



Teamwork

Annual Report
2012/2013



FROM THE CEO: Mission Remains the Same, Game Plan Changes

I played sports growing up and appreciate the dynamics of a good team. It's amazing what a group of individuals, supporting one another with their strengths, can accomplish working toward a common goal.

At Ray of Hope our common goal is to “demonstrate the love of Christ with those who are disadvantaged, marginalized or troubled.” We do that through providing custody for young offenders, reaching out with practical and spiritual care for people in poverty, helping youth get free from addictions, and training youth and young adults for employment.

Even championship-winning teams make adjustments each year in order to maintain a high level of performance. This has been a quieter year at Ray of Hope—we haven't purchased any new buildings or started major programs as in recent years. Instead we have been developing our team of staff and volunteers and investing in our capacity to serve. Though not without hiccups, we believe we are on the right path to becoming a stronger organization.

Excellent teams have a game plan that helps them reach their goals. And while a game plan has core elements that don't change, the best plans adjust to the context.

After much discussion, Ray of Hope's game plan has been altered. In 2005, with generous support from community members, we acquired close to three acres of land with the intention to build a 40-bed youth addiction treatment centre. For a variety of reasons, the centre did not materialize. Instead our program evolved with a much stronger focus on community based treatment. After diligently exploring other options for the land, we decided to sell it and use the proceeds to fund work that aligns with our mission and vision.

Once the property has been sold, we will donate \$1,000,000 to House of Friendship's “Under One Roof” campaign to provide a new facility for their women's addiction programs. In addition, we will recover investments made in the purchasing and renovating of our Youth Addictions Day Treatment and Community Based Treatment facility.



The Ray of Hope Senior Leadership Squad: L to R: Harry Whyte (CEO), Debbie Woodhall (Director of Finance), Dan Wideman (Director of Operations)

Our game plan will continue to unfold as the demand for our services grows while we contend with government funding restraints. Some adjustments will be minor, while others may be more significant. Through all of these challenges, Ray of Hope's vision to be “People Investing in People, Inspiring Hope, Transforming Life” will not change.

Harry Whyte
CEO Ray of Hope

YOUTH ADDICTION SERVICES

Tackling Youth Addiction in the Waterloo and Wellington Regions

It takes a team to help youth get free.

Prevention

Rebound Choices program helped at-risk youth connect with peers and volunteers in group sessions to improve social skills, decision-making, and goal setting before an addiction develops.

22 teens were empowered in 21 group sessions

Early Intervention

Community Based Treatment assists youth and their families with individualized planning and support, often in their homes. Youth workers are also present at five Waterloo Region high schools. Students struggling with alcohol or drug abuse can self-refer or be recommended by school staff to receive addiction treatment at school.

220 youth & parents were supported through 4139 interactions

Structured Support

Day Treatment is a full-day, year-round program in which youth with addictions work on high school credits, participate in support groups, and learn coping skills to face challenges without misusing substances.

Staff connected with 24 teens 1827 times

Intensive Treatment

Residential Treatment provides 8 beds for males aged 13 to 17 for 4 to 6 months.

31 youth were helped in 2012/2013

Ray of Hope is one of Waterloo Region's star line backers when it comes to early intervention. Since we started Youth Addiction Services in 2005, we have had the most impact through our Community Based Treatment services. We work collaboratively with other agencies through the Mental Health & Addiction Services Core Action Group.



The Ray of Hope Youth Addiction Services Team led by Program Director Glynis Burkhalter (pictured centre bottom in light blue)

Creekside Church: One of Ray of Hope's MVPs (Most Valuable Partners)

Priorities Shift as Church Focuses on Service

In 2010, Rick Warren's teaching series "Forty Days of Community" inspired Creekside Church, in Waterloo, to reach out in the region. The 1,400-person congregation formed

approximately 40 small groups to study and serve together. "Forty Days of Community" was a watershed for us," says Jeff Austen, Creekside's Adult Ministry Pastor. "Growing in Christ means giving yourself away," he adds.

Creekside's emphasis on reaching out coincided with Ray of Hope's expansion to the larger Community Centre facility on King Street East in downtown Kitchener. Creekside groups were able to help Ray of Hope with many one-time tasks, including construction projects, which were ideally suited for groups looking to get their feet wet in service. Jeff says volunteers had such a positive experience that some decided to volunteer regularly at Ray of Hope. "[Volunteering at Ray of Hope] is a very tangible way to reach out and make a difference."

Over the last few years, the partnership between Ray of Hope and the church has evolved. Now the Community Centre is one of Creekside's two local "anchor causes." With a desire to have more impact, Creekside chose to support fewer global and local causes with more funds, more volunteer time, and more "air time" during their worship gatherings.

