



bethlehem
housing and support services

The Road Ahead | 2014–2015 Annual Report



OUR MISSION

Bethlehem Housing and Support Services, in partnership with the community, provides affordable housing and services to support the personal growth of individuals and families.

OUR VISION

Stable affordable housing and support services contribute to a vibrant, caring and inclusive Niagara where everyone has a home.

We believe:

- » Safe, supportive and affordable housing is fundamental to the health, well-being and resilience of all people.
- » Responsive and person-centered support promotes our residents' independence, self-reliance and increased engagement in the community.
- » Stable housing, combined with personalized support, is fundamental to our residents gaining greater confidence and realizing their housing goals and life aspirations.
- » Affordable housing and support services provide a critical cornerstone for a vibrant, caring and inclusive Niagara community.

OUR VALUES

- » **Compassion:** We provide the highest quality services with empathy, hope, understanding and caring.
- » **Integrity:** We act with integrity and honesty, treating all people with respect and fairness.
- » **Dedication:** We are passionate about our mandate and go above and beyond to deliver superior results through our services.
- » **Inclusiveness:** We welcome and accept all people, embrace individual differences, and create a culture of inclusion.
- » **Accountability:** We strive for excellence by being responsible, accountable, and committed to continual improvement.

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MESSAGE FROM THE PRESIDENT OF THE BOARD AND EXECUTIVE DIRECTOR



To achieve excellence, you have to maintain a culture of transformation and stay true to your values”

Jeff Weiner, CEO LinkedIn,
author/expert on non-profit governance

A YEAR IN REVIEW

Over the past couple of years we have gone through “transactional” changes such as internal infrastructure strengthening, new operations, improving efficiencies through procedures, work flow and technology systems.

In consultation with community partners, stakeholders, staff and the Board of Directors, this past year we undertook a strategic planning exercise where we examined and established our core beliefs, values, and service principles. We analyzed what Bethlehem’s role in the Niagara community should be and in doing so, determined a more aspirational vision for the next three to five years. Putting the plan into action and reaching toward the vision “Niagara, where everyone has a home” will require fervent leadership, constant “transformational” and forward thinking while at the same time staying true to our core service beliefs and values.

ACHIEVEMENTS

Support Services Delivery

In keeping with our refocused person-centred service approach, support staff and property staff successfully implemented new procedures and found ways to work more closely together to prevent eviction, reduce rent arrears and decrease unit turnover time.

Family and Children’s Programs

The Early Learning Centre (ELC) successfully delivered new after school and summer camp programs for the older children living in the community and Bethlehem buildings. In partnership with other service delivery agents a multi-partner ELC parenting and school readiness program is now being delivered to the community at James Morden Public School in Niagara Falls.

Capacity Building

With support from the Region, the frontline direct service and program staff participated in an intense training and adopted methodologies using Trauma Informed Practice and other evidence based practices that resulted in restructuring service commonalities and equitable caseload redistributions among all the Support Workers.

We thank all of our dedicated frontline staff that served our clients and supported our residents this past year in so many ways – you are the ones that dare to reach out your hand into the darkness, to pull another hand into the light.

Fundraising

We had a good year with consistent and additional government funding opportunities. Our business foundation remained strong through the leadership of the Board of Directors, sub-committees and by the steadfast precision of the Administrative staff.

Our support service delivery would not be possible without our fund development team including our staff, committees, and the many event volunteers. With a focus on growth for our three main events over the past year including a golf tournament, Amazing Race and Empty Bowls, event proceeds increased by 28%. We increased our communications reach and automated some of the fundraising activities using technologies and social media and raised \$183,364. The funds we raise through community donations and events are essential to cover the cost of our support services, programs, housing maintenance and administrative costs. We are truly grateful to all of our loyal donors, sponsors and supporters.

This past year Bethlehem engaged in a new partnership with the Niagara Community Foundation under the Legacy Partners Program that will educate interested loyal donors on the many ways a legacy gift will strengthen Bethlehem Housing and Support Services beyond your lifetime and long into the future.

THE ROAD AHEAD

With a strategic planning process behind us, we are equipped with a roadmap to develop and build Bethlehem's future to continue providing affordable supportive housing while carefully and thoughtfully transforming to expand on the good work we do.

