



# YWCA KITCHENER-WATERLOO ANNUAL REPORT 2014



# LEADERSHIP MESSAGE

**Lives valued, lives enriched, lives celebrated.** It's that simple, yet we've known for many years that the YWCA was not as well known in our community for the work we do as we would have liked.

About ten years ago, a team from Leadership Waterloo Region conducted interviews on our behalf and we discovered that the majority of people in Kitchener-Waterloo either had never heard of us, or confused us with the YMCA and imagined that we were a health and fitness organization. Many people knew the name of our shelter, and a few were aware of our childcare centres, but almost everyone thought that these were independent organizations. In addition, as part of our 2012 strategic planning process, we contracted with a research organization to do an environmental scan. That research also told us that not only did we have extremely low public recognition, but that this low recognition and general confusion was seriously impeding our ability to do the important work we want to do.

## WHAT WE DO

YWCA-Kitchener-Waterloo is one of the largest multi-service organizations in our Region, with more than two dozen programs operating out of as many sites across Kitchener, Waterloo and surrounding townships. Currently we offer four childcare centres serving infants, toddlers, and pre-school age children, ten school-based before- and after-school programs serving children aged eight to 12, a program for newcomer children up to age four, and a summer camp. We offer two drop-in programs for teen girls, a sports and activity outreach program for girls and young women who face barriers to participation in mainstream recreation, and an annual conference for girls in grades seven and eight. We offer two supportive housing programs for women and children who have been homeless, a homelessness outreach program for women who are on the street, a family support program that provides supports and services to families living in low income, a transitional shelter for adults who are homeless, and a year round emergency shelter for women and families who are homeless. And we own and operate a community resource center that provides office space and shared facilities and equipment to eight small, local charities on a cost-recovery basis.

## MOVING FORWARD

Based on knowledge and research, our strategic priorities for 2013 to 2018 include developing more supportive housing and expanding our programs for youth. We know that if we are to grow in these ways - and others - to better serve our community, we need the community's support, in the forms of donations, sponsorships, partnerships and client referrals, among other things. For these reasons and more it is imperative that our community knows who we are and what we do.

To assist, we set another strategic priority to better 'tell our story' and increase the YWCA's visibility and the community's awareness of the essence and impact of our programs and services. Part of that work is shifting the way we communicate about our programs and services. Moving ahead you'll see us refer to ourselves strictly by our organization name and not by program. Doing so will provide us with opportunities to share impactful stories and enable us to better educate the community about what we do - valuing, enriching and celebrating the lives of women, children, youth and families in K-W and area. There's much we are doing in this community, and there's much more that we want to do. Thank you for your ongoing support and dedication. Your belief in our vision is greatly valued and appreciated and we look forward to continuing our work together over the next year.

Sincerely,

Tracy Van Kalsbeek, President

Elizabeth Clarke, Chief Executive Officer



# MISSION & VISION

## Mission Statement

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

We achieve this by offering:

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



## Guiding Principles

We respect the dignity and worth of individuals

We value diversity among people.

We acknowledge the holistic nature of human needs – body, mind, and spirit.

We respect the fundamental right to self-determination.

We ensure that women are respected, their voices are heard and their issues are addressed.

We focus clearly, but not exclusively, on women and children.

We act with integrity and are accountable to our community.

## Vision Statement

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

# BOARD & COMMITTEES

## Board of Directors

Tracy Van Kalsbeek  
*President*  
Allison Roberts  
*Administrative Vice President*  
Beth Lautenslager  
*Governance Vice President*  
Karen Grogan  
*Treasurer*  
Jo Morrison  
*Secretary*  
Katie Fischer  
*Member at Large*  
Rose Johnson  
Nora Martin  
Zainab Ramahi\*  
Debora Ritchie

## Leadership and Nominating Committee

Debbie Curry  
Mandy Dennison\*  
Karen Grogan  
Jean Leonard\*  
Debora Ritchie

## Retiring Board Member: Karen Grogan

Karen has been involved with the YWCA since 2003, when she joined our Finance and Audit Committee. After serving conscientiously in that capacity for six years, Karen was invited to join our Board of Directors in 2009, serving as Treasurer and Chair of our Finance and Audit Committee. In addition to her substantial governance contributions, Karen gives of her time to provide practical advice and support to Finance Department staff whenever it's requested. But Karen doesn't limit her contributions to her financial knowledge and expertise. Karen is always among the first to lend a hand wherever it's needed. Her involvement in our various fundraising initiatives has been a model and inspiration to others.

