



# YW KITCHENER-WATERLOO ANNUAL REPORT 2021



WOMEN  
CHOOSING  
CHANGE

# CEO REPORT



2021 was year two of the pandemic, and for all of us situations that were unthinkable before became commonplace. Ways of operating that were new and strange before became routine. And like most of us, the YW coped. We struggled some days and some days we celebrated.

With repeated and prolonged school closures, our eight before- and after-school programs served only 41 percent of their pre-COVID numbers. While childcare centres did remain open, many parents continued to work from home, and as a result our four centres' enrolment was only 72 percent of normal. The YW was grateful for the emergency assistance we received from the federal, provincial and regional governments, which supported us to keep our children's programs operating, despite the huge drop in the program fees upon which childcare providers usually rely.

For more than eighty years, the YW offered a nature-based camping experience to thousands of our community's children. Sadly, 2021 was our camp's final year, as the Optimist Club property that had been generously loaned to us each summer for generations was sold. We would have liked to have marked the occasion with a big party, but COVID restrictions meant we couldn't, and we operated at only one-third of our camp's capacity.

Other areas of our work were busier than ever, though. The YW's employment programs were named 'Best Business and Career Training Program' and 'Best Employment Agency' in the Waterloo Record's Readers' Choice awards, and the department expanded, adding a new advanced manufacturing and tech upskilling program to our existing training programs for young and Newcomer women, and requiring a move to a larger site. With a new storefront location, we rebranded our social enterprise and youth training centre the 'YW Thrift Boutique'.

Our gender-based violence research and advocacy work kept us busy, too. Our pilot program to train community members to recognize and safely offer support in situations of intimate partner violence was so successful that the YW received ongoing funding to keep delivering it.

We served over 1,000 adults and children in our homeless shelters and in motels. Having avoided the expected COVID outbreaks in 2020, we were hit hard in 2021, with dozens of clients and staff becoming ill, fortunately none seriously. We saw several lives lost, however, to overdoses, and we mourn those unnecessary and tragic deaths.

And in summer of 2021, the YW started construction on our newest housing project, a 41-unit apartment building providing permanent affordable housing and on-site health care and other supports to women who are chronically homeless.

**We made it through the second year of the pandemic with some struggles and some celebrations, and, like most of us, we're really looking forward to the year to come, because 2022 will bring many exciting changes to the YW.**

We have new mission and vision statements, and a new strategic plan that will challenge us to increase our advocacy efforts to build a more equitable society for women and girls, to expand old and create new partnerships to enhance the services we're able to provide, and to make the YW the best possible place for women to work.

We'll open the doors of our newest supportive housing program and we'll break ground for the construction of its 10-unit companion building, for homeless women with children. And design work will start on our new childcare centre for infants through school-age children, which will be located at Ormsten Public School.

### **And the YW will welcome a new Chief Executive Officer.**

When I joined the YW in 2000, as the Director of Homelessness and Housing Services, I had no idea that two years later I'd become the organization's Chief Executive Officer, or that 22 years later, I'd be retiring from that role. It's been a wonderful way to spend 22 years, working for an organization that does such important work in our community, with staff and volunteers who support and challenge and inspire me every day. I feel very fortunate, and I also feel ready to move on to the next stage of my life.

The YW's Board of Directors has begun its search for my replacement, and I'm confident they'll find an exceptional one, because leading the YW is a privilege. We expect the transition will happen later this year, and I hope that we'll have opportunities before I leave to say goodbye in person.

**Elizabeth Clarke,**  
**Chief Executive Officer**





## 1939 WOMEN, YOUTH AND CHILDREN SERVED IN 2021!

### EMERGENCY SHELTER | 965 ADULTS & 74 CHILDREN

**Numbers include 35 single parent families and 10 two-parent families.**

A 66-bed emergency shelter in Kitchener serving women, couples, non-binary and trans people, and families who are experiencing homelessness and a temporary “low barrier” shelter program for men experiencing homelessness operating at two sites in 2021. A Motel Outreach Worker provided supports to individuals and families moved from the emergency shelter to motels during the pandemic.

