



FAMILY &
CHILDREN'S SERVICES
OF THE WATERLOO REGION



Help Today for a Better Tomorrow

122ND ANNUAL REPORT
2015-2016

A MESSAGE FROM THE FAMILY & CHILDREN'S SERVICES BOARD PRESIDENT AND EXECUTIVE DIRECTOR

"Celebrate Success" – the theme for our Annual Meeting this year could not be more appropriate. In a year where the voice for increased accountability and the need for public confidence have hit higher levels than ever before, we are pleased to share our story and the stories of our children and youth. We have a lot to celebrate!

A key focus for our Agency this year was improving our service quality. In 2015, we were one of seven child welfare agencies audited by the Office of the Auditor General of Ontario. Shortly after the auditor's report was released, a number of large provincial system changes gained momentum. These included:

- Increased investigative powers and oversight by the Provincial Advocate for Children and Youth;
- Development of Provincial Quality Improvement Plans;
- Public reporting of our Agency results in five Provincial Performance Indicators;
- Revised Ontario Child Protection Standards; and
- Introduction of a Service Framework for Child Welfare in Ontario.

In February, the Ontario Association of Children's Aid Societies released our Provincial Call to Action and Societies across the Province are working together on eight provincial priorities. These include:

- Implement quality and performance initiatives
- Improve the competence and expertise of child welfare human resources
- Improve the structure of the system
- Improve governance practices
- Continue with CPIN deployment and sustainment
- Commit to common data reporting
- Move forward with truth and reconciliation for Aboriginal people
- Improve service delivery

This large scale system change is building momentum and our community Board of Directors is firmly committed to the provincial initiatives. It is important for us, as an organization, that system change is managed well, appropriately resourced and results in improved outcomes for children, youth and families.

The roots of our Vision and Mission are firmly embedded in our community and we are excited by our continued participation in many of the local change initiatives including the development of the Special Needs Strategy and the children's mental health initiative, Moving on Mental Health. We remain active at local planning tables and have enjoyed our continued participation in the exploration of a community wellness strategy. We are very proud of our collaborative service model including our most recent service initiatives – The Resiliency Project and the development of a Child and Youth Advocacy Centre.

Our respect for, and relationships with, those we serve is, in the midst of large scale system reconfiguration, the most important aspect of our work.

*The entire child welfare sector was devastated by the experience of Katelynn Sampson, and we welcome the recent release of the jury's findings into her death. We will work together as a sector to closely review each of the 173 recommendations. The importance of honouring Katelynn's Principle - **placing children at the centre of the child welfare system and ensuring they are consulted directly on decisions affecting them** – will continue to be a priority within our Signs of Safety service framework.*

It is essential that all of our collective efforts result in timely services that help children, youth and families, keep children and youth safe and improve their potential to transition successfully into adulthood.

The commitment and dedication of our staff, volunteers, caregivers and service partners is deeply appreciated. As we celebrate the success of our work together, and the achievements of our youth, know that you, our community, is an essential part of this success and we thank you.

Anthony Giovinazzo, President
Alison Scott, Executive Director



STRONG FAMILIES CARING SAFELY FOR CHILDREN AND YOUTH

The goal of our service provision is listening to the voice of the child, supporting parents and strengthening family networks to grow safe, healthy and resilient children into adulthood. We understand that children are best raised in families, preferably their own family and our service staff work from a belief that child welfare is best accomplished when we do our work collaboratively with families and with the community.

Our work is guided by Anti-Oppressive Practice – we understand our position of authority, we strive to work with clients and not over clients, we recognize the unique needs of marginalized groups and adapt our service response to meet their needs. We are working with our First Nations, Metis and Inuit families and community partners towards healing and reconciliation.

As a child welfare agency, we view our work through a trauma and attachment lens and strive to provide a service that is responsive to the trauma and attachment needs of children and youth, while understanding the impact of inter-generational trauma on parents and their parenting.

Preventing the Occurrence or Re-occurrence of Harm

Our service model is based on the Signs of Safety approach, a model that originated in Australia. The model is strengths-based, safety focused and grounded in partnership and collaboration. Family meetings are held to assess risk, look at worries and strengths and make decisions about a child's safety and well-being. This approach is adapted to meet the needs that each family brings, including their own unique culture, language, history, and experience of traumatic events.

