

Hope for the Wounded

Annual Report 2016/2017



FROM THE CEO: Making the Wounded Whole

Dear Compassionate Friend,



As I was thinking about the common elements of what we do at Ray of Hope, an old spiritual came to mind. The song says, “There is a balm in Gilead to make the wounded whole”.

The balm of Gilead, mentioned in the Bible, refers to soothing ointment made from a flowering plant that grew in the region of Gilead, east of the Jordan River. In the historic hymn, this salve represents Christ’s power to save and heal.

Physical wounds are usually obvious. They are associated with visible signs of bruising, swelling or blood. We generally know how to treat them based on their severity. We clean a scraped knee and mom blows on it to make it feel better—sometimes putting on a bandage whether or not it’s really needed. We apply ice to a bruise and pressure to stop the bleeding of a severe cut. Deeper damage may require stitches or even surgery by a professional.

Emotional wounds can inflict just as much harm, but they are more challenging to recognize and respond to. Often the wound, and its cause, are invisible to the casual observer. Harsh words, neglect, abuse or dysfunctional family life usually take place behind closed doors. There may be no obvious collateral damage—like a smashed car or broken windows—that reveal the pain that has been endured and needs attention. In fact, there is often a “smoke screen” as those we serve put on a brave face to hide their grievous internal wounds.

For many youth in our care, pain seems normal because their whole lives have been full of suffering. They learn to live with heartache and try to relieve it through using alcohol and drugs or other unhealthy behaviours.

Refugees have been traumatized by life-threatening situations, like war, that caused them to leave everything they know and seek a new place to live safely. For others, the agony of being marginalized by poverty, disabilities or mental illnesses leave them desolate and despairing on the fringes of our society.

Across the ministries of Ray of Hope, our instinctive response is to provide care to these wounded individuals. It may look different in

each program and setting, but at the core is our desire to “love our neighbours as ourselves.”

I am grateful that this has been another year of healing and labouring to “make the wounded whole” while recognizing our need for the Great Physician to do what only He can do in all of our lives.

Yours in Christ,
Harry Whyte
CEO, Ray of Hope

There is a Balm in Gilead

TRADITIONAL LYRICS

CHORUS

*There is a balm in Gilead
To make the wounded whole;
There is a balm in Gilead
To heal the sin-sick soul.*

VERSE 1

*Sometimes I feel discouraged,
And think my work's in vain,
But then the Holy Spirit
Revives my soul again.*

VERSE 2

*If you cannot sing like angels,
If you can't preach like Paul,
You can tell the love of Jesus,
And say He died for all.*

Holistic Caring for Hurting People

In 2016/2017, we cared for the physical, emotional, social, intellectual and spiritual needs of more than 2,000 troubled and addicted teens, people in poverty, youth struggling to find employment, and traumatized refugees.

The ACTIVE ingredient in all of Ray of Hope's ministries is loving relationships. At heart, our staff and volunteers are PEOPLE investing in PEOPLE.



Our great staff members are patient and compassionate as they invest their energy in training youth. Participants

feel the love—even though we hold them accountable for everything they say and do. When they leave us, they are confident and ready for work in the real world.

– Sharlene Wallace, Program Director, Youth Employment



We approach Community Centre guests with genuine compassion and accept them no matter what... They know

they can come to us—not just for things like socks but also to ask for prayer or help with spiritual seeking.

– Jon Hill, Program Director, Community Centre



Through thousands of acts of service and caring conversations with our staff, youth struggling with addictions are

gradually transformed. We do our best to embody non-judgement and healthy boundaries as we support people through the losing and finding process necessary for a new life in recovery.

– Glynis Burkhalter, Program Director, Youth Addiction Services



The key to ministering to youth in custody is to show them the love of Christ through your actions. Taking the

time to be with them, playing a game of cards or eating with them shows that we care.

– Hector Pineda, Chaplain, Secure Custody

Young Woman Grateful for Ray of Hope

“Ray of Hope has been my saving grace,” says Courtney, who connected with a Youth Addiction Services worker at her Kitchener high school in Grade 9. Referred by school staff, Courtney met with Steve during class time. “My lifestyle was pretty dangerous. I was really depressed and attempted suicide a lot.”