The programs provide basic needs, crisis support, housing help, advocacy, information and referral to longer term community supports and services.

### SUPPORTIVE HOUSING | 54 WOMEN & 25 CHILDREN

Two permanent, affordable supportive housing programs in Kitchener and Waterloo 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 | 11 WOMEN & 25 CHILDREN

Two permanent, affordable housing programs in Kitchener and Waterloo, one serving large families with low income and one serving single women which closed March 31, 2021.

### EMPLOYMENT AND TRAINING PROGRAMS | 46 WOMEN & 37 YOUTH

Two employment and entrepreneurship training programs, one serving youth with barriers to employment and one serving women who are Newcomers to Canada.

One program for women wishing to upgrade their technology skills to secure immediate employment in roles which require specialized technological expertise.

## CHILDCARE CENTRES | 192 CHILDREN

Four full day programs serving infants, toddlers and preschool-age children, offering a play-based, emergent curriculum. Early Childhood Educators develop children's thinking and learning, creating opportunities to play where children can learn, practice and extend their skills, supporting growth in cognitive, social, emotional, language/communication, and physical developmental domains.

\*Numbers served were 72% of pre-Covid (2019) numbers.

## BEFORE- AND AFTER-SCHOOL SCHOOL AGE AND YOUTH DEVELOPMENT PROGRAMS | 271 CHILDREN

Seven sites delivering care for children aged eight to twelve. One site delivering care for children aged four to twelve. The programs support children's development through programming that combines student interest and developmentally appropriate activities.

\*Programs did not operate for several months in 2021 due to COVID-19. Numbers served were 41% of pre-Covid (2019) numbers.

## CARE FOR NEWCOMER CHILDREN | 101 CHILDREN

A centre providing culturally appropriate care and supervision to infant, toddler and pre-school children of parents attending Language Instruction for Newcomers to Canada classes.

\*Due to COVID-19, in 2021, the YW offered programming remotely by providing learning modules, literacy kits, parenting resources, and live connections with families.

## SUMMER CAMP | 129 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.

\*The program operated 8 weeks at one-third of capacity due to Covid-19. Camp closed at end of August due to sale of the property.

## FEARLESSLY YOU | 9 YOUTH

An 8-week program for youth (grades 5-8) who identify as girl, non-binary or Two-Spirit. The program uses dance, physical activity, art, drama, and discussions in a supportive and non-competitive environment to increase self-confidence and self-esteem, promote physical activity and positive body image, and foster a sense of belonging.

\*Due to Covid-19, the program launched virtually in October 2021.



# FINANCIALS

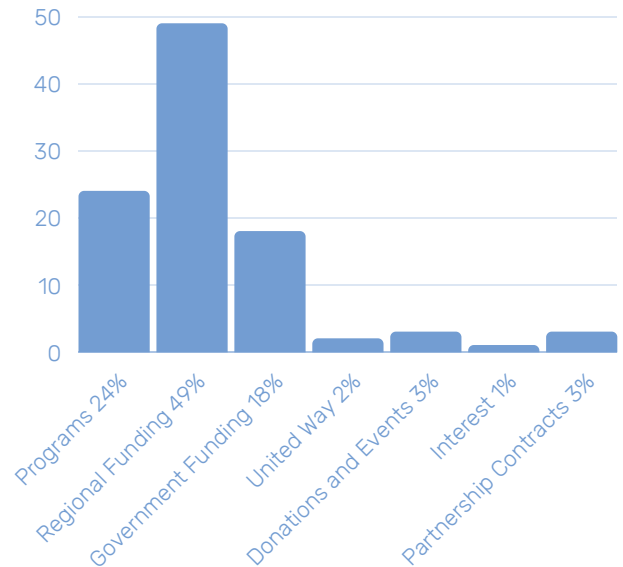
## SCHEDULE OF OPERATING FUND BALANCES

For the year ended December 31, 2021

### REVENUES

Programs .....	\$ 2,257,646
Regional Funding .....	\$ 4,603,935
Government Funding .....	\$ 1,727,570
United Way .....	\$ 156,667
Donations and Special Events .....	\$ 256,878
Interest .....	\$ 79,700
Partnership Contracts .....	\$ 256,094
Other .....	\$ 110