We have been using the Family Finding model since 2011 to locate and engage with family members and other supportive adults to achieve early permanency for children and youth.

Family Finding complements the signs of safety model.

Both models focus on engaging with families to resolve child protection concerns. There have been many successful Family Finding stories of connection and support, including:

A young couple who had addictions could not care safely for their newborn baby. An aunt stepped forward to care for the baby, while the parents attended treatment for their addictions and learned how to care for an infant. Extended family, several members of their church, their Family Service Worker, Eileen, Kin Worker, Natalie, and Connection Facilitator, Tara, came together to plan and form a team that provide daily support to the parents. The parents are working very hard to achieve their goals and they will be supported to resume care of their infant child.

This approach is remarkable; through this experience the family learns to build on its own strengths and becomes resilient. Families who have learned how to support each other and become stronger are less likely to need our assistance in the future.

Ensuring Youth Leaving Care have Life-long Relationships and Supports

Our Agency has a growing number of youth who are transitioning from foster care to live independently. Family Finding tools and techniques are used to make sure that youth leaving care have a network of supports who will be there for them through their transition to independence. Our staff work closely with the John Howard Society, who support youth to find their first apartment, learn to budget money, apply for jobs and attend employment interviews. Many of our youth are successfully attending college, university or education in a professional trade.

Board of Directors: Family & Children's Services of the Waterloo Region 2015-2016 Term

Mr. Anthony Giovinazzo
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Vice-President

Mr. Joe Bell
Secretary/Treasurer

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Ms. Kim Schnarr
Ms. Ela Smith

Ms. Connie Vanin

** Partial Year*

For youth leaving foster care, financial concerns can be worrying, and may even stop youth from pursuing their career goals. Financial supports offered by The Family & Children's Services Foundation for post-secondary education makes their dreams become a reality. Carrie is a young woman who has received this support.

At age 15, Carrie came into the care of Family & Children's Services after experiencing emotional and physical abuse. Carrie was placed with foster parents who supported her through high school. A "straight A" student, Carrie always had dreams of attending university. She worked very hard through high school to achieve the grades she needed, however, the program she wanted to study was offered at a university in another town. Carrie was supported by her foster parents, extended family members and agency staff to make the transition to a new community with few supports, to find a place to live and settle into university life. Carrie received post-secondary support from the Foundation and has maintained her "A" average at university. It has helped Carrie tremendously to know that there are people in the community who are supporting her on her journey.

This past year, over 50 youth were supported with scholarships through the help of our Foundation. We are so proud of these youth and their accomplishments!

Collaborating with Community Partners

Serving our local families and children in a respectful and helpful way could not be done without the support of partner agencies and a number of successful collaborations. We partner with service agencies to provide: parent support and education, recreational opportunities for children and youth, and counselling. Many of these supports are offered in community centres, where services are easily accessible to families and are responsive to the needs of the community.

One collaboration we would like to highlight is the Violence Against Women/Children's Aid Society (VAW/CAS) protocol for the Central West Region in Ontario. This agreement guides child welfare staff and community service staff in joint planning to support women and children who are victims of domestic violence. A focus of this work is not only to ensure that mothers and children are supported, but also to engage with men and help them understand the impact of domestic violence on their partners and children.

Another important collaboration to highlight this year is the Joint Student Achievement Protocol. The protocol is the result of joint work between the Ministry of Children and Youth Services and The Ministry of Education. Under this protocol, children who are receiving child welfare services will be supported with their educational goals through communication and cooperation between child welfare staff and the child's school.

These are very exciting collaborations that will result in improved service to children and families.



Responding to the Needs of Refugee and Immigrant Children and Families

The response to assist Syrian refugees as they settle in Waterloo Region is a tremendous example of the welcoming and collaborative spirit of our community. Family & Children's Services is proud to be a part of the work of the Immigration Partnership and the many community agencies who have come together to ensure that over 1,000 Syrian parents and children are supported. We are part of a group of community partners, including our children's mental health partners, Carizon Family and Community Services and Lutherwood, who are focusing on meeting the needs of Syrian children. As part of this work, Syrian children who were not yet registered for school enjoyed recreational activities at the Family Centre two afternoons per week, while their parents attended appointments.