At that time, Courtney started drinking and doing drugs. After being hospitalized, she was supported through Ray of Hope's Day Treatment and Community Based Treatment for 5 years. “Sara and the other staff helped me learn structure and to be more open instead of bottling things up.” Courtney learned practical tools for coping—like breathing mindfully to decrease anxiety and creating a safety plan. It also helped Courtney improve her relationship with her Mom. “I learned to express myself without getting mad.”

Following her time in Day Treatment, Courtney went through Ray of Hope's Youth Employment Training program. Today she is a shift supervisor at Starbucks, where she has been working for a year. “Everything in my life is going great and a lot of it is because of the help I received through Ray of Hope.”



Support received through Ray of Hope's Youth Addiction Services and Youth Employment Program helped Courtney B turn her life around.

There is a Balm in Gilead That Makes the

Meeting Physical and Practical Needs

People in Poverty

- With the help of 2,375 volunteers we served over 65,000 meals at the Ray of Hope Community Centre to more than 1,000 people experiencing poverty.
- We also gave almost 5,000 food hampers to 400 people/month.
- We provided 4 showers and 4 loads of laundry per day, 365 days last year.

Youth in Addictions

- 20 youth were supported in their recovery from addictions while living at our residential home for up to 4 months.
- 28 youth learned to live without substances and worked on high school credits 5 days/week in Day Treatment.
- 277 youth living in the community received practical and emotional support to beat their addictions during 2559 visits with our Community Based Treatment staff.

Youth Who Need Employment



In 2016/2017, we prepared 20 youth, including Kayla (above), for employment through Group Based Employability Skills Workshops, a 10-week internal placement in our catering operation or at one of our cafés, and a 10-week external placement with a local business.

BREAKING NEWS: Service Canada has awarded Ray of Hope \$1.15 million of funding to continue and expand the Youth Employment program for the next 3 years!

Ready to Work

Though his hair was long and unkempt, Paul was nicely dressed and tried hard to make a good impression in his interview at the Morning Glory Café @Heffner's. He had done well in school until getting in trouble with the law. After dropping out 4 years ago, he was in and out of jail.*

When Paul showed up for his first shift, he had cut his hair and looked amazing! During the 6 weeks of Employability Skills Workshops, Paul attended regularly and formed great relationships. Hardworking and motivated, Paul learned quickly and was friendly with the staff and customers throughout his 10-week internal placement at the Café.

During his 10-week external job placement working on car detailing at Heffner Toyota, Paul realized he didn't want to do this type of work long-term but he persisted to the end. On his own initiative, Paul applied to a Conestoga College Introduction to Woodworking program. After graduating, he secured a good job. Now he works for a national retailer as a province-wide sales rep. He even has a company car! We're so proud of Paul and all that he has accomplished in such a short time.

– Sharlene Wallace, Program Director, Youth Employment

Wounded Whole...

Meeting Social Needs

Connecting Refugees with Community

33 volunteers brought meals and participated in weekly house dinners, tutored ESL, built friendships, and engaged at social events with the 17 refugees who lived at Welcome Home this year.

Since they both speak English fluently, it's easy to assume that Selam and Berihu didn't need the support of Welcome Home to integrate into Canadian life. But Selam shared that living at Welcome Home helped them to learn about Canadian culture and communication. Before coming to Canada, the couple thought Canadians constantly spent money buying new stuff. Now they know many Canadians enjoy going to thrift stores. They also learned to cook and eat Canadian food and met people who are still part of their social support network.

– Sharon Schmidt, Program Director,
Welcome Home

Alternative Education

Relationships are the key to making a difference in the life of teens. We want to connect youth who struggle to attend school with community volunteers. To make it happen, we need volunteers who are willing to share their hobbies with youth—like small engine repair, woodworking, music, horticulture, art, etc.

Improving the Relational Health of People in Poverty

- We started a new small group called Healing Hearts, led by a couple of women who build healing relationships as they do crafts with Community Centre guests.
- Twice per month two experienced hairdressers, build relationships as they cut hair for Community Centre guests. It's a real hit!



