Regional Municipality of Waterloo
Administration and Finance Committee
Minutes

Tuesday, February 3, 2015
10:51 a.m.
Regional Council Chamber
150 Frederick Street, Kitchener


Declarations of Pecuniary Interest Under The “Municipal Conflict of Interest Act”

None declared.

Delegations

a) Connie Dwyer and Janet Willard, Lisaard House, Re: Innisfree House Hospice, Kitchener, provided a presentation to the Committee: a copy is appended to the original minutes. The presentation included information about the history of Lisaard House, the health care team involved in the services provided and the funding sources. It was highlighted that there has been a significant increase in requests for care over the past five (5) years and that the costs for hospital care are twice that of care provided in a hospice. They gave an overview of the capital campaign, noting that the land was donated by Conestoga College. They requested that the Region of Waterloo consider providing $250,000 over the next three (3) years towards their capital project. They responded to Committee questions regarding the capital funding gap, their service area and facility capacity details.

In response to a Committee inquiry regarding development charges exemption, staff confirmed that this information will be prepared and sent out to all Councillors.
b) Kenn Norman, Chair/Chief Executive Officer, Fashion History Museum; Jonathan Walford, Curator and Co-founder, Fashion History Museum; Karen Grant, Executive Director, Hespeler Business Improvement Association (BIA); and, Councillor Mike Devine, City of Cambridge, appeared before the Committee. K. Norman also acknowledged the attendance of Board Director, Christine Feniak.

K. Norman and J. Walford provided a presentation to the Committee; a copy is appended to the original minutes. In addition, supplemental materials were distributed to the Committee. The presentation highlighted samples of the museum collections, travelling exhibitions and other initiatives and accomplishments.

K. Norman summarized the activities undertaken as a result of receiving provincial funding and provided details about the facility design, noting that the museum is located in the Hespeler area of Cambridge. He stated that the 2015 budget is estimated at $204,000 and he summarized the operating funding source projections. He identified the key elements of the marketing and promotion strategy and noted the board and advisory council membership.

Mike Devine, City of Cambridge Councillor, Ward 2, stated his support for the project.

K. Norman stated that the museum requires operational funding to become self sustaining and requested that the Region consider providing $45,000 for the organization’s operating budget in 2015.

The delegations responded to Committee questions related to the storage of the museum collections, parking capacity and tour bus accommodation, ownership of the museum and collections, and board governance.

In response to a Committee question regarding the sources of operating financing, the delegation indicated that a presentation has been made to Cambridge City Council and applications made to other levels of government but funding hasn’t yet been confirmed. D. Craig stated that the City of Cambridge is putting together a capital funding package to deal with the accessibility re-structuring of the building and will be doing more for this organization.

c) Donna Reid, City of Cambridge Councillor, addressed the Committee Re: Fashion History Museum, expressing her support for the museum. A copy of her written submission was distributed to all Councillors and is appended to the original minutes. She highlighted the textile-based history of the area, particularly in Hespeler; the
museum’s potential to enhance local arts and culture and she encouraged Regional Council to support the museum’s funding request.

S. Strickland stated that this request will be referred to the Budget Committee.

d) Mary Zilney, Chief Executive Officer, Women’s Crisis Services (WCS), addressed the Committee Re: Haven House Funding. Supplemental information packages were distributed to the Committee and the package is appended to the original minutes. M. Zilney provided an overview of the operations, services and programs offered. She shared the real-life story of a client, revealing the challenges of the shelter’s limited capacity and the struggles women and children face. She indicated that the budget for the new Haven House project is $8.4M and urged local governments to share the responsibility for supporting women suffering from domestic violence. She stated that WCS has repeatedly sought financial support from the Region and the Cities of Kitchener and Waterloo but to no avail. She requested that the Region provide $50,000 in capital funding and that the Regional development charges be waived.

In response to a Committee comment that the Region can’t legally waive development charges, M. Zilney identified that $270,000 is the Regional development charge for the new build.

M. Zilney responded to Committee questions regarding provincial funding for capital projects and an operating budget figure not categorized within the budget, noting that she will provide information to the Committee.

e) Kim Decker, Executive Director, YWCA Cambridge Re: Haven House Funding did not attend the meeting.

The Committee discussed the process to review the budget impact of the requests made during the meeting. Craig Dyer, Chief Financial Officer, confirmed that staff will prepare budget issue papers, including details about Regional program funding decisions currently supporting the organizations, for each of the requests for consideration during the 2015 budget review process.

The Committee discussed the need to review current policies regarding grants to non-profit organizations to determine how best to address community needs, noting that requests for capital funding are routinely made during budget reviews but decisions made by Regional Council are a reflection of policy approaches and Regional government mandates and not as a matter of disinterest in the community issues.

**Request to Remove Items from Consent Agenda**

There were no requests to remove items from the Consent Agenda.

1799149
Motion to Approve Items or Receive for Information

Moved by T. Galloway
Seconded by K. Kiefer

That the following items be approved:

- That the Regional Municipality of Waterloo grant pre-budget approval for the payment of the 2015 membership fees in the amount of $71,171.32 for the Federation of Canadian Municipalities and $11,554.70 including all applicable taxes for the Association of Municipalities of Ontario, as outlined in report COR-TRY-15-06, dated February 3, 2015;

  And that the Regional Municipality of Waterloo approve, for the duration of the term of Council, payment of the Federation of Canadian Municipalities and Association of Municipalities of Ontario annual membership fees, subject to annual budget approval, as outlined in Report COR-TRY-15-06, dated February 3, 2015.

- That the Regional Municipality of Waterloo write-off accounts receivable in the amount of $272,707.90 for the year ended December 31, 2014, as outlined in Report COR-TRY-15-07.

