



EMPOWERING
WOMEN & YOUTH:
Changing the Future

YW Kitchener-Waterloo

153 Frederick St., Kitchener, ON N2H 2M2

P: 519.576.8856 | W: ywkw.ca

LEADERSHIP MESSAGE



By the end of 2017, the YW had achieved the goals of the strategic plan we'd created five years earlier. In 2018, we embarked upon a new strategic planning process. We began the process – and the year – by discovering and examining our strengths, weaknesses, opportunities, and threats.

We learned that those who know us view us as an established and respected organization, with a wide range of programs and services, including innovative and unique programs for girls and nonbinary youth, which serve our community well. As our area's only provider of emergency shelter for women and families experiencing homelessness, and largest provider of supportive housing for people who have been chronically homeless, we have a reputation for responsive and successful engagement with our most vulnerable neighbours.

However, despite being among the oldest and largest social service agencies in our region, we're not broadly known or understood. We rebranded in 2017, from the YWCA to the YW, but the general public still confuses us with the YMCA, and still imagines that we're a provider of health and fitness programming. We operate in a charitable environment of increasing competition for diminishing dollars, and the public's poor awareness of our work creates additional fundraising challenges for us. Between 2003 and 2018, our donations declined by more than half. No government funding exists for prevention-focused youth programs, and our resulting dependence on short-term grants from foundations makes those important YW programs precarious and unsustainable.

The configuration of our shelter, rebuilt a decade ago to offer 21 family units in order to accommodate then-growing numbers of homeless families, doesn't meet the needs of its present client population, which is now primarily single women requiring high levels of support. And it's likely that in future years, as more government resources are invested in Housing First programs and services, not all of the 66 beds at our shelter will be required or funded.

To build on our strengths, correct our weaknesses, capitalize on our opportunities, and withstand our threats, our new 2018 to 2022 strategic plan prioritizes communicating our vision and our impact, building our capacity, expanding and growing our services, and innovating and collaborating with partners.

In 2018, we began work developing a marketing strategy that will improve the YW's public awareness and support. We're building a fund development program that will meet our current operating needs, support new initiatives, and contribute to our capital reserves. We're investigating the potential and the options for fee-for-service programming for girls and nonbinary youth. And we're determining future directions for our homelessness and housing services.

The next four years will be transformative ones for the YW. We look forward to many positive changes, which we know we won't achieve without the dedication of our staff and volunteers and the support of our friends.

Elizabeth Clarke,
Chief Executive Officer



PRESIDENT'S MESSAGE



Over the past three years, I have had the good fortune of leading a group of incredible women in supporting an incredible organization. During that time, the staff and volunteers of the YW have lived the organization's mission to champion and support the enrichment of

the lives of women, families, youth, and children.

Our community has benefited from the services that the YW delivers so well in the areas of early

learning and care, youth development, emergency and supportive housing, counselling, advocacy, and entrepreneurial support.

I am proud to have had the chance to support the YWKW as we work to realize the organization's vision of an equitable world where women, families, youth, and children thrive in inclusive communities.

I look forward to continuing to support the YWKW and I thank all members like yourself who are key to the YW's ongoing ability to deliver vital services to women and children in our community.

Thank you again,

Patricia Polischuk, President



MEMBERS OF THE BOARD OF DIRECTORS & COMMITTEES 2018-2019

MISSION, VISION, AND VALUES

Mission Statement

YW Kitchener-Waterloo works to improve the lives of women and girls by offering early learning and care; before- and after-school programs; newcomer support; youth development; emergency, supportive, and affordable housing; entrepreneurship and employment training; and collaborative community leadership.

Vision Statement

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

Guiding Principles

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

Board of Directors

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Maggie VanderMeulen** <i>Governance Vice President</i>	Dipali Batabyal**	Loretta Kooymans
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- Tracy Van Kalsbeek

Finance Committee

- Jill Birks
- Susan Beuerman
- Christine Black
- Courtney Cheal
- Karen Grogan
- Linda Scott Campbell

*Appointed during the 2018-2019 term ** Resigned during the 2018-2019 term

2018 IN REVIEW: 2673 SERVED!

Here is how we positively impacted the lives of women and families in 2018:

Programs for Youth

**162
GIRLS**

GIRLS' PROGRAMS | 162 GIRLS

Two programs provide recreational, social, personal growth, and leadership development opportunities for preteen and teen girls. One series of capacity-building workshops with community members addresses the needs of girls and gender-nonconforming youth in the areas of physical activity and recreational programming. All programs are free of charge.