Program Director Sharon Schmidt cuts the ribbon at the Welcome Home open house in September 2016. The home has 1 family unit and 4 beds each for newly arrived male and female refugees. In 2016/2017, 8 refugees successfully transitioned to their own apartments after living at Welcome Home for 1 to 7 months.

There is a Balm in Gilead That Makes the

Meeting Emotional Needs

Youth Who Are Addicted

Recent staff training about emotional trauma identified a number of helpful facets of our program for treating traumatized brains and creating a foundation for addiction recovery:

- predictable structure
- caring, dependable human interactions
- experiencing and talking about “scary” emotions while being cared for, and soothed appropriately
- physical activity that allows people to rediscover the body-brain connection
- appropriate physical and mental health care
- support to rebuild relationships with family

In 2016/2017:

- 99 parents received practical and emotional support to cope with their teen’s substance abuse during 31 group sessions
- Many of the 277 youth in our Community Based Treatment received emotional support during 53 group therapy sessions

Helping People Who Are Homeless Feel Less Invisible

Volunteer Profile: Heather Skene

Heather Skene has been serving at Ray of Hope’s Community Centre for the last 23 years. “We provide a safe space for homeless people to hang out,” she explains. “They get a hot meal, laundry services, showers, and common spaces to relax in – the kinds of things that most of us take for granted.”

While many practical needs are met through the Community Centre, one of the most valuable things volunteers offer is a listening ear. Heather says, “I’ve been able to

build relationships with people who come to the Centre. I know their stories. They aren’t just ‘clients,’ they’re friends.”

She adds, “This place makes them feel less invisible.”

Heather affirms that God is doing great things at the Centre. “You may not see change instantly. A fruit tree takes a long time to grow, but you do see change in our guests over time.” Heather is one of 285 dedicated volunteers who make the Community Centre a welcoming place for people in poverty.



Heather Skene was recently honoured as Ray of Hope’s longest serving volunteer.

A graduate of Ray of Hope’s Youth Employment program, Heather has been volunteering at the Community Centre since the early 1990’s.

Wounded Whole...

Meeting Spiritual Needs

We offer spiritual care to youth and adults in all of our programs.

Youth in Custody

- On average, 80% of young men in custody at Secure attended our weekly Chapel program. Three youth accepted Jesus as their Saviour.
- This year, we made iPods available so that youth could listen to audio versions of the Bible. We also added a number of new chapel speakers to keep teens engaged.

We had a teen at Secure from a Muslim background. I had many conversations with him about his faith and he attended all our Bible studies and chapel programs. He shared that these helped him learn more about the stories in the Bible and about Christianity. He was thankful for the support he received during Ramadan and appreciated that his faith was respected.

–Hector Pineda, Secure Custody Chaplain

People in Poverty

- In October 2016, our staff chapel leader started a worship night at the Community Centre. Every Monday evening 8 to 10 guests actively worship our Lord Jesus and then pray for each other.
- In January 2017, we started an Alpha course to introduce Community Centre guests to the Christian faith through videos and discussion. A few people attended. Needing to adapt the program for our guests, we relaunched Alpha in July 2017.

Youth in Recovery from Addictions

We introduce youth in our care to church and 12-step communities. As we come alongside them in their recovery, we live by St. Francis of Assis's famous motto: Preach constantly, use words when necessary.

God is at work in the lives of youth here.

– Ryan Rutledge, Social Worker, Ray of Hope Secure

Social Worker Discovers Passion for Youth in Custody



A graduate of Wilfrid Laurier University, Ryan Rutledge heard about an opening for a social worker at Ray of Hope Secure through his church. “I was hesitant at first – I didn’t have a desire to work with youth,” says Ryan, who originally wanted to help seniors.

Now, Ryan has not only found a calling, but a great opportunity. “Working with young people means you can help to alter the trajectory of their lives, and hopefully save them some heartache,” he says.