Carried

Regular Agenda Resumes

Reports – Corporate Services

a) COR-ITS-15-02, Waterloo Region Education and Public Network Agreement Renewals

Moved by S. Foxton

Seconded by K. Kiefer

That the Region of Waterloo on behalf of the Waterloo Region Education and Public Network (WREPNET) partners, renew its agreement with Rogers Communications Partnership for the provisioning and supply of a dark fibre network for a 5 year period beginning September 1st 2016, with such agreement to be satisfactory to the Regional Solicitor, at a total cost for all WREPNET partners of approximately $2,206,634 annually, of which the annual cost to the Region is $415,449;

And that the Region of Waterloo on behalf of the Waterloo Region Education and Public Network (WREPNET) partners renew its agreement with Softchoice LP for the

1799149
management and support of the WREPNET network, for a 5 year period beginning January 1\textsuperscript{st} 2016, with such agreement to be satisfactory to the Regional Solicitor, at a total cost for all WREPNET partners of approximately $685,649 annually, of which the annual cost to the Region is $129,087.

Carried

**Reports – Human Resources and Citizen Service**

b) HRC-EOE-15-01, Employee Assistance Program (EAP) Service Provider

Moved by K. Seiling

Seconded by G. Lorentz

That the Regional Municipality of Waterloo extend the Employee Assistance Program (EAP) contract with CBI Limited (formerly The Pace Consulting Group (PCG)) for a period of up to one year, effective April 1, 2015, as outlined in report HRC-EOE-15-01.

Carried

**Information/Correspondence**

a) Council Enquiries and Requests for Information Tracking List was received for information.

**Other Business**

a) Notice of Budget Motions – D. Craig

A summary of D. Craig’s requests was distributed to Committee members; a copy is appended to the original minutes. As outlined in the summary, a Notice of Motion will be coming forward with the requests for consideration by the Budget Committee.

**Next Meeting – February 24, 2015**

**Adjourn**

Moved by K. Redman

Seconded by W. Wettlaufer

That the meeting adjourn at 12:15 p.m.

Carried
Committee Chair, S. Strickland

Committee Clerk, S. Natolochny
From the Beginning
- 1996 The conversation started
- 1998 Registered as a private foundation
- 2000 Welcomed first residents

What Do We Do?
We provide residential palliative care in a home-like setting to adults dying of cancer while supporting the resident and their family through the end-of-life journey.

Funding
- Partial coverage for RN and PSW bedside care from Ministry of Health and Long Term Care
- Community Donations
- Foundation Grants

Community Need
- 80% of Canadians do not wish to die in hospital—nearly 70% still do
- There has been a significant increase in requests for palliative beds in the last 5 years
- We have to turn away almost as many people as we care for each year

Our Response
- 66 private bedrooms
- Care for approx. 340 residents each year
- Offer a positive alternative to dying in hospital or at home
- Roses supported by family and friends
- No cost to resident to stay at Lisasad House

Capital Campaign
- $4.4 million goal
- Figures does not include operational costs
- Have received no government funding for capital
- Campaign led by volunteers
- Have reached 85% of our goal
What Do We Do?

We provide residential hospice palliative care in a home-like setting to adults dying of cancer while supporting the resident and their family through the end-of-life journey.
From the Beginning

- **1996** The conversation started
- **1998** Registered as a private foundation
- **2000** Welcomed first residents
Lisaard House

- Six private rooms
- Care for the elderly
- Offer choices
- Provides comfort
- No costs
- Six private bedrooms
- Care for approx. 140 residents each year
- Offer a positive alternative to dying in hospital or at home
- Provide support to family and friends
- No cost to resident to stay at Lisaard House
Our Healthcare Team

- Board of Directors
- In-house staff comprised of RN's, PSW's, Resident Care Coordinator, and Clinical Resource Coordinator
- Community Collaborators:
  - Visiting team of palliative physicians
  - CCAC specialty services
  - Hospice of Waterloo Region volunteers
  - Preston Medical & Bayshore Pharmacies
  - Vital Aire
  - In-house volunteers
Funding

- Partial coverage for RN and PSW bedside care from Ministry of Health and Long Term Care
- Community Donations
- Foundation Grants
Community Need

- 80% of Canadians do not wish to die in hospital—nearly 70% still do
- There has been a significant increase in requests for palliative beds in the last 5 years
- We have to turn away almost as many people as we care for each year

Our Response

- Opening a second hospice
- Bringing our total number to 22 beds
- Offering beds to residents with end-of-life disease
- Will allow us to care for approximately 1,400 patients each year
- Helping to free up acute care beds
- Acting as a hub for caregiver support and access resources and education for care
Community Need

- 80% of Canadians do not wish to die in hospital - nearly 70% still do.
- There has been a significant increase in requests for palliative beds in the last 5 years.
- We have to turn away almost as many people as we care for each year.
Our Response

Innisfree House
• Opening a second hospice in Waterloo Region
• Bringing our total number of palliative care beds to 16
• Offering beds to residents in Waterloo Region facing any end-of-life disease
• Will allow us to care for approx. 250 more people each year
• Creating partnerships with community organizations
• Helping to free up acute care beds in hospital
• Acting as a hub for caregivers throughout the region to access resources and education in the field of palliative care
Capital Campaign

- $4.4 million goal
- Figure does not include operational costs
- Have received no government funding for capital
- Campaign led by volunteers
- Have reached 85% of our goal
Can you help us close the gap?
Can you help us close the gap?
READY TO TEAR

Paper Fashions of the 60s

Jonathan Walford

FashionHistoryMuseum.com
1950's AMERICAN FASHION

The American clothes that defined the 50's

Jonathan Walford

Sixties Fashion
From Less is More to Youthquake

Jonathan Walford

Thames & Hudson
1812 | 1912 | 2012
LIFE IN THREE CENTURIES
22 September 2012 to 30 April 2013
Exhibition from The Fashion History Museum

Sponsored by:

FHM
FashionHistoryMuseum.com

MARKHAM
MUSEUM
Waist Management
A History of Unmentionables
January 11 - April 14
A travelling exhibit from the Fashion History Museum

Open Daily 1 - 5 pm

Guelph Civic Museum
52 Norfolk St.
519-836-1221
museum@guelph.ca
guelph.ca/museum

Adults $4.00
Seniors $3.00
Students $3.00
Families $10.00
Members FREE
It Came From Hollywood
an exhibition of fashions by Adrian

3-7. 11. 2014
Landmark Cinemas
135 Gateway Park Dr.
Kitchener

Sponsored by
SASS
WARDROBE ESSENTIALS
# FASHION HISTORY MUSEUM

2015 & 2016 Summary Operating Budget

Created February 2, 2015

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Operating Funding Source Projections Public Sector:

- Employment Grants – Young Canada Works & Canada Summer Jobs
- City of Cambridge – Property Tax Rebate Programs, Grants to Groups
- Hespeler B.I.A – Signage Program
- Ontario Trillium Foundation – Marketing, Development & Programs
  Project funding
Operating Funding Source Projections Private Sector:

- Corporate Sponsorships of Exhibitions and Programs
- Membership Campaign Launch
- Individual Donations Campaign and a Crowd funding Campaign on-line
- Admission by Donation when Gallery opens
- A retail Gift Shop with Fashion related items and FHM products
- Special Events leading up to Opening
- Bus Group Tours have started enquiring for booking dates
- Workshops and Lectures
Staffing:

- Visitors Service Site Manager - Full Time
- Administrative Assistant – Part Time
- Currently the FHM CEO & Curator are Volunteer to be reviewed in 2017
- Summer Students are hired when grants available
- Interns & Co-op Students augment staffing while being mentored
- Volunteers provide valuable assistance in all areas of operations
Key Marketing and Promotion

- Partnership with Waterloo Regional Tourism Marketing Corporation
- Listed in Explore Waterloo Region Travel Guide 40,000 copies
- Relationship building with Bus Group Tour Companies
- Canadian & Ontario Museum Associations Directories
- Social Media, Facebook, local on-line sites
- FHM Travelling Exhibitions
- International Council of Museums Conference
Board of Directors

- Christine Feniak
- Diane Gallinger
- Dominique Whelan
- Jennifer Kennedy
- Jonathan Walford
- Kenn Norman

Advisory Council

- Bret Fowler
- Carolyn Young
- Christopher Stoeckle
- Elizabeth Derbecker
- Heather Meiklejohn
- Ian Drummond
- James Fowler
- Joseph Hisey
- Richard LaVergne
- Vinnie Kochar
“Having a prestigious, internationally acclaimed arts and culture venue will raise our profile as a destination. For the first time there will be a TOD sign at Townline and the 401 that will point north, directing visitors right to the heart of our Village! The resulting increase in visitors will ultimately mean more shoppers in our stores, more diners in our restaurants and more vibrancy and prosperity for all.”

- Cory De Villiers, REALTOR®
“I am on a mission to do my part in the revitalization of Hespeler. When I met Kenn and Jonathan of the Fashion History Museum I knew that they would be instrumental in creating a "draw" to the downtown core. The "buzz" on the street since FHM announced they were moving here is palpable.”

- Deb van de Water,
  Owner, Hespeler old Post Office,
“Recently the FHM hosted an event with almost 200 architecture students visiting our village. We were packed at lunchtime! We believe the FHM will bring increased culture, tourism and popularity to the Region of Waterloo... FHM will serve as a gateway into our already fantastic region in Southern Ontario.”

- Brent Sills and Stefany Kawka, Montys on Queen
“In practical and economic terms, a fashion museum will surely become an attraction of tourism and culture with positive effects in the local economy. I never miss one of them during my leisure or professional travels.”

- Ilarian Minio, Roberto Capucci Foundation, Italy
“I own a Grade-1 listed tourist attraction in the UK and can vouch for the extraordinary power of cultural regeneration. We have seen increased employment, economic growth and a surge in civic pride in recent years; all down to the power of culture and tourism.”

- Sarah Vickery, The Shell Grotto, Margate, Kent, UK
“The museum is already highly regarded by curators, academics and fashion historians and the quality of their travelling exhibitions is world class. I plan to come when I am next in Canada.”

- Gayle MacGregor, costume designer, Brisbane, Queensland AUSTRALIA
“... to find an organization so grounded in its planning and practice yet so permeated and fortified by its vision. Hespeler has the potential to replicate the metamorphosis of Toronto’s Distillery District into a vibrant people attractor. The leaders of the Fashion History Museum have the practice, professionalism and personality to champion such a transformation.”

- KE Lyn Royce, Audience Development Specialist, Arts, Culture, Heritage
Board Members

Jonathan Walford received degrees in Canadian History and Museum Studies from Simon Fraser University. Before founding the Fashion History Museum, he was the founding curator of the Bata Shoe Museum in Toronto. He has authored six books on various subjects of historic dress that have been translated into six languages.

Kenn Norman majored in Business Administration to complement his CGA background before embarking on a management career in the not-for-profit sector. Before founding the Fashion History Museum, he was the Director of Finance for Orchestras Canada and became a certified business coach.

Diane Gallinger was the founding chair of the Dufferin County Museum and Archives. She has pioneered disability access research in Canadian museums and has studied, lectured, and trained museum accessibility at the world’s top venues including: The Louvre, MOMA, Guggenheim, British Museum, and the Victoria and Albert Museum.

Jennifer Kennedy studied Business Administration at Wilfrid Laurier University. She is a Chartered Professional Accountant and is the Assistant Vice President, Divisional Expense Management at Manulife Financial in Waterloo. She joined the FHM Board of Directors after participating in Capacity Canada’s MatchBoard program, an organization focused on the promotion of good board governance among charitable non-profits.

