

Help Today for a Better Tomorrow



FAMILY &
CHILDREN'S SERVICES
OF THE WATERLOO REGION



FAMILY &
CHILDREN'S SERVICES
OF THE WATERLOO REGION FOUNDATION



Help Today for a Better Tomorrow

A MESSAGE FROM THE PRESIDENT AND EXECUTIVE DIRECTOR

After a year of significant cuts to services, this is a year to celebrate. We have achieved the completion of a new Strategic Plan, the launch of a new Agency brand, progress on our service priorities and a balanced budget.

2014-15 marks the 120th anniversary of Family and Children's Services of the Waterloo Region. In reviewing our Agency's history, while there have been periods of financial uncertainty, what has remained constant is our Agency's focus on how to provide the most efficient and effective services to the children and families in the communities we serve.

In 1992, the new climate of constraint required a rethinking of directions and the adaptation of our approaches to service. In response, the Agency created its first Strategic Plan "Together for Children". The Vision, Mission and Values Statements guided our work ensuring the best utilization of the available resources, working collaboratively with our community partners, and ensuring a robust service delivery grounded in research and evaluation.



Joe-Ann McComb, President

Alison Scott, Executive Director

the new climate of constraint required a rethinking of directions

The "Together for Children Plan" served the Agency well, in 2001 the Agency determined it was time to pause and rethink our directions. This rethinking exercise took the form of a two day "Future Search" conference resulting in key strategic directions setting the course for: increased community partnerships; responsive services to children and families with an emphasis on relationship building; and strengthening our Agency response to an increasingly diverse community. Having successfully moved forward with many of these directions, it was an opportunity time to re-evaluate and revisit our Vision, Mission and Values to respond to the changes in our community as well as the Provincial child welfare landscape.



DEVELOPING THE STRATEGIC PLAN FOR 2013-2018

The purpose of our new Strategic Plan was to provide clarity and focus for our vision, mission, values and strategic directions. It was imperative that the strategic planning process integrate the learnings that were already occurring within the Agency, to align with key service initiatives helping families early before problems intensify, planning together with families to find solutions to problems and to

Board and staff for a facilitated working session to define our future directions. Two steering committees – one at the staff level, one at the Board level – reviewed the results of an internal and environmental analysis as well as summaries of all of the stakeholder input received. From this, a draft Vision, Mission, Values and Strategic Directions were developed, with additional feedback coming from staff at Town Hall meetings.

meaningful stakeholder engagement and dialogue was critical

ensure their children are safe and well-cared for, working with extended family, where appropriate, to plan and provide care for their relative children and ensuring our services are offered to families in a manner that respects their unique needs and cultural identity.

As we embarked on the process of developing a new Strategic Plan, meaningful stakeholder engagement and dialogue was critical. We wanted to learn as much as we could from our stakeholders through the use of focus groups, interviews and questionnaires all while continuing strengthen our relationships. In all, 120 stakeholders participated in focus groups and an additional 391 survey responses were received. Our stakeholders included clients, staff, foster parents and community partners. In September 2013, representatives from the Foundation Board joined the Agency



Board of Directors: Family & Children's Services of the Waterloo Region 2013-2014 Term

JoeAnn McComb <i>President</i>	Abul-Qayum Ali	Gail Grobe	Jim Olender
Anthony Giovinazzo <i>Vice-President</i>	Martin Avevor	Kelly Kempel	Lori Ann Palubeski
Brian Kelly <i>Secretary-Treasurer</i>	Mark Bullock	Janice Kroetsch	Jenny Ragaballey
	Abby Holowaty	Christopher MacLean	Royston Simon
	Santiago Grande	Nadine Mueller	Ela Smith

OUR VISION, MISSION AND STRATEGIC DIRECTION

Our New Vision: A caring community where children and families thrive. **Our New Mission:** Building relationships with families and communities for the well-being and safety of children and youth. All supported by **our values** of caring; honest; open; collaborative; respectful.

OUR NEW LOGO

Alongside our new strategic plan process, was the creation of a new, aligned branding strategy linking all of our existing brands (Agency, Foundation, Family Centre and Foster/Adopt). The development of the new brand was based on the analysis and input received throughout the strategic planning process.