The relationship is also shifting as fewer renovations are needed on the Community

Centre and more groups want to help.

Instead of focusing on one-time projects, a team from Creekside provides lunch one Saturday per month. Church members donate food or money toward the monthly meal that feeds about 200. People also volunteer to help prepare the meal or serve it at the Centre.

"Volunteering at Ray of Hope is a tangible way to make a difference."

—Jeff Austen, Adult Ministry Pastor, Creekside Church

In addition to serving meals, the congregation regularly collects food and clothing for Ray of Hope guests. At the Centre on Monday nights, Creekside member Joe Graham runs Celebrate Recovery, a support group for people struggling with addictions or other life-controlling issues. The church also donates monthly to Ray of Hope.

According to Jeff, prioritizing service and choosing anchor causes has helped to change the congregation. "Our giving priorities are different." They have set a goal of giving away 10% of their budget to charitable activities outside the church. "I can't imagine where we would be without this experience [of serving]. God has changed us."



One Saturday per month, a small group, headed by Ed Jacob (tall guy pictured centre) from Creekside Church, serves a meal at the Ray of Hope Community Centre. John Wightman, a greeter during meals, is pleased that Community Centre guests are beginning to trust him and share their stories. Some allow him to pray for them.

COMMUNITY SUPPORT SERVICES

Helping Youth Reintegrate

In 2012/13, Ray of Hope helped 50 teens to reintegrate into the community from either one of our youth justice or youth addiction treatment facilities. Many have stayed out of the justice system, are sober, and working. Through building relationships, Ray of Hope staff identify the needs of the youth and help them get education, job training, mentoring, or whatever else they need to be productive community members.

A teen coming from custody also completed Ray of Hope's Residential Addiction Treatment program and is now working at the Morning Glory Café at Heffner's learning job skills. He may be in line for a job at Heffner Toyota.

— Kent Taylor, Youth Reintegration Program Supervisor

Supporting Troubled Youth with Education

14 students (most returning from custody) earned a total of 26 credits while attending Ray of Hope's Alternative Education Centre from April 2012 to March 2013. The students did exceptionally well in sports this year (against other alternative schools in the region) winning volleyball and baseball, third in badminton, as well as five firsts and five seconds in track and field.

Substance use changes the teens' behaviour and interferes with the way they interact. We regularly challenge the youth about their substance abuse and try to get them to realize their trigger points. We can arrange counselling if they are ready, but the majority are not. We pray for them and try to build trusting, caring relationships.

— Donna Beerman, Alternative Education Centre Teacher



Community Centre Church

Newcomers to the faith feel like they belong with the “faith family” that meets at the Community Centre.

Congregation members love spending time together and enjoy events and outings throughout the year, like going to Waterloo's Kiwanis Park in the summer of 2012 with Chaplain Colin Wallace (see photos above).

In addition to weekly worship services attended by 45-50 people, 7-10 women gather on Wednesday afternoons. A Monday night Celebrate Recovery group provides support for 20-25 people struggling with addictions.



This Spring, we launched our Spiritual Care Team that connects with our guests during meals and drop-in times. These mature believers give spiritual guidance and invite guests to other spiritual programming at the Centre. Already having an impact, volunteers are establishing mentoring relationships with guests.

A young lady that belongs to the Community Centre congregation felt she had failed her Heavenly Father many times and asked for prayer. God answered her prayers and she's been overcoming an addiction. This woman is a big help in our chapel program; she also assisted with serving a meal at the Community Centre and is blooming as a Christian and a servant of God.

— Colin Wallace, Ray of Hope Community Centre Chaplain

The Power of Teamwork!



Alongside **2** full-time
and **4** part-time
Community Centre staff,



2,782
volunteers

gave 52,840 hours



to serve
74,879
meals,



distribute
12,237
food
hampers,



and
24,719
clothing
items



to people in poverty
at the Ray of Hope
Community Centre.

Centre Guests Give Back

In May 2013, our first team of Community Centre guests served a meal to others using the Centre. They are now on the regular schedule and we plan to start a second team.

Engaging the Community About Poverty

On street walks through downtown Kitchener, Community Centre staff regularly educate high school students, Emmanuel Bible College students, and volunteers from church groups. In October 2012, 183 income support caseworkers (Ontario Disability Support Program, and Ontario Works) did a tour of the Community Centre and learned more about the marginalized and homeless people with whom they work. The staff especially appreciated insights from the panel of Community Centre guests that have experienced poverty and were interviewed by Program Director Jon Hill.