We understand the importance of working with settlement agencies such as the Kitchener-Waterloo Multi-Cultural Centre, Reception House Waterloo Region and YMCA Settlement Services to ensure that newcomers are supported appropriately. We also know that to serve families well we must have a greater understanding of their needs. We are pleased to say that 30 of our service staff have volunteered to receive additional training to strengthen their understanding of the unique needs of newcomer and refugee families. This increased understanding will improve the quality of our service to families who are arriving in Waterloo Region.

Continuous Dialogue with First Nations, Metis and Inuit Communities

We are continuing our reconciliation work with First Nations, Metis and Inuit (FNMI) families. During this past year, 10 families were supported through Aboriginal Approach/ODR (AADR). This is a process that draws on traditional ways of healing, decision making and resolving conflict. AADR work is provided by trained FNMI professionals who help families

to navigate the child welfare system and educate child welfare staff on traditional healing methods. Our commitment to the community is to offer all FNMI families the option of having the support of AADR services.

An important aspect of our reconciliation work is to increase our understanding of the legacy of residential schools and how this impacts the needs of FMNI children and their families. We have been doing this work through a Restoration Circle. As a part of this work, leaders from Family & Children's Services meet regularly with FMNI community leaders to improve service delivery to FMNI families. Training has also been provided to all supervisors over the past year.

Service and Financial Condition

During this past year, there were slight increases in overall referrals and protection investigations in comparison to the previous year. There was a slight decrease in the average number of families receiving protection services. Our increased focus on Alternative Dispute Resolution (ADR), including family meetings and other supports offered by partner agencies, has contributed to fewer cases involved in lengthy court proceedings and earlier file closures.

The number of children in foster care has decreased again this year. As an Agency, we are focusing on collaborative efforts to engage and support families in safely caring for their children as well as an emphasis on placing children with extended family or other caregivers (kin) who are known to the child.

Financially, this past year we aimed to balance our expenditures with our revenue. We ended our fiscal year with a small surplus that will go into a Balanced Budget Fund to assist the Agency in future years.

This year, we are pleased to have reached a three year Collective Agreement with our Union. We have a vibrant Employee Relations and Workload Committee who continue to work together to address issues around workload and service quality.

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.

A HEALTHY AND CREATIVE ORGANIZATION

Board Governance

A Board work plan has been developed that focuses on four Provincial Performance Indicators: The Right People as Directors; Clear and Supportive Structures; Reliable and Enabling Processes; and Healthy and Sustainable Culture. Specific, focused activities were implemented to improve performance in each area. Continued participation in the Ontario Association of Children's Aid Societies consultations, webinars and training sessions by the Agency Board members has been valuable in our development of stronger governance practices.

The Foundation Board, through the Governance Committee, has completed a rigorous and detailed process of reviewing and updating our Board Governance Policies and By-laws. These policies formalize the work of the Foundation Board, creating a strong, two-way link with the Agency Board. This relationship is grounded in our shared Vision of "a caring community where children and families thrive."

A Learning Organization

The Agency's Quality Improvement Committee plays an active role in reviewing and assessing service compliance and seeking feedback from the families we serve, community

partners and other key stakeholders. Information gathered helps to identify both case specific and systemic issues (both internal and external) that are assessed and used to develop improvement strategies.

Our Evidence Informed Innovation Committee evaluates existing programming to ensure that it demonstrates improved outcomes for children and families. The Committee evaluates any new requests from staff or partner agencies to develop or deliver new service programs in terms of needs, fit, resource availability, evidence, readiness for replication and capacity to implement.

We continue to support the work of the Provincial Performance Indicator Project. So far, five provincial service performance indicators have been selected for public reporting because they measure critical child welfare outcomes in the areas of safety, permanency and well-being. This year marks the public release of our local data, with detailed information being shared about each of the five indicators on our Agency website.

Across our organization, staff has worked tirelessly at increasing our level of compliance with legislative and Ministry standards. Our Quality Improvement Plan identifies initiatives that monitor compliance and steps we are taking to continually make improvements.

As an Agency, we are committed to ongoing reviews across our organization's service areas. In the past two years, efficiency reviews and sustainability planning has occurred collaboratively within Finance and Property Services, The Family Centre and Technical Services.



Well-being of the Agency Team

The Wellness Committee was formed in the summer of 2014 and is comprised primarily of front line staff. The Committee continues to work towards its purpose of creating a culture of staff wellness. Along with introducing a number of initiatives such as outdoor furniture to encourage staff to take lunch breaks, reduced cost gym memberships and potluck events, the Wellness Committee introduced an Employee and Family Assistance Program to encourage self-care. In the coming year, the Committee will focus on beginning the implementation of the National Standards for Psychological Health and Safety, a framework created by the Mental Health Commission of Canada to provide employers with strategies to develop a psychologically healthy workplace.

