



YWCA KITCHENER-WATERLOO ANNUAL REPORT 2013



LEADERSHIP MESSAGE

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Elizabeth Clarke, YWCA Kitchener-Waterloo CEO

I recently came across a copy of the YWCA's budget for 1965. The association's total expenditures back then were \$119,000, and with that money we operated a women's residence, a gym, and two summer camps.

We've changed a lot in almost 50 years. Today, our budget is close to \$7 million, and we operate two dozen programs out of as many locations across our region. Our women's residence has evolved into a homeless shelter, and we've built two more permanent, supportive housing facilities. We closed our gym many years ago, but now offer recreational programs for teen girls at a number of community centres in Kitchener and Waterloo. We're down to one summer camp, but we've added 14 centres for full-day and

before- and after-school childcare. We do counselling in the women's prison, anti-poverty outreach in the community, and hold an annual conference attended by hundreds of girls in grades seven and eight. And we're landlords to eight smaller charities who share our large office building with us.

None of the changes just 'happened'. They all occurred in response to evolving conditions and needs in the community that we serve. Fifty years ago, homeless women and children were virtually unheard of. Few women worked outside of the home, so demand for licensed early learning and care was low. The commercial fitness industry had yet to take off. The women's prison didn't exist, and anti-poverty outreach, if it was done at all, belonged mostly to faith groups.

And as our community continues to change, so does the YWCA and our work. Over the past five years, homelessness in Kitchener-Waterloo has reached unprecedented levels. According to the Region of Waterloo's homelessness and housing data, the demand for emergency shelter has grown by 45%, and most of that growth is in homeless families. The number of homeless children has increased by a shocking 300% since 2008. In 2013, the YWCA's emergency and supportive housing programs for homeless women and families housed more than 340 children, most under the age of 16.

Children's homelessness – children living for weeks and months and even years in homeless shelters – is a comparatively recent phenomenon, and researchers are just starting to understand its devastating impacts on these most vulnerable members of our society.

Children born to mothers staying in shelters are more likely to be born prematurely, and to have lower birth rates. They are more likely to have physical and developmental delays. They suffer higher rates of infections and illnesses such as asthma, intestinal problems, skin disorders, vision problems, and malnutrition.

Children living in homeless shelters experience increased stress and insecurity, and lower levels of happiness and self-esteem. They are three times more likely than other children to have sleep disorders and serious emotional and behavioural problems.

Children living in shelters often display delayed social and language skills. Because of their frequent school disruptions, their education lags, and the positive impacts that school could have on their physical and mental health, as well as their speech and social skills and sense of belonging, don't happen.

Shelter living has lasting harmful effects on parents, as well. Homeless parents, mostly but not exclusively mothers, feel

anxiety, stress, guilt, depression and anger, and often struggle to cope with their parenting responsibilities, needing support to meet their children's needs and manage their behaviours, but fearing being judged as bad parents because of their situations.

Three consecutive years of shelter occupancy levels approaching 150% might have led the YWCA to conclude that our community needs another shelter. But the research, and our own experience, told us that that was not the change that we should now be making. Rather, we should be seeking new ways to minimize homeless families' shelter use wherever possible. Starting in April 2014, the YWCA will be adopting a 'housing first' philosophy and model of service. We'll let you know how it goes!



Mandy Dennison, YWCA Kitchener-Waterloo Board President



The Board of Directors continued on its path of working at a strategic level to set the course for the organization. The Board has embarked on a number of conversations at this level to empower the organization in the areas of risk and storytelling/advocacy to continue to provide further leadership and participation from the Board beyond the Boardroom table. Our renewed and clear vision statement has empowered the Board to play a more active role in these areas.

The organization has welcomed a roster of new funders to our list of friends. This support has enabled the organization to continue to deliver vital services in our girls' programming arena in particular, where we are seeing incredible participation and results. We continue to be thankful for their leadership in partnering with us to deliver these important programs.

The Board of Directors continues to be in awe of the multitude of dedicated and talented staff who provide these much needed and utilized services in our community. Under Elizabeth's leadership, the YWCA continued to adapt and advance the organization in an environment of constant change. Elizabeth and her team have translated the strategic plan developed in 2012 into a roster of evolving programs to continue to meet the increasing demands of the YWCA in all three organizational verticals: children's services, housing services, and girl-empowerment programming.