The pin wheel logo makes use of a simple, globally recognized toy to suggest children and childhood without being too childish. The toy's simplicity reminds us that with the support of resources around us and working together, there can be forward movement and fluidity.

The four leaf-like petals of the wheel can be representative of the key facets of FACS (Agency, Foundation, Foster/Adopt/Kin, Family Centre/Community) working together to provide assistance, along with the center/most integral component of the pinwheel being children and families. The petals can also be representative of the four points of a compass, the life stages/ circular journey of life and the four elements of a person: spiritual, mental, physical and emotional.



Primary colours were selected for their brightness and positive impact and their ability to transcend different cultures. The following meanings can be attributed to the primary colours contained in the pin wheel:

RED – PHYSICAL

(courage, strength, warmth and energy)

BLUE – INTELLECTUAL

(communication, trust, efficiency, serenity, logic, reflection and calm)

YELLOW – EMOTIONAL

(optimism, confidence, self-esteem, friendliness and creativity)

GREEN – BALANCE

(harmony, restoration, reassurance, environmental awareness, equilibrium and peace)

Our new tagline 'Help today for a better tomorrow' captures the essence of the work of the Agency and Foundation, but also messages the need for community support and investment in the children, youth and families we serve.



Strong families caring safely for children and youth

- Prevent the occurrence or re-occurrence of harm to children and youth by planning together with families and their networks of support at the earliest stage possible.
- Collaborate with community partners to provide service that respects a child and family's diversity, enhances parenting and improves child well-being.
- Respond to the needs of refugee and immigrant children and families through sharing knowledge, addressing barriers and identifying strengths within their family and community.
- Ensure youth leaving care have life-long relationships and the supports they need to reach their goals.

A healthy and creative organization

- Value and support all members of the agency team (staff, caregivers and volunteers) through the implementation of active strategies that promote well-being.
- Implement a decision making process where all stakeholders contribute and collaborate.
- Be a learning organization that encourages professional growth and innovation and promotes the use of evidence informed practice.

Community confidence and investment in child welfare

- Build awareness across our communities of our agency's contributions to child and youth safety and well-being.
- Together with the Family and Children's Services, Foundation children, youth and families we serve.
- Ensure seamless and sustainable child welfare services by leveraging expertise, exploring service integrations opportunities and advocating for the needs of children, youth and families.
- Measure and share outcomes with all stakeholders and seek their input to continually improve services.

Collaboration with Aboriginal families and communities

- Ensure continuous dialogue with Aboriginal Elders and community partners to develop a respectful, wholistic and collaborative service approach for Aboriginal children, youth and families.

Our Vision:

A caring community where children and their families thrive.

Our Mission:

Building relationships with families and communities for the well-being and safety of children and youth.

MODEL OF SERVICE HIGHLIGHTS:

Community Partnerships:

While a primary mandate of the Agency is child safety, we believe that the best approach to ensuring child safety is through the provision of supportive services to children and families focusing on reducing the risk and building strength to ensure overall child well-being and resilience. With our partners, we are developing a continuum of services customized to meet the needs of children and families. For children and families requiring protection services, once the protection issues are resolved there are a range of community-based supports available to assist the family in achieving improved outcomes.

ensuring child safety through the provision of supportive services

In 2013-14 the Agency was proud to be a part of a new Special Needs Resourcing Collaborative. As one of four partners including: the Region of Waterloo, KW Habilitation Services and KidsAbility Centre for Child Development, we are working together to improve timely and consistent access to early intervention services for children with special needs.

Last year the responsibilities of the Senior Leadership team were re-aligned to support the organizational focus on Innovation, Research, Development and Communications. This shift will lead

the Agency toward a research informed practice model while linking the work of the Foundation and Agency so that our community, donors and staff have a better understanding of the impact of their donations. This change in structure has enabled the Senior Leadership Team to identify opportunities for broader social impact while helping our partners and community donors leverage their limited resources for maximum benefit.