Karen performs her duties with energy, creativity and commitment. Her calm approach helps Board members understand and fulfill their fiduciary duties, and her sense of humour makes meetings fun! Her passion for the work of the YWCA is evident in all she does. Karen is truly an outstanding community leader and will be missed by Board and staff alike!

## Finance Committee

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

## Faith Committee

Isobel Field  
Elizabeth Eberhart-Moffat  
Janet Hartry  
Jean MacLean  
Marilyn Post

## Club 84 Calling Committee

Heather Lackner  
Heather McLennan  
Anne Shantz  
Mary Reynolds  
Colleen Whitney

*\*resigned during the 2014 term*

# 2014 IN REVIEW

Since 1905, YWCA Kitchener-Waterloo has been providing essential programs and services to women, children and families. Each year, we continue to grow and adapt our services to meet their needs and build a strong, healthy community.

Here's a look at how we made a difference in 2014:

**2820**  
people accessed  
YWCA Kitchener-  
Waterloo programs  
and services



with **thousands** more reached through our education and advocacy efforts across the Region

WANT TO LEARN MORE? FOLLOW US ONLINE ON TWITTER, FACEBOOK AND OUR WEBSITE.



**570**  
girls empowered and inspired  
in our youth programs and at  
our annual conference



**1113**  
children received quality  
full day, before and after  
school and summer care  
in our childcare  
programs



**272**  
women, children and  
families supported by  
our outreach  
programs

**81**  
women and children received  
permanent, affordable housing  
through supportive housing programs



**8**  
local charities  
housed in our  
Community  
Resource Centre



**844**  
people sheltered and  
connected with  
support systems with the  
help of our  
Emergency Shelter  
Services

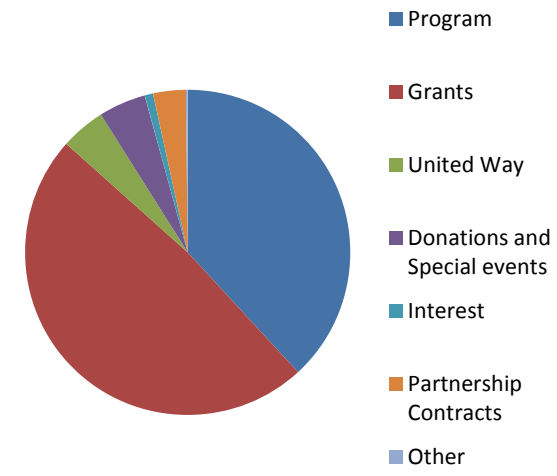


# SCHEDULE OF UNRESTRICTED OPERATING FUND REVENUES AND EXPENSES

For the year ended December 31, 2014

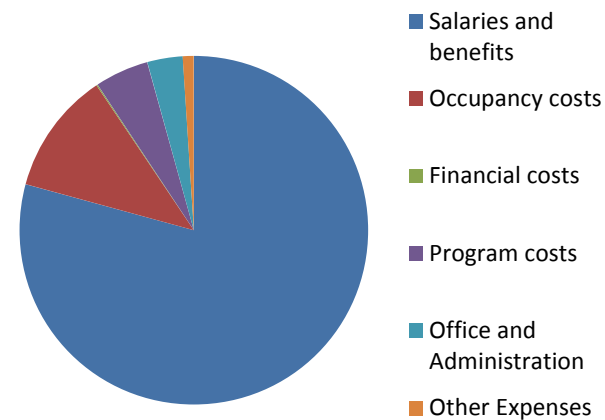
## Revenues

Program	\$ 2,393,389
Grants	3,040,194
United Way	253,800
Donations and special events	293,744
Interest	63,300
Partnership contracts	194,682
Other	12,685
<b>Total Revenues</b>	<b>\$ 6,251,794</b>