THE STRATEGIC FRAMEWORK INCLUDES:

Our Strategic Organizational Goals:

1. A leading model of excellence in affordable housing and support services
2. A recognized, highly regarded and visible housing service provider throughout the Niagara Region
3. A strong and adaptive organization

As a leading model of excellence in affordable housing in the Niagara Region, Bethlehem Housing commits to three Strategic Priorities:

1. Increase our impact in the community
2. Build the community's engagement and investment in affordable housing solutions
3. Maintain a strong, adaptive and resilient organization

This is our roadmap. In the year ahead, it will be the job of our capable management team, property, administrative, and frontline staff to develop and execute an action plan to make it happen.

We are excited about "The Road Ahead" and we won't be travelling alone. It will take engagement and collaboration with you, our supporters, community stakeholders and partners – we hope you will be as enthusiastic as we are to come along for the ride!

Sincerely and Respectfully,



Lori Beech
Executive Director



Steve Stone
President



HELPING MEN, WOMEN, FAMILIES

ACROSS THE NIAGARA REGION

WHAT WE DO

Our Programs and Services include:

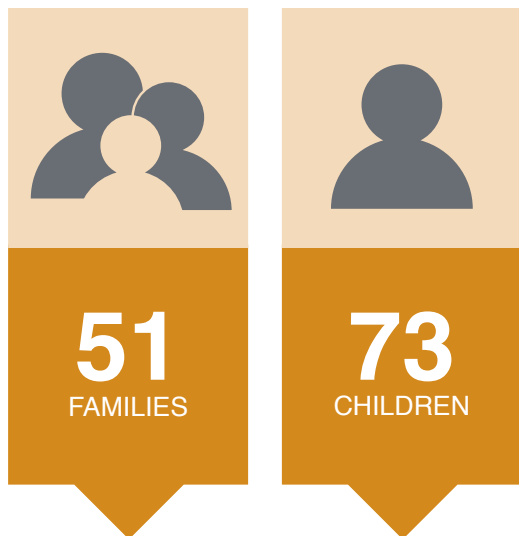
Transitional Housing Program (Bethlehem Place) is a staged approach to assist and support client residents to make a successful transition to having a safe, stable home and tenancy. An individual or family household's program can include:

- » Outreach supports while on the housing waitlist
- » Structured transitional housing with mandatory supports for up to one year
- » Information referral and connection to community services
- » LifeSkills and capacity building programs
- » Child development and parenting supports
- » Goal and safety planning, support and advocacy

- » Access to rent subsidy programs and continued supports post-move out to reside in Bethlehem permanent housing sites or in the community throughout the region

Many continue with supports through our outreach programs while transitioning to the next stage which helps to ensure housing retention, a stable safe environment and connection to resources and services.

- » 51 families including 73 children lived at Bethlehem Place in 2014–2015
- » Our waitlist is between 8 to 15 families at any given time
- » 41% of the transitional families moved on to live independently in community-based subsidized housing
- » 33% moved to market rent units and the remainder acquired other types of housing



51 FAMILIES INCLUDING 73 CHILDREN LIVED AT BETHLEHEM PLACE IN 2014–2015

Permanent Supported Housing is long term permanent affordable and/or subsidized housing with on-site support and advocacy services, information referral and connection to community services, social and recreational activities.

- » 98 households lived in our permanent supported housing buildings and community homes
- » 15% of the residents are survivors/victims of domestic violence
- » 23% are persons with physical or mental disabilities
- » 50% have past evictions and/or were at risk of becoming homeless
- » 12% are market rent at affordable housing rates
- » 75% of those who moved out of supported housing transitioned to independent home ownership or market housing

Community Outreach and Transitional Support Program offers support services in collaboration with service provider/agency partners for those individuals and families who are designated homeless or at risk of becoming homeless, and who have experienced domestic violence. A Community Support Worker (CSW) connects with households where they are at in the community such as in emergency shelters, social and transitional housing. The outreach worker then navigates and links them to housing through intake triage and case management processes, assesses needs and program fit, develops service plans, refers and transfers them to services and programs that will assist to achieve goals and retain housing.

- » 95 new outreach client households were served
- » 45 women who are victims of domestic violence were supported through transitional outreach
- » 50 were homeless

Housing First Program In partnership with Niagara Regional Housing, Bethlehem provides administration for housing allowances to family households, advocacy services with tenant landlord relationships, rent subsidies and payments; and through the Community Outreach program provides supports to the families with advocacy services, information referrals and connections as needed to achieve goals and retain housing.

