



# Upstream and Downstream Toward the Goal

## FROM THE CEO: Going with the Flow and Paddling Upstream



The world-class white water kayaking course on the Gull River in Minden, Ontario was home to the kayak slalom competitions for the 2015 Pan Am games. Like other types of races, the slalom competition had a start and a finish and the goal was to run the course in the shortest amount of time. But unlike most sporting events, kayakers spent much of the race working against the current to go through competition gates. Occasionally, they glided with the flow of the river and sped towards their goal.

At times, ministry at Ray of Hope can feel like a kayak slalom competition. Periodically when we have a goal in mind, we have to paddle upstream to meet an intermediate objective before

reaching our ultimate aim. For example, after losing \$250,000 in government funding, we reconfigured our Youth Employment program in order to continue training and having a life-changing impact on young people. Just when we passed through that intermediate gate and were successfully turning down stream, Services Canada re-established and increased program funding! Our past hard work has prepared us to use this funding effectively and to advance the program.

We had a similar experience with the Welcome Home Refugee Housing Community. While defining a new future for this program with our partners and some individuals, we did not offer refugee housing for 16 months. During this time, we freed up staff to work with a community partner to respond to the Syrian Refugee Crisis by finding housing for hundreds of refugees. Now we are back in the flow moving toward re-launching Welcome Home. We are preparing our new facility, finding the right staff, and engaging with our very supportive volunteers to welcome refugees to their first home in Canada beginning September 1, 2016!

I am thankful for staff and volunteers in these and other programs who have been willing and able to “go with the flow” and “swim upstream” as necessary. They have met these challenges with faith and flexibility—because unlike a white water kayaking course that can be studied and prepared for, we must often respond to unforeseen circumstances.

Guided by our mission, “To demonstrate the love of Christ with those who are marginalized, disadvantaged or troubled”, and our vision to be, “People Investing in People, Inspiring Hope, Transforming Life” we look downstream and attempt to steer around the rocks and through the gates. Meanwhile, we continue to be alert and responsive to challenges and opportunities in individual lives of the people we serve and in the programs that are the points of connection to our community.

Thanks for being along for the ride.

Sincerely,

Wm. Harry Whyte  
CEO, Ray of Hope

*For everything there is a season, a time  
for every activity under heaven.*

Ecclesiastes 3:1

— IN 2015-2016 —

2,411 Volunteers Gave

44,321 HOURS

TO HELP 1,741

marginalized, disadvantaged,  
or troubled youth and adults

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*But let justice roll on like a river, righteousness like a never-failing stream!*

Amos 5:24 NIV



# Upstream Challenges and Downstream Opportunities

Below are some of the ways we are creatively responding to challenges

## Counteracting Diabetes at the Community Centre

We have seen a rise in diabetes, poor health and a lack of restraint for sweet foods among Community Centre guests. In response, we stopped serving juice, reduced donuts and pastries, and began offering raw veggies with hummus to snack on until supper. The veggies are all gone every day!

## Repurposing Our Open Custody/Detention Program

In light of continuing low numbers in Open Custody/Detention programs across the province, we are researching an alternative way to help troubled youth (our Open Custody facility was at 21.8% occupancy last year).

Many youth, who would normally continue in our program after going to court, are being released with no safe place to go. Without support, they often struggle with homelessness and addictions.

Concerned for these youth, Ray of Hope proposed to the Ministry of Children and

Youth Services to repurpose our Open Custody/Detention program. With our long history of caring for youth in custody as well as helping them beat addictions, gain employment skills, and reintegrate to the community, we are well-positioned to shift our focus. Local probation officers have been positive.

## Youth Employment: Lost Government Funding Replaced

In 2016/2017, federal funding for Ray of Hope's Youth Employment Training Program will be renewed and increased. To meet the requirements for this new program, we are hiring an employment counsellor to help conduct training workshops and secure external employment placements. This program is much more beneficial for participants as they are paid for 35 hours a week for 6 months and receive a \$500 graduation bonus. As well, participants are placed with an external employer for the last 10 weeks of the program—which gives them more experience and could lead to a permanent job.