Programs for Children

**1655
CHILDREN**

CHILD CARE CENTRES | 270 CHILDREN

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

BEFORE- AND AFTER-SCHOOL YOUTH DEVELOPMENT PROGRAMS | 622 CHILDREN

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

CARE FOR NEWCOMER CHILDREN | 195 CHILDREN

Two sites provide culturally appropriate care and supervision to infant, toddler, and preschool children of parents attending Language Instruction for Newcomers to Canada classes.

SUMMER CAMP | 568 CHILDREN

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

Programs for Women and Families

**856
PEOPLE**

EMERGENCY SHELTER | 383 ADULTS | 197 CHILDREN

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

HOMELESSNESS OUTREACH | 21 WOMEN | 12 FAMILIES

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

SUPPORTIVE HOUSING | 63 WOMEN | 24 CHILDREN

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

AFFORDABLE HOUSING | 6 ADULTS | 13 CHILDREN

One permanent, affordable housing program serving large families with low incomes.

EMPLOYMENT PROGRAM | 137 WOMEN

An eight-week employment and entrepreneurship training program, which includes 16 community-based workshops, in which women learn how to start their own online businesses.

Community Services

COMMUNITY RESOURCE CENTRE

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

RECOGNIZING OUR DONORS

Donors

We would like to recognize the following individuals, businesses, foundations, groups, and organizations who have generously donated \$20 or more between January 1, 2018, and December 31, 2018. We are profoundly grateful for your support. We also wish to thank those donors who have chosen to remain anonymous.

Anglican Church Women, Church of St. John the Evangelist
David and Barbara Arthur
Audi Kitchener-Waterloo
Lorraine Beattie
Scott Beech and Cindy Lebold
Ray Beskau
Mary Bish
Rhonda and Jeff Bisset
Barbara Bitzer
Gary Bond
Penny and Ray Bonin
J. Lesley Braun
Dorothy Britt
Paula Brown
Andrew Brunskill
Allan Bush
Ana Cabral
Hugh Cameron
Marian Campbell
Canadian Tire Jumpstart Charities
Canadian Women's Foundation
Dale Carberry
A. Karen Chisholm
David L. Christner
Bonnie Cole Arnal
Douglas Coleman
Community Farm of the Brethren
Marcia Condon
Christopher Copp and Marjah Tajibnapis
Marilyn Coxon
Nancy Croth
Curves for Women
Greg deGroot-Maggetti
Mary Dever
Bozhena Diakun
Ellen Dilgert
Lucia Dow
Donald Dychuck
Elementary Teachers' Federation of Ontario
Elementary Teachers' Federation of Ontario, Waterloo Region
Elementary Teachers' Federation of Ontario, Waterloo Region

Occasional Teachers' Local
Kathleen Elgie
Cheryl Elliot-Fraser
Elmira Maple Syrup Festival
Emmanuel United Church
Paul and Hertha Enns
Erb Street Mennonite Church
Janet Erdman
Pauline Evoy
Isobel Field
Donna Finch
Kristine Fletcher
Donald and Barbara Freeman
Tom Galloway
John and Deanna Gazzola
Amaris Gerson
GHD Social Committee, Waterloo
Gloryland Chorus
Kelly Gray
Cathy Gregory
Rose and Ralph Haas
Iris Hall
Peggy Hallman
Duncan and Tobi Hamilton
Barbara Hankins
Joyce Harding
Len Harrington
Frances Hatherton
Karen Hay
Sandy Hill
Hillcrest Mennonite Church
Carolyn Hodgson
Betty Hooper
Robert Hooper
Harry Humphrey
Brent Hutzal
Kamran Javed
Maira Johnston
Mary Karchemny
Alina Karges
Gordon Kennedy
Linda Kenny
John Kirby
Anmol Kler
Shirley Knight
Loretta Kooymans
Frank Kossuth
Janice Kostash
John Kotulak
Kimberly Kropf
Andrew Kuwabara
KWCF - The Brenda and Peter Hallman Family Fund
KWCF - The Gordon Linkletter Family Fund
KWCF - The Lonsdale and Roberta Schofield Fund
KWCF - The Tannasee Family Fund
KWCF - The Waterloo Region Record - Lyle S. Hallman