## Expenses

Salaries and benefits	\$ 4,867,732
Occupancy costs	689,915
Financial costs	10,501
Program costs	308,918
Office and administration	202,077
Other expenses	56,171
<b>Total Expenses</b>	<b>\$ 6,135,314</b>



Excess of revenues over expenses	\$ 116,480
Interfund transfers	(116,967)
Fund balances, beginning of the year	(15,241)
<b>Fund balances, end of the year</b>	<b>\$ (15,728)</b>



# STATEMENT OF FINANCIAL POSITION

As of December 31, 2014

## Assets

	2014	2013
Cash	\$ 37,439	\$ 114,804
Short-term investments	376,494	363,735
Accounts Receivable	100,339	82,194
Inventory	2,373	3,588
Prepaid expenses	18,090	17,619
	<b>534,735</b>	<b>581,940</b>
Long-term investments	998,084	988,977
Property, plant, and equipment	8,192,130	8,557,158
	<b>9,724,949</b>	<b>\$ 10,128,075</b>

## Liabilities and Fund Balances

Accounts Payable and accrued liabilities	\$ 461,542	\$ 500,986
Deferred revenue	348,906	204,400
Current portion of mortgages payable	1,018,036	187,832
Current portion of other long-term debt	41,388	41,670
	1,869,872	934,888
Mortgages payable	1,451,298	2,469,335
Other long-term debt	502,165	521,373
	<b>3,823,335</b>	<b>3,925,596</b>

## Fund Balances

Externally restricted	738,099	772,554
Internally restricted	5,179,243	5,445,166
Unrestricted	(15,728)	(15,241)
	5,901,614	6,202,479
	<b>\$ 9,724,949</b>	<b>\$ 10,128,075</b>

# RECOGNIZING

## Club 84

This year, we wish to recognize our Club 84 members by their years of first membership.

We celebrate their many years of support!

**MKC - Mary Kaufman Circle Member (\$840+)**

**484 - Four 84 Member (\$484+)**

**84+ - 84 and More Member (\$184+)**

**L84 - Club 84 Member (\$84+)**

## 1980

Shirley Filiatrault	MKC
Alberta and Roderick Jack	MKC
Heather Lackner	MKC
Margaret Marsland	MKC
Carol Ann Bott	84+
Hope Eaton	84+
Pam Irwin	84+
Nancy Lackner	L84
Elva Zehr	L84

## 1981

Mary Heier	484
Bernice Steep	484
Arlene Dunnette	84+
Trudy Bryant	L84
Patricia Dunker	L84
Mary Dunker-Guy	L84
Beverly Dyck	L84
Marilyn McMillan	L84
Anonymous 2	

## 1982

Joyce Heck	84+
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## 1984

Eleanor Kaufman	MKC
Patricia Carty	L84
Colleen Whitney	84+

## 1985

Carol Lansky	MKC
Nancy Walker	MKC
Ute Hilgers	L84
Sandra Puley	L84
Anonymous 1	

## 1986

Ursula Carter	MKC
Jean Riedlinger	MKC
Carol Hurlbut	84+

## 1987

Judith Astley	MKC
Marilyn Dippell	84+
Lynn Forbes	84+
Mary Burrows*	L84
Betty MacMillan	L84
Dianne Moser	L84
Elaine Ormston	L84

\* Has asked to be recognized at this level.

## 1988

Margaret Hooper	484
Barbara Wilgar	484
Jo Hemphill	84+
Marilyn Post	84+
Raymonde Anderson	L84
Harriet Winhold	L84
Anonymous 2	

## 1989

Frebis Allen	84+
Ellen Trafford	84+
Joan Weiler	L84

## 1990

Mary Reynolds	MKC
Tracey Zehr	84+
Barbara Dell	L84
Penny Hobson	L84

## 1991

Nora Kudrenecky	MKC
Pat Laurin	MKC
Helen Howatson	484
Judith Wyshynski	484

Elizabeth Dell	84+
Fran Sandrock	84+
Ann Weir	84+
Marjorie Baillie	L84
Pat Hahn	L84
Lynn Nigh	L84
Audrey Reitzel	L84
Donna Sills	L84
Heather Spall	L84
Diana Spearn	L84
Beverly Thom	L84
Lucille West	L84
Anonymous 1	