Dominique Whelan brings strategic focus and business experience to the board from her combination of over twenty years experience in corporate marketing, general business management and small business consulting. She has a life long passion for the arts and is a practicing writer as well as mixed media and fibre artist.

Christine Feniak is a museums professional and conservator whose skills straddle the border between arts and business. Many years with Parks Canada and the National Gallery of Canada, augmented with an MBA majoring in Tourism has built her skills as a manager of high-profile cultural resource management projects.
The Fashion History Museum

Unique to Canada, the Fashion History Museum (FHM) is the only museum in this country devoted to the collection and preservation of fashion, from couturier to homemade, worn around the world and throughout time. The FHM actively collects, researches, conserves and uses its collection to educate about the vast array of period styles, and the influences of design, technology, economy, artistry and social mores upon those styles.

Founded by Jonathan Walford and Kenn Norman in 2004, incorporated in 2008, and receiving charitable recognition in 2009, the FHM has become an internationally recognized organization built upon travelling exhibitions and publications. The FHM is now establishing a physical home in Cambridge, conveniently located at the gateway to the Waterloo Region off Highway 401.

A Board of Directors governs the museum with the assistance of an Advisory Council composed of specialists from diverse fields, ranging from education and conservation to fashion design and marketing.

The founding collection combined with donations received over the past decade, exceed 13,000 pieces and span the ages, from early Roman and Celtic jewelry to the present day. The library and archives exceeds 3,000 items. Annual additions are made to 'History in the Making: Contemporary Canadian Design' to document our nation's contribution to the world of fashion. The latest collection addition underway is the fabrication of a dress using 3D printing technology facilitated by CEI through Communitech and Christie Digital.

In 2013 and 2014, concurrent grants received from the Cultural Strategic Investment Fund and from the Ontario Trillium Foundation fostered tremendous growth for the FHM. Collaboration with the Waterloo Region Museum resulted in a dynamic exhibition called 'Street Style' that showcased shared influences between fashion and architecture. On display at the Waterloo Region Museum from May to December 2014, and with shared marketing from the Building Waterloo Region project of University of Waterloo's School of Architecture, 26,000 visitors attended.

Developing a strategic plan, we launched a pilot gallery at Southworks in Galt during the summer of 2013. Open for four and a half months, and with limited marketing but strategic partnering in promotion, our three galleries and gift shop welcomed nearly 8,000 visitors. Over a third (38%) of our guests were from outside the Region, generally coming from within a 2 hour drive but as far as Nova Scotia, B.C., the USA and in one remarkable visit, two conservators from Florence, Italy specifically came to see our facility and Italian collection.
Our pilot gallery gave us insights for assessing criteria needed in a more permanent location, the visitor experience, response and expectations, program development, co-op student and volunteer opportunities, retail potential and the logistics of transitioning to a public facility open year round. During this short time, we saw our collections grow by over 1400 items and we had almost 4500 hours donated by volunteers.

Following this experience, strategic planning was undertaken in two stages. An initial session of 30 invited representatives of varying backgrounds was held in August 2014 and lead by Kitchener consultant Cheryl Ewing. Participants came from around the region, as well as Ottawa, Winnipeg and Boston. Delegates included: curators, educators, tourism professionals, designers, students, donors, artists and business people. A second session for the public was held in Cambridge City Hall in September 2014 and was attended by residents and business people mostly from the Region, as well as St. Catharines, Toronto and Guelph.

These sessions provided feedback, stimulated ideas, and generated a high level of engagement and support for the future of the FHM. Key short and long term goals were developed from this to be reviewed annually as we build capacity:

- Secure a physical location for the museum
- Develop a dynamic relationship with local community for support
- Broaden relationship building within the Region and beyond
- Focus on start-up capital funding, operational stability, and sustainability
- Increase awareness and marketing reach
- Once open, build your audience with a membership campaign
- Provide strong programming and events with exhibitions

All of these goals are underway as we have signed a five-year lease with renewal options on Hespeler’s old post office giving us 3,000 square feet of public space with additional storage and work facilities.

We are currently preparing the collection store rooms while renovation plans are being devised for three separate galleries, a library-archives, gift shop and programming space. An accessibility audit to be compliant with new regulations is also underway.

Projected to open in June 2015 to capture summer tourism, the FHM is already partnering with Waterloo Region Tourism Marketing Corporation (WRTMC), and is being listed in its regional travel guide with a 40,000 distribution. We have received requests for three bus tours already! The International Council of Museums has also requested a behind the scenes tour on September 13th following their conference in Toronto. This will bring curators, directors and textile specialists from leading institutions around the world including the Metropolitan Museum of Art in New York, the Victoria and Albert Museum in London, and the Louvre in Paris.
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<td>Canada Summer Jobs</td>
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<td>Donations, Memberships and Sponsorships</td>
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<td>Cash Donations - Individuals</td>
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<td>Retail Sales &amp; Workshops</td>
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<td>Admissions (by donation box)</td>
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<td>EXPENSES</td>
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<td>Cost of Goods Sold</td>
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<td>Cost of Goods Sold (Retail sales)</td>
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<td>$ 12,000</td>
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<td>Collection Care &amp; Acquisition</td>
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<tr>
<td>Collection Care &amp; Acquisition</td>
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<td>$ 4,200</td>
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<td>Programs, Projects and Events</td>
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<td>Office Supplies, bank charges, Interest</td>
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<td>Accounting and Legal Fees</td>
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<td>Professional Memberships</td>
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<td>Occupancy Costs</td>
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<td>Rent</td>
<td>$ 33,428</td>
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<td>Hydro</td>
<td>$ 2,700</td>
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<td>Site Maintenance &amp; Supplies</td>
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<td>Telephone/Internet</td>
<td>$ 1,848</td>
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<tr>
<td>Insurance</td>
<td>$ 3,106</td>
<td>$ 3,135</td>
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<tr>
<td>TOTAL EXPENSES</td>
<td>$ 203,594</td>
<td>$ 204,814</td>
</tr>
</tbody>
</table>
Testimonials