## WRDSB Teacher Moves to Youth Addiction Services

Because Ray of Hope's Secure Custody has had low numbers for a couple of years, Waterloo Region District School Board proposed moving 1 of 3 teachers from our custody classroom to our Addiction Services Day Treatment Program. This was approved by the federal government and the classroom opened in September 2015.

## Unsuccessful Attempt to Serve Youth with Complex Needs

Assisting youth with mental health issues and other complex needs this past year in our Residential Addiction Treatment program in keeping with Local Health Integration Network goals, proved very difficult. To successfully support these youth, we would need at least one more supervisor.

# It's Up to Me to Become a Champion

I found myself in a [Ray of Hope] detention center for the third time. I woke up one morning and had had enough. I was tired of the vicious cycle I was trapped in for nearly 4 years, I was tired of feeling ashamed, and most of all I was tired of letting the people closest to me down. I couldn't go on any longer hurting my family and stealing and lying. I was completely demoralized by the disease of addiction.

I made the decision that I wasn't going to live like this anymore, and I told myself "This is going to be hard, but it's going to be worth it."

Rehab [at Ray of Hope's Youth Addiction Services Program] was not pretty. In fact it was probably one of the hardest times of my life to get through.

What helped me in the Residential Program:

- Daily routines and structure helped develop character.
- Our tight knit community, created through adversity, supported me.
- My leadership qualities were brought out.

- Recreational activities gave us a positive outlet for our energy. (Tennis, Hockey, Rock Climbing, Swimming, and YMCA)
- My peers and staff gave me constant feedback, relatable insight and moral support.
- Staff helped me get my school work done.

I am very thankful for this program—I couldn't have asked for more. I am now almost nine months sober and I couldn't have done it without the help of my mother who offered me incredible support and was there through thick and thin. The people at Residential helped me to realize what's important.

Living a sober life is the most rewarding thing ever. I have an inseparable relationship with my family, I'm in the best shape of my life, and I no longer have any negative people around me. With the support of the Ray of Hope Alternative Education Program I'm caught up, and on track to complete high school in my fifth year after missing almost two full school years. I'm using creative outlets to channel my energy, and I'm getting closer and closer to my goals every day. Ray of Hope put me through the training, now it's up to me to get up every day and step in the ring and become a champion.

Young man who was in custody with Ray of Hope, part of our Alternative Education Program, and who received addiction treatment at our Residential Treatment Program.





## Making a difference in the lives of youth in the Waterloo Region...

**14 teens** with serious truancy issues, attended Ray of Hope's Alternative Education program and earned 21 credits while addressing substance abuse and mental health concerns.

**22 youth**, including women on placement from Grand Valley Institution prison, received training through the Youth Employment Program at the Morning Glory Café (at Heffners, The Family Centre, and our catering location).

**16 Morning Glory graduates** are employed and 4 returned to school.

42 youth were supported through the Youth Reintegration Program as they returned to the community after serving time in custody. Most maintained employment or are in school; they are remaining sober and out of the justice system.

**445 youth** were assisted to get free from substance abuse through Community Based Treatment (387), Day Treatment (33) and more intensive Residential Treatment (25). 100 parents were also supported to help their kids.

**97% of youth** at our Open Custody facilities attended weekly chapel times where they heard about Jesus through the life experiences of visiting speakers, sports chapels, music, and discussions.

**160 youth** spent time in our Open and Secure Custody/Detention facilities.

Across our programs, we are seeing an increase in serious mental health issues, crystal meth and heroin use, suicidal thoughts and attempts, family dysfunction, gangs and violence, and gender/sexual identity issues among teens and young adults. Please pray that we can continue to share hope and demonstrate Christ's love with these youth.



## From Anxious to Confidently Employed

Referred by Family and Children Services, 17-year-old Ana started at the Heffner Café in May 2015. She has been in care since she was 12. Her relationship with her biological mother has been very verbally abusive. When she came into the program, she was extremely shy and had anxiety. With little confidence, Ana could barely make any short-term goals because she didn't think she had any skills.

