benefits	6,601,469	6,795,169
Amortization	212,753	212,019
Building occupancy	628,860	658,326
Capital acquisitions	83,630	100,681
Interest on long term debt	21,677	23,722
Office & other	196,623	191,672
Program & client needs	659,142	647,167
Promotion & publicity	81,586	71,567
Purchased services	39,757	45,566
Travel	106,357	119,507
	<u>8,631,854</u>	<u>8,865,396</u>
Excess of revenue over expenses from operations	\$103,306	\$(46,494)
Net asset balances, beginning of year	6,122,381	6,168,875
Investment in capital assets		
Net asset balances, end of year	<u>\$6,225,687</u>	<u>\$6,122,381</u>
2019/20 expenses by funding group:		
Youth Justice	4,644,655	4,653,325
Youth Addiction	1,684,763	1,691,621
Community Services	1,275,187	1,481,689
Youth Employment	1,027,249	1,038,761
	<u>8,631,854</u>	<u>8,865,396</u>

Thanks for Leading with Love & Expertise

2019/2020 Board of Directors

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

Sandy Hughes, (Vice-
President) Instructional
Designer, University of Guelph,
Educational Consultant,
McMaster University.

Reta Malloy, (Secretary)
Community Care, Case
Manager.

Marlene Brubacher,
(Treasurer) Senior Accountant,
Accountable LLP.

Carl Hartwig, (Director at
Large) Senior Credit
Risk Manager (semi-retired),
Kindred Credit Union.

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 Department.

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

Steve Code, Optometrist/
Partner, Ottawa South
Optometry.

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



230-659 King St. E. Kitchener, ON N2G 2M4
info@rayofhope.net • 519-578-8018 • www.rayofhope.net

Ways to Show You Care

PRAY FOR

- Wisdom and grace for our board and management team as they discern how to adjust programs to ensure health and safety for those we serve, staff, and volunteers.
- Protection for staff and volunteers—especially those serving on the frontlines.
- Continued funding from churches, individuals, businesses, and government.
- We will be a “ray of hope” shining Christ brightly to those we serve and throughout our community.

RAISE FUNDS

- For people in poverty, Coldest Night of the Year, February 20, 2021.
- For addicted youth, Ray of Hope Golf Classic, June 7, 2021.

GIVE YOUR TIME

- At the Community Centre with people in poverty.
- In the chapel program with youth in custody.

GIVE A DONATION

Online at www.rayofhope.net

THANKS to 773 walkers & 2,582 donors who raised \$195,915 for the Ray of Hope Community Centre in the 10th Annual COLDEST NIGHT OF THE YEAR EVENT on Feb. 22, 2020.



Ray of Hope Chief Development Officer Scott Brush (back left in blue) at CNOY with local leaders, L to R: MP Raj Saini, Mayor Dave Jaworsky, MP Bardish Chagger, Police Chief Bryan Larkin, Michael Schmidt, Regional Chair Karen Redman, Mayor Berry Vrbancovic.