In reflecting on my time with the YWCA as a Board volunteer, I have to highlight an incredible capability this organization continues to showcase: adaptability. The organization is able to ebb and flow with the needs of our community, particularly within our housing services and children's services programs, in a fashion which is not like anything I've witnessed. As Elizabeth mentions, the adoption of the 'housing first' philosophy is a primary example of how the YWCA plays a collaborative role in serving our clients in the best manner possible. Our strategic plan has empowered the organization to capitalize on opportunity in children's services, with the opening of the YWCA Jean Steckle Childcare Centre in August 2013. This organization is prepared to seize the opportunity to anticipate and meet the demands of our constituents. It's an achievement all stakeholders involved in the YWCA can be proud of.

2014 is going to be another year of evolution, but the YWCA continues to leverage its experience and skills in anticipating community needs and evolving our offerings in the spirit of Waterloo Region: in a consultative, collaborative, and innovative manner.

YEAR

IN REVIEW



1022

women, children and families experiencing homelessness used our emergency shelter services.

73

families were served by our community outreach program.

88

women found a place to call home in our supportive and transitional housing programs.

235

infants, toddlers and preschoolers attended programs at our four childcare centres.

594

children spent a week experiencing the outdoors at our summer camp.

319

students in grades seven and eight attended our girls' conference on self-esteem and healthy living.

21

federally sentenced women inmates received psychosocial education and counselling.

247

youth received after-school care in our youth development programs.

82

girls took part in our brand new youth programs.

8

charities were housed in our community resource centre office building.



95

children were cared for by our qualified staff while their parents attended ESL courses.

and **THOUSANDS** more were served through community presentations, public education programs and events.

Statement of Financial Position

Schedule of Unrestricted Operating Fund Revenues and Expenses for the Year

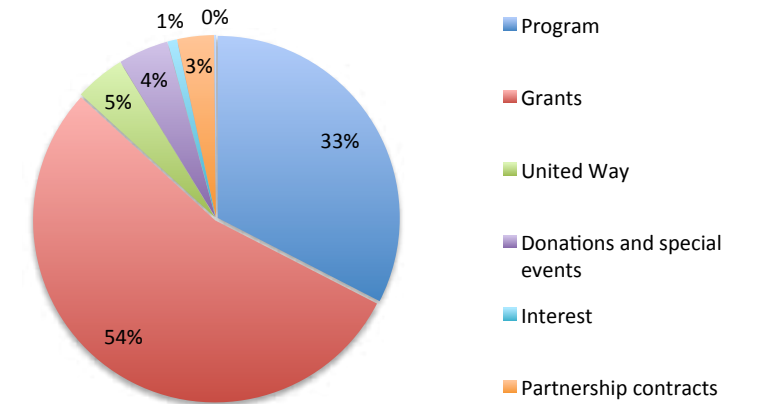
Current Assets	2013	2012
Cash and cash equivalents	\$478,539	722,024
Accounts receivable	82,194	267,234
Inventory	3,588	3,565
Prepaid expenses	17,619	23,791
	<u>581,940</u>	<u>1,016,614</u>
Long-term investments	988,977	904,823
Property, plant and equipment	8,557,158	8,035,165
	<u>\$10,128,075</u>	<u>9,956,602</u>

Liabilities	2013	2012
Accounts payable	\$500,986	522,618
Deferred revenue	204,400	150,629
Current portion of mortgage payable	187,832	182,294
Current portion of other long-term debt	41,670	-
	<u>934,888</u>	<u>855,541</u>
Mortgage payable	2,469,335	2,657,167
Other long-term debt	521,373	-
	<u>3,925,596</u>	<u>3,512,708</u>