- » 18 family households were provided community-based affordable housing allowances and community outreach support services.

Personal Capacity Building Programs include housing supports, goal planning, safety planning, community based life skills for personal capacity building, employability, empowerment, self-esteem and leadership, mental health awareness, legal matters, anger management, healthy lifestyle, budget and

money management, community-based recreational and arts activities.

- » 90 group sessions were conducted including a variety of life skills, information workshops, personal empowerment and development programs, social and recreational activities

Early Learning Resource Centres (ELC) includes a variety of parenting and early childhood development programs for all transitional housing clients and for families in two other Niagara Regional Housing

locations. Child and Family Resource outreach for our families in transition receive one-on-one parenting supports. New partnerships with James Morden Public School, and other family service agencies enhance and provide a variety of services to the program.

The Early Learning Centres welcomed:

- » 2,873 child visitors
- » 1,690 parent/caregiver visitors

75%

**OF THOSE WHO
MOVED OUT OF
SUPPORTED
HOUSING
TRANSITIONED TO
INDEPENDENT HOME
OWNERSHIP OR
MARKET HOUSING**



INVESTING IN OUR COMMUNITY

As donors, volunteers and supporters, your giving invests in our work and enables us to continue to provide the programs and services to help build a stronger community. Whether you donate monthly, annually, attend our fundraisers, volunteer your time, provide in-kind services, or have given a major gift, we are grateful for your contribution. It is through your giving that you express to the men, women and families that someone cares about their wellbeing.

If it wasn't for Bethlehem helping me get back on my feet and get my son back I don't know where I would be today. Thank you to everyone who contributes to Bethlehem Housing and Support Services, because through your support you've helped people like me and my son to have a better life."

Golf Tournament

It was Whirlpool golf course's opening day when we held our Golf Tournament at the end of May. With sixty-four enthusiastic golfers enjoying the tournament and sunshine the event raised close to \$6,000 after expenses.

Amazing Race

It was our fifth year of holding the Amazing Race famous car rally, scavenger hunt and team competition. Nine spirited teams competed against one another in Olympic themed activities. Overall the event raised more than \$16,000 in net proceeds. Special thanks to the BBBlooms Blooming Buddies team for raising over \$4,000 in pledges!





Empty Bowls 10th Anniversary

On March 11th, more than 500 guests celebrated the tenth anniversary of our Empty Bowls fundraiser held at Club Roma. Potters worked their magic spinning out bowls on their pottery wheels and guests sampled gourmet soups, local wine and craft beer throughout the evening. It was a commemorative year of this ‘soup-er’ event which raised close to \$34,000 after expenses!

COMMUNITY SUPPORT

It is through the kindness and generosity of individuals and businesses that have organized fundraisers and Christmas campaigns to support Bethlehem and our clients. Your commitment is a demonstration of good social responsibility that makes an impact on our community and those around us.

With special thanks to the Chapel Singers, Friends of Linhaven, Paula’s Elegant Bride, Seaway Farms and

Shaw Acting Ensemble for donating close to \$7,000 in proceeds from their fundraiser events.

For it is in giving that we receive.”
Francis of Assisi

Christmas holds a special place in the hearts of our supporters who liberally donate wrapped presents to ensure that our families have something to unwrap on Christmas morning. Thanks to Canadian Federation of University Women, Henley House, Henry Schein, Mastermind Toys, Penn Terra Group, St. Catharines Meridian Credit Union branches, St. George’s Church, Summit Group, Superior and Vintage Hotels who helped to make the holidays magical for our families.

We’d also like to thank Pleasantview Funeral Home for their in-kind contribution towards staff and tenant parking.