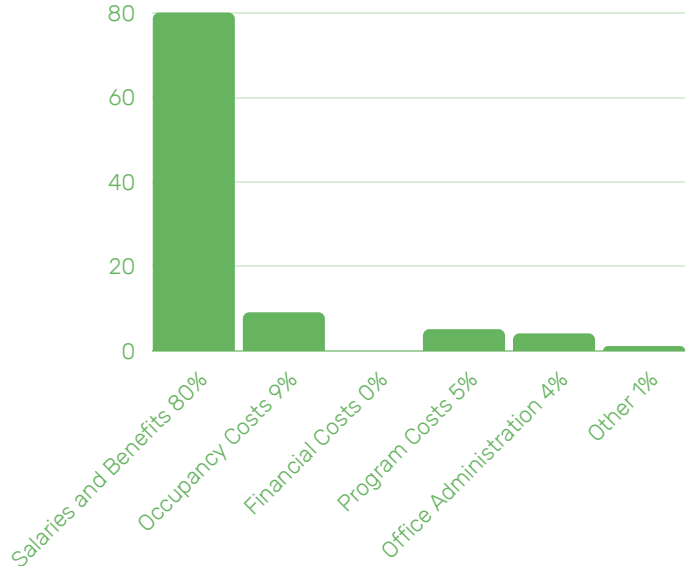
**Total Revenues** \$ 9,338,600



### EXPENSES

Salaries and Benefits .....	\$ 6,882,833
Occupancy Costs .....	\$ 817,062
Financial Costs .....	\$ 10,105
Program Costs .....	\$ 416,494
Office Administration .....	\$ 372,401
Other .....	\$ 111,582

**Total Expenses** \$ 8,610,477



Excess of Revenues Over Expenses for the Year .....

\$ 728,123

Interfund Transfers .....

\$ (803,341)

Fund Balances, Beginning of the Year .....

\$ 421,586

**Fund Balances, End of the Year**

**\$ 346,368**

> To view the Audited Financial Statements, visit: <https://ywkw.ca/publications-resources/>

# STATEMENT OF FINANCIAL POSITION

For the year ended December 31, 2021

	2021	2020
<b>ASSETS</b>		
Cash	\$2,085,139	\$3,734,550
Short-term investment	430,766	414,198
Accounts receivable	1,120,984	449,817
Prepaid expenses	11,108	13,899
	3,647,997	4,612,464
Long-term investments	1,916,460	1,193,539
Tangible capital assets	11,735,544	6,632,363
	\$17,300,001	\$12,438,366
<b>LIABILITIES</b>		
Accounts payable and accrued liabilities	\$1,669,043	\$876,425
Deferred revenue	523,745	722,781
Current portion of mortgage payable	181,347	175,978
Current portion of other long term debt	27,189	26,126
	2,401,324	1,801,310
Mortgages payable	314,624	495,971
Other long term debt	366,222	392,696
Asset retirement obligation	95,190	0
	3,177,360	2,689,977
<b>FUND BALANCES</b>		
Externally restricted	621,899	621,684
Internally restricted	13,154,374	8,705,119
Unrestricted	346,368	421,586
	14,122,641	9,748,389
	\$17,300,001	\$12,438,366

# RECOGNIZING OUR DONORS

## CLUB 84

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.