## 1992

Pat and Bill Cunningham	MKC
Mary Kuntz	MKC
Andrea Witzel	484
Jane Cowan	84+
Angela Hinchberger	84+
Beverly Harris	L84
Joan McKinnon	L84
Lois Petker	L84
Donna Szilock	L84
Vikki Tait	L84
Anonymous 1	

## 1993

Christiane and Hans Kahlen	MKC
Desta Leavine	MKC
Terry Wilson	484
Marilyn Forler	84+
Elizabeth Motz	84+
Elizabeth Witmer	84+
Lorna Ferguson	L84
Jocelyne Legault	L84
Sharon McMorran	L84
Barbara Rahn	L84
Anonymous 1	

## 1994

Sandra Reid	MKC
Mary Barrett	84+
Arleen Greenwood	84+
Dorothea Sprung	84+
Elizabeth Wylie	84+
Yvonne Ashley	L84

Laura Muirhead	L84
Bev Pullen	L84
Anonymous 2	

## 1995

Laura Downey	84+
Shirley Thomson	84+
Rita Hemmerich	L84
Carole James	L84
Anonymous 1	

## 1996

Vi Horton	484
Elizabeth McPherson	84+
Cassandra Zehr	84+
Nancy Haldenby	L84
Shirley Humphrey	L84
Barbara Leask Wynne	L84
Jean MacLean	L84
Marion Roes	L84

## 1997

Margaret Nally	MKC
Sandra Dare	484
Glennis Yantzi	484
Anne Beyers	84+
Gladys Clish	84+
Gaye Males	84+
Margaret Stephenson	84+
Pat Flood	L84
Magdalene Horman	L84
Carla McLennan	L84
Rosemary Walker-Newkirk	L84

## 1998

Sara Brown	MKC
Marcia Shortreed	MKC
Karin Kuntz	484
Bev Middlemass	484
Jean Boehmer	84+
Mary Houslander	84+
Elizabeth Kuntz	84+
Sally Leask	84+
Chris Nanson	84+
Nancy Theberge	84+
Janet Valentine	84+
Cindy Bridge	L84
Miriam Butler	L84

# OUR DONORS

Kathleen Goman	L84
Bonnie Rollo	L84
Christel Weber	L84
Anonymous 1	

## 1999

Connie Deckert	484
Kim Boucher	84+
Mary Ann Fleming	84+
Tosa Forwell	84+
Jean Gutoski	84+
Shirley Raetsen	84+
Marnie Wharnsby	84+
Carol Class	L84
Ann Power	L84
Anne Shantz	L84
Julie Trip	L84

## 2000

Sue Hallman	MKC
Sheryl Loeffler	MKC
Sharon Twilley	484
Susan Clark	84+
Ann Gawman	84+
Joanne Waugh	84+
Michael Benton	L84
Bob Blake	L84
Gail Graham	L84
Hildegard Hales	L84
Melanie McKellar	L84
Anonymous 1	

## 2001

Dale and Allen Burgoyne	484
Cathryn Finch	84+
Diane Keilhau	84+
Carla Bechtel	L84
Mary Joan Brooker	L84
Annette Oudejans	L84
Joanne Peppler	L84
Anonymous 1	

## 2002

Marg Finnen	84+
Sylvia Froome	L84
Barbara McCrory	L84
Marilyn Sararus	L84

## 2003

Mary Boucher	84+
Pat Mighton	84+
Catherine Hunsberger	L84
Jeanne Killin	L84
Lynne Supeene	L84
Anonymous 1	

## 2004

Anonymous 1	
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## 2005

Judy Horman	84+
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## 2006

Jodi Spall	84+
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## 2007

Joyce Bennett	L84
Malkin Howes-Dare	L84
Margaret Neigh	L84
Elizabeth Poth	L84
Anonymous 5	

## 2008

Frances McIntosh	L84
Jennifer Monteith	L84
Barbara Reinhart	L84
Anonymous 4	

## 2009

Karen Grogan	484
Deaun Moulton	484
Amayah deGroot	84+
St. Stephen ELW	84+
Sandra Evans	L84