\$183,364

raised from annual fundraisers and donations

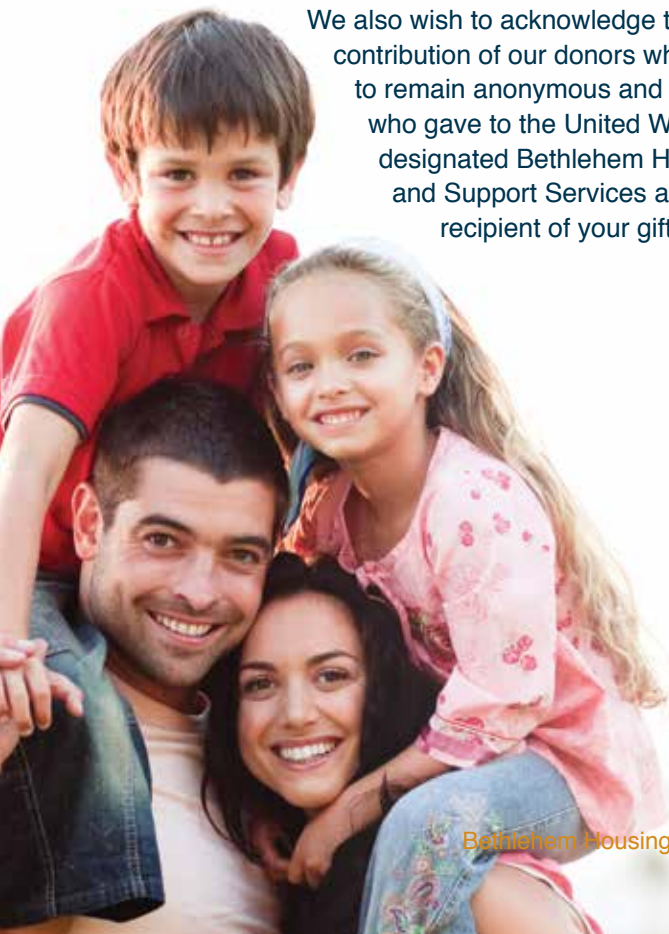


DONATIONS OVER \$500 APRIL 1, 2014 – MARCH 31, 2015

Dorothy Barley
Bayview Flowers
Elsie Bedford-Jones
Owen Billes
Canadian Tire Financial Services
(Oakville)
Canadian Women's Foundation
Chapel Singers
Richard and Maureen Chudyk
Church of St. John the Evangelist
Steven and Stephanie Collins
Constellation Brands
Covenant Christian Reformed
Church
Estate of Eleanor Eugenie
Campbell
First Reformed Church of St.
Catharines

Valerie Fleming
Friends of Linhaven
Clifford Ironberg
Mike Jones and Anne Andres-Jones
Kenmore Homes
Val Kerr
Lancaster Brooks & Welch
M & N Walker Foundation at the
Niagara Community Foundation
Meridian Credit Union
O'Brien - Jackson Family
Foundation
PenFinancial Credit Union
Irmgard Penner
R.J. Momot Professional
Corporation
Robert and Margaret Reid
Tom and Gail Richardson

Tim and Gini Rigby
Mark and Wendy Rittenhouse
Rotary Club of Niagara Falls
Elda Ryan
Carmen Sauer
Servicemaster Clean of Niagara
Paula Shaw
Sideline Telephone Services Inc.
Silver Spire United Church
St. Andrew's United Church
St. Catharines United Mennonite
Church
Sullivan Mahoney
Synergy Benefits Consulting Inc.
The Shaw Festival
Graham and Mary Turner
David and Carolyn Vilim
Willy's Greenhouses Ltd.



We also wish to acknowledge the contribution of our donors who wish to remain anonymous and those who gave to the United Way and designated Bethlehem Housing and Support Services as the recipient of your gifts.

THANK YOU TO OUR FUNDERS

In addition to your donations, government, regional and local agencies help to support our housing maintenance, programs and operational costs. We are truly thankful for the support they've given us.

- Ministry of Children and Youth Services
- Ministry of Community and Social Services
- Ministry of Municipal Affairs and Housing
- Niagara Community Foundation
- Niagara Region Children's Services
- Niagara Region Community Services
- Niagara Regional Housing
- Ontario Trillium Foundation
- Service Canada
- United Way of Niagara Falls and Greater Fort Erie
- United Way of St. Catharines and District

FINANCIAL HIGHLIGHTS

Our core revenues for fiscal 2015 remained relatively consistent with the prior fiscal year. Overall revenues were up by 1% from the prior year, largely due to additional one-time grants including a Provincial homelessness grant, a Niagara Region service enhancement grant, a Niagara Region children's services grant, a NCF communications grant, a Trillium capital grant, and a MCSS minor capital grant. These monies allowed us to bolster our IT infrastructure for better delivery of support programs, to update our website for online donations, to provide a children's summer camp program, to support a full-time groundskeeper position, to provide trauma training for our support staff, and to carry out major capital enhancements to two of our community support homes. Expenditures decreased marginally by 2% over prior year demonstrating strong management of housing, program and administrative costs. The consistency in year over year financial results is paramount as the organization continues to expand its much-needed services.