Ana began training in the kitchen doing prep work and baking. She was a quick learner and had great attention to detail. But no matter how much the staff encouraged her she remained sad and unsure of herself. Even though she was well trained in most of the kitchen prep duties, everyday she would ask her

supervisor, "is this right?" Ana needed constant reassurance.

Six weeks into the program, Ana got together with her biological family. They told her she would not amount to anything and that she would never complete this program. That Monday I met with Ana and she was really sad. But by the end of our conversation, she was determined to prove her family wrong.

After passing her Safe Food Handling and First Aid training courses, Ana was very excited to receive certificates. I told her I was proud of her and she beamed for the entire week.

One day, Ana texted to ask for the next day off. I asked if everything was ok and she cheerfully responded that she had a

Ana at the Morning Glory Cafe at the Family Centre

job interview. When she returned to the café she wasn't sure if she got the job. I told her I was impressed that she took the initiative to apply and get an interview and that with that kind of attitude she would find a job and be successful.

A few days later I asked if Ana had heard anything. Smiling wide, she said she starts on Friday at Grand River Foods full-time weeknights from 2 pm to 10 pm. She gave me the biggest hug. Teary, I offered to graduate her early since she had a job. She said, "No, I will complete the program!" Ana graduated from the café in September 2015.

This is why we come to work every day.

Sharlene Wallace, Program Director,  
Youth Employment Program

1,000+  
PEOPLE  
IN NEED RECEIVED  
65,000  
MEALS



754  
PEOPLE RECEIVED  
6,000  
food hampers during  
personalized, monthly  
appointments

## Caring for Youth & Adults in Poverty

### Going with the Flow at the Community Centre

- Due to a high number of guests daily, we added a second staff to supervise Centre activities and services during afternoon drop-in & meal times.
- We hired a janitor to oversee volunteer janitors to keep the building clean and maintained.
- We started a weekly prayer clinic; 2-3 guests bring their requests each time it is offered.
- Mental health and outreach workers from OneRoof use rooms at the Centre to meet with their clients in poverty.
- 3 high schools include our guided street walk in their annual curriculum to raise awareness about local poverty issues and social services for marginalized people.
- 3 other high schools came to the Centre for a spring educational experience. They donated items, did some cleaning and listened to a man talk about his journey from a homeless drug addict to an asset in society with a business.



### Dangerous Fighter Transformed

One of the Community Centre guests that we have barred more times than anyone else for his dangerous behaviour and fighting, has become a true miracle of God. Along with another organization, we encouraged him to go to Teen Challenge [for adult residential addiction treatment] in the fall of 2015. He returned six months later as a "new creation in Christ".

Because so many people know him on the street, they recognize his transformation. The man encourages them to get involved in Christian activities. He has also been instrumental in de-escalating numerous conflicts at the Community Centre and he helps lead Relevant, a newer church for marginalized people in downtown Kitchener.

Jon Hill, Program Director,  
Ray of Hope Community Centre



# Responding to Refugees

## IN 2015/2016

8 former residents of Welcome Home were supported in their settlement by a part-time staff member who made home visits and hosted monthly gatherings.

25 former Welcome Home residents and 28 volunteers celebrated together at a Christmas party.

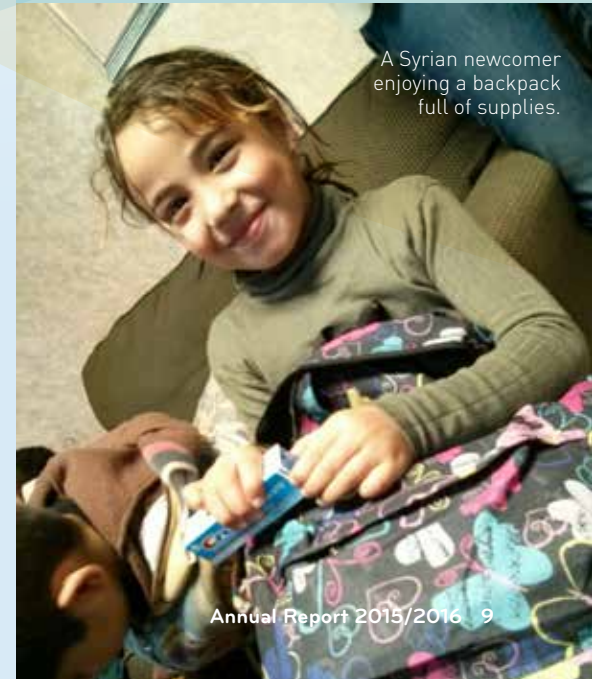
12 Ride for Refuge teams in 3 Canadian locations raised \$30,000+ (the most ever) towards opening a new home for Welcome Home Refugee House.