Each year, we are so pleased to honour and recognize the tremendous work of our Agency volunteers and caregivers who provide such a meaningful and positive impact for the children and families we serve. This year, 97 people attended our volunteer appreciation dinner and over 200 people attended the foster/kin parent dinner.

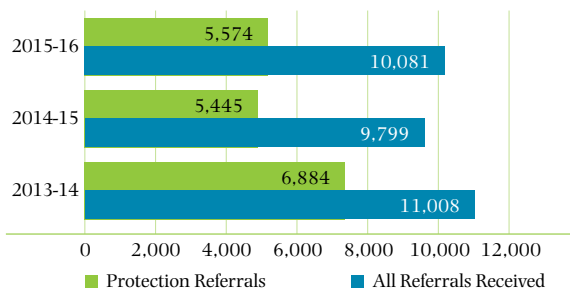
Thank you to our staff, volunteers, caregivers and community partners who have been working together to protect children and serve families within Waterloo Region.

On behalf of Family & Children's Services and the Board of Directors, we extend a heartfelt thank you for all that you do for children and families.

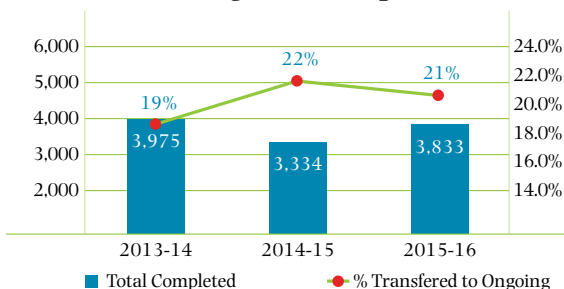
*working together to provide
quality child welfare services
for our children and families*

Service Indicators:

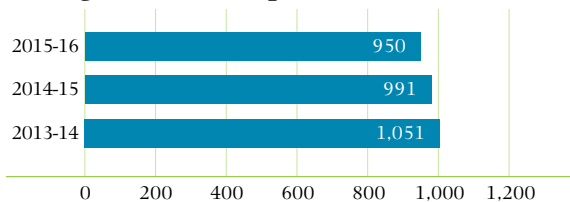
Referrals Received



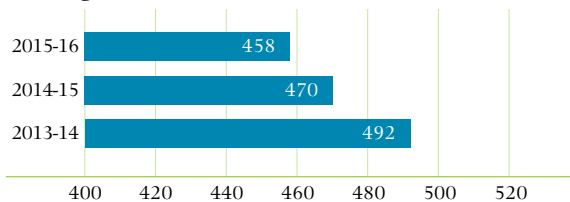
Number of Investigations Completed



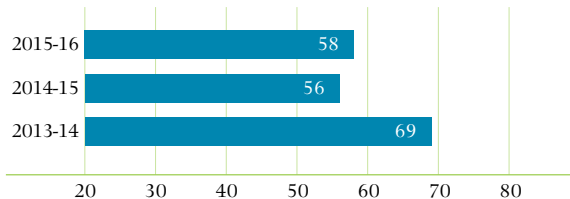
Average Number of Open Protection Cases



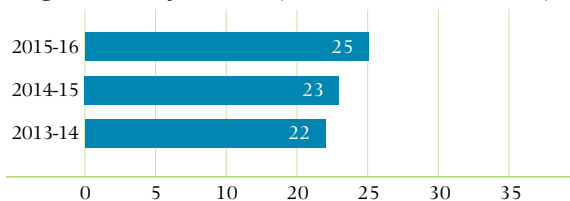
Average Number of Children in Care



Number of Adoptions Completed



Legal Custody Orders (Kin and Foster Parent)



2015/2016 CONDENSED FINANCIAL REPORT (AGENCY)

CHILD WELFARE

| REVENUE BY SOURCE | 2015-2016 | 2014-2015 |
|--------------------------------------|----------------------|----------------------|
| Province of Ontario | \$ 51,316,976 | \$ 50,016,514 |
| Grants from Foundation | 636,363 | 388,902 |
| Family Benefit and Child Tax Benefit | 1,281,725 | 1,272,715 |
| Other* | 953,927 | 879,025 |
| TOTAL | \$ 54,188,991 | \$ 52,557,156 |