## 2010

Joanne Raymond	84+
Melanie Shantz	84+
Janet Hartry	L84
Elizabeth Thorsen	L84

## 2011

Roberta Finnie	MKC
Joan Westcott	484
Amy Burke	84+
Elizabeth Clarke	84+
Martha D'Agostino	L84

# RECOGNIZING

Monica Furniss L84  
 Heather McLennan L84  
 Margaret Meyer L84  
 Anonymous 2

## 2012

Mandy Dennison 84+  
 Nora Martin 84+  
 Jane Klugman L84  
 Marg Oldenburger L84  
 Tracy Van Kalsbeek L84  
 Anonymous 1

## 2013

Melanie Marsland 484  
 Vivian Zochowski L84  
 Anonymous 1

## 2014

Marianne Erb 484  
 Karen Redman 484  
 Chloe Callender L84  
 Geraldene Corsini L84  
 Joan Holland Lehnen L84  
 Denise and Randy  
 Klawitter L84  
 Roslynn Shortt L84  
 Traces Screen  
 Printing Ltd. L84  
 Anonymous 1

## Individuals (\$100+)

Matthew Anderson  
 Jane Arnold  
 Dave Ashberry  
 Adrian Baez Alvarez  
 George and Grace Bechtel  
 Scott Beech and Cindy Lebold  
 Ray Beskau  
 Mary Bish  
 Barbara Bitzer  
 Ronald Black  
 Georgia Bolger  
 J. Lesley Braun  
 Chad Bredin  
 Dorothy Britt  
 Cathy Brothers  
 Sara Brown  
 Anne Brubacher  
 Lois Brubacher  
 Mary Brubaker-Zehr  
 Dubravko Brujic  
 Allan Bush  
 Hugh Cameron  
 Marian Campbell  
 Merna Chambers  
 Yolande Charest  
 A. Karen Chisholm  
 Susan Clark  
 Edith Coates  
 Douglas and Muriel Coleman  
 Christopher Copp and Marjah  
 Tajibnapis  
 Barbara Cowan  
 Maureen Cowan  
 Pat Cunningham  
 Mary D'Alton  
 Anne Dagg  
 Jean Davis  
 Greg deGroot-Maggetti  
 Gale Dick  
 Donald Dychuck  
 Hope Eaton  
 Corey Eckenswiler  
 Marlene Epp  
 John and Valerie Fessenden  
 Bob Fielding  
 Lynn Forbes  
 Ray Fournier

Donald Freeman  
 Ken Frey  
 Esther Gascho  
 Mel Goldstein  
 George Graham  
 Gail Grant  
 Jaclyn Grant  
 Cathy Gregory  
 David Grein  
 Valerie Grieve  
 John Grotheer  
 Jim and Sue Hallman  
 Marilyn Harder  
 Frances Hatherton  
 Peter and Elfrieda Hildebrand  
 Carol Holup  
 Betty Hooper  
 Margaret Hooper  
 Harry Humphrey  
 Brent Hutzal  
 Brad Inwood  
 Ivan and Tina Jagas  
 Linda Janzen  
 Margaret Janzen  
 Otto Jeske  
 Mary Johnston  
 James Kalbfleisch  
 Gordon Kennedy  
 John Kirby  
 Theron Kramer  
 Karen Kukor  
 Judith Lambert  
 Marilyn Lambert  
 Margie Lambert-Sen  
 Sally Leask  
 Rosa Lupo  
 Grant and Halcyon MacDonald  
 Violet Mackie  
 Lois Martin  
 Alexander McIntyre  
 William McKenzie  
 Sharon McMorran  
 Elizabeth McNair  
 Bev Middlemass  
 Robert Midgley  
 Frank Millerd  
 Tyler Morash  
 Jane and Scott Morley  
 Maureen Murphy Fricker