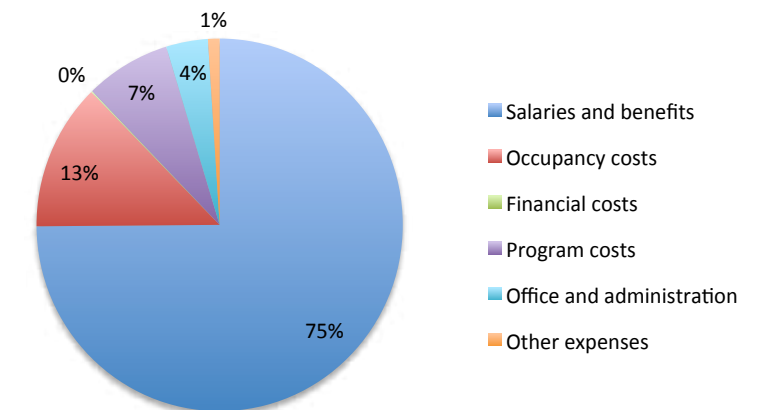
Fund Balances	2013	2012
Externally restricted	772,554	671,573
Internally restricted	5,445,166	5,577,046
Unrestricted	(15,241)	195,275
	<u>6,202,479</u>	<u>6,443,894</u>
	<u>\$10,128,075</u>	<u>9,956,602</u>

For the year ended December 31, 2013

Revenues	
Program	1,970,887
Grants	3,284,288
United Way	270,000
Donations and special events	269,711
Interest	51,100
Partnership contracts	196,826
Other	10,723
Total revenues	\$ 6,053,535



Expenses	
Salaries and benefits	4,350,518
Occupancy costs	740,968
Financial costs	6,445
Program costs	438,177
Office and administration	214,718
Other expenses	59,280
Total expenses	\$ 5,810,106



Excess of revenues over expenses	243,429
Interfund transfers	(453,945)
Fund balances, beginning of the year	195,275
Fund balances, end of the year	\$ (15,241)

BOARD AND COMMITTEES

THANKING OUR DONORS

Board of Directors

Mandy Dennison, President
Jennifer King, Vice President
Tracy Van Kalsbeek, Vice President
Karen Grogan, Treasurer
Casey McCreary,* Secretary
Jo Morrison, Secretary
Husnia Barackzay*
Katie Fischer
Rose Johnson**
Beth Lautenslager
Nora Martin
Zainab Ramahi**
Debra Ritchie**
Allison Roberts**
Maggie VanderMeulen

**resigned during the 2013/14 term*

***nominated during the 2013/14 term*

Retiring Board Member

Jennifer King joined the Board of the YWCA in 2008, before she became a mother, and stayed with us through the births of two children, barely missing a meeting. Jennifer finished her second term as Vice President, a role she assumed in 2010, and as Chair of the Leadership and Nominations Committee, both very demanding positions. Throughout her years with the YWCA, Jennifer never stopped pushing the association to become the best we could be, and we are much better for it today.

Outgoing President

Mandy didn't set out to become President of the YWCA, but when a job change forced our then-President to step down suddenly in 2012, Mandy agreed to step up, and despite the fact that her own work demands were enormous, she served conscientiously in that role until the end of her term. Mandy held leadership roles on the YWCA's Executive Committee, Club 84 Development Committee and Strategic Planning Committee, shepherding the

association through a time of challenge and change. Her hard work and creativity were appreciated by volunteers and staff alike, and will be missed.

Club 84 Development Committee

Amy Burke
Mandy Dennison
Nora Martin
Kelly Walberg, Chair
With special thanks to Heather Lackner, Jane Cowan, and Anne Shantz for their tireless work on behalf of Club 84

Faith Communities Committee

Elizabeth Eberhart-Moffat
Isobel Field
Janet Hartry
Sharon Irving
Jean Maclean
Marilyn Post
Joanne Raymond

Leadership and Nominations Committee

Debbie Currie
Megan Conway
Jean Leonard
Husnia Barakzay
Jennifer King, Chair
Elizabeth Clarke, Ex-officio member
Mandy Dennison, Ex-officio member

Finance Committee

Susan Beuerman
Christine Black
Linda Scott Campbell
Katie Fischer
Karen Grogan
Natalia Jurkowski

Club 84

Mary Kaufman Circle Members (\$840+)

Judith Astley
Sara Brown
Millie Buehlow
Ursula Carter
Pat and Bill Cunningham
Elise Devitt
Shirley Filiatrault
Roberta Finnie
Vicki Gohl
Sue Hallman
Helen Howatson
Roderick and Alberta Jack
Christiane and Hans Kahlen
Eleanor Kaufman
Brenda Krug
Nora Kudrenecky
Mary and Robert Kuntz
Heather Lackner
Carol Lansky
Desta Leavine
Sheryl Loeffler
Margaret Marsland
Margaret Nally
Barbara Rahn
Sandra Reid
Mary Reynolds
Jean Riedlinger
Marcia Shortreed
Elva Zehr
Anonymous 3