* Supervision, maintenance from parents, rebates, interest, miscellaneous income

| EXPENSES | 2015-2016 | 2014-2015 |
|----------------------------------|----------------------|----------------------|
| Salaries and benefits | \$ 30,762,513 | \$ 29,527,215 |
| Child in care and client related | 18,418,788 | 17,501,949 |
| Operating expenses | 5,003,692 | 5,109,852 |
| TOTAL | \$ 54,184,993 | \$ 52,139,016 |

| SUMMARY OF OPERATIONS | 2015-2016 | 2014-2015 |
|--|-----------------|-------------------|
| Revenue | \$ 54,188,991 | \$ 52,557,156 |
| Expenses | 54,184,993 | 52,139,016 |
| EXCESS OF REVENUE OVER EXPENSES | \$ 3,998 | \$ 418,140 |

SPECIAL PROGRAM FUNDING

| PROGRAM | 2015-2016 | 2014-2015 |
|--------------------------------|------------|------------|
| Sexual Abuse Treatment Program | \$ 522,160 | \$ 480,781 |
| Special Services Program | \$ 381,170 | \$ 371,170 |

All special programs are 100% expended.

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

A MESSAGE FROM THE FOUNDATION PRESIDENT AND EXECUTIVE DIRECTOR

Each year at our annual general meeting and celebration, we are excited to share the achievements and inspirational stories of our children, youth and families. These milestones are only possible because of your support as a donor, volunteer, partner or event participant.

The Family & Children's Services Foundation believes that children are our community's most valuable resource and each child should have the opportunity to meet his or her full potential.

We had a tremendous year. Thanks to the continued generosity of our community, we have been successful in reaching our fundraising targets for our Heal, Learn and Grow funds.

Throughout the year, our Foundation events raise awareness and funds for the children, youth and families served by Family & Children's Services. This year some of the key events included: The Activa Hot Shots Street Hockey Tournament, The Backpack Campaign, The Holiday Support Program, Deck the Walls and, of course our signature event, the 96.7 CHYM Tree of Hope. Funds raised from these campaigns contribute to the success of our children and youth by providing services and supports that target healing, building developmental assets and increasing resiliency as they move toward independence and adulthood.

The child welfare sector in Ontario is undergoing significant change and our Board of Directors has been working closely with the Agency's Board, staff and volunteers to understand the changing environment and develop strategies to ensure that the children and youth we serve continue to receive our support. We could not do this without an informed and caring community; we thank you for your generosity and continued support.

This year we are pleased again to be celebrating the developmental and educational achievements of our youth. Over 50 children and youth will receive awards at our annual youth celebration. Please join us in congratulating our kids!

Melissa Howatson, President
Alison Scott, Executive Director



Melissa Howatson, President



Alison Scott, Executive Director

Board of Directors: Family & Children's Services of the Waterloo Region Foundation, 2015-2016 Term

Melissa Howatson,
President

Jessica Jaremchuk,
Vice-President

Kevin Smith,
Treasurer

Mr. Kevin Fergin
Rev. Terry Hursh*
Mr. Peter Izzio

Mr. Brian Kelly**
Mr. Bryce McCandless
Mr. Daniel Strigberger

* Partial Year

** Agency Board Representative

ENGAGING OUR CARING COMMUNITY

Together with Family & Children's Services, the Family & Children's Services Foundation fosters *community engagement and support* on behalf of the children, youth and families served by the Agency.

- **150 staff** in Cambridge and Kitchener participated in our inaugural walks in October to raise awareness about child abuse prevention.
- **7357 people and organizations** (up 35% from last year!) follow us on social media to hear about how we can work together to support children and their families in our community.
- **25 presentations** were delivered to schools and organizations to talk about the community's role in child welfare.
- Agency staff collaborated on **104 local, regional and provincial committees** on issues relating to the safety and well-being of children and their families.
- Last year, **389 active volunteers** spent **30,500 hours** and drove **477,483 kms** to support children and families served by the Agency.



Did You Know?

- The Family Centre is a huge success! To date, over 140 community organizations have used the Family Centre for programming and events.
- Our 9 full time tenants now include Grand River Metis Council and White Owl Native Ancestry Association. In addition, there are 7 Community Hub organizations operating out of the Family Centre.
- This past year, the Family Centre had over 4200 hours of use by other outside organizations!