## MARY KAUFMAN CIRCLE (840+)

Mary Brough	Margaret Hooper	Desta Leavine	Deaun Moulton	Marcia Shortreed
Ursula Carter	Alberta Jack	Sheryl Loeffler	Sandra Reid	Terry Wilson
Roberta Finnie	Mary Kuntz	Margaret Marsland	Mary Reynolds	Anonymous 3
Sue Hallman	Heather Lackner	Christine Michaud		

## FOUR 84 (484+)

Jane Cowan	Arleen Greenwood	Karin Kuntz	Margaret Nally	Barbara Wilgar
Jenna Cruickshank	Karen Grogan	Merle MacEachern	Marilyn Post	Judith Wyshynski
Sandra Dare	Vi Horton	Melanie Marsland	Karen Redman	Glennis Yantzi
Cathryn Finch	Pam Irwin	Bev Middlemass	Nancy Theberge	Tracey Zehr
Marilyn Forler	Linda Kenny	Pat Mighton	Joan Westcott	Anonymous 2

## 84 AND MORE (184+)

Arisa Alexanian	Elizabeth Dell	Angela Hinchberger	Laura Muirhead	Jodi Spall
Mary Barrett	Marilyn Dippell	Betty Hooper	Chris Nanson	St. Stephen ELW
Jean Boehmer	Arlene Dunnette	Mary Houslander	Barb Neibert	Elizabeth Thorsen
Carol Ann Bott	Hope Eaton	Ivan Hurlbut	Margot Pick	Janet Valentine
Kim Boucher	Marg Finnen	Jennifer Kieffer	Ann Power	Joanne Waugh
Mary Boucher	Kristine Fletcher	Elizabeth Kuntz	Bev Pullen	Lucille West
Susan Clark	Lynn Forbes	F. Elizabeth MacMillan	Maedith Radlein	Colleen Whitney
Elizabeth Clarke	Jean Gutoski	Shirley Madorin	Shirley Raetsen	Elizabeth Wylie
Gladys Clish	Gail Hauser	Sharon McMorran	Audrey Reitzel	Cassandra Zehr
Amaryah deGroot	Joyce Heck	Hulene Montgomery	Melanie Shantz	Anonymous 10
Barbara Dell	Jo Hemphill	Dianne Moser	Jane Sleeman	

## CLUB 84 (84+)

Carla Bechtel	Mary Ann Fleming	Michelle McCorkell	Patricia Milburn	Laurie Sinclair
Mary Joan Brooker	Tosa Forwell	Frances McIntosh	Lynn Nigh	Cynthia Snyder-Paleczny
Trudy Bryant	Sylvia Froome	Melanie McKellar	Marg Oldenburger	Heather Spall
Patricia Carty	Gail Graham	Joan McKinnon	Elaine Ormston	Diana Spearn
Nancy Croth	Joan Holland Lehnen	Barbara McLean	Annette Oudejans	L. Carolyn Sullivan
Melanie Davis	Malkin Howes-Dare	Carla McLennan	Patricia Polischuk	Beverley Thom
Louise Dawdy	Catherine Hunsberger	Heather McLennan	Doreen Rockett	Julie Trip
Connie Deckert	Nancy Lackner	Marilyn McMillan	Marion Roes	Joan Weiler
Beverley Dyck	Lindsay Lackner-McKenzie	Elizabeth McPherson	Bonnie Rollo	Cheryl White
Sandra Evans	Jan Lean	Cathy Middleton	Linda Scott Campbell	Anonymous 14
Lorna Ferguson	Jean MacLean	Jennifer Monteith	Donna Sills	