Four 84 Members (\$484+)

Dale and Allen Burgoyne
Sandra Dare
Ilma Green
Karen Grogan
Mary Heier

Margaret Hooper
Vi Horton
Karin Kuntz
Melanie Marsland
Deaun Moulton
Joanne Raymond
Helga Segler
Bernice Steep
Nancy Walker
Joan Westcott
Terry Wilson
Andrea Witzel
Judith Wyshynski
Tracey Zehr
Anonymous 1

84 and More Members (\$184+)

Frebis Allen
Mary Barrett
Michael Benton
Anne Beyers
Bob and Noreen Blake
Carol Ann Bott
Kim Boucher
Mary Boucher
Amy Burke
Marjorie Carroll-Nelson
Susan Clark
Elizabeth Clarke
Gladys Clish
Jane Cowan
Connie Deckert
Amaryah deGroot
Barbara Dell
Elizabeth Dell
Mandy Dennison
Laura Downey
Arlene Dunnette
Hope Eaton

Cathryn Finch
Marg Finnen
Mary Ann Fleming
Marilyn Forler
Tosa Forwell
Ann Gawman
Arleen Greenwood
Gail Hauser
Joyce Heck
Jo Hemphill
Ute Hilgers
Angela Hinchberger
Judy Horman
Carol Hurlbut
Pam Irwin
Diane Keilhau
Elizabeth Kuntz
Sandi Lang
Sally Leask
Aldona Lenaskas
Doris M'Timkulu
Merle MacEachern
Gaye Males
Pat Mighton
Athelene Miller
Jennifer Monteith
Dianne Moser
Elizabeth Motz
Chris Nanson
Helen Pearse
Shirley Raetsen
Fran Sandrock
Melanie Shantz
Jodi Spall
Dorothea Sprung
St. Stephen ELW
Margaret Stephenson
Nancy Theberge
Shirley Thomson
Ellen Trafford
Janet Valentine
Joanne Waugh

THANKING OUR DONORS

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Ann Weir
Marnie Wharnsby
Colleen Whitney
Elizabeth Witmer
Lynne Woolstencroft
Elizabeth Wylie
Marjorie Wyse
Glennis Yantzi
Anonymous 7

Club 84 Members (\$84+)

Yvonne Ashley
Marjorie Baillie
Carla Bechtel
Joyce Bennett
Jean Blyth
Jan Bockmaster
Gay Booth
Cindy Bridge
Mary Joan Brooker
Trudy Bryant
Mary Burrows *
Miriam Butler
Patricia Carty
Beth Coviello
Mary D'Alton
Melanie Davis
Marilyn Dippell
Patricia Dunker
Mary Dunker-Guy
Susan Dusick
Beverley Dyck
Sandra Evans
Lorna Ferguson
Sylvia Froome
Monica Furniss
Kathleen Goman
Gail Graham
Allison Grierson
Pat Griggs
Pat Hahn

Nancy Haldenby
Hildegard Hales
Janet Hartry
Rita Hemmerich
Penny Hobson
Magdalene Horman
Malkin Howes-Dare
Shirley Humphrey
Sharon Irving
Pat Jasper
Marilyn Jones
Jeanne Killin
Nahla Kor
Nancy Lackner
Marilyn Lambert
Beth Lautenslager
Jocelyne Legault
Jean MacLean
Betty MacMillan
Shirley Madorin
Nora Martin
Barbara McCrory
Frances McIntosh
Melanie McKellar
Barbara McLean
Carla McLennan
Heather McLennan
Sara McLennan
Marilyn McMillan
Sharon McMorran
Andrea McMurdo
Hulene Montgomery and Michael
Graham
Laura Muirhead
Beverley Murray
Margaret Neigh
Lynn Nigh
The Estate of Susan Cooper
Marg Oldenburger
Elaine Ormston
Annette Oudejan
Joanne Pepler