Donor Support Makes a Positive Difference for Local Children and Families

The Family & Children's Services Foundation relies on the generosity of individuals, families, businesses and other foundations to help children and families in need to *heal, learn and grow*.

Backpacks for School

Over **600 children** and youth received a backpack with school supplies so they could return to school in September with everything they needed to be ready to learn.

Smile Maker Fund

112 children involved with the Agency received dance, soccer, hockey or swimming lessons and other supports like graduation clothing and birthday gifts that let them forget their worries and 'just be a kid.'



The Child and Youth Resilience Project

Scholarships for Crown Wards

53 *Scholarships* and 9 *Awards* were distributed at our 18th Annual Celebration in June 2015. This generous support will provide youth in foster care with supports to overcome barriers and pursue their dreams.

"Thank you from the bottom of my heart. My third year in university brought its own set of difficulties and learning experiences, similar to first and second year. The funding you have provided helps lessen my stress about bill payments, tuition and supplies such as books, etc."



Natalie, Post-Secondary Support Scholarship Recipient

Summer Camp Opportunities

55 *teams* and over 1000 *spectators* enjoyed a day of street hockey fun at our Hawksview Homes Hot Shots Street Hockey Tournament in May. From this one-day tournament, funds were raised to provide summer camp experiences for 168 *local children* in need of support.



Summer Camp Opportunities

Holiday Support Program

Over 800 *local families* were helped through our Holiday Support Program this year. That's over 2400 *people* who were supported over the holiday season and throughout the year by generous individuals, families and businesses.



CHYM Tree of Hope

CHYM Tree of Hope

The 23rd Annual CHYM Tree of Hope received **\$418,241.56 in donations** from caring individuals and businesses in our community. These funds are used to provide an array of supports and services that help local children and their families heal, learn and grow. Thank you!

The Child and Youth Resilience Project is funded by the Lyle S. Hallman Foundation and offers a range of collaborative programs and supports for children and families receiving child welfare services as well as other families within our community who could benefit from the programs offered. Funds for evaluation and research will help us to study, adapt

and improve the outcomes for children, youth and families in the Waterloo Region. Resilience Project Programming include: **the Creative Space Program, Art Drop-In, Family Centre Music Academy, Family Centre Players Theatre Program, Mindfulness Classes and Family Fun Nights.**

STORIES OF INSPIRATION

At the **CHYM Tree of Hope Tree Lighting Ceremony**, Ginny spoke of her incredible story of overcoming addiction. She participated in several FACS programs, including Trusting Loving Connections. She is now an engaged parent to her young daughters. Ginny had this to say on the air at CHYM studios about her experiences with FACS: *"They're there to help you. They're there to help you try to keep your children. I don't know where I would be without them."* Ginny has become an inspiration for other parents.

Taite, Claire, and Charlotte (aged 7, 9, and 11) founded their own non-profit called **Hearts to Help Kids**. Their holiday campaign, Donate a Doll, raised enough funds to purchase 25 "Our Generation" dolls for local children receiving FACS services. The girls worked with Mastermind Toys Waterloo to get the specific doll that each child wanted. The girls also wrapped each doll individually and included a personalized card for each child. The children receiving the dolls were overjoyed and appreciated that the girls thought of them in this special way.

Staff at Christie Digital Canada decided to forgo an employee holiday party and instead donated \$12,500 of in-kind goods for local families. The staff of 750 pitched in and shopped for items from our **Holiday Support Wish List**, providing gift cards, a high chair, diapers, formula, vacuum cleaners, cleaning supplies, personal hygiene items, bedding, clothing and much more. Such amazing community spirit!