Susan Neeb  
 Gary Parker  
 Jerzy Peregudon  
 Patricia Piellusch  
 Jonathon Popofski  
 John Price  
 Mark and Shari Pus  
 Marlene Raasok  
 Maedith Radlein  
 Barbara Rahn  
 Karen Redman  
 Margaret Reid  
 Judy Reidel  
 Christine Rier  
 Ann Robitaille  
 Annette Rouse  
 Jim and Mary Sauve  
 Ilona Scharer  
 Iris Scharer  
 Larry and Mary Ann Schmidt  
 Marilyn Schmitt  
 Harold and Violet Seegmiller  
 Erma Shantz  
 Sara Shellhorn  
 Peter Sims  
 Eleanor Snyder  
 Stuart Snyder  
 Tim and Teresa Sothern  
 Norm Southwood  
 Gloria St. Marie  
 Susan Steiner  
 Garry Stevens  
 Cameron Stewart  
 William Sutherland  
 Nancy Theberge  
 Elizabeth Thorsen  
 Mary Edith Tondreau  
 Annika Treffner  
 Bruce Underwood  
 John Walker  
 Richard Walsh  
 Art Waters  
 Mark Weber  
 Michael Wekerle  
 Brenda Welch  
 Frances Whittaker  
 Beatrice Wideman  
 Carol Wilcox  
 Lois Wilson

Audrey Wipper  
 Vivian Zochowski  
 Anonymous 51

## Businesses, Groups, and Organizations

A Child's Place Preschool  
 BlackBerry  
 BMO Nesbitt Burns  
 Canadian Women's Foundation  
 Community Farm of the Brethren  
 Downtown Kitchener BIA  
 Elementary Teachers' Federation of Ontario - Waterloo Region  
 Elmira Maple Syrup Festival  
 George Weston Ltd.  
 Gladwood Trust at the Strategic Charitable Giving Foundation  
 H. L. Staebler Co. Ltd.  
 Handtmann Canada Ltd.  
 High Oak Ranch Ltd.  
 WHS Foundation  
 K-W Region Elks Lodge #578  
 Libro Credit Union  
 Lions Club of Kitchener  
 Manulife Financial  
 Marks Supply Inc.  
 Medix School - Staff and Students  
 Olympic Honda  
 Ontario English Catholic Teachers Association  
 Optimist Club of Lakeshore Village  
 Optimist Club of Petersburg  
 Optimist Club of Stanley Park  
 Optimist Club of Westvale-Waterloo  
 Preceptor Lambda of Beta Sigma Phi  
 Princes Richard and Michael Chapter, IODE  
 RBC Foundation  
 REALTORS Care Foundation  
 Robert and Judith Astley Family Foundation  
 Royal Canadian Legion, Fred Gies, Branch #50  
 Royal LePage Shelter Foundation  
 St. Mary's Cardiac Rehabilitation  
 Taya Jewellery & Accessories Inc.  
 The Body Shop - Conestoga Mall

# OUR DONORS

The Gordon Linkletter Family Fund  
 The Home Depot Canada Foundation  
 The Waterloo Region Record - Lyle S. Hallman Foundation "Kids to Camp" Program  
 Unifor Local 1106  
 University of Waterloo  
 University of Waterloo Federation of Students  
 Waterloo Region Occasional Teachers Local  
 Waterloo Regional Labour Council  
 William Radtke Sheet Metal Ltd.  
 XKG Sales Associates Inc.  
 Zonta Club of Guelph  
 Zonta Club of Kitchener-Waterloo

## Faith Communities

Congregation of the Resurrection  
 Emmanuel United Church  
 Erb Street Mennonite Church  
 Forest Hill United Church  
 Glen Acres Baptist Church Women  
 Knox United Church, Ayr  
 Parkminster United Church  
 Rockway Mennonite Church  
 St. Agatha Mennonite Church  
 St. Agatha Roman Catholic Church  
 St. George's of Forest Hill Anglican Church  
 St. Jacobs Mennonite WMCEC  
 St. Jerome's University Catholic Community  
 St. Paul's Lutheran Women - Bridgeport  
 St. Peter's Evangelical Lutheran Church  
 Stirling Avenue Mennonite Church  
 Stirling Avenue Mennonite Church  
 Women's Missionary Association  
 Trinity United Church  
 United Church Women of Roseville  
 Waterloo North Mennonite Church  
 W-K United Mennonite Missionary Circle  
 Zion United Church  
 Zion United Church Women  
 Anonymous 1