Lois Petker
Marilyn Post
Elizabeth Poth
Ann Power
Sandra Puley
Bev Pullen
Norah Rae
Barbara Reinhart
Audrey Reitzel
Doreen Rockett
Marion Roes
Bonnie Rollo
Marilyn Sararus
Linda Scott Campbell
Katherine Seredynska
Anne Shantz
Donna Sills
Cynthia Snyder-Paleczny
Heather Spall
Diana Spearn
Margot Stockie
L. Carolyn Sullivan
Lynne Supeene
Leah Swann
Sandra Swann
Donna Szilock
Vikki Tait
Beverly Thom
Elizabeth Thorsen
Julie Trip
Tracy Van Kalsbeek
Kelly Walberg
Rosemary Walker-Newkirk
Maureen Walsh
Christel Weber
Joan Weiler
Lucille West
Cheryl White
Harriet Winhold
Vivian Zochowski
Anonymous 12

**Has asked to be recognized at this level*

Individuals (\$100+)

Shelley Adams
Ariarani Ariaratnam
Pam Bartel
Pauline Bauman
Edwin Baumgart
Scott Beech and Cindy Lebold
Ray Beskau
Mary Bish
Barbara Bitzer
Dorothy Britt
Anne Brubacher
Lois Brubacher
Mary Brubaker-Zehr
Arlene Burnett
Allan Bush
Hugh Cameron
Marian Campbell
Robert Campbell
Dean and Jennifer Carey
Bruce Chambers
Praveen Chaurah
Douglas and Muriel Coleman
Christopher Copp and Marjah
Tajibnapi
Eleanor Cressman
Anne Dagg
Roy Dahmer
Scott Davis
Merita Dushica
Marlene Epp
Pauline Evoy
Valerie Fessenden
Lorie Fioze
Kristine Fletcher
Donald Freeman
Esther Gascho
Floyd Gingerich
Perry and Karen Gingerich
Mel Goldstein

Iris Hall
Brenda Hagey
Marilyn Harder
Frances Hatherton
Peter Hildebrand
Boyd Honey
Betty Hooper
Harry Humphrey
Ivan and Tina Jagas
Anna Jalsovsky
Robertta Jensen
Mary Johnston
Marje Kabin
Gordon Kennedy
Begum Khairun-Nisa
John Kirby
Theron Kramer
Sharon Lamont
Barbara MacIntosh
Gloria Martin
Kevin McCrea
Eleanor McKee
Alex Mewhinney
Jane and Scott Morley
Gary Parker
Lori Payne
Patricia Piellusch
Mark Pus
Vithyatharan Ramalingam
Ruth Ramer
Karen Redman
Marg Reid
Veronica Riauka
Bob Rischel
Susan Rodrigo
Betty Rooke
Jim and Mary Sauve
Marian Sayers
Sharon Schilling
Florence Schlegel
Larry and Mary Ann Schmidt

Harold Seegmiller
Yu Shanping
Peter Sims
Carol Snyder
Eleanor Snyder
Stuart Snyder
Tim Sothern
Norm Southwood
Gloria St. Marie
Susan Steiner
Gerry Steingart
William Sutherland
Daryl Torgrimson
Annika Haffey
Louise Ullrich
Bruce Underwood
John Walker
Richard Walsh
Mark Weber
Brenda Welch
Herbert and Barbara Whitney
Frances Whittaker
Beatrice Wideman
Larry and Maggie Williamson
Jane Wilson
Lois Wilson
Betsy Zanna
Anonymous 41

Businesses, Groups, and Organizations

A Child's Place Preschool
Archaeological Research Associates Ltd.
BlackBerry
Canadian Women's Foundation
Centra Industries
Collaborative Structures Limited
Community Farm of the Brethren

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STAFF

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Crosby
Elementary Teachers' Federation of
Ontario - Waterloo Region
Elmira Maple Syrup Festival
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Lions Club of Kitchener
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Manulife Financial
Olympic Honda
Ontario English Catholic Teachers
Association
Optimist Club of Lakeshore Village
Optimist Club of Petersburg
Optimist Club of Twin Cities
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The PharmaShoppe
The Village of Winston Park
University of Waterloo
Waterloo and Halton Regions Elks
and Royal Purple Lodge
Waterloo Wellington Carstar
Business Group

Westmount Golf and Country Club
- Ladies Golf Committee
WLU Women in Leadership
Anonymous 1