To celebrate the many creative, collaborative, initiatives that our staff have been working on with each other and with our community partners we held our first Innovation

Day, on November 19, 2013 and again on June 19, 2014. These events allow us to share our learnings by showcasing presentations, displays and information about innovations developed by staff across the Agency. The showcase event included presentations about the ongoing development and research findings related to our growing Trauma and Attachment Services with KW Counselling; new programs and groups developed by our Sexual Abuse Treatment team; and our partnership with Grand Valley Institute for Women in providing women the opportunity to increase their job skills through work at our Family Centre just to name a few.

Twenty other projects were showcased at these events including programs and services developed in collaboration with community partners including Carizon Child and Family Services, Ray of Hope and Lutherwood.

shifting toward a research informed practice model

Since 2006, Family and Children's Services has worked with several local agencies to provide eleven community programs through Community Capacity Building (CCB) Funds provided by the Ministry of Children and Youth Services. Our CCB partners include: Women's Crisis Services, KW Counselling; The John Howard Society; Community Justice Initiatives; Lutherwood; The Cambridge Neighbourhood Network; Waterloo Early Year's Centres; Ray of Hope; Family Counselling Centre of Cambridge and North Dumfries; and Carizon Child and Family Services. In total, 778 parents and children were provided with services through CCB funding. We were very pleased that the Ministry has committed to an additional three years of CCB funding.

our youth feel tremendous pride in their role

The Voice of Youth:

Since 2001, when our youth told us "you are our family", we have worked to cultivate an environment that encourages our youth to be a part of the community and to advocate for issues affecting them. This year, the Youth Advisory Board (YAB) and Peer Mentors participated in Provincial working groups including the Youth Leaving Care Working Group and the Baldwin Inquiry. They have also been instrumental in providing input and drafting a provincial template for protocols between CAS and school boards.

The first annual Children and Youth in Care Day was held on May 14th. The Provincial proclamation was a result of advocacy and hard work from youth in care and their supporters from around the province. It is their legacy - our youth feel tremendous pride in their role in making it happen.

The Youth Advisory Board continues to meet monthly and discuss matters that they believe are important to improve outcomes for children and youth in care. They have hosted various events including an All-Candidates session in May, and will continue their advocacy efforts to raise awareness of the needs of children and youth in care.



Family Centre:

In the last year, we made significant progress towards building partnerships in a number of ways. First, we developed a strong, community-based steering committee which has helped shape the overall vision of the Family Centre, and has helped us to create and implement a number of new policies and procedures, such as an Aboriginal smudging policy, a Nut Safe policy, and a Child Supervision policy. Secondly, we have seen incredible growth in the number of partnerships. This has developed through the opening of the KidsAbility Centre for Autism, and through the Family Centre Community Hub project. The Family Centre Community Hub is both a physical office space, and an incubator for small non-profits, funded

a space for important community programs

by the Kitchener Waterloo Community Foundation. We now have 15 in-house partners, and over 70 community partners who rent space out of the Family Centre. We have made progress in Family Centre programming to impact children, youth, and families. Made possible through programs and services delivered, and our strategic partnerships, we provide space for important community programs (such as Strong Start's Get Ready for School, or KPL's Kids Club). A significant goal realized for the Family Centre was the opening of our new Café through a partnership with Ray of Hope. The café is operated by Morning Glory, and provides employment

and training opportunities for youth involved with Family and Children's Services. This partnership was made possible through a Trillium Grant. We are very proud of the work we have done carrying out our mission, and progressing towards our vision of "Strong families, a healthy community." The Family Centre is dynamic and vibrant, drop in any day of the week and experience the energy first-hand.

Social Media and the Internet:

In April 2013 with a Grant from our Foundation, we launched professionally-created video profiles of select children and youth on our adoptingkids.ca website, via a "Meet the Children" page. Informed consent on the part of the child and/or their worker is essential to each step of the process. Visits to the website have increased dramatically, and peak each time a new profile is added. Social media presence on Facebook and Twitter are used to augment the website and spread our message of commitment to finding permanent families for children. A total of 16 children have been profiled on the website to date, with 10 having been matched with adoptive families. We look forward to continued innovation in our child-specific recruitment strategies.

In addition to our success with the Adoption website, the Agency is in the process of creating an aligned branding and communications strategy that will include a strong presence on Social Media and internet. We continue to refine and shape the information available so that children, youth, families, caregivers, partners and community members have the opportunity explore Family and Children's Services of the Waterloo Region.