## Going with the Flow at Welcome Home

- The 18-member ReLaunch Team completed a wide scan of the needs of newly arrived refugees, Welcome Home's historic role in addressing those needs, and what others are doing to welcome refugees in our community and across Canada. With this input, we chose to continue as a faith-based program and to re-open a facility much like what we had for the first 11 years.
- When surveyed, refugees of all faith backgrounds who've been part of Welcome Home affirmed that the program should be Christian.
- The Ray of Hope Board officially agreed to adopt Welcome Home as a program of their new Refugee Support Services.
- Welcome Home Program Director, Sharon Schmidt was seconded half-time to Reception House for 4.5 months to help find homes for approximately 1,200 Syrian refugees that came to Waterloo Region.
  - We helped local churches and community members discern the best way to respond to the refugee influx.
  - A 15-bed facility at 208 Allen St. E near Breithaupt Park was leased and will be open for refugees September 15th, 2016.
  - During exploratory conversations, local partner agencies serving refugees continue to discuss greater collaboration including co-location and a Refugee Services Hub.

## Teens Help Syrian Refugees

With guidance from Welcome Home staff on what was helpful and respectful, three teenagers filled 50 backpacks with toiletries and school supplies for Syrian children. The children were delighted (like the girl pictured), but the fathers were the most excited about this gift which would help their children feel welcomed and ready for their first days of school in Canada. It was great to see the smiles on the young ladies' faces, too, as they presented the backpacks to the children.



A Syrian newcomer enjoying a backpack full of supplies.



# Thanks for Your Support! We Couldn't Do it Without You



Below are two of the 89 fabulous teams that helped raise \$204,677.28 toward the Ray of Hope Community Centre in the 2016 Coldest Night of the Year event.

## Coldest Night of the Year Team Profile

### Girls Hockey Team Bonds While Making an Impact

"Every year my hockey team has a dinner and we exchange gifts," says Abigael Martin, a 17-year-old girl who plays Midget Rep B hockey in Elmira. "This year, I suggested that we could use the money to make an impact in the community."

After reviewing some options, the team decided on Ray of Hope's Coldest Night of the Year event. The girls liked that they could fundraise for a good cause while experiencing what it might be like for a homeless person to be out on a cold winter night. After hiking 10 km in the event, the 13 players ate a hot meal with other walkers at the Ray of Hope Community Centre. "It opened my eyes when we toured the facility

and sat in the chairs where people who struggle with homelessness sit daily," says Abigael.

The event also helped the girls to bond as a team. While on the walk, the girls spent time with different teammates than they usually did. "It helped us grow together on the ice," says Abigael.

The girls also raised more money than expected. "Originally we wanted to raise \$1500—about \$100 each. We ended up raising about \$3500." News coverage in The Elmira Independent before the event helped them capture some anonymous donations. Many adults told Abigael that the team was an inspiration. "Participating in the event helped me see how impactful we can be as a team of youth. I saw how awesome it is to come together for the community."



78 walkers on the top team from Woodside Bible Fellowship in Elmira raised \$20,412.