Faith Communities

Calvary Memorial United Church
Calvary Mennonite Church
Congregation of the Resurrection
Erb Street Mennonite Church
Glen Acres Baptist Church Women
Highland Baptist Church
Knox United Church, Ayr
Mount Zion Evangelical Lutheran
Church
Our Lady of Guadalupe
Parkminster United Church
Parkminster United Church
Women
Rockway Mennonite Women's
Group
St. Agatha Mennonite Church
St. Agatha Roman Catholic Church
St. Andrew's Presbyterian Church
St. Francis Catholic Women's
League
St. George's of Forest Hill Anglican
Church
St. Jacobs Mennonite WMCEC
St. John's Roman Catholic Parish
St. Matthews Evangelical Lutheran
Women
St. Paul's Lutheran Women, Bridge-
port
St. Peter's Evangelical Lutheran
Church
Steinmann Mennonite Church
Stirling Avenue Mennonite Church
Stirling Avenue Mennonite Church-
Women's Missionary Association

The Church of St. John the
Evangelist (Anglican) Women
The Court at Laurelwood Chapel
The Sodality of St. Edmund, King
and Martyr
Trinity United Church
United Church Women of Roseville
Waterloo Christian Reformed
Church
W-K United Mennonite Church,
Servettes
W-K United Mennonite Church,
Missionary Circle
World Outreach Ministries
Zion United Church
Zion United Church Women
Anonymous 1

Executive Office

Elizabeth Clarke, CEO

Human Resources

Maureen Wright, Director

Finance

Rodica Ilie, Controller
Mary Harris†

Communications/Special Events

Emily Baetz

Philanthropy

Sheryl Loeffler, Director
Margaret Mackenzie•

Women's Services

Cathy Middleton, Director

Lincoln Road Apartments

Linda Brighton
Donna Beecraft
Asnake Dabala
Heather Emerson
Jack LeBlanc
Jenny Spiers
Natalie Weeks*

Community Outreach Program

Stacy Hammond

Survivors of Abuse and Trauma

Sandy Dietrich-Bell
Iliana Pressman

Mary's Place

Maria Wallenius, Manager
Genette Parn
Sherenne Allen
Yolanda Azurdia-O'Brien
Kristin Baetz
Rhiannon Blackwell
Hayley Boshart*
Sarah Chodos
Vanessa Claire
Lisa Clemens
Mylene Cote
Ralph Dagoesh
Jennifer De Cardova
Kendra Foord*
Charlett Forbes
Tony Glavin*
Maria Grimaldos
Rebecca Heintz*
Amy Kelnec
Christy Krease*
Maria Kwiecinski
Brandy Leibold
Dezaree Little
Casey Maheu
Carolann Maynard*
Blanca McCormick*
Susan McCullough
Kathleen McTavsh
Stephanie Medica
Olga Mesojedec
Hollie Noseworthy
Mary Olajide
Margaret Oldenburger
Kayla Orr*
Kitty Piltman
Sherri Ramage*
Julio Realegeno
Elizabeth Subu
Freda Van Rooyen
Amanda Vinette*
Cindy Young-Courtney

Food Services and Maintenance/Housekeeping

Phyllis Rohrbacher, Operations
Coordinator
Sawsan Attia
Martha Benson
Stephanie Carriere
Sherry Coleman
Alexandra Domingues
Murshida Faki•
Sarah Gashu*
Ingrid Havlik
Jennifer Jacob
Esther Kowai
Radinka Lazic
Paul Legare
Victoria Massaquoi
Snezana Nuhanovic•
Maria Esmerelda Sanchez de Lara•
Eh Bluk Wah Sha*
Jingwu Zhang

Children's Services

Keri Buck, Director

School-Age Programs

Jennifer Marshall, Coordinator
Patricia Archambault
Jaime Briere
Jason Brown
Rabia Butt*
Jennifer Carroll
Jenny Cochrane
Brendon Coelho
Amanda Cole
Sarah Conlin*
Sarah Cook
Amy Dunbar
Krista Eberhard*
Jennifer Fraser*
Penny Gaston

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Kitchener, ON N2H 2M2
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YWCA

KITCHENER-WATERLOO

A TURNING POINT
FOR WOMEN

Lives valued, lives enriched, lives celebrated.