This year, nurses from Grand River hospital began donating specialized socks and providing weekly footcare to our guests at the Community Centre

COMMUNITY SUPPORT SERVICES

Back to work with a little help from his friends at Ray of Hope

Fifty-year old Paul was laid off in 2005 after working at a local industrial company for 11 years. When his severance ran out, he applied for, but was denied, Employment Insurance benefits. He worked temp jobs but couldn't get permanent employment. Eventually supported through Ontario Works, Paul's caseworker arranged a volunteer placement at Ray of Hope (ROH). A hard worker and favourite with ROH staff, Paul donated almost 600 hours cleaning the Community Centre between November 2011 and April 2013! With ready smile and cheerful words, Paul tackled the dirtiest, messiest, and smelliest jobs. This spring with Second Career Ontario funds, we created a half-time janitorial position and offered it to Paul. Then a few months later, he got a full-time job at a manufacturing company. Thankful for Ray of Hope's support, Paul thinks it is the best run agency in the region. He says he regularly sees the staff "busting your butts to help people."



YOUTH EMPLOYMENT SERVICES

The Youth Employment Training Program offers youth ages 15-30 paid, hands-on training in our cafés as well as instruction in life skills, First Aid, WHMIS, Safe Food Handling, Smart Serve, and résumé building. Participants also develop back-to-work action plans and our staff follow up with them after graduation.

Challenges

- From April to July 2012, we did not have a contract with Human Resources and Skills Development Canada (HRSDC), so the café operated with a skeleton crew of Ray of Hope staff.
- Running the cafés without a contract for four months left us with a deficit.
- It is difficult to find part-time staff that are willing to commit to the mission of training youth.

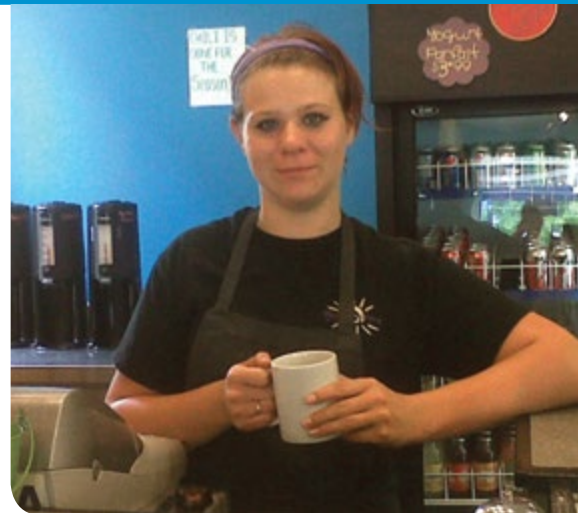
Score!

- While waiting for a new contract, the cafés partnered with the Waterloo Region Experience Matters program. Every three months, a new participant gains core competencies in the food industry by volunteering 15 to 17 hours per week at our cafés (HRSDC participants are paid).
- Our HRSDC contract was renewed from August 2013 to February 2013, which meant we could hire and train more youth.

Five of the eight youth hired in 2012/2013 graduated, one found employment before completing the program and two didn't finish. Nine youth are currently enrolled and will graduate in August.

- We improved our program by adding two hours of daily life skills classes which were taught by a ROH custody staff member using a SMARTboard. New topics include fitness, cooking and nutrition, character building, as well as emotional and addictions management.
- Additional life-skills training has improved the attitudes of participants and increased our graduation rate!

HRSDC is pleased with our continuous improvement and excellent results.



Brooke is a recent graduate from Ray of Hope's Youth Employment Training Program. She worked at the Morning Glory Café in Kitchener.

Graduate Overcomes Addiction and Anxiety

In and out of foster care as a child, at 14 Amy* started doing drugs and became highly addicted. Through Ray of Hope's Youth Addictions Treatment program, Amy learned to handle her problems without using substances. Family & Children's Services helped her to find an apartment. Ray of Hope staff suggested Amy apply to the Morning Glory Employment Training Program, which she began in August 2012.

At first, Amy experienced high levels of anxiety and found it difficult to take direction. She became angry under pressure

and struggled with her self-esteem. On many occasions, Amy wanted to quit. Through many conversations, Morning Glory staff and her ROH youth support worker, patiently encouraged Amy as she overcame challenges.

Amy graduated in February 2013 and now attends school full-time at St. Louis Continuing Education Centre. Doing well in her studies, Amy plans to finish high school, attend college and become a youth support worker. Maybe she'll even work for Ray of Hope one day.

*not her real name

YOUTH JUSTICE SERVICES

Developing healthy, meaningful relationships with youth is the key to affecting change in their lives. Our staff meet the youth where they are and work with them along with their families, probation, and other community workers, to help them meet their potential.