Forever Families:

The aim of Family Centred Planning practices is to increase family participation in the planning process. A key initiative to achieve family-centered care and permanence for all of our children and youth is the embedding of Family Finding principles into our everyday work. The goal of Family Finding

We continue to have one of the highest rates of adoption in the province

is to engage children, youth, family members, workers and community members in supporting permanent connections for all children and youth; with the ultimate goal of permanency through reunification, guardianship, adoption or another form of commitment and connection. Last year, we successfully connected 108 children and youth to extended family supports, 123 children and youth were placed under legal custody orders with relatives while 183 children were returned to their primary families supported by the Agency.

Over the past year, the role of our two Family Finder staff transformed to a resource for all service colleagues in implementing the Six Steps of Family Finding, an evidence-based model that was developed by Kevin Campbell. As leaders in this innovative practice, our team has facilitated training with our provincial colleagues in several other jurisdictions.

To spread the word about this permanence initiative we have partnered with the Ontario Association of Children's Aid Societies to create a webinar series about the Family Finding Model and Framework. Most importantly, the work of finding life-long connections for infants, children and youth is taking place from the first point of contact with the family.

One of the outcomes of our service model is evidenced in our success in finding forever families. We continue to have one of the highest rates of adoption in the province, with 69 children receiving adoption orders in 2013/14. The largest proportion of adopted children are young (3 years or younger), and adopted by relatives, their foster parents, or foster-to-adopt families. For other children, the Agency has developed innovative child-specific recruitment strategies, with encouraging results.

INDICATOR	2011-2012	2012-2013	2013-2014
Total Number of Referrals Received by the Agency	11,963	11,669	11,008
Total Number of Families Who Received Ongoing Services	2,110	2,142	1,890
Average Number of Children in Care	542	507	492
Children Adopted	65	79	69
Active Volunteers	512	575	462
Total Number of Agency Staff (FTE)	518	475	337
Average Number of Kinship Care and Foster Homes Available	284	287	201
Number of Community Organizations Who Have Utilized the Family Centre	50	62	75



Conclusion

Finally, as we close our report and conclude my term as President, I can say that these last few years have been full of change and with change comes challenges. As a Board we're very aware of the impact on staff and our many caregivers and volunteers, the climate of both the organization and the sector, and ultimately the impact on serving our families and children.

As a Board, we made some very difficult decisions fully aware of the impact of these decisions. Our purpose remains meeting the legislative requirements while maintaining the best care for our children and well-being of staff. We believe that by creating a caring, compassionate workplace, where everyone is valued, we will not only continue to improve the delivery of timely and

appropriate help to our community but improve staff well-being. The learnings from this period of change will continue to guide us, as an Agency, in developing new ways to provide for our families and children.

Looking forward, the future is bright. We know that we are building a culture that encourages innovation and new ways of doing business. We know that there will always be a need for our services within our communities and that the programs and services we provide must evolve to meet those needs. Sometimes innovation takes place not only in building new programs and services, but in thinking new thoughts, cultivating new ideas and seeing new possibilities. Change, through innovation, requires a balanced approach. Within our organization, we are able to identify and build upon our core expertise while creating a culture that welcomes and adapts to change. We are so proud of our dedicated, creative, and passionate staff who give of themselves every day to provide the best help we can to the children and families we work with. Many of these cutting edge services and programs would not be possible without the generous support of our Foundation and the many community donors who help us do our work.

On behalf of the Board of Directors, the Staff and the families we serve, thank you for being a part of our community network of helping hands to ensure children and families thrive.

Joe-Ann McComb, President
Alison Scott, Executive Director



We know that we are building a culture that encourages innovation and new ways of doing business.