The overall net operating surplus for fiscal 2015 was \$38,208. In terms of fund category, direct service programs recorded a surplus of \$16,477 largely due to additional one-time grants and cost savings in salaries as a result of staff turnover and sick leaves. Housing projects recorded a deficit of \$34,312 which was largely a result of the amortization of building costs per accounting standards. Long-term debt related to property mortgages was reduced by \$250,000. Restricted reserve fund activity resulted in an overall increase in assets by \$56,043 all of which are set aside and tracked in secure investments. These funds are essential to the organization's long-term sustainability, as they provide a concrete level of funds for future capital requirements and emergencies.

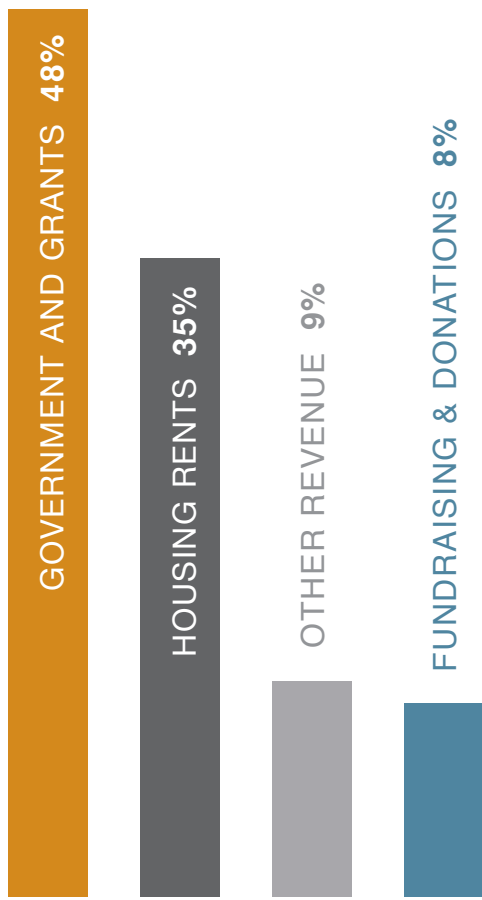
The organization is pleased to report we have maintained a healthy and stable financial position, moving into fiscal 2016. As a result, Bethlehem will continue to provide our valuable and highly regarded services for years to come.

STATEMENT OF OPERATIONS FOR YEAR ENDING MARCH 31, 2015

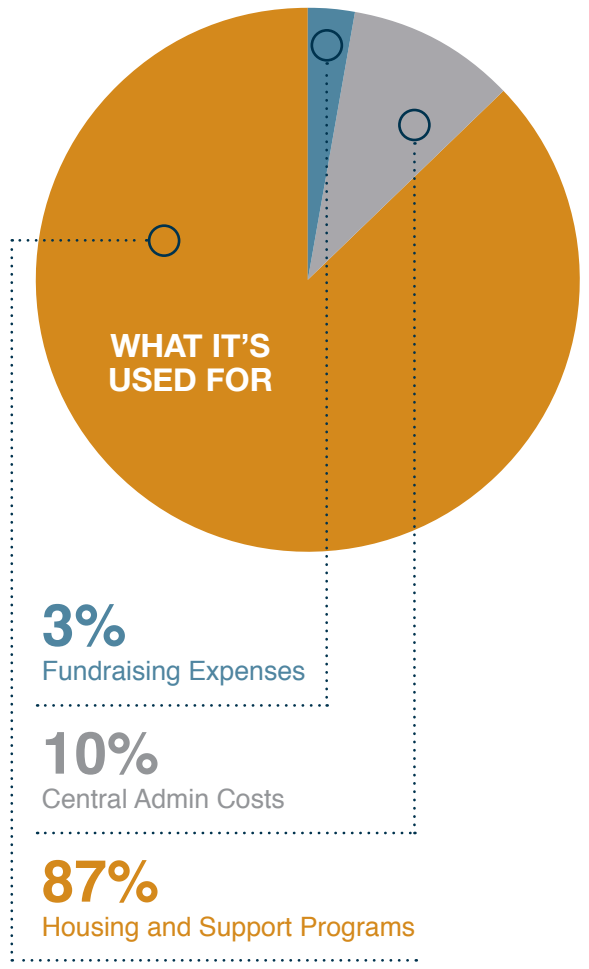
Revenues	
Government subsidies and grants	\$1,101,369
Rents	\$809,061
Fundraising and donations	\$183,364
Other	\$193,392
Total	\$2,287,186
Expenses	
Wages and benefits	\$868,593
Housing related	\$749,888
Amortization of building cost	\$382,259
Programs and administration	\$248,238
Total	\$2,248,978
Excess of Revenues Over Expenses	\$38,208