# STAFF

## Executive Office

ELIZABETH CLARKE  
Chief Executive Officer

## Human Resources

MAUREEN WRIGHT  
Director

## Finance

RODICA ILIE  
Controller

MARY HARRIS  
NGOC LINH DO

## Communications/Special Events

EMILY BAETZ

## Philanthropy

SHERYL LOEFFLER  
Director

MARGARET MACKENZIE

## Community Resource Centre

PHYLLIS ROHRBACHER  
Property Manager

RADINKA LAZIC

## Women's Services

CATHY MIDDLETON  
Director

## Supportive Housing

DONNA BEECRAFT  
LINDA BRIGHTON  
ASNAKE DABALA  
HEATHER EMERSON  
JACK LEBLANC  
JENNY SPIERS

## Downtown Community Outreach

STACY HAMMOND

## Survivors of Abuse & Trauma

SANDY DIETRICH-BELL\*

## Emergency Shelter Services

MARIA WALLENIUS  
Manager

KRISTIN BAETZ  
MARTHA BENSON\*  
RHIANNON BLACKWELL  
KELLY BOWEN-WATSON  
SARAH CHODOS\*  
LISA CLEMENS  
SHERRY COLEMAN  
MYLENE COTE  
RALPH DAGOSEH  
JENNIFER DE CORDOVA (HEIM)  
ALEXANDRA DOMINGUES  
MURSHIDA FAKI  
CHARLETT FORBES\*  
MARIA GRIMALDOS  
INGRID HAVLIK  
JENNIFER JACOB  
AHMAD JAVED  
AMY KELENC  
ESTHER KOWAI  
MARIA KWIECINSKI  
PAUL LEGARE  
DEZAREE LITTLE\*  
CASEY MAHEU  
VICTORIA MASSAQUOI  
SUSAN MCCULLOUGH\*  
ELIZABETH MCGAUGHEY\*  
KATHLEEN MCTAVISH  
STEPHANIE MEDICA\*  
OLGA MESOJEDEC  
HOLLIE NOSEWORTHY  
SNEZANA NUHANOVIC  
KHADIJA NUR  
MARY OLAJIDE  
MARGARET OLDENBURGER  
GENNETTE PARN  
ERICA PARROTT  
KITTY PILTMAN  
JULIO REALEGENO\*  
SHERRI RAMAGE\*  
VALERIE RUTHERFORD  
MARIA ESMERELDA SANCHEZ de LARA  
ELIZABETH SUBU  
EMMANUEL UGWUEGBULA  
FREDA VAN ROOYEN\*

CINDY YOUNG-COURTNEY\*  
JINGWU (JUDY) ZHANG

## Transitional Shelter

STEPHANIE CARRIERE  
VANESSA CLAURE  
SHARON FEENEY  
ASHLEY GRINHAM  
JULIE LYNCH  
DAVID MCGINLEY  
RICHARD MCLEAN  
SAMANTHA MCPHEE\*  
IAIN MORTON  
CHERYL NICOL  
ILIANA PRESSMAN  
DIANA SUKK  
AARON WRIGHT

## Children's Services

KERI BUCK  
Director

## School-Age Programs

PAM YOUNG  
Acting Manager

VIKKI ATHERFOLD  
PATRICIA ARCHAMBAULT  
CARLY BEAL  
JAIME BRIERE  
JASON BROWN\*  
KELSEA BROWN  
JENNIFER CARROLL  
JENNY COCHRANE\*  
BRENDON COELHO\*  
AMANDA COLE  
SARAH COOK  
ERIC DOUGLAS\*  
AMY DUNBAR  
PENNY GASTON\*  
KATHRYN GAUTHIER  
ILEANA GUTIERREZ  
ANN KENNING\*  
TRACY MACARTHUR  
KALEY MAKSYMUK  
MELISSA MARSAW  
CASEY MCPHERSON  
BAILEY MEISTER  
MARIA MILNE