*Thank you to all
of our donors!*

INNOVATIVE PROGRAMS MAKING AN IMPACT

Trusting Loving Connections (TLC) is supported by the Kavelman-Fonn Foundation. TLC builds on parents' skills and strengths to help them understand emotional connection and improve attachment to their children *"Parenting is harder when you can't understand your child's cues. Once you understand, you can change your ways to parent better."* – Parent Participant

The Community Hub is supported by Jim and Sue Hallman through the Kitchener Waterloo Community Foundation. Capacity Canada provides overhead support, networking opportunities and leadership development to Hub members. *"The mentorship program has provided the ED and Board with practical education, knowledge and support that we otherwise would not have had the opportunity to gain."* – Hub Member

The SMILES Therapeutic Group is supported by United Way of Kitchener, Waterloo & Area. Children who have a parent with mental illness are given support and tools to understand mental health. *"(My child) is happier in general and with me too...he is more patient and understanding and when I am having a bad day he seems to know why and is not as anxious."* – Parent of a child in SMILES Therapeutic Group

Me to We - Going Local is supported by the Kitchener Waterloo Community Foundation. Youth experience the positive effects of giving back to our community, all while having fun! *"I just wanted you to know 'N' came home tonight just beaming with pride! I love seeing her feel so good about herself! Thank you so much!"* – Foster Parent

Moving Forward Sexual Abuse Treatment Program is supported by the Cambridge and North Dumfries Community Foundation. Children and teens who have experienced sexual abuse receive specialized assessment and treatment services. *"It helped by making me realize that I'm not alone, that it wasn't my fault and that other people aren't scary."* – Youth Participant

Bookworm Club is supported by The Cowan Foundation. Children in foster care are provided with books and games once a month for six months so that they can learn, have fun and build relationships with their caregivers. *"Dear Bookworm, Thanks for the cool surprises you sent... I really like them. This will help me become a better reader."* – Foster Child

Youth Entrepreneurship is supported by Susan Hallman. Young people are given the skills, supports and confidence needed for risk-taking as they pursue their entrepreneurial ideas. *"It teaches me to be organized and I get to experience what the role of a leader is!"* – Youth Participant

Morning Glory Café is located in the Family Centre and operated by Ray of Hope. Youth spend 6 months working in the Café, gaining valuable skills and experience that will enable them to transition into the workforce on their own. *"I know this experience can get me a job once I finish here. I feel lucky that I am here because I know not everyone gets this opportunity."* – Youth Participant

All of our supports and programming are grounded in innovative, evidence-informed practices that ensure the most effective use of donations. We are always pleased to share what we have learned with our community partners and other child welfare service providers.

THANK YOU to all of the individuals and families, staff members, businesses, service clubs and other foundations who have continued to support the services and programs listed here. We could not provide these supports to children and families in need without your help.

Together, we are a caring community where children and their families can thrive!

Thank you to ALL of our donors –

YOU have helped today for a better tomorrow in the lives of children, youth and families in our community!

\$10,000+

Activa Holdings Inc.
Budding Charitable Foundation
Yvan Couture
Dryer Moisture Systems Inc.
Fairmount Foundation
Filion Wakely Thorup Angeletti
Financial Horizons Group
The Lyle S. Hallman Foundation
Tom and Kathy Hallman
John and Terry Hamilton
Kavelman-Fonn Foundation
The Kitchener and Waterloo
Community Foundation
The Kitchener and Waterloo
Community Foundation (Jim
and Sue Hallman Fund)
Anonymous – 2

\$5,000 to \$9,999

Albert's Gas Station
Maintenance Inc.
Anthony J. Giovinazzo
G. Robert Blake
Cambridge & North Dumfries
Community Foundation
The Equitable Life Insurance
Company of Canada
Gore Mutual Insurance Company
Peter Izzio
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Perfexia Inc.
Region of Waterloo – Public Health
Brian J. Ruby
The Savvas Chamberlain Family
Foundation
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Toyota – North Weld Department
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Steve Voll
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\$2,500 to \$4,999

Chubb Insurance Company of
Canada
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Dare Food Employees Charity
Frank Cowan Company Limited
Kitchener Sports Association
Lackner McLennan Insurance Ltd.
Miller Thomson LLP
The Rae Lipskie Partnership
Roberts Onsite
Sobey's Ontario
Alison Scott and Mark Fishburn
Swiss Chalet #1187
Strassburger Windows & Doors
Transfreight Incorporated
Union Gas Limited
Vantage Wealth Management Ltd.
Waterloo Wellington Collision
Association
Anonymous – 1

\$1,000 to \$2,499

Arca Financial Group
Brock Solutions
Steve Brown
Canuck Compounders Inc.
Challenger Motor Freight Charity
Committee
Laura Clarke
Clintar Landscape Management
Conestoga Mechanical Inc.
Drumbo Transport Limited
Gerdau Courtice Steel Inc.
Heffner Lexus and Heffner Toyota
Marlaine Henderson
Margaret Hooper
Janice Husted
Hutton Forest Products
Jiffy Lube/Suds Express
Larrek Investigation & Research
Lorandus