## BUSINESSES, GROUPS AND ORGANIZATIONS

Audi Kitchener-Waterloo	Mattamy Homes Limited	Stirling Avenue Mennonite Church
Bread and Roses Co-operative Homes	Ontario English Catholic Teachers Association, Waterloo (OECTA)	Stirling Avenue Mennonite Church
Conrad Grebel University College	Ontario Teachers Insurance Plan	Women's Missionary Association
Cook (South Estates) Limited	Parkminster United Church	The Estate of William Duncan McGregor
Digital Chaos Inc.	Pathway Community Church	The Toronto-Dominion Bank
Digital Unlimited	Perimeter Development Corporation	Trichome JWC Acquisition Corp
Elementary Teachers' Federation of Ontario	Pro Act Consulting	UNIFOR Ontario Regional Council
Emmanuel United Church	Rae & Lipskie Investment Counsel Inc.	Vertex Environmental Inc.
Equitable Life Insurance Company of Canada	Royal LePage Shelter Foundation	Vidyard
Erb Street Mennonite Church	Sajecki Planning	WalterFedy
K-W House Church Assembly	St. Agatha Mennonite Church	Waterloo Christian Reformed Church
Laurelwood Public School	St. George's of Forest Hill Anglican Church	Waterloo North Chiropractic & Massage



We would like to recognize the following individuals, businesses, foundations, groups, and organizations who have generously donated \$20 or more between January 1 and December 31, 2021. We are profoundly grateful for your support. We also wish to thank those donors who have chosen to remain anonymous.

## INDIVIDUAL DONORS

Natalia Antunes	Bob Davie	Harry and Mrs. Susan Humphrey	Stephen Mazur	Cory Shantz
Irene Bak-Lammers	Greg deGroot-Maggetti	Emily and Christopher Jacob	Grant McDonald	Tamara Shantz
Kim Barrett	Kristina Desimini	Doris Jakobsh	Barbra McDonnell	Anne Shantz
Lorraine Beattie	Ellen Dilgert	Margaret Johnston	Dr. Nicholas and Dr. Lisa McFarlane	Ross Shantz
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Scott Beech and Cindy Lebold	Emily Ecker	Mary Karchemny	Emma Miller	Eleanor Snyder
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Mema Buchan	Tom Galloway	Elaine La-Ronde	Keeley Parsons	Beatrice Tiessen
Wes Buck	Robert George	Margaret Lewis	Lori Payne	Carol Tracy
Allan Bush	Laura Gilmore	Stewart Lindsay	Douglas Peers	Evangelos Tzeckas
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Marian Campbell	Jen Gordon	Brenda Lipsit	Joanne Raymond	Wendy Wagler
Michael Canivet	Dariusz Grabka	Brian Lipskie	Jane Reble	John Walker
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Courtney Cheal	Diane Gregg	Kevin Luscott	Ingrid Richards	Janet Wason
A. Karen Chisholm	Cathy Gregory	Richard and Dorothy MacBride	Nancy and Craig Robson	Tom Weber
David Christner	Iris Hall	Scott MacDougall	Elizabeth Ruby	Brenda Welch
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Judy Clerk	Frances Hatherton	Steve Manske	Jim and Mary Sauve	Elliot Williamson
Bonnie Cole Arnal	Sandy Hill	Gerald Martin	Elizabeth Gail Schenk	Mary Wybrow
Ian Collins	Roxann Hill	Denyss Martinez	Doris Schreiber	Heidi Yandt
Jane Cowan	Ingrid Holbik	Dennis Masotti	Donna Seidl	Nataliya Yermolova
Nancy Croth	Betty Hooper		Ronald Scott	Carol Zettle
Zohreh Darvishmotevalli	Carley and Tyler Hopkins		Renu Shan	
	Tiffany Howes			

## DONATIONS MADE IN MEMORY

H. Harron  
 Sidney and Elizabeth McLennan  
 Carol Southwood, and her parents  
 Joyce and Alan  
 Vivian Tambeau

## DONATIONS MADE IN HONOUR

Heather Lackner	The Fievoli Family
Christine Michaud	Ansel Wagler
Amy Innes	Macie and Hazel Yott
and Penny Miller	YW Duke Street
Nana and Papa	Childcare Staff
Elna Robertson	