“Having a prestigious, internationally acclaimed arts and culture venue will raise our profile as a destination. For the first time there will be a TOD sign at Townline and the 401 that will point north, directing visitors to the heart of our Village! The resulting increase in visitors will ultimately mean more shoppers in our stores, more diners in our restaurants and more vibrancy and prosperity for all.”
Cory De Villiers, REALTOR

“I am on a mission to do my part in the revitalization of Hespeler. When I met Kenn and Jonathan of the Fashion History Museum I knew that they would be instrumental in creating a "draw" to the downtown core. The "buzz" on the street since FHM announced they were moving here is palpable.”
Deb van de Water, owner of Hespeler’s old post office, Cambridge,

“Recently the FHM hosted an event with almost 200 architecture students visiting our village. We were packed at lunchtime! We believe the FHM will bring increased culture, tourism and popularity to the Region of Waterloo... FHM will serve as a gateway into our already fantastic region in Southern Ontario.”
Brent Sills and Stefany Kawka, Montys on Queen

“I own a Grade-1 listed tourist attraction in the UK and can vouch for the extraordinary power of cultural regeneration. We have seen increased employment, economic growth and a surge in civic pride in recent years; all down to the power of culture and tourism.”
Sarah Vickery, The Shell Grotto, Margate, Kent, UK http://www.shellgrotto.co.uk/

“In practical and economic terms, a fashion museum will surely become an attraction of tourism and culture with positive effects in the local economy. I never miss one of them during my leisure or professional travels.”
Ilarian Minio, Roberto Capucci Foundation, Italy

“The museum is already highly regarded by curators, academics and fashion historians and the quality of their travelling exhibitions is world class. I plan to come when I am next in Canada.”
Gayle MacGregor, costume designer, Brisbane, Queensland, Australia

“... to find an organization so grounded in its planning and practice yet so permeated and fortified by its vision. Hespeler has the potential to replicate the metamorphosis of Toronto’s Distillery District into a vibrant people attractor via heritage and culture. The leaders of the Fashion History Museum have the practice, professionalism and personality to champion such a transformation here.”
KE Lyn Royce, Audience Development Specialist, Arts, Culture, Heritage
Fashion History Museum

My name is Donna Reid and I reside at 183 Scott Rd. in Cambridge. I have been involved with the Hespeler BIA for some time and as such have a real understanding of what this museum would bring to the village and to our Region.

Hespeler has a long standing historical connection to the textile industry. The village developed primarily as an industrial community with many woolen and textile mills. In the 1930’s during the depression, the largest mill, the Dominion Woolens and Worsteds employed at least one member of every family living in Hespeler.

During the Second World War, when most young men were on military duty, Dominion Woolens recruited young women from eastern Canada and Northern Ontario. Many of these women continued to live and work in the area long after the war ended and their descendants still call Hespeler home.

You can see some of the original mills along the Speed River as well as many of the workers’ homes.

This historical context tells you a lot about the character and design of the village that has many heritage buildings grace its core. To add a fashion museum as a destination place for interested people seems to be carrying on the tradition of the mills.

Museums attract people to our Region. In fact, one of the objectives under the goal of being a community of choice for talented people of the Waterloo Region Economic Development Strategy states: To become recognized as a major location for art and culture.

A key message to attract and retain talent in the Region is to provide a thriving entertainment and arts and culture in the region. The Fashion History Museum would entice visitors and residents alike. The many changes it undergoes in its yearly cycle mean that there is always something new to explore there.

I am here to tell you that this museum will be an anchor in the Hespeler Village and contribute to the economy of not only the village but the Region as well.
I urge you to support this endeavor as its success will be a success for all who reside in this region. It is internationally known for its collection and will attract tourists and visitors from far and wide. The curators are experienced and passionate about their collections and have a great desire to open their museum here in the Region.

What better place than Hespeler where fashion and textiles are so much a part of the village. Let’s update history with a new chapter that includes a museum that shows clothing and accessories through the ages. It can become reality with your help.

Thank you

Donna Reid

Councillor Ward 1

City of Cambridge

Reidd@Cambridge.ca
SHE DESERVES IT

WCSWR.ORG/DONATE

REBUILD HAVEN HOUSE

Women’s Crisis Services of Waterloo Region
YOUR DAUGHTER, NEIGHBOUR, COLLEAGUE, SISTER, FRIEND, AND MOTHER ARE AT RISK; DOMESTIC ABUSE IS HAPPENING RIGHT HERE, RIGHT NOW IN WATERLOO REGION.

ALL WOMEN DESERVE TO BE SAFE, HELP US BREAK THE CHAINS OF ABUSE BY REBUILDING HAVEN HOUSE.

<table>
<thead>
<tr>
<th>Domestic Violence in Waterloo Region Annually</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Regional Police Responses to Domestic Violence</strong></td>
</tr>
<tr>
<td><strong>Crisis Calls Received Regionally</strong></td>
</tr>
<tr>
<td><strong>Women Sought Emergency Shelter at Haven House</strong></td>
</tr>
<tr>
<td><strong>Children Sought Emergency Shelter at Haven House</strong></td>
</tr>
<tr>
<td><strong>Days of Residential Care Provided at Haven House</strong></td>
</tr>
</tbody>
</table>
FOR 35 YEARS, WOMEN’S CRISIS SERVICES HAS BEEN PROVIDING A SAFE HAVEN TO WOMEN AND THEIR CHILDREN ESCAPING ABUSE. AS OUR REGION GROWS, SO DOES THE NEED FOR SAFE SHELTER. WE NEED TO REBUILD HAVEN HOUSE, BECAUSE SHE DESERVES IT.