Young men serving time at Ray of Hope Secure often come from challenging backgrounds that include abuse and addiction. What helps them most is forming relationships and having conversations with people who care. “They need a place where they can feel safe to be vulnerable,” says Ryan. “By spending time with them, I get a rare insight into the parts of their stories that not everyone sees.”

In the midst of the brokenness, Ryan celebrates seeing God at work. “The staff at Ray of Hope are all image-bearers of the Creator. And though it’s not all sunshine and rainbows, I get to see lives drastically altered. God is at work in the lives of youth here.”

Meeting Intellectual Needs Youth Learn Employment Skills

In 2016/2017, we added a 6-Week Employability Skills Workshop Classroom to our Youth Employment Program. Participants meet from 9 am to 3 pm Monday to Friday.

Participants learn about a range of topics including:

- How to write a resume and cover letter, and prepare for a job interview
- Skills, attitudes, and behaviours of a good employee
- Conflict resolution strategies, personal budgeting, time management
- Essential math skills for food & beverage/ retail environments (handling cash, counting tills, units of measurement, doubling batches, etc.)
- Essential literacy skills (reading and comprehension)

There is also time for self-exploration to identify current strengths and personal reflection about challenges and successes. As well, participants receive certifications in: Smart Serve, First Aid, AODA & WHMIS, Safe Food Handling, Health & Safety, and Fire Safety.



Co-workers showing off their teamwork.



Participants doing a teambuilding exercise.

Youth Work on Their Education

Education is an important component of our Youth Addiction Services and Open and Secure Custody Programs as well as our Alternative Education Program.

- This year, two youth in Open Custody completed their credits and graduated from high school.
- The 25 youth struggling with addictions who lived in our residential home worked on high school credits with a teacher from the Waterloo Region District School Board (WRDSB).
- Another 33 youth (8-10 at a time) worked on high school credits alongside therapeutic activities that helped them recover from addictions in our Day Treatment Program.
- Youth in Day Treatment completed a record high of 34 credits.
- Ray of Hope Day Treatment staff and WRDSB teacher, Amy Stewart, collaborated to create 4 locally developed courses which allow youth to earn credits for participating in treatment.
- 16 students completed 19 credits in our Alternative Education Program. This customized setting help students with severe truancy issues to attend regularly and work on personal problems that are not addressed in a regular classroom.

Healing Comes Full Circle

Day Treatment Teacher Gives What She Received



“They can be the ones who are forgotten, who have unintentionally slipped through the cracks,” says Amy Stewart about students in Ray of Hope’s Day Treatment Program. Employed by the Waterloo Region District School Board, Amy teaches young men and women who are seeking help for their drug and alcohol addictions. Many struggle academically, have mental health issues and/or behavioural challenges, and lack family support. Most have had negative school experiences. “They are living overwhelming lives,” says Amy.

In the small class of 8-10, each student gets personal attention as they overcome learning barriers. Amy and the Ray of Hope staff get to know the students personally. “I make sure they know they belong and that I’m glad they’re here.” She celebrates their small and large accomplishments—from attending regularly to earning a credit. “We had a phenomenal year. The kids achieved a record number of credits!”

When teens don’t abide by classroom expectations they lose privileges — but grace flows freely. Amy and the Ray of Hope staff debrief with students after angry outbursts and help teens start again when they relapse into their addictions. “They typically have a positive experience here.”

Amy knows what it’s like to overcome challenges. She had her daughter at the age of 18 and lived at St. Monica Place—where girls are supported before and after they give birth. Later, Amy attended university and became a teacher with a focus on special education. After graduating, she taught at the St. Monica Place school. She also instructed youth in



WRDSB teacher Amy Stewart celebrates accomplishments of Day Treatment Students with a Wall of Fame.

custody at Ray of Hope Secure for eight years.

While at Secure, Amy began learning about the Christian faith. She had many discussions with Ray of Hope staff and was impressed with how they practiced forgiveness, grace, and unconditional love. “They guided me toward God,” says Amy, who now attends Creekside Community Church with her husband.

Amy appreciates Ray of Hope and says, “they practice what the Bible teaches.” She is also thankful and humbled by the opportunity to teach at the Day Treatment school. “I am grateful for each and every student and staff member—I have learned from all of them.”