Foundation Kids to Camp
KWCF - Youth in Recreation Fund - Ontario Endowment for Children and Youth in Recreation
K-W Region Elks Lodge #578
Elaine La-Ronde
James Lackenbauer
Sharon Lamont
Laureate Alpha Epsilon Chapter, Beta Sigma Phi Sorority
LCBO #115
LCBO #345
LCBO #549
LCBO #617
Margaret Lewis
Brenda Lipsit
Don MacDonald
James MacKenzie
Stephen Mazur
Bill McAllister
Lauren McDonald
Dr. Nicholas and Dr. Lisa McFarlane
Frank Millerd
Tanya Mitchell
Agnes Mohr
Jane and Scott Morley
Lise Naish
Not All Heroes Wear Capes
OECTA Waterloo - Ontario English Catholic Teachers' Association
Optimist Club of Lakeshore Village
Optimist Club of Petersburg
Optimist Club of Waterloo North
Optimist Club of Westvale-Waterloo
Gary and Susan Parker
Parkminster United Church
Ashleigh Phillips
Plugin Society
Patricia Polischuk
The RaeLipskie Partnership
Ready Rivet and Fastener Ltd.
Marg Reid
Shirley Richter
Renison College BSW Students
Retired Women Teachers of Ontario, K-W Branch
Craig and Nancy Robson
Dianne Roedding
Madeline Rosamund
Gordon Ross
Royal City Tree Care Inc.
Royal LePage Shelter Foundation
Frank Ruehlicke
Sheila Russek
Kimberley Sanderson
Mary Sasonow
Jim and Mary Sauve
Jocelyn Schaffenburg

Amy Schlueter
Larry and Mary Ann Schmidt
School Sisters of Notre Dame
Donna Seidl
Erma Shantz
Susan Shantz
Tamara Shantz
Shyam Sheth
Tricia Siemens
William Simpson
Eleanor Snyder
Michele Sobczuk
Tim and Teresa Sothorn
Norm Southwood
St. Agatha Mennonite Church
St. Agatha Roman Catholic Church
St. Andrew's Presbyterian Church
St. Anne School
St. Francis of Assisi Catholic Women's League
St. George's of Forest Hill Anglican Church
Gloria St. Marie
St. Stephen Lutheran Church
Elaine Stamp
Agnes Mohr
Garry Stevens
Bryan Stewart
Stirling Avenue Mennonite Church
Stirling Avenue Mennonite Church Women's Missionary Association
Margaret-Anne Tannasee
Taya Jewellery and Accessories Inc.
Team Realty K. W. Inc.
Together We're Bitter Co-operative Brewing Inc.
Toronto-Dominion Bank
Una Church
United Brotherhood of Carpenters - Local 785
United Steelworkers of America South-Central Ontario Area Council
John Walker
Janet Wason
Madeline Weber
Brenda Welch
Beatrice Wideman
Carol Wilcox
Larry and Maggie Williamson
Jane Wilson
Jessica Wroblewski
Mary Wybrow
Nataliya Yermolova
Anonymous (102)

Donations Made in Memory

Trudy Beaulne
Anne-Marie Bettschen
Muriel Coleman
Audrey Hannigan
Donald Johnson Wilson
Marjorie McKinnon
Jack Richard Porter
Alan and Joyce Rigby
Jessica Sousa
Carol Southwood
Gary Wilkinson
Dolly Wroblewski

Donations Made in Honour

Alan Bowler
Melinde Dawar
Rebecca Giles
Kacie May
Leslie Stallard
Len Thurnell
Elaine Weber

Club 84 Members

Club 84 is a giving circle with membership levels that range from \$84 to \$840 and more annually. It was founded by Heather Lackner in 1980. Over the years, Club 84 members have donated \$2 million in endowed and operating funds to the YW.