2013/2014 CONDENSED FINANCIAL REPORT (AGENCY)

BALANCE SHEET AS AT MARCH 31, 2014

ASSETS		LIABILITIES AND EQUITY	
Operating funds	\$ 5,099,992	Accounts Payable	\$ 8,134,804
Special Funds	3,190	Accrued Sick Pay Benefits	1,378,910
Building Fund	12,964,779	Deferred Revenue	126,086
Ontario Child Benefit Equivalent	596,155	Deferred Contributions	7,516,917
		Building Fund - Debt	-
		Special Funds	3,190
		Building Fund	4,435,088
		Fund Balance, End of Year	(2,930,879)
	<u>\$ 18,664,116</u>		<u>\$ 18,664,116</u>

CHILD WELFARE STATEMENT OF NET EXPENDITURES FOR THE YEAR ENDED MARCH 31, 2014

EXPENDITURES		REVENUE	
Salaries & Benefits	\$ 28,396,268	Province of Ontario	\$ 48,803,424
Child in Care Related	16,605,356	Family Allowance/ Child Tax Benefit	1,339,684
- Boarding Rates, Clothing, Health, Education			
Travel & Transportation	1,117,187	Supervision	41,880
Professional Services	426,951	Interest Income	37,596
- Client			
Technology	11,163,673	Maintenance from Parents	24,960
Building Occupancy	977,008	All Other Income	(138,454)
All Other Expenses	2,294,297	Grants from Foundation	592,381
		Rebates	542,768
			<u>51,244,239</u>
		Net Surplus (Deficit)	
		Fund Balance, Beg. of Year	
		Prior Year Recovery	-
	<u>\$ 60,980,740</u>		<u>\$ -</u>

SEXUAL ABUSE TREATMENT PROGRAM NET EXPENDITURES FOR THE YEAR ENDED MARCH 31, 2014

Expenditures	\$ 326,181	Revenue	326,181
		Net Surplus (Deficit)	<u>\$ -</u>

SPECIAL SERVICE PROGRAMS NET EXPENDITURES (12 MONTHS ENDED DECEMBER 31, 2013)

Expenditures	\$ 371,170	Revenue	371,170
		Net Surplus (Deficit)	<u>\$ -</u>

2013/2014 CONDENSED FINANCIAL REPORT (FOUNDATION)

BALANCE SHEET AS AT MARCH 31, 2014

ASSETS		LIABILITIES AND EQUITY	
Cash	\$ 330,380	Accounts Payable	\$ 8,945
Accounts Receivable	3,942	Specified Gift Fund	
Investments	875,960	Community Gift Fund	471,377
		Program Specific Funds	119,078
		Scholarship Fund	550,665
		Better Futures Fund	60,217
	<u>\$ 1,210,282</u>		<u>\$ 1,210,282</u>

STATEMENT OF REVENUE AND EXPENDITURES FOR THE YEAR ENDED MARCH 31, 2014

REVENUE		EXPENDITURES	
Donations	\$ 903,264	Grants to Agency	\$ 48,803,424
Investment Income	19,161	Operating Expenses	1,339,684
			<u>\$ 936,402</u>
		Deficiency of Revenue over Expenses	(13,977)
		Unrealized Loss on Investments	56,784
		Net Decrease in Equity	<u>\$ 42,807</u>

(Extracted from Audited Statements audited by KPMG LLP Chartered Accountants.)
Details for other programs are contained in the audited financial statements.

2013-14 Donor Recognition List

\$500 to \$999

Able-One Systems Inc.
Airboss Rubber Compounding Division
Bankside Terrace
Elaine J. Barber
The Beat Goes On
Philip Bell
Blackberry
Canadian College of Massage & Hydrotherapy
Tamra Clark
Patricia Ann Clarke
The Clemmer Group
Conestoga-Rovers & Associates Limited
Jeffrey Cuddy
Erb and Erb Insurance Brokers Ltd.
Gerdau
Melissa Howatson
Brent Hutzal
IA Clarington Investments Inc.
Invesco Canada
Perry Jarmuszewski
JBT Truck Lines
Local 1441 Cambridge, Towel Union
M3 World Sites Marketing
Jason McDonald
Tina and Brady Metcalfe
Joanne Mlocschek
Lucinda Neuru
Ontario English Catholic Teachers Association
Maureen Peats
Gary Pooley
Andrew Porteous
David Rainham
Scotiabank
Rosemary Smith
Valerie Smith-Sellers