Making the Wounded Whole

Brokenness & Challenges that Remain

- Physical fights increased by 400% at the Community Centre—to 59 this year compared to 11 the year before. Possible causes could be the increase in fentanyl and crystal meth addictions and mental health problems of Centre guests.
- Though we don't allow drug use at the Community Centre, the number of used needles found on our property has recently increased by 300%.

OUR RESPONSE: We added an extra staff member between 6 and 9pm on weeknights. We installed sharps disposal kits in our washroom and a large dispenser outside our main doors. During our staff meeting, we pray an extra hour and have discussions about self-care to cope with the increased trauma. Our staff also received additional training in managing aggressive behaviour, First Aid, Naloxone administration, withdrawal management, conflict deescalation, and suicide intervention. We toured 4 agencies in Kitchener and 4 agencies in Hamilton to get fresh ideas.



- In Open Custody, we have had a fairly high number of youth with mental health issues including substance abuse/addictions.

OUR RESPONSE: Staff have demonstrated patience in dealing with the significant mood swings and been diligent in ensuring the safety of the youth.

- For youth returning to the community from custody, it is often difficult to find safe housing and to get access to medical care.

OUR RESPONSE: Our Youth Reintegration Program staff network with individuals and other agencies to connect youth with housing.

- Trauma is a common co-occurring issue that fuels addiction. Trauma treatment is hard to access in Waterloo Region & our Local Health Integration Network (LHIN).

OUR RESPONSE: We supported staff member Sara Murphy in completing the first stage of her trauma training certification (EMDR training). We continue to educate ourselves about addiction, trauma and recovery. Johann Hari's *Chasing the Scream*, and Bessel van der Kolk's *The Body Keeps the Score* have been influential for Youth Addictions Services staff and the whole Ray of Hope executive and senior management team. This information, combined with the ROH mission and vision, is a beautifully powerful combination and gives us a new framework for understanding and responding to the suffering of our clients/guests/participants.

Working Together to Meet the Needs

With a range of holistic services under one roof, Ray of Hope staff regularly collaborate to meet the needs of individuals. We also regularly refer people to many other great agencies in our community.

Too often, youth are released from Open Custody into unstable or unsafe environments. We are thankful for input from experts in Ray of Hope's other programs (Youth Addictions, Youth Reintegration Program, Youth Employment) who are able to connect with our youth when we cannot... Recognizing that a teen was at risk of running from our Open Custody, we transferred him to Ray of Hope Secure. Eventually he went to our Youth Addiction Services program. His mother called to thank us for transferring him when we did—it was a turning point in his life.

— Jeff McCrea, Program Director,
Open Custody

Financials

Consolidated Statement of Financial Position ending March 31, 2017

ASSETS	2017	2016
Current		
Cash	-	-
Temporary investment, subject to restrictions	234,353	375,006
Temporary investment, unrestricted	4,782	3,476
Accounts receivable	156,195	123,462
Inventory	8,456	7,818
Prepaid expenses	28,967	27,060
Government remittances recoverable	58,403	42,344
	<u>491,156</u>	<u>579,166</u>
Investments, subject to restrictions	<u>102,648</u>	<u>402,459</u>
Capital assets	<u>9,922,288</u>	<u>10,165,916</u>
	<u><u>10,516,092</u></u>	<u><u>11,147,541</u></u>
LIABILITIES		
Current		
Bank indebtedness	228,095	128,727
Accounts payable and accrued liabilities	1,108,555	1,609,057
Government remittances payable	79,062	74,381
Deferred contributions	0	257,091
Current portion of long term debt	167,009	163,913
	<u>1,582,721</u>	<u>2,233,169</u>
Callable debt	<u>954,142</u>	<u>1,121,152</u>
	<u>2,536,863</u>	<u>3,354,321</u>
Deferred capital contributions	<u>3,119,255</u>	<u>3,258,735</u>
Long term debt	<u>22,430</u>	<u>22,430</u>
Capital lease obligation	<u>0</u>	<u>0</u>
	<u>5,678,548</u>	<u>6,635,486</u>
Net assets		
Net assets restricted for government programs	(504,024)	(536,122)
Net assets internally restricted	94,635	94,635
Net assets invested in capital assets	5,902,081	5,836,763
Unrestricted net assets	<u>(655,148)</u>	<u>(883,221)</u>
	<u>4,837,544</u>	<u>4,512,055</u>
	<u><u>10,516,092</u></u>	<u><u>11,147,541</u></u>