We would like to recognize the following individuals who have generously donated \$84 or more between January 1, 2018, and December 31, 2018. We are profoundly grateful for your support. We also wish to thank those donors who have chosen to remain anonymous.

Mary Kaufman Circle (\$840+)

Bob and Judith Astley
Mary Brough
Sara Brown
Ursula Carter
Pat Cunningham
Robert Finnie
Jim and Sue Hallman
Roderick and Alberta Jack
Mary Kuntz
Jim and Heather Lackner
Desta Leavine
Deaun Moulton and Jonathan Buss
Margaret Nally

Sandra Reid
Mary Reynolds
Jean Riedlinger
Helga Segler
Marcia Shortreed
Terry Wilson
Glenn Yantzi
Anonymous (2)

Four 84 (\$484+)

Jane Cowan
Sandra Dare
Connie Deckert
Lynn Forbes
Ilma Green
Arleen Greenwood
Karen Grogan
Mary Heier
Margaret Hooper
Judy Horman
Vi Horton
Nora Kudrenecky
Karin Kuntz
Bev Middlemass
Karen Redman
Joan Westcott
Marnie Wharnsby
Andrea Witzel
Judith Wyshynski
Tracey Zehr
Anonymous (2)

84 and More (\$184+)

Mary Barrett
Carol Ann Bott
Kim Boucher
Susan Clark
Elizabeth Clarke
Gladys Clish
Martha D'Agostino
Amaryah DeGroot
Barbara Dell
Elizabeth A. Dell
Marilyn Dippell
Laura Downey
Arlene Dunnette
Hope Eaton
Marianne Erb
Stephen and Cathryn Finch
Marg Finnen
Marilyn Forler
Gail Hauser
Joyce Heck
Jo Hemphill
Angela Hinchberger
Jane Humphries
Ivan Hurlbut
Pam Irwin
Tracey Johnston-Aldworth
Jennifer Kieffer
Elizabeth Kuntz
Buss
Sheryl Loeffler

Shirley Madorin
Sharon McMorran
Pat Mighton
Dianne Moser
Chris Nanson
Carol Parsons
Margot Pick
Marilyn Post
Maedith Radlein
Shirley Raetsen
Melanie Shantz
Jodi Spall
Margaret Stephenson
Lynne Supeeene
Nancy Theberge
Elizabeth Thorsen
Ellen Trafford
Janet Valentine
Tracy Van Kalsbeek
Margaret VanderMeulen
Joanne Waugh
Ann Weir
Lucille West
Colleen Whitney
Maureen Wright
Elizabeth Wylie
Cassandra Zehr
Anonymous (10)

Club 84 (\$84+)

Yvonne Ashley
Carla Bechtel
Joyce Bennett
Michael Benton
Mary Boucher
Cindy Bridge
Mary Joan Brooker
Trudy Bryant
Mary Burrows
Patricia Carty
Carol Class
Beth Coviello
Tova Davidson
Louise Dawdy
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Sylvia Froome
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Richard and Penny Hobson
Joan Holland Lehnen
Malkin Howes-Dare
Catherine Hunsberger
Pat Jasper
Christiane and Hans Kahlen
Linda Kenny
Jane Klugman
Nancy J. Lackner

Lindsay Lackner McKenzie
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Beverly Thom
Kaitlin Thompson
Julie Trip
Joan Weiler
Cheryl White
Diane Wiles
Jessica Wroblewski
Anonymous (9)