Bob Strassburger
Swanson's Home Building Centre
T. Weber Co. Ltd.
Jean and Brent Taylor
TD Bank Financial Group
Toyota Motor Manufacturing Canada Inc.
Barry J. Triller
Paul A. Young
Greg Zehr
The Zehr Group
Zevest Development Corporation
Anonymous – 6

\$1,000 to \$2,499

Arca Financial Group
Brock Solutions
Steve Brown
C3 Group
CGT Charitable Fund
Challenger Motor Freight Charity Committee
Clintar Landscape Management
Peter Cybulski
Drumbo Transport Limited
DSM Nutritional Products Canada Inc.
Freeport Physicians' Education Fund
Anthony J. Giovinazzo
Gail Grobe
Mike Hartman
Marlaine Henderson
Margaret Hooper
Rob Hooper
Conrad Huber
Hutton Forest Products
Jiffy Lube/Suds Express
K-W Region Elks Lodge 578
Manulife Financial
Robert Maruna
Paul Ming
Nationwide Appraisal Services Inc.
Open Text Corp.
Optimist Club of Westvale-Waterloo

Patene Building Supplies Ltd.
Paul Davis Systems
Piller's Fine Foods, a division of Premium Brands Operating
Kathryn Pope
Prestige Business Interiors Inc.
Pro Hockey Life
RaeLipskie Partnership
Karen Redman
The Savvas Chamberlain Family Foundation
Schreiber's Furniture Store Ltd.
Karen Spencer and John Czako
Penny Stumpf
Stephen Swatridge
Tanem Developments Ltd.
Albert Thiessen
Toyota - North Weld Department (employees)
Union Gas Limited
Victoria Star Motors Inc.
Roxanne Warford
Wayne Moser
Welker & Associates Inc.
Melissa Woods
Anonymous – 3

\$2,500 to \$4,999

Dare Food Employees Charity
The Equitable Life Insurance Company of Canada
Mary Jo Fedy
Murray Gamble
Heffner Lexus and Heffner Toyota
JDI Cleaning Systems
KPMG Foundation
Lackner McLennan Insurance Ltd.
Larrek Investigation & Research
Reuter Benefits Inc.
Peter Ringrose
Roberts Onsite
Brian J. Ruby
Alison Scott and Mark Fishburn
Strassburger Windows & Doors
Barbara Thomas
Vantage Wealth Management Ltd.

Waterloo Wellington Collision Repair Association
Anonymous - 1

\$5,000 to \$9,999

Albert's Gas Station Maintenance Inc.
Babcock & Wilcox Employee Charitable Fund
Bank of Montreal
G. Robert Blake
C.U.P.E. Local 68, The City of Kitchener Outside Workers
Cambridge & North Dumfries Community Foundation - Neil and Sharon Parkinson Family Fund
Yvan Couture
Dryer Moisture Systems Inc.
Tom Hallman
Peter Izzio
May Court Club of Kitchener-Waterloo
Miller Thomson LLP
Stantec Consulting Ltd.
TD Canada Trust

\$10,000+

Atlas Apex Roofing
The Balsillie Family Foundation
The Budding Charitable Fund
Children's Aid Foundation
Cowan Foundation
Ross and Doris Dixon Charitable Foundation
Filion Wakely Thorup Angeletti
Gore Mutual Insurance Company
Lions Club of Kitchener
Lyle Hallman Foundation
Rotary Club of Kitchener-Conestoga
Dr. Ronald Sax Memorial Scholarship – in memoriam contributions
Anonymous – 2

Without our partners, who provide in-kind support, none of this would be possible:

96.7 CHYM FM – Rogers Digital Media
AV Ontario
Eyelight Creative Marketing
Scribblers' Club
Sobey's Ontario
Staples
The Waterloo Region Record

Special thanks to Family and Children's Services Staff who generously supported the Foundation with fundraisers, raffles, and running in the Scotiabank Waterfront Marathon.

A MESSAGE FROM THE FOUNDATION PRESIDENT AND EXECUTIVE DIRECTOR

For more than 20 years, the Foundation has been providing children and youth working with Family and Children's Services opportunities to heal, learn and grow.