— Jeff McCrea, Program Director/Open Custody

Challenges in 2012/2013

- Seeing an increase in youth with mental health issues, violence and gang involvement, and serious substance addictions.
- Sending youth back to unhealthy environments; we try to connect them with Ray of Hope's Youth Reintegration Program and with church youth groups.
- Open Custody beds were reduced from 16 to 12, which also meant fewer staff.
- Higher staff turn-over at the Secure facility.

Score!

- 97% of residents at Open Custody attended optional chapel times.
- Young men in Secure Custody attended chapel 395 times and weekly Bible studies 208 times.
- Several youth at both facilities became followers of Christ this past year.
- 12 residents participated in a Character Learning Group. Most had never discussed character development and all enjoyed the group.
- Four additional Waterloo Region churches provided chapel services, Bible studies, board game nights, creative arts, a dog training program, and guitar lessons.
- Three CFL players shared their faith stories and provided a full-day of football-related activities at Secure Custody during Grey Cup Week in Nov. 2012.

Former Troubled Youth Encourages Teens in Custody

“God wants you to live an abundant life. The devil comes to steal, kill, and destroy. It is not God's purpose for you to be in a place like this but he can use it so that you can hear testimonies and get in touch with caring people,” Isaac told the youth at Secure Custody in June 2013. The restless teens were unusually quiet as they listened to Isaac's story—they knew he understood them.

Isaac spent his first three days at Secure Custody when he was 12. Being an independent person, he found it hard to abide by the rules. Isaac did not go back home after leaving the facility—for years he lived in shelters and group homes. He returned to Secure Custody several times and also served sentences at Open Custody.

Isaac recalls caring staff at Ray of Hope. One staff member gave Isaac challenging books like *Brave New World* and discussed them with him. Another man shared God's love and took residents on outings to his house. While at Open Custody, Isaac attended chapel times and continued to



Pictured with his mom, Isaac is a former ROH resident who is now attending university.

work on his high school credits. “I got high 80's even though I wasn't thinking about university at the time.”

After moving to Toronto, Isaac worked and finished his secondary studies. This fall, Isaac will enter his second year of university at U of T. Later, he hopes to apply to medical school.

Back at Secure Custody this Spring, Isaac also told the youth that God wants to transform them. “You are being carved out by a Sculptor. You have to let the Sculptor do his work.”

Financials

RAY OF HOPE INC.

Consolidated Statement of Financial Position ending March 31, 2013

ASSETS

	2013	2012
Current		
Cash	0	153,572
Temporary investment, subject to restrictions	367,312	441,798
Temporary investment, unrestricted	1,162	1,082
Accounts Receivable	91,734	248,142
Inventory	8,984	10,714
Prepaid expenses	9,384	9,684
Government remittances recoverable	26,779	26,504
	<u>505,355</u>	<u>891,496</u>
Investments, subject to restrictions	<u>392,049</u>	<u>392,049</u>

Capital assets	<u>9,582,081</u>	<u>8,932,228</u>
	<u><u>10,479,485</u></u>	<u><u>10,215,773</u></u>

LIABILITIES

Current		
Bank indebtedness	31,223	0
Accounts payable and accrued liabilities	1,357,886	1,313,527
Deferred contributions	136,293	126,744
Current portion of long term debt	787,231	851,231
Current portion of capital lease obligation	0	4,992
	<u>2,312,633</u>	<u>2,296,494</u>

Deferred capital contributions	<u>3,586,560</u>	<u>2,595,162</u>
Long term debt	<u>449,072</u>	<u>1,230,599</u>
Capital lease obligation	<u>0</u>	<u>0</u>
	<u><u>6,348,265</u></u>	<u><u>6,122,255</u></u>

Net assets

Net assets restricted for government programs	(508,063)	(512,069)
Net assets internally restricted	68,155	67,434
Net assets invested in capital assets	4,972,275	4,286,795
Unrestricted net assets	(401,147)	251,358
	<u>4,131,220</u>	<u>4,093,518</u>
	<u><u>10,479,485</u></u>	<u><u>10,215,773</u></u>

RAY OF HOPE INC.