Consolidated Statement of Operations & Net Assets ending March 31, 2017

REVENUE	2017	2016
Government contributions	6,470,215	6,563,738
Private contributions (donations)	825,485	837,020
HRDC & other grants	1,002,724	223,844
Gain on sale of assets	-	-
Gain on investments & assets	(394)	(1,252)
Rental, investment & rebates	347,437	346,287
Café sales	395,949	326,430
	<u>9,041,416</u>	<u>8,296,067</u>
EXPENSES		
Salaries & benefits	6,241,189	6,077,429
Amortization	202,749	207,907
Building occupancy	716,794	661,914
Capital acquisitions	418,922	391,465
Interest on long term debt	41,417	49,792
Office & other	175,614	181,382
Program & client needs	692,875	644,484
Promotion & publicity	80,516	112,571
Purchased services	23,355	36,612
Travel	122,496	122,038
	<u>8,715,927</u>	<u>8,485,594</u>
Deficiency of revenue over expenses	<u>325,489</u>	<u>(189,527)</u>
2016/2017 Expenses by Funding Group		
Youth Justice	4,836,412	4,940,905
Youth Addiction	1,628,630	1,644,261
Community Support Services	1,405,790	1,323,064
Youth Employment	845,095	577,364
	<u>8,715,927</u>	<u>8,485,594</u>

WAY TO GO Morning Glory Café & Bakery staff who increased catering sales by 45% and sales at the Heffner Café by 14% in 2016/2017!

THANKS TO 100 Men Who Give a Damn Waterloo Region for installing a new kitchen in our residential Youth Addiction treatment home!

WE COULDN'T DO IT WITHOUT YOU. THANKS FOR MAKING A DIFFERENCE IN THE LIVES OF DISADVANTAGED, MARGINALIZED, AND TROUBLED YOUTH AND ADULTS!

2016/2017 Ray of Hope Board of Directors

Tiffany Svensson – Senior Hydrogeologist, BluMetric Environmental Inc. (Board President)

Dan Murray – CEO, Teen Challenge Canada (Vice President)

Sandra McGillivray – Managing Partner, Valency Inc. (Treasurer)

Michelle Scott – Nursing & HR Management (Secretary)

Gerry Martin – Owner of Waterloo County Construction Ltd. (Director at Large)

Marlene Brubacher – Senior Accountant, MGS & Co.

Carl Hartwig – Semi-retired Senior Credit Risk Manager, Kindred Credit Union

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

Theo Lariviere – Constable, Waterloo Regional Police Service

Shawn Matches – Firefighter, City of Kitchener Fire Department

Douglas Witmer – Retired Administrator, Wilfrid Laurier University

Dave Roach – Real Estate Broker, Keller Williams Realty (partial term)

How You Can Help

PRAY for strength, wisdom, and compassion for our staff and volunteers. Ask God to provide sustainable sources of funding for our Youth Addiction Services and work among people in poverty at the Community Centre, and assistance for refugees at Welcome Home.

Raise Funds

For refugees at Welcome Home during the Ride for Refuge, September 30, 2017

THANKS TO 102 RIDERS & WALKERS WHO RAISED \$36,127.60 IN 2016/2017.

For people in poverty through Coldest Night of the Year February 24, 2018

THANKS TO 620 WALKERS WHO RAISED \$170,000 IN 2016/2017.

For youth struggling with addictions in the Ray of Hope Golf Classic, June 11, 2018

THANKS TO 51 GOLFERS WHO RAISED \$44,920 IN 2016/2017.

Volunteer

- At the Community Centre with people in poverty
- In the chapel program with youth in custody
- Sharing your hobby with youth in the Alternative Education program
- With refugees at Welcome Home



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