FUNDING SOURCES

Bethlehem has a diversified source of revenue and although we receive some financial assistance through funders, Foundations and government subsidies, there are additional funds that we must raise on an annual basis to continue to maintain our affordable and transitional housing buildings, support services and targeted programs.



SOURCES OF REVENUE
2014–2015



It's been quite a journey for us, but a good one of learning and growth. I'm thankful for Bethlehem's Support Workers and programs that helped me to learn the skills that I can use every day."

WE ARE GRATEFUL FOR OUR VOLUNTEERS

Volunteers are an essential part of our organization. Your kindness, dedication and commitment are an inspiration to us all. We are very fortunate and appreciative of your time, talents and efforts in showing that you want to make a difference in our community and for Bethlehem.

This year an incredible 2,191 hours were provided by our 77 dedicated volunteers who contribute their skills consistently in the office, on Board committees, event committees, fundraising and caregiving. There were over 122 additional volunteers who assisted us during our fundraising events, Deloitte Day of Caring garden clean-up and other special projects for an additional 793 hours! Students from Ridley College continue to be a consistent presence for caregiving in our Early Learning Centre during evening adult programs offered to our residents and community members, contributing 376 hours of volunteering. That is a grand total of 3,360 hours of volunteer time that Bethlehem Housing and Support Services has received over the past fiscal year!

Thank you to the hardworking women, men and youth who generously give their time and talents to our organization. We couldn't do this without you!

The heart of a volunteer is not measured in size, but by the depth of the commitment to make a difference in the lives of others."

DeAnn Hollis

Photo Below:

2014-2015 Board of Directors
(missing from photo: Todd Bright,
Amanda Sagon-King)



VOLUNTEERS SERVING
APRIL 1, 2014 –
MARCH 31, 2015

Board of Directors

Steve Stone – President
John Lee – Vice President
Drew Semple – Secretary
Brian Mocha – Treasurer
Karin Barnes
Todd Bright
April Brunet
Pamela Guyatt
Sara Prince
Sandra Richards
Marilyn Roudebush
Amanda Sagon King
Jo Anne Thibodeau

Finance Committee

Laura DeSantis
Chuck Greenham
Bill Keogh
Brian Mocha
Christopher Richardson

Human Resources Committee

Mary Bondarchuk
Liz Grimwood
John Lee
Sara Prince
Lynne Silver

Governance Committee

Todd Bright
Drew Semple
Jo Anne Thibodeau

Development Committee

Karin Barnes
Grace-Ann Cambray
Vicki Davis
Dawn Gordon
Val Kerr
Robin Lewis
Leah McCormack
Mary Lynn Pidduck
Irma Sebastiano

Golf Committee

Lori Reed
Vicki Davis
Dave Edward
Adam Montgomery
Rick Pillitteri

Amazing Race Committee

Joanne Azzopardi
Bob Barkman
Laura Dunkley
Gail Richardson
Irma Sebastiano

Empty Bowls Committee

Brad Baker
Grace-Ann Cambray
Pat Cicci
Martin Flynn
Leah McCormack
Stacie Royds
Irma Sebastiano
Robbie Schmidt
Chris Sora
Sonja Zanuttini



