



**YWCA**  
KITCHENER-WATERLOO

A TURNING POINT  
FOR WOMEN

# 2016 ANNUAL REPORT

STRENGTH

SAFETY

GROWTH

HOME

HOPE

BRIGHT FUTURE

SELF-CONFIDENCE HEALTH



YWCA KITCHENER-WATERLOO

# Leadership Message



For three years, from 2013 until 2015, the YWCA ran very substantial operating deficits. These deficits were driven by several related factors, including the loss of all four- to seven-year-olds from the not-for-profit childcare system to the new school-board-run system, the subsequent conversion by not-for-profit providers of their now redundant kindergarten classrooms to toddler and preschool classrooms, creating a temporary surplus of toddler and preschool spaces, increased rents charged by the school boards to the not-for-profit providers located in schools, and a three-year cap on childcare subsidies.

By late 2014, the YWCA's Board was forced to reconsider our financial ability to continue to provide childcare services at all. Ultimately, the Board decided to close one infant room and two before- and after-school programs, and lay off one childcare manager, to maintain the other childcare programs through 2015, and to review the situation at the end of that year.

It was the right decision. It ensured that hundreds of local families could continue to work and go to school knowing that their children were receiving high quality, licensed care. And by the end of 2015, enrollment in our under-enrolled programs began to increase, enhanced funding for infant and toddler care was introduced, and the subsidy caps were lifted. In 2016, for the first time in four years, the YWCA ended the year with a small surplus. But that small surplus was not come by easily. Cuts in some other areas, most notably in our emergency shelter and our administration department, had to be made, and the YWCA continues to struggle to stay in the black in 2017.

According to Statistics Canada, fewer Canadians are making charitable donations these days. In fact, in the past three years, our country's shrinkage in donors was more than two percent, at the same time that the charitable sector grew by almost seven percent. In its 2016 Vital Signs report, the Kitchener and Waterloo Community Foundation revealed that fewer than one in four of our citizens now gives to charity. So although it's a big problem, it's not really a surprise that the YWCA's donations are down.

In 2016, we raised roughly half the amount of donations that we raised in 2003. Our donations used to make up ten percent of our operating revenues. Now they're less than three percent. If we want to continue our financial recovery, and continue to deliver the programs and services that our community has relied upon for decades, we are going to have to turn that slide around. And that will be our focus in the coming year.

Elizabeth Clarke  
CEO

Patricia Polischuk  
President



# Mission and Vision

## Mission Statement

YWCA Kitchener-Waterloo champions and supports the enrichment of the lives of women, families, youth, and children.

**We achieve this by offering:**

- Early learning and care
- Youth development
- Emergency and supportive housing
- Counselling, advocacy, and referrals
- Collaborative community leadership

## Vision Statement

We envision an equitable world where women, families, youth, and children thrive in inclusive communities.

## Guiding Principles

- We respect the dignity and worth of individuals.
- We value diversity among people.
- We acknowledge the holistic nature of human needs – body, mind, and spirit.
- We respect the fundamental right to self-determination.
- We ensure that women are respected, their voices are heard and their issues are addressed.
- We focus clearly, but not exclusively, on women and children.
- We act with integrity and are accountable to our community.



*Lives celebrated, lives valued, lives enriched*



# Board and Committees



## Board of Directors

Patricia Polischuk  
**President**

Maggie VanderMeulen  
**Governance Vice President**

Jill Birks  
**Administrative Vice President**

Katie Fischer  
**Treasurer**

Ariel Alcorn  
**Secretary**

Tracy Van Kalsbeek  
**Past President**

Dipali Batabyal  
Rose Johnson  
Jennifer Kieffer  
Gunjan Marwah\*  
Karen Nordby-Wadel  
Meaghan Martin\*  
Jo Morrison\*  
Alessandra Prioreshi\*  
Tracy Rogers  
Karen Wetteskind\*

\*Resigned during the 2016-2017 term

## Leadership and Nominations Committee

Donna Diebel  
Katie Fischer  
Karen Grogan  
Lori McCrae  
Tracy Van Kalsbeek  
Debora Ritchie\*

## Finance Committee

Jill Birks  
Christine Black  
Susan Beuerman  
Katie Fischer  
Karen Grogan  
Linda Scott Campbell

## Club 84 Executive Committee

Ilma Green  
Heather Lackner  
Mary Reynolds  
Ruth Priddle  
Anne Shantz

## Retiring Board Member: Katie Fischer

Katie joined the Board in 2011, and was elected to the Executive Committee in 2012. In 2015, Katie moved into the position of Treasurer and Chair of the YWCA's Finance and Audit Committee. Katie's financial leadership of our Board, and her very generous assistance and support to our staff, helped the YWCA during some challenging times, and the practices she introduced have made us a stronger organization going forward. Katie will be missed by Board and staff!