## FUNDERS

Brenda & Dave Walden Family Foundation  
 Colin Scott Beech Gifting Fund  
 Elmira Maple Syrup Festival  
 Hockey Helps The Homeless  
 Lyle S. Hallman Foundation  
 Mark and Glennis Yantzi Gifting Fund  
 Ontario Trillium Fund  
 Royal LePage Shelter Foundation  
 Tannassee Family Fund

The Food Bank of Region of Waterloo  
 The Gordon Linkletter Family Fund  
 The Manfred and Penny Conrad Family Foundation  
 KWCF - The Jim and Sue Hallman Family Fund  
 ToastyToes Waterloo Region Fund  
 UNIFOR Social Justice Fund  
 United Way Waterloo Region Communities  
 Zonta Club of Kitchener-Waterloo  
 Government: Federal, Provincial, Regional



# BOARD OF DIRECTORS AND COMMITTEES

## BOARD OF DIRECTORS 2021-2022

### **PRESIDENT**

Jennifer Kieffer

### **GOVERNANCE VICE PRESIDENT**

Linda Kenny

### **ADMINISTRATIVE VICE PRESIDENT**

Lisa Brown

### **TREASURER**

Ingrid Holbik (Oct 2021 - present)

Courtney Cheal (April - Sept 2021) \*

### **SECRETARY**

Kristina Desimini

### **MEMBERS**

Angela Clayton

Ashley Gallant

Joanna Han

Cari Hewick

Cathy Middleton

Cassie Myers

Steph Snyder

Trish Steward

\* Resigned during the 2021-2022 term

## COMMITTEE MEMBERS 2021-2022

### **FINANCE COMMITTEE**

Susan Beuerman

Christine Black

Courtney Cheal

Karen Grogan

Ingrid Holbik

Linda Scott Campbell

### **LEADERSHIP AND NOMINATIONS**

Kelly Braiden

Lisa Brown

Sarah Brown

Joanna Han

Trish Steward

### **GOVERNANCE AND BOARD DEVELOPMENT**

Angela Clayton

Kristina Desimini

Linda Kenny

Cassie Myers



## MISSION, VISION AND GUIDING PRINCIPLES

### MISSION STATEMENT

YW Kitchener-Waterloo is dedicated to improving the lives of women and girls by providing services and programs that support physical and mental wellbeing and economic choice and independence.

### VISION STATEMENT

We envision an inclusive and equitable world where women are empowered to choose change.

### 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.

## STRATEGIC PRIORITIES 2022-2025

**Strengthen our voice and leadership to increase the profile of the YW and drive positive change in the community**

▶ We are widely known and respected as a place to go for knowledge, answers, and safe conversations. We amplify the voices of women and girls to champion change. We are influential and bold community leaders who understand and address systemic inequities, while being informed by and responding to the barriers they create in the lives of the people we serve.

**Integrate support systems and remove barriers to expand and improve our services**

▶ Our focus is the physical and mental and economic security and wellbeing of women and girls. We take a holistic and integrated approach to the work we do, understanding that people's needs are complex and will vary at different times and places in their lives. We work flexibly, and often in partnership with others, to ensure that the women and girls we serve receive the best our community has to offer them.

**Be the best place for women to work**

▶ We nurture an inclusive, equitable, and diverse internal culture. The results of this culture are increased staff engagement, retention, and the development of champions for women's issues in our community.

▶ To view the full Strategic Plan, visit: <https://ykw.ca/publications-resources/>

We have new mission and vision statements, and a new strategic plan that will challenge us to increase our advocacy efforts to build a more equitable society for women and girls, to expand old and create new partnerships to enhance the services we're able to provide, and to make the YW the best possible place for women to work.

- Elizabeth Clarke, CEO





# WOMEN CHOOSING CHANGE

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Charitable registration number: 11898 7643 RR0001