KIRA MITCHELL  
FRANCISCA MONTEIRO\*  
KRISTEN NISPEL\*  
MATTHEW PITTS  
SANDRA SCHOEMAKER  
KAITLIN WITT\*

## Bridge Street Childcare Centre

ANA CABRAL+  
Manager  
JENNIFER MARSHALL  
Acting Manager

JENNIFER ANGUS\*  
MARIA BORQUEZ>  
MEGAN COLLINS  
JESSICA DUECK\*  
SUSAN GOOD\*  
JULIE GOY  
KAYLEE GRAY  
LINDSAY HERGOTT  
BO LI\*  
SENAIT MAMO  
VANESSA MAZA  
MIKAYLA McCRORY  
NAURY MONTERO  
SABRINA OLIVEIRA\*  
STEVEN RIBEIRO\*  
BEVERLY ROORDA  
AMANDA SAWYER  
MICHELE SOBCZUK  
MICHELLE TAYLOR  
KATELYN VICKERS  
NICOLE WOELLER  
KIRSTYN YANTHA

## St. Paul Childcare Centre

ANDREA HARDY-  
Manager

TAWNYA BATE  
MEGHAN BEEDHAM  
SHANNON BERNIER  
KRISTINE BROWN  
DIANA BURROWES\*  
MARGARET BZOREK  
JACKIE DO\*  
VERONICA DRAGUSIN  
YESIM GUZEL

# STAFF

PARVIN KHANAM  
HANNAH KIM\*  
CHARLOTTE KUEPFER  
REBECCA MELDRUM\*  
EVA PIETRAS  
RENUKAI SHANMUGANATHAN  
ZOFIA WAWRZNIAK  
CARISSA WRIGHT-  
NADIA YOUNES

## Duke Street Childcare Centre

MICHELE KEMPSTER>  
Manager

SARAH BROWN  
LAURIE CRAWFORD  
SHANNON CRAWFORD\*  
LINA DOROSLOVAC  
LORIE GRANT  
VIVIANA HENAO  
JULIE KASTER  
ANA LAKHANI  
ANNE MCDONALD  
MICHELLE RENWICK  
NAVNEET SOHAL  
JANINA STRUKOWSKI

## Jean Steckle Childcare Centre

ELAINE BRIDGWATER  
Manager

KIMBERLY BARTLETT  
MARINA BATISTA  
KRISTEN BURLEIGH  
STACY BUTLER  
CHRISTINE CUNNINGHAM\*  
ERNESTINA DARKO  
DEBRA DAVID  
KARISSA DEVRIES  
KHAIRIA FAEZ  
HILDA GECZ\*  
AMAN HALLAN  
AYATA KARIMI  
AMANDEEP KHAKH  
CHRISTINE LEIS  
LISA MARTCHENKO\*  
WANDA MORDEN\*  
FANNYPRIETO RUIZ  
MARIA ROLLAUER

ROSA SALINAS  
LAURA SANCHEZ  
ERIN SCHORK\*  
ANGELA STATHOPOULOS  
RYAN WIENS  
JILL WIGNALL\*

## Care for Newcomer Children

KISUK NAM  
Acting Coordinator

JILL BALMFORTH  
AKRAM FATTAH\*  
MAHMUDUNNESA KHATUN  
GEUMHEE (THERESA) LEE  
MIRJANA MANOJLOVIC  
DARINKA MURK  
MARJANA PARAVINJA  
TAKAKO SAEKI

## Camp Clover

JESSIE O'REILLY  
Coordinator

CAROLINE BAKALARZ\*  
NICHOLAS COULOMBE\*  
KRISTA EBERHARD\*  
EMILY MCLAUGHLIN\*  
MICHELLE MECCA\*  
JACK MEYER\*  
LAURA OLDEN-COOLIGAN\*  
ELYSE TITHECOTT\*

## Youth Services

JENNIFER GORDON  
Director

ALIESHA DITTRICH\*  
JESSICA KUMORDZIE  
LEAH BLACK\*  
JENNIFER O'DRISCOLL\*

\* completed contract, retired or  
resigned in 2014

- 10 year anniversary

+ 15 year anniversary

> 25 year anniversary

Note: Some staff have worked in more  
than one department.





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*This document is available in alternate formats upon request.*