Consolidated Statement of Operations & Net Assets ending March 31, 2013

REVENUE

	2013	2012
Government contributions	6,419,083	6,335,034
Private contributions (donations)	683,198	452,371
HRDC & other grants	206,391	319,941
Gain on sale of assets	-	225,582
Gain on investments	751	(67,404)
Rental, investment & rebates	335,121	344,498
Café sales	343,552	355,007
	<u>7,988,096</u>	<u>7,965,029</u>

EXPENSES

Salaries & benefits	5,875,312	5,890,344
Amortization	206,004	210,256
Building occupancy	701,448	558,295
Capital acquisitions	149,731	103,358
Interest on long term debt	53,173	73,068

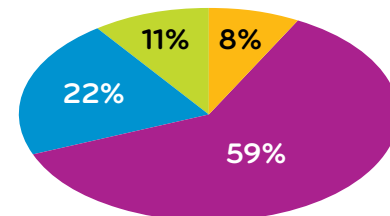
Office & other	156,331	157,705
Program & client needs	558,394	581,322
Promotion & publicity	40,874	6,561
Purchased services	82,384	38,482
Travel	126,743	109,692
	<u>7,950,394</u>	<u>7,729,083</u>

Excess of revenue over expenses	<u><u>37,702</u></u>	<u><u>235,946</u></u>
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Youth Justice	4,702,147	4,766,052
Youth Addiction	1,730,987	1,601,163
Community Services	887,365	780,053
Youth Employment	629,895	648,815
	<u>7,950,394</u>	<u>7,796,083</u>

2012/13 Expenses by Funding Group

- Youth Employment
- Community Services
- Youth Addictions
- Youth Justice





2012/2013 Board of Directors

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Retired CEO
(Board President)

Lyle Shapansky
Senior Benefits
Consultant,
Aero Corporate
Benefits (Board
Vice President)

Gerry Martin
Owner, Designer,
Builder; Waterloo
County Construction

Keith Martin
MSW, RSW
Counsellor; Conestoga
College (Secretary)

Dave McKee
Vice President &
Associate General
Counsel, Sun
Life Financial
(Treasurer)

Reta Malloy
Case Manager,
Community Care
Access Centre

Dan Murray
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Canada (Director at
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Consulting Group Inc.

Ken Smith
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Heritage Design

Tiffany Svensson
Hydrogeologist
and Branch Manager,
WESA Inc.

Paul Wagler
Proprietor,
St. Clements Heart
& Home

Jeff Wong
Patent Agent/Partner,
Border Ladner Gervais
LLP

FROM THE BOARD CHAIR: Eager to Charge Forward with Christ

It's been a remarkable year with new initiatives and significant advancements in all of our areas of ministry. Ray of Hope has learned in the face of challenges and used them as catalysts to spur us on to excellence. The ministry, which began 46 years ago as a vision of Arman Wright to reach out to youth in conflict with the law, has adjusted to changing needs and resources.

Over the years, our custody facilities have continued to evolve. Staff in our Secure Custody program recently invited the Steel Workers Union to represent them. Though not our first choice, we view this as an opportunity to ensure top-notch working conditions which will enhance staff effectiveness with those we serve.

While assisting those already involved with the justice system, we also work hard on crime prevention.

In 1997, we joined forces with Oasis Drop-In Centre. Blending the two ministries enables Ray of Hope to reach out to people struggling to meet their personal needs who may be at greater risk for crime involvement. The new Community Centre provides not only a practical

approach to crime prevention but also a secure, caring community where physical, emotional, social, and spiritual needs are met. Ray of Hope staff and volunteers are having quite an impact in downtown Kitchener as they help to make the best of each life.

In 2008, we added a well-respected youth addiction treatment and family support program to our crime prevention efforts. Through this much-needed service, teens experience healing and escape a life of incarceration and addiction.

To round out our ministry, through our Morning Glory employment training program, we help youth develop skills and work habits so that they are better equipped to earn a living in these difficult times.

Arman Wright had a vision, a big vision, but the Lord had a grander plan. We stand in awe of what He is accomplishing through the efforts, prayers, and financial support of people like you! We are pulling at the reins, eager to charge forward with Christ in 2013-2014. We ask you to stand with us on this great enterprise.

Yours in Christ,
Noel Churchman
Board Chair, Ray of Hope



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Give online at
www.rayofhope.net

www.facebook.com/RayofHopeInc

Our Mission

To demonstrate the love of Christ with those who are disadvantaged, marginalized or troubled.

Our Vision

People Investing in People,
Inspiring Hope,
Transforming Life.

Our Values

Holistic - We minister to the whole person as we respond to our ever-changing community and society.

Interdependence - We work as a corporate body in partnership with churches and other community resources.

Professional - Our programs are current and relevant; our staff is competent and committed to excellence.

Character - We serve with honesty and respect, and act with integrity and compassion, as modelled by Jesus.

Affirmation - We support all persons knowing their absolute worth; everyone possesses the image of God.

Transformation - We believe a person can be transformed, and that everyone has the capacity to learn and change.