IN THE MIDST OF A CRISIS, WOMEN AND THEIR CHILDREN ARE BEING FORCED TO SHARE BEDROOMS AND BATHROOMS. THEY NEED PRIVACY AND HAVEN HOUSE NEEDS MORE SPACE.

WOMEN AND THEIR CHILDREN ARE EATING IN SHIFTS BECAUSE OUR CURRENT KITCHEN IS SO SMALL.

COMMON AREAS AND LIVING ROOMS ARE TOO SMALL AND CRAMPED, CHILDREN’S FACILITIES AND PROGRAMS ARE INADEQUATE.

THESE CONDITIONS ARE TOTALLY UNACCEPTABLE. WOMEN AND CHILDREN DESERVE BETTER.

TO PROVIDE SAFE, SECURE SHELTER FOR WOMEN AND CHILDREN IN CRISIS, HAVEN HOUSE REQUIRES AN ESTIMATED $6 MILLION TO REBUILD. WE NEED YOUR HELP.

TO MUCH MORE THAN JUST BEDS

To the woman and children fleeing abuse, Haven House will be rebuilt as much more than a 45-bed shelter. The new facility will focus on a nurturing environment to help women and their children in Cambridge and North Dumfries gain the confidence needed to start building new lives and safe futures. It will enhance and facilitate community partnerships focused on education and intervention and serve as a catalyst to help break the intergenerational cycle of domestic abuse. The women of Cambridge and North Dumfries deserve a new Haven House, please help them with a donation today.
REBUILD HAVEN HOUSE | HOW YOUR DONATION WILL HELP

FEATURING AN EFFICIENT DESIGN THAT PROVIDES SUPPORT, STABILITY AND SAFETY TO WOMEN AND THEIR CHILDREN IN CRISIS. SHE DESERVES IT.

FEATURES & AMENITIES

Enhanced indoor and outdoor children’s areas for recreation in a safe, comfortable, age appropriate environment

Added space for community partners to provide efficient, seamless support resulting in better outcomes for women and children

Secure outdoor courtyard, garden and play area

Private washrooms to provide dignity and privacy to women and children

Flexible bedroom layout to allow for expanded space as required

A separate entrance for residents, away from the administration areas, in order to provide enhanced safety, privacy and security

Commercial kitchen amenities to support education and life skill programs

Large kitchen to accommodate all residents, and for single or elderly women space to eat free from noise and constraints

A private meeting area for women who walk in and are in a state of crisis

THANK YOU FOR YOUR SUPPORT.

Name* (please print)
Company (if applicable)
Address
City/Town
Province
Postal Code
Telephone
Email
Signature
Date

CREDIT CARD INFORMATION

Name on Card
Card Number
CSC Number
Expiration Date
Signature

*Name(s) will appear on campaign recognition materials on the “Name” line.
Charitable Registration Number: 10671-6525-RR0001
REBUILD HAVEN HOUSE. SHE DESERVES IT.

HELP BREAK THE CHAINS OF ABUSE TODAY, WOMEN AND THEIR CHILDREN DESERVE YOUR SUPPORT. THEY DESERVE A REBUILT HAVEN HOUSE.

Your donation will help abused women and their children find a safe haven in Cambridge. Please consider making a donation today.

REMAINING PLEDGE PAYMENTS

Amount of yearly payment installment and month in which installment (we will send you reminders) will be remitted:

Year 20 ______ Month _____________

$  

Year 20 ______ Month _____________

$  

Year 20 ______ Month _____________

$  

Year 20 ______ Month _____________

$  

HAVEN HOUSE

562 Concession Road, Cambridge, ON N3H 4L2
Telephone: 519.741.9184 ext. 2038
Email: admin@rebuildhavenhouse.org

WCSWR.ORG/DONATE

Twitter: @WomensCrisisSWR
Facebook: facebook.com/WomensCrisisSWR
Charitable Registration #: 10671-6525-RR0001
## DONOR LEVELS

<table>
<thead>
<tr>
<th>Level</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
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<td>$100,000+</td>
</tr>
<tr>
<td>Transformation</td>
<td>$50,000–99,999</td>
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<tr>
<td>Determination</td>
<td>$25,000–49,999</td>
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<tr>
<td>Strength</td>
<td>$10,000–24,999</td>
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<tr>
<td>Perseverance</td>
<td>$5,000–9,999</td>
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<tr>
<td>Courage</td>
<td>$1,000–4,999</td>
</tr>
<tr>
<td>Hope</td>
<td>Up to $999</td>
</tr>
</tbody>
</table>
“SECURITIES” ARE VITAL TO WOMEN’S CRISIS SERVICES

A great way to provide safety and security through Women’s Crisis Services and reduce your tax bill is to consider a unique gifting opportunity available to Canadians.

Your donation of stocks and securities will impact our community for generations as it helps to build a new shelter in Cambridge for women and their children escaping violence and abuse.

By using this unique way to support our community moving beyond violence, you will not be taxed on any gains and will receive a tax receipt for the full value at the time of sale. It is our policy to immediately sell any securities that are donated to us.

If the stock has increased in value from the time that you purchased it, you can avoid paying the capital gains tax by donating the security directly to charity. When the security is being donated to a charitable organization like Women’s Crisis Services, the total amount will still be eligible for a tax deduction. Since taxation is avoided on the stock donation, you (the donor) will be able to make a larger donation and have a bigger impact on our community.

If you are considering a gift of stock to support Women’s Crisis Services, please contact Mary Zilney, CEO, Women’s Crisis Services:

Telephone: 519.741.9184 ext. 2111
Email: mary.zilney@wcswr.org
Women’s Crisis Services operates two emergency shelters and Outreach services for abused women and their children throughout Waterloo Region.

Anselma House is located in Kitchener and Haven House is in Cambridge. We assist women age 16 plus with or without their children.