Donations Made in Memory

Elizabeth and Sidney McLennan

Donations Made in Honor

Heather Lackner

Funders

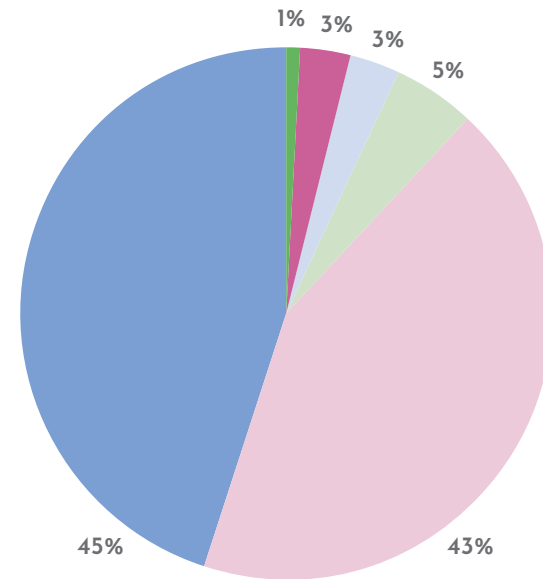
Astley Family Foundation
Conestoga College
Hockey Helps The Homeless Kitchener-Waterloo
Ontario Trillium Foundation
Region of Waterloo
United Way

SCHEDULE OF OPERATING FUND BALANCES

For the year ended December 31, 2018

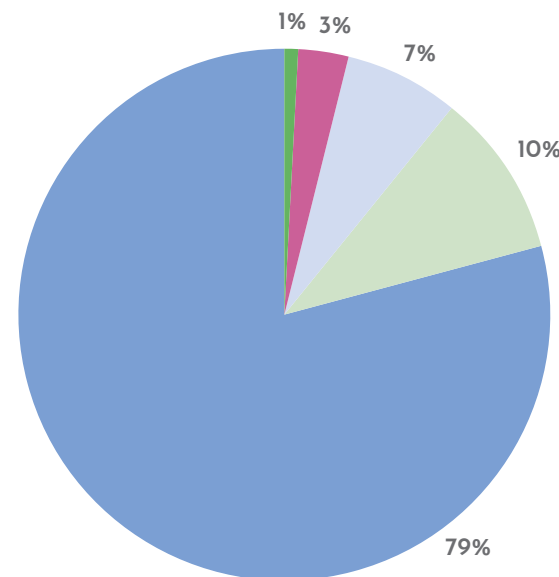
REVENUES

Programs	43%	\$3,666,885
Regional funding	45%	3,787,888
Government funding	0%	40,790
United Way	3%	228,694
Donations & special events	3%	233,634
Interest	1%	73,300
Partnership contracts	5%	449,328
Other	0%	210
Total Revenues		8,480,729



EXPENSES

Salaries and benefits	79%	6,206,762
Occupancy costs	10%	771,379
Financial costs	0%	7,112
Program costs	7%	561,191
Office administration	3%	246,067
Other	1%	69,491
Total Expenses		7,862,002



Excess of revenues over expenses for the year	618,727
Interfund transfers	(484,179)
Fund balances, beginning of the year	(125,058)
Fund balances, end of the year	\$9,490

STATEMENT OF FINANCIAL POSITION

As of December 31, 2018

ASSETS

	2018	2017
Cash	\$ 556,287	\$0
Short-term investment	382,949	368,221
Accounts receivable	264,662	256,653
Inventory	2,373	2,373
Prepaid expenses	21,294	20,001
	1,227,565	647,248
Long-term investments	847,283	879,926
Tangible capital assets	7,918,175	8,238,093
	\$ 9,993,023	\$ 9,765,267

LIABILITIES & FUND BALANCES

Bank indebtedness	\$0	\$74,090
Accounts payable and accrued liabilities	856,564	675,408
Deferred revenue	299,568	214,129
Current portion of mortgage payable	245,873	1,240,866
Current portion of other long-term debt	23,454	22,543
	1,425,459	2,227,036
Mortgages payable	1,351,322	588,630
Other long-term debt	435,103	458,550
	3,211,884	3,274,216

FUND BALANCES

Externally restricted	\$642,190	\$645,423
Internally restricted	6,129,459	5,970,686
Unrestricted	9,490	(125,058)
	6,781,139	6,491,051
	\$ 9,993,023	\$ 9,765,267



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