# 2016 IN REVIEW



YWCA Kitchener-Waterloo provided essential programs and services to women, children, and families. Each year, we continue to grow and adapt our services to meet their needs and build a strong, healthy community.

Here is how we positively impacted the lives of women and families in 2016:

## COMMUNITY SERVICES

### Community Resource Centre

A five-story office building offering rents and shared facilities and equipment to local charities on a cost-recovery basis.



## PROGRAMS FOR CHILDREN

### Childcare Centres - 249 children

Four full-day programs, serving infants, toddlers, and preschool-age children, offer a play-based curriculum. Early Childhood Educators create play opportunities in which children can learn, practice, and extend their skills, supporting growth in cognitive, social, emotional, language/communication, and physical developmental areas.

### Care for Newcomer Children - 75 children

A program that provides culturally appropriate care and supervision to infant, toddler, and pre-school children of parents attending Language Instruction for Newcomers to Canada classes.

### Before and After School Youth Development Programs - 317 children

Eight sites deliver care for children aged 8 to 12. The programs support children's development through programming that combines student interest and developmentally appropriate activities.

### Summer Camp - 595 children

A nature-based, outbound day camp experience for children aged 5 to 13. Activities include sports and games, canoeing, archery, swimming, drama, campfires, and singing.



## PROGRAMS FOR YOUTH

### GirlSpace - 145 girls

GirlSpace is a free program (for girls in grade 6-9) and it runs for twelve weeks at a time at nine unique community locations throughout the year across Kitchener-Waterloo. At GirlSpace we build positive self-esteem, challenge body standards, take a stand against violence, embrace teamwork and leadership and practice self-love, all while creating friendships for life.

### Story Sheroes - 50 girls

In conjunction with Kitchener Public Library, a weekly program that works with girls to read and write about issues that are important to them. Girls write their own pieces for a cumulative book/zine that explores girls' issues.

## PROGRAMS FOR WOMEN AND FAMILIES

### Emergency Shelter - 397 adults (including 31 men) - 150 children

A 60-bed emergency shelter for women (16 and older), transgendered people, and families who are experiencing homelessness. The program provides basic needs, crisis support, housing help, advocacy, information, and referrals to longer-term community supports and services.

### Supportive Housing - 67 women & 23 children

Three permanent, affordable supportive housing programs serving women who have been episodically or persistently homeless and their children. Low to medium level food support, financial inclusion support, medication support and recreation support are offered.

### Homelessness Outreach - 27 women

A program providing intensive, flexible support to women who are on the street and experiencing persistent homelessness, including assistance finding and maintaining housing. The program provides ongoing support for a minimum of 12 months after housing placement.

### Family Outreach Program - 40 families and 90 children

An outreach program that makes connections and builds relationships with low-income families and children living in the downtown community and links them with supports, services and resources. Also provides advocacy, eviction prevention, financial assistance with transportation, food, clothing, household needs, education, recreation for the children, and informal counselling.



# Recognizing Our Donors

## CLUB 84

### Mary Kaufman Circle (\$84+)

Judith Astley  
Mary Brough  
Sara Brown  
Ursula Carter  
Pat Cunningham  
Roberta Finnie  
Roderick and Alberta Jack  
Christiane and Hans Kahlen  
Mary Kuntz  
Heather Lackner  
Pat Laurin  
Desta Leavine  
Sheryl Loeffler  
Margaret Marsland  
Margaret Nally  
Sandra Reid  
Mary Reynolds  
Jean Riedlinger  
Laura Shoemaker  
Marcia Shortreed  
Terry Wilson  
ANONYMOUS 44

### Four 84 Members (\$484+)

Dale and Allen Burgoyne  
Sandra Dare  
Connie Deckert  
Karen Grogan  
Mary Heier  
Margaret Hooper  
Vi Horton  
Helen Howatson  
Nora Kudrenecky  
Karin Kuntz  
Merle MacEachern  
Melanie Marsland  
Deaun Moulton  
Barbara Rahn  
Karen Redman  
Helga Segler  
Nancy Walker  
Joan Westcott  
Barbara Wilgar  
Andrea Witzel  
Judith Wyshynski  
ANONYMOUS 1