### Great Local Service Opportunity for Churches

*Not everyone can do something globally but we [as a church] are trying to be more proactive about being involved in local opportunities. The church has financially supported Ray of Hope for a long time. We also have people who come down to do a meal at the Community Centre once per month. Being in Elmira, we don't see the same needs that a downtown core would see, we want to open people's eyes. One of the things I like about the [CNOY] event is that it ends at the Community Centre so you get a feel for what Ray of Hope is about.*

Jeremy Malloy, Executive Director, Woodside Bible Fellowship



Members of a Midget Rep B Hockey team in Elmira raised \$3500 toward the Ray of Hope Community Centre. L to R: Taylor Duench, Jen Hea, Gracie Durrer, Briana Kuchma, Jessica Bitton, Tori Weber, Jaycee Kaufman, Jen Mitchell, and Morgan Douglas.

# Financials

## Consolidated Statement of Financial Position ending March 31, 2016

	2016	2015
<b>ASSETS</b>		
<b>Current</b>		
Cash	–	89,973
Temporary investment, subject to restrictions	375,006	314,446
Temporary investment, unrestricted	3,476	4,229
Accounts Receivable	123,462	128,061
Inventory	7,818	6,664
Prepaid expenses	27,060	27,396
Government remittances recoverable	42,344	85,139
	<u>579,166</u>	<u>655,908</u>
Investments, subject to restrictions	<u>402,459</u>	<u>402,450</u>
Capital assets	<u>10,165,916</u>	<u>10,368,248</u>
	<u>11,147,541</u>	<u>11,426,615</u>
<b>LIABILITIES</b>		
<b>Current</b>		
Bank indebtedness	128,727	–
Accounts payable and accrued liabilities	1,609,057	1,634,755
Government remittances payable	74,381	68,551
Deferred contributions	257,091	191,946
Current portion of long term debt	1,285,067	962,048
	<u>3,354,323</u>	<u>2,857,300</u>
Deferred capital contributions	<u>3,258,735</u>	<u>3,361,972</u>
Long term debt	<u>22,428</u>	<u>505,761</u>
Capital lease obligation	<u>–</u>	<u>–</u>
	<u>6,635,486</u>	<u>6,725,033</u>
Net assets		
Net assets restricted for government programs	(536,122)	(536,122)
Net assets internally restricted	94,635	89,059
Net assets invested in capital assets	5,836,763	5,846,411
Unrestricted net assets	(883,221)	(704,901)
	<u>4,512,055</u>	<u>4,701,582</u>
	<u>11,147,541</u>	<u>11,426,615</u>

## Consolidated Statement of Operations & Net Assets ending March 31, 2016

	2016	2015
<b>REVENUE</b>		
Government contributions	6,563,738	6,239,338
Private contributions (donations)	837,020	1,087,182
HRDC & other grants	223,844	212,931
Gain on sale of assets	–	231,464
Gain on investments & assets	(1,252)	3,905
Rental, investment & rebates	345,840	369,184
Café sales	326,430	295,279
	<u>8,295,620</u>	<u>8,439,283</u>
<b>EXPENSES</b>		
Salaries & benefits	6,077,429	5,583,838
Amortization	207,907	219,643
Building occupancy	661,914	651,441
Capital acquisitions	391,465	303,312
Interest on long term debt	49,792	44,398
Office & other	180,936	156,942
Program & client needs	644,484	634,910
Promotion & publicity	112,571	84,732
Purchased services	36,612	54,015
Travel	122,037	113,206
	<u>8,485,147</u>	<u>7,846,437</u>
Deficiency of revenue over expenses	<u>(189,527)</u>	<u>592,846</u>
2014/15 Expenses by Funding Group		
Youth Justice	4,940,905	4,616,594
Youth Addiction	1,644,261	1,641,917
Community Support Services	1,322,617	1,070,000
Youth Employment	577,364	517,926
	<u>8,485,147</u>	<u>7,846,437</u>

We couldn't do it without you. Thanks for making a difference in the lives of disadvantaged, marginalized, and troubled youth and adults!



## 2015/2016 Board

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Senior Hydrogeologist,  
BluMetric Environmental Inc.  
(Board President)

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(Vice President)

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Grand River Hospital

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*People Investing in  
People, Inspiring Hope,  
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