Vision: Our Preferred Future
A community free from violence and abuse in any of its forms.

Mission: Our Purpose
In partnership with our community, Women’s Crisis Services of Waterloo Region empowers and supports women and children to move beyond violence and abuse through the provision of safe shelter, education and outreach services.

Board of Directors
Sarah McLellan  Chair
Greg Lamport  Vice Chair
Dianne Romano  Treasurer
Roxanne Warford  Secretary
Dave Obermeyer  Director
Ray Boorsma  Director
Cayley Rodd  Director
Carol Brandt  Director
Tracey Dingwall  Director
Janice Cardinali  Director
Lisa DeBaets  Director

Management Team
Mary Zilney  Chief Executive Officer
Carolyn Albrecht  Senior Director of Operations
Merle Fast  Director of Client Services
Erin Schreiter  Residential Manager, Anselma House
Lisa Leiber  Residential Manager, Haven House
Katherine McDevitt  Human Resources Manager (maternity leave)
Joyce Birnstihl  Human Resources Manager (contract)
Kourtney Beckman  Fund Development Manager
Jennifer Hutton  Outreach Manager
Putting the FUN In Fundraising

Special events, corporate support, churches, service clubs, volunteering time and spreading awareness; Women’s Crisis Services is thankful for the many ways that our community supports the work we do to help women and their children move beyond violence.

Through memorial donations and gifts to honour others, such as anniversaries or retirement, we see that selfless acts of encouragement and advocacy are important to leading our community beyond violence.

We are constantly humbled, but never surprised, by the generosity and thoughtfulness of children and youth in Waterloo Region. Their kind gestures convey hearts full of empathy and hands full of energy that will hopefully stay with them for years to come. The leaders of tomorrow are showing that they care for the community in so many ways.

We also had the pleasure of working with several groups of high school students who are involved in the Youth Philanthropy Initiative (YPI) that engages young people in social change. The students participate in learning about the charity, its services, and its greatest need. They then present their projects to their peers and a panel of judges. Their hard work gets rewarded if they are chosen as the winner and a $5,000 prize is given to their charity of choice. Local students did such a great job that we received two of these awards for Haven House!

The Holiday season was a wonderful time for friends of all ages to show their support. Some volunteered to help us sort and wrap gifts and some decided to donate their extra gift cards, gifts, and games to the women and children that were at Anselma House and Haven House.

Our fundraising events, whether they are our annual golf tournament, a student organized game night, or a giant yard sale, are important and fun ways for your group of friends, family and/or colleagues to give back and encourage others to do so. Our International Women’s Day celebration was the ideal way for others to learn about and pay tribute to the difficult work being done by Women’s Crisis Services employees.

As our provincial annualized funding supports 58 of our 75 beds, we must turn to our community partners and supporters to help offset the difference, in order to continue meeting the needs of abused women and their children throughout Waterloo Region.

Whether it is through small gestures, large gestures and/or educating each other, our partners and supporters in Waterloo Region are leading by example. They are lifting the spirits of our clients and demonstrating that selfless acts of support make an immense difference.
Our theme this year of “What About The Kids?” evolved naturally from our continued work with James Howe from Communicate and Howe. Over the past year, our focus was on women ages 25-35 with children in efforts to emphasize the impact on kids who are exposed to woman abuse. And further, in efforts to break the cycle, one family at a time.

Our first initiative was the design of an infographic poster along with small pocket size cards that focus on facts about kids exposed to woman abuse.

Please refer to the infographic insert which is included in this report.

The second project we took on resulted in us partnering with the beauty industry on an initiative called “Cut It Out” which is part of the provincial “Neighbours, Friends and Families” initiative. This program, which continues to date, involves training workers in salons and spas on how to recognize the signs of abuse, and how to direct their clients to local services, such as Women’s Crisis Services. Most of you are aware that salon and spa professionals work in environments where female clients feel comfortable chatting; as a result they often develop trusted relationships. Workers get to know their regular clients in a way that may help them identify signs of abuse that others may miss. Therefore, these workers in particular have the opportunity to help women in abusive relationships.

Our next initiative involved designing 2 buttons…one with a dragonfly, our agency symbol which mirrors the transition in which we help our women move through; the other with the caption, “What About the Kids?” We hope that when people see others wearing these buttons, it will inspire curiosity and as a result they will check out our website which includes our videos.

Lastly, we created two short heart wrenching videos; both with the focus on kids. The first video is a very typical example of a domestic violence situation. Again, the kids are the ones most impacted….the kids that we haven’t yet figured out how to save. Thanks to Nelson at Skylight Productions for capturing our message so accurately.

We were absolutely thrilled to have once again partnered with Dwight Storring for the second video. Dwight is very compassionate about our agency which is clearly reflected in his work. All the pictures and images on this video were created by the kids who resided with us at Haven House and Anselma House.

You are encouraged to check out our new materials through our website at: www.wcswr.org/kids.

I truly believe that THIS IS OURS TO FIX!

How can we allow these kids to continue suffering so needlessly? How can we continue to make violence against women a private matter? The lives of these kids become changed forever, their futures become altered, and their relationships become compromised. It is our responsibility, yours and mine, to take action, not look the other way, and strive to break this destructive cycle of abuse.

To quote Frederick Douglass: (1818-1895)

“It is not the light that we need but fire;

It is not the gentle shower,

but thunder.

We need the storm,

the whirlwind,

and the earthquake.”

Let’s rise up together… in fury, in indignation, in desperation and then move to action… in collaboration and on behalf of all abused women and their children in Waterloo Region.
Residential Program – Anselma House and Haven House

The Residential program continues to offer: crisis line support; emergency shelter, a Child/Youth program and a Food and Nutrition program. Once admitted to the shelter, both women and their children are provided with their basic needs (food, shelter), assistance to secure safe and affordable housing, education, ongoing safety planning, legal advocacy, and ongoing support (both one-to-one and through group activities). Between our two shelters, we have the capacity to serve up to 75 abused women and their children.