### 84 and More Members (\$184+)

Mary Barrett  
Michael Benton  
Jean Boehmer  
Carol Ann Bott  
Kim Boucher  
Gail Brandt  
Chloe Callender  
Susan Clark  
Elizabeth Clarke  
Jane Cowan  
Amaryah deGroot  
Barbara Dell  
Elizabeth Dell  
Arlene Dunnette  
Hope Eaton  
Stephen and Cathryn Finch  
Marg Finnen  
Mary Ann Fleming  
Lynn Forbes  
Marilyn Forler  
Tosa Forwell  
Ann Gawman  
Arleen Greenwood  
Jean Gutoski  
Beverly Harris  
Gail Hauser  
Joyce Heck  
Jo Hemphill  
Angela Hinchberger  
Judy Horman  
Mary Houslander  
Ivan Hurlbut  
Pam Irwin  
Brenda Krug  
Sandi Lang  
Sally Leask  
Barbara Leask Wynne  
Shirley Madorin  
Gaye Males  
Sharon McMorrان  
Pat Mighton  
Jennifer Monteith

Dianne Moser  
Chris Nanson  
Marilyn Post  
Ann Power  
Maedith Radlein  
Norah Rae  
Shirley Raetsen  
Fran Sandrock  
Melanie Shantz  
Jodi Spall  
Dorothea Sprung  
St. Stephen ELW  
Nancy Theberge  
Elizabeth Thorsen  
Ellen Trafford  
Janet Valentine  
Joanne Waugh  
Ann Weir  
Lucille West  
Marnie Wharnsby  
Colleen Whitney  
Elizabeth Witmer  
Elizabeth Wylie  
Glennis Yantzi  
Cassandra Zehr  
Vivian Zochowski  
ANONYMOUS 12

### Club 84 Members (\$84+)

Yvonne Ashley  
Marjorie Baillie  
Carla Bechtel  
Bob Blake  
Cindy Bridge  
Mary Joan Brooker  
Trudy Bryant  
Mary Burrows\*  
Patricia Carty  
Gladys Clish  
Geraldene and Ray Corsini  
Beth Coviello  
Amy Dean

# RECOGNIZING OUR DONORS

Patricia Dunker  
Beverley Dyck  
Marianne Erb  
Sandra Evans  
Lorna Ferguson  
Pat Flood  
Sylvia Froome  
Monica Furniss  
Gail Graham  
Pat Hahn  
Hildegard Hales  
Rita Hemmerich  
Ute Hilgers  
Penny Hobson  
Joan Holland Lehnen  
Malkin Howes-Dare  
Catherine Hunsberger  
Sharon Irving  
Carole James  
Jennifer Kieffer  
Jane Klugman  
Nancy Lackner  
Lindsay Lackner McKenzie  
Beth Lautenslager  
Jean MacLean  
F. Elizabeth MacMillan  
Nora Martin  
Barbara McCrory  
Cassandra McCrory  
Frances McIntosh  
Melanie McKellar  
Carla McLennan  
Heather McLennan  
Patricia Milburn  
Michael Graham and Hulene  
Montgomery  
Nadine Mueller  
Laura Muirhead  
Lynn Nigh  
Marg Oldenburger  
Elaine Ormston  
Annette Oudejans  
Joanne Peppler  
Lois Petker  
Elizabeth Poth  
Judy Proctor  
Sandra Puley  
Bev Pullen  
Audrey Reitzel  
Doreen Rockett  
Marion Roes

Bonnie Rollo  
Marilyn Sararus  
Linda Scott Campbell  
Anne Shantz  
Roslynn Shortt  
Donna Sills  
Heather Spall  
Diana Spearn  
Lynne Supeene  
Donna Szilock  
Vikki Tait  
Beverly Thom  
Julie Trip  
Tracy Van Kalsbeek  
Rosemary Walker-Newkirk  
Christel Weber  
Joan Weiler  
Cheryl White  
Harriet Winhold  
ANONYMOUS 16

\*Has asked to be recognized at this level

## Individuals (\$100+)

Pauline Bauman  
Scott Beech and Cindy Lebold  
Ray Beskau  
Jill Birks  
J. Lesley Braun  
Dorothy Britt  
Paula Brown  
Anne Brubacher  
Allan Bush  
Hugh Cameron  
Marie Chamberlain  
Susan Clark  
Bonnie Cole Arnal  
Douglas and Muriel Coleman  
Eleanor Cressman  
Nancy Croth  
Anne Dagg  
Greg deGroot-Maggetti  
Barbara Dell  
Ellen Dilgert  
Donald Dychuck  
Marlene Epp  
Pauline Evoy  
Bob Fielding