3,360

TOTAL VOLUNTEER HOURS

Regularly Scheduled Volunteers

Patrick Boucher
Melanie Cavasin
Maureen Chudyk
Jessica Ciaramella
Vic Cicci
Andrea Clarke
Mari-Anne Collee
Traci Colli
Helen Cronkwright
Betty Desjardins
Ray Desjardins
Julianna Faucher
Victoria Foschini
Lexie Gillies
Dawn Gordon
Rebecca Hare
Angie Harris

Annie Hinan
Ashley Janmaat
Jackie Jurkus
Tom Kelcey
Varenya Kuhathaas
Carol MacPherson
Pat McLean
Anne Mirynech
Li Mou
Elena Reyes
Rylee Rudling
Terry Shergold
Esther Ann Smith
Robyn Stevenson
Alexandra Szabo
Brittany Szabo
Danielle Szabo
Gerda VanderKloet
Karen Zegers

VOLUNTEER MILESTONE ACHIEVEMENT AWARDS

First Year

Joanne Azzopardi
Brad Baker
Bob Barkman
Ari-Anne Colliee
Betty Desjardins
Ray Desjardins
Martin Flynn
Lexie Gillies
Annie Hinan
Ashley Janmaat
Jackie Jurkus
Leah McCormack
Li Mou
Rick Pillitteri
Marilyn Roudebush
Stacie Royds
Terry Shergold
Chris Sora

Five Years

Andrea Clarke
Todd Bright
Rebecca Hare
Amanda Sagon-King

Ten Years

Tom Kelcey
Val Kerr
Gerda VaderKloet

Twenty Years

Vic Cicci

Twenty Five Years

Bill Keogh

150+ Hours

Betty Desjardins
Ray Desjardins

*No one can do everything.
But everyone can do something.”*

Author Unknown



OUR TEAM

Our dedicated staff is committed to serving the Niagara community and it is with thanks that we recognize their contributions to Bethlehem.

Under 5 Years

Lori Beech, Executive Director
Chantelle Berry, Community Support Worker
Dawn Marie Cavasin, Development Manager
Courtney Counsell, Intake Support Worker
Carolyn Fish, Program Manager
Kathy Fraser, Property Manager
Carla Giavedoni, Family and Child Resource Coordinator
Jessy Halls, Grounds Maintenance
Deanna Henry, Community Support Worker and ELC Program Assistant
Dave and Betty Kelley, Superintendents
Dell Wilson and Lori MacFadyen, Superintendents
Jessica Mantesso, Transitional Support Worker
Lee Mucci, Community Support Worker
Paula Ollier, Finance Manager
Mayra Orellana, Community Support Worker
Laura Sauer, Community Support Worker
Julie Uyeda, Transitional Support Worker
Sandra Wismer, Administrative Assistant

"We cannot build our own future without helping others to build theirs."

Bill Clinton

5 – 9 Years

Kristin Foschini, Volunteer Coordinator / Early Learning Centre Assistant
Diane Gendron, Security Resident
Paul Kwiatkowski, Maintenance
Kirk Martin, Security Resident


10 – 19 Years

Catherine Chambers, Early Learning Centre Assistant
Jane Miller, Housekeeping

Over 25 Years

Laura Arbour, Support Staff
Joan Gordon, Support Staff



A close-up photograph of two young women with long, wavy brown hair, smiling broadly and embracing each other. They are wearing white shirts. The background is a soft, out-of-focus green, suggesting an outdoor setting. The text is overlaid on the left side of the image.

I wish there were more places like Bethlehem Place. The support helped us to get stronger — I can't imagine where I would've ended up without Bethlehem.”

THE HOUSE OF THE RISING SUN

POEM BY
JANET ELGIE

In The Spirit of New Beginnings
Genesis Court downtown
Future dreams develop momentum
Onions abundant gardens galore
Pathway of red ruby raspberry tulips
Daffodils wave yellow chiffon sunshine
Sharing assertive dynamic box of tools
Front Entrance to Home Sweet Home
The House of the Rising Sun

Resource beach — jumping jack pebbles
Gigantic boulders of safe realization
Dynamic activities lead to Showcase of Art
Bold liquid blue-brushed-canoe
Computer widgets escape offering dazzle
Confidence harvests inspirational event
“Not Just Any Art Show”
Poke-a-dot jewel of beads... ribbon encore
The House of the Rising Sun

Genesis Court Downtown
Bethlehem Supportive Housing
Thank you for your Community of Support
Forever grateful



Printing donated in part by





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