The Foundation Board actively participated in the development of the Agency's Strategic Plan. We are proud to share in the Agency's vision of 'A caring community where children and their families thrive'. As a Board, we have identified key directions we will embark on to build a vibrant and sustainable Foundation. We are pleased to welcome Tina Metcalfe as Senior Manager of Communications and Development to the Team. Under Tina's leadership, the alignment between the Foundation, the Agency and our communities will remain our focus.

Looking forward, the Foundation will focus on the achievement of the following goals:

- Aligning the Foundation and Agency's branding and communications about our contributions to child welfare and the need for the community's support
- Increasing the number of Post-Secondary Scholarships available for our Crown Wards
- Raising funds through our Hot Shots Hockey Tournament to provide Summer Camp opportunities for the many vulnerable children who benefit from this positive experience
- Increasing our ability to provide supports and innovative, evidence informed programming to help children and their families heal, learn and grow
- Growing our largest signature event, the CHYM Tree of Hope, as well as our Adopt a Family Program that provides children and their families with needed supports

THANK YOU

Over the last year, the Foundation has been the benefactor of many community sponsored events as well as our own signature campaigns. The 23rd Annual CHYM Tree of Hope Campaign raised more than \$416,000 through the Adopt-A-Family program, our community ensured a special holiday for 943 families by providing gifts, personal hygiene products and gift cards.

The Annual Hot Shots Road Hockey Tournament held May 31st saw over 60 teams of all ages and skills levels, vie for the title. We were so pleased to assist with providing 500 weeks of summer camp opportunities to children receiving services from Family and Children's Services.

This past year saw a surge in Agency staff participating and donating to the Foundation. In addition to ongoing staff contributions to the Foundation, it was exciting to see 45 staff participate in the Scotia Bank Toronto Waterfront Marathon and raise nearly \$9,600 on behalf of the Foundation.

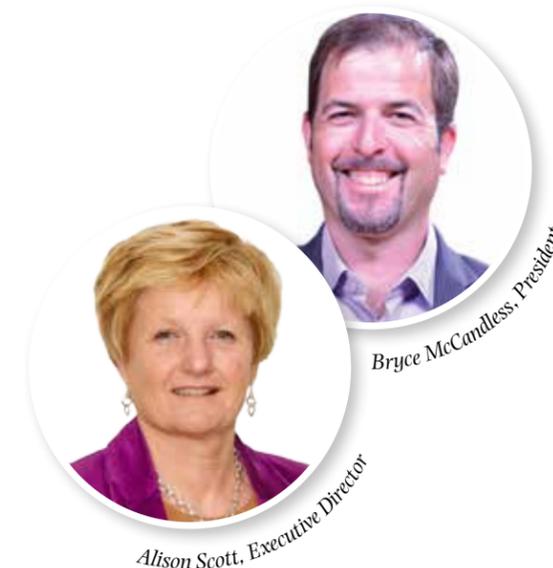
A highlight of our Annual General Meeting is the Crown Ward Scholarship Presentations. These amazing youth have beaten the odds and are pursuing their post-secondary educational goals. This year, due to the generosity of individual donors and corporations in our community, the Foundation is presenting 37 scholarships. We believe the empowering impact of education will help provide our youth a promising future filled with opportunity.

Of course, we could not meet our goals without the help of many. As a community, Waterloo Region is strong and vibrant, you have responded to the needs of our children and youth, for this we are grateful, please know that your contribution has made a difference in the lives of vulnerable children and their families in our community.

This year marks the completion of my two year term as President. I am honoured to have served in this capacity and believe that we have built a solid framework for the Foundation to continue to grow. I will continue to participate as an active member of the Foundation Board.

On behalf of the Board, thank you for your continued support – be it as a volunteer, a donor, or both – we can't do it without you.

Bryce McCandless, President
Alison Scott, Executive Director



Board of Directors: Family & Children's Services of the Waterloo Region Foundation 2013-2014 Term

- | | | | |
|------------------------------------|-------------------------------|------------------------------|--------------------------|
| Bryce McCandless
President | Andrea Harding
Peter Izzio | Royston Simon
Kevin Smith | Pete Travers (part year) |
| Melissa Howatson
Vice-President | Jessica Jaremchuk | Daniel Strigberger | |
| Barbara Thomas
Treasurer | | | |