Donna Finch  
Kristine Fletcher  
Donald Freeman  
Anandita Gokhale  
Mel Goldstein  
Cathy Gregory  
Iris Hall  
Peggy Hallman  
Sue Hallman  
Marilyn Harder  
Joyce Harding  
Len Harrington  
Paul Haslam  
Frances Hatherton  
Peter and Elfrieda Hildebrand  
Betty Hooper  
Margaret Hooper  
Magdalene Horman  
Trudy Howke  
Harry Humphrey  
Brent Hutzal  
Mary Johnston  
James Kalbfleisch  
Gordon Kennedy  
John Kirby  
Theron Kramer  
Jim and Heather Lackner  
Kevin Luscott  
Grant and Halcyon MacDonald  
Sarah Martin-Mills  
Jackie Mattson  
Stephen Mazur  
Nicholas and Lisa McFarlane  
Trevor McLellan  
Jack and Bev Middlemass  
Frank Millerd  
Jane and Scott Morley  
Shane Mulligan  
Gary and Susan Parker  
Lori Payne  
Mirko Petricevic  
Patricia Polischuk  
Mark and Shari Pus  
Norah Rae  
Nancy Regehr  
Judy Reidel  
Ann Robitaille  
Kim Sanderson  
Jim Sauve  
Larry and Mary Ann Schmidt  
Harold and Violet Seegmiller



# RECOGNIZING OUR DONORS

Ken Seiling  
Erma Shantz  
Peter Sims  
Eleanor Snyder  
Stuart and Ann Snyder  
Tim and Teresa Sothorn  
Norm Southwood  
Gloria St. Marie  
Susan Steiner  
Garry Stevens  
Sherree Tallman  
Margaret-Anne Tannasse  
Bruce Underwood  
Maggie VanderMeulen  
John Walker  
Richard Walsh  
Brenda Welch  
Beatrice Wideman  
Carol Wilcox  
Larry and Maggie Williamson  
Mary Wybrow  
Glennis Yantzi  
Chen Zhu  
Robert Zwang  
Anonymous 44

## BUSINESSES, GROUPS, AND ORGANIZATIONS

Activa Holdings Inc.  
Alpha Phi Fraternity  
Canadian Women's Foundation  
City of Kitchener - Civic Contribution Committee  
Community Farm of the Brethren  
Community Justice Initiatives  
Conrad Grebel University College  
Curves for Women - Krug  
Economical Insurance Group - Staff  
Economical Mutual Insurance Co.  
Elementary Teachers' Federation of Ontario - Waterloo Region  
Elmira Maple Syrup Festival  
Fondation Groupe AGF  
Golf's Steak House  
H. L. Staebler Co. Ltd.  
Hockey Helps The Homeless  
K-W Region Elks Lodge #578  
Kitchener Pioneer Lions Club  
Ontario English Catholic Teachers Association  
Ontario REALTORS Care Foundation  
Optimist Club of Lakeshore Village  
Optimist Club of Petersburg  
Optimist Club of Stanley Park  
Optimist Club of Waterloo North  
Optimist Club of Westvale-Waterloo  
Renison College BSW Students  
Retired Women Teachers of Ontario  
Robert and Judith Astley Family Foundation  
Royal LePage Shelter Foundation  
Suddaby Public School  
The Gordon Linkletter Family Fund  
The Home Depot Canada Foundation  
The May Court Club of Kitchener-Waterloo  
The Waterloo Region Record - Lyle S. Hallman Foundation Kids to Camp  
Toyota Motor Manufacturing Canada Inc.  
Unifor Local 1524  
University of Waterloo Federation of Students  
Waterloo Region Occasional Teachers' Local  
William Radtke Sheet Metal Ltd.  
Zonta Club of K-W

# RECOGNIZING OUR DONORS

## FAITH COMMUNITIES

Emmanuel United Church  
Erb Street Mennonite Church  
Parkminster United Church  
School Sisters of Notre Dame  
St. Agatha Mennonite Church  
St. Agatha Roman Catholic Church  
St. Andrew's Presbyterian Church  
St. Francis of Assisi Catholic Women's League  
St. George's of Forest Hill Anglican Church  
St. Jacobs Mennonite WMCEC  
St. James'-Rosemount United Church  
St. Jerome's University Catholic Community  
St. Matthews Evangelical Lutheran Women  
St. Stephen ELW  
Stirling Avenue Mennonite Church  
Waterloo Christian Reformed Church