MAC LLP
Mennonite Foundation of Canada
Nationwide Appraisal Services Inc.
Oiseau Salon
Maureen Peats
Piller's Fine Foods, A Division of
Premium Brands Operating
Kathryn Pope
Scott Rasenberg
RBC Foundation
Peter Ringrose
Sanderson Management
Schlueter Hyundai
Schreiter's Furniture Store Ltd.
S.G. Cunningham (Kitchener)
Limited
Bob Strassburger
Barry J. Triller
Kathryn Troubridge
Valrose Capital Corp.
Vancouver Foundation – Union
Gas Limited
Victoria Star Motors Inc.
Anonymous – 3

\$500 to \$999

7307098 Canada Inc. –
Breakthroughs in Learning
Airboss Rubber Compounding
Division
Andrew Street Medical
Bankside Terrace – Residents
Philip Bell
Bhima's Warung
BlackBerry
BMO Harris Private Banking
BMO Life Assurance
Boston Pizza
Canada Gives Foundation
Tamra Clark
Gary Contant
The Cowan Foundation
D.L. Hatherton Association
Eric Dupasquier
Elizabeth Elmasry
Fidelity Investments Canada
Limited
Flux Foundation

Hager Hinge Canada Ltd.
Haldex Limited
James Harris
Robert Hooper
Melissa Howatson
Judy Howes
Brent Hutzel
JDI Cleaning Systems
JKM Custom Fabricating Inc.
Kitchener Printing
Kitchener-Waterloo Children's
Drama Workshop
K-W Region Elks Lodge 578
M3 World Sites Marketing
Marketing Plus Business
Solutions
Anne Mason
MCAP
MPAC
Tina and Brady Metcalfe
MMM Group Limited – Kitchener
Optimist Club of Westvale-
Waterloo
PepsiCo Canada
Dave Pooley
Gary Pooley
RBC – Uptown Waterloo Branch
Reitzel Insulation
Tom Sonnenburg
Karen Spencer
Penny Stumpf
Sun Life Financial – Matching
Gift Program, Location 107D20
Sun Life Financial – Volunteer
Program, 107D20
Stephen Swatridge
Jean and Brent Taylor
Toyota Motor Manufacturing
Canada Inc.
University of Waterloo –
Engineering Department
Myra Van Katwyk
The Waterloo 10 KM Classic
Road Race Inc.
Christopher P. Welker
Gregory Zehr
Anonymous – 3

Without our partners, who provide in-kind support, we would not be able to provide the level of support that we do:

96.7 CHYM FM –
Rogers Radio Group
Activa
Calendar Club

Christie Digital Canada
Cyan Design
Family & Children's
Services Staff

Marketing Plus Business
Solutions
Nemcor Inc.

Sobey's Ontario
Staples
The Waterloo Region Record

2015/2016 CONDENSED FINANCIAL REPORT (FOUNDATION)

STATEMENT OF REVENUE AND EXPENDITURES FOR THE YEAR ENDED MARCH 31, 2016

REVENUE

| | |
|-------------------------------------|-------------------|
| Donations | \$ 871,473 |
| Investment Income | 41,713 |
| Change in Fair Value of Investments | (42,539) |
| TOTAL | \$ 870,647 |

EXPENDITURES

| | |
|---|-------------------|
| Grants to Agency | \$ 525,054 |
| Scholarships | 111,309 |
| Transfer to Agency Capital Fund | 21,437 |
| Office and Administration Expenses | 15,873 |
| Professional and Investment Fees | 19,100 |
| | \$ 692,773 |
| EXCESS OF REVENUES OVER EXPENDITURES | \$ 177,874 |

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

Special thanks...

...to all those who generously provided gifts and support to our families throughout the year.





FAMILY &
CHILDREN'S SERVICES
OF THE WATERLOO REGION

Help Today for a Better Tomorrow

CONTACT US

Kitchener Office

200 Ardelet Ave., Kitchener ON N2C 2L9
519 576 0540

Cambridge Office

168 Hespeler Rd., Cambridge ON N1R 6V9
519 623 6970

Family Centre

65 Hanson Ave., Kitchener ON N2C 2H6
519 772 4399

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Email Us

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