# Schedule of Unrestricted Operating Funds

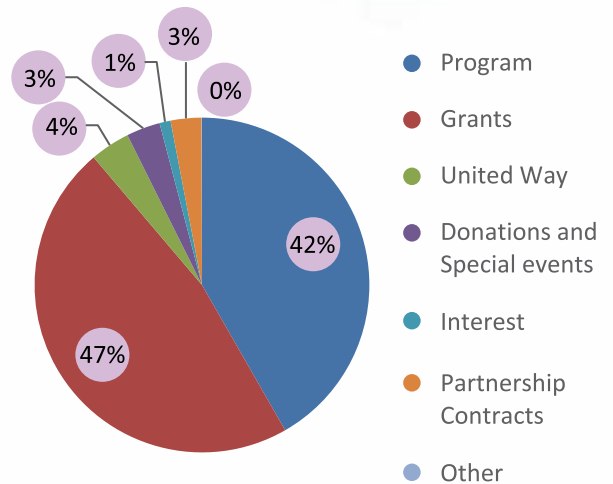
## REVENUES AND EXPENSES

SCHEDULE OF UNRESTRICTED OPERATING FUNDS REVENUES AND EXPENSES FOR THE YEAR

FOR THE YEAR ENDED DECEMBER 31, 2016

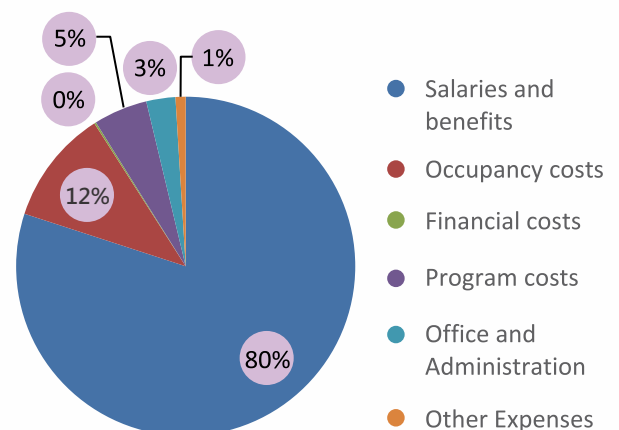
### REVENUES

Program	\$ 2,936,294
Grants	3,174,603
United Way	244,053
Donations and Special Events	221,488
Interest	70,600
Partnership Contracts	226,890
Other	180
<b>Total Revenues</b>	<b><u>\$ 6,874,108</u></b>



### EXPENSES

Salaries and Benefits	\$ 5,076,126
Occupancy Costs	748,100
Financial Costs	10,996
Program Costs	297,616
Office and Administration	169,876
Other Expenses	63,473
<b>Total Expenses</b>	<b><u>\$ 6,366,187</u></b>



Excess of revenues over expenses for the year	507,921
Interfund transfers	(420,522)
Fund balances, beginning of the year	<u>(87,399)</u>
<b>Fund balances, end of the year</b>	<b><u>0</u></b>



# Statement of Financial Position

AS OF DECEMBER 31, 2016

ASSETS	2016	2015
Short - Term Investment	\$ 354,058	\$ 340,441
Accounts Receivable	429,191	119,335
Inventory	2,373	2,373
Prepaid Expenses	22,079	42,391
	<b>807,701</b>	<b>504,540</b>
Long - Term Investments	924,229	851,369
Property, Plant and Equipment	7,969,966	7,952,978
	<b>\$ 9,701,896</b>	<b>\$ 9,308,887</b>
<b>LIABILITIES AND FUND BALANCES</b>		
Bank Indebtedness	225,086	48,242
Accounts Payable	616,276	493,425
Deferred Revenue	155,523	202,137
Current Portion of Mortgage Payable	221,387	214,775
Current Portion of Other Long - Term Debt	21,667	41,388
	<b>1,239,930</b>	<b>999,967</b>
Mortgage Payable	1,829,129	2,047,743
Other Long - Term Debt	481,086	482,172
	<b>3,550,145</b>	<b>3,529,882</b>
<b>FUND BALANCES</b>		
Externally Restricted	\$ 573,142	\$ 590,128
Internally Restricted	5,578,609	5,276,276
Unrestricted		(87,399)
	<b>6,151,751</b>	<b>5,779,005</b>
	<b>\$ 9,701,896</b>	<b>\$ 9,308,887</b>