A special thanks to the great work performed by our Residential team! We are proud to share that of the women discharging from shelter, who completed our Client Satisfaction Survey, 92% reported “Overall satisfaction” with the service they received.

Additionally, the Residential Managers had a busy year updating client Service Plans, as well as Child and Youth safety planning with children.

“Healing Hearts”

A new innovative project has been launched between the Kitchener Waterloo Humane Society and Anselma House; both members of the HAV (Human Animal Vulnerability) Coalition of Waterloo Region. This initiative is consistent with research that indicates a dog’s presence and touching a dog can reduce stress in people. Mac is a black lab and has been described by Humane Society Animal Care Manager Kathy Innocente as “an old soul in a young dog.” Mac (whose picture is shown here) is the first dog to participate in this new initiative. Mac’s job is to support women and children who are in crisis. For example, he may accompany a woman through the intake process, sit with a child during an interview, be present during groups, etc. etc. Two Women’s Crisis Services staff; Jennifer Clarke, a Child and Family Therapist and Hali Martin, a Child/Youth worker, have taken on active roles in this project. They have been trained to act as Mac’s handlers when on site. This is a shared responsibility along with Humane Society trainer, Jenny Maciel. Mac’s crisis work began in November 2013, at the age of 13 months. Further information about the HAV Coalition and the Healing Hearts program can be found at www.havcoalition.ca

Food and Nutrition Program

- Continues to be supported by Homewood Suites by Hilton and the Cambridge Hotel and Conference Centre with monthly delivery of freshly prepared meals for our women and children to Haven House.
  
  - Soup Sisters continues to generously donate 70L of hearty soup to Anselma House alternate months.
   
  - In summer 2013, the Toyota Giving Garden once again provided fresh produce to both shelters, including a bumper crop of cherries. They also funded the expansion of on-site gardens at both shelters, providing opportunity for education and experience with gardening to some of our residents.

- Also in summer 2013, our Food and Nutrition Coordinators teamed up with the Child and Youth Team to co-deliver “Food, Fitness and Fun.” Staff developed weekly programming for children residing in shelter throughout the summer months that focused on physical activity and nutrition. The program ended with a fun and educational tour of a local farm. This program was made possible through the following funding: the Kitchener Waterloo Community Foundation; Nancy Paul-Fisher Memorial Fund ($1,500) and the After School Grant at Loblaw ($500). Thanks partners!
Music Therapy Program

We were successful in obtaining grant money to pay for a part time music therapist this past year. She worked at both Anselma House and Haven House, focusing on work with women in groups and individually. She also met with a few children who were referred to her. The client feedback she received indicated her services were highly valued. One woman reported that she had never opened up during any other therapy the way she did through music therapy.

The following is an excerpt from a blog written by the music therapist and posted on our website: “As the music therapist my role is to create a musical environment that facilitates mindfulness (focusing ones thoughts and being conscious of the present moment) and peace. This is done through improvising soft and slow melodies with piano, acoustic guitar and voice. Women are encouraged to rest and ‘receive’ the music at this time, but also may sing along. One woman who came to the group, who I will call Julie, wanted the guided imagery to be about climbing mountains since this was her ‘safe place.’ I began to sing without words and play slow and grounding chords. To my surprise, Julie began to sing with me in harmony. As the music continued I sang a guided imagery of a trail through the mountains. Julie sang along with me in harmony until the end of the session. Afterward, Julie expressed that she felt so peaceful and relaxed during this time. She explained detailed images of the mountaintop landscape that she saw in her mind’s eye during the session. She reminisced about her adventures in the mountains. Hope filled the atmosphere as she spoke. Julie’s life, as most women in the shelter, is difficult and filled with turmoil and unspeakable hardships. Julie shared that singing is one of the only things she feels she has ‘left’ during this time. It is a reservoir of strength and hope for her.”

This program was only possible due to the generosity of the following funders:

- Cambridge and North Dumfries Community Foundation - Adams Family Fund and Lyle S Hallman Fund- ($2,400.)
- Kitchener and Waterloo Community Foundation-Ryther Fund ($2,100)
- Cambridge and North Dumfries Community Foundation- Michael & Jocelyn Horner Fund ($125.)

Thank you for partnering with us! It is with sadness that we see the end of this creative program, due to a lack of sustainable funding.

Outreach Program

The Outreach program is a free, confidential service available to abused women and their children who; are discharging from the shelter and are transitioning to independence, or to women still in abusive situations who are seeking assistance. This program is rooted in early intervention. The sooner women get support and recognize their options the sooner they are able to move on to healthier non-abusive lifestyles.

The Outreach program offers; safety planning, assistance/advocacy with housing providers, Ontario Works, support around the legal process, completion of 2 hour free legal aid forms, referrals to lawyers, referrals/advocacy to other community agencies as needed, and education related to violence against women. Support is offered both individually and through group sessions. The “Safe Steps” group program otherwise known as “Child Witness” runs three times a year and offers concurrent 10 week groups for moms and their children ages 4-16. The focus of the groups is on the impact of domestic violence on
children. Participants are provided with meals, transportation and childcare.

One thing that sets our Outreach services apart from other community services is that there is no wait list and women are assigned a worker often within twenty-four hours. Women can also self-refer.

Over the past fiscal year, there was a dramatic increase in referrals received; we exceeded our projected annual number by 46%. Beyond our crisis line, we have been receiving more referrals from external providers, namely Family and Children's Services, mental health services, women themselves and local neighbourhood groups. This is in part due to our efforts in public education/awareness rising as well as continued networking and collaboration efforts.

The Outreach program helps clients’ stabilize their current situation and consolidate their plans to move beyond being in a place of crisis. Having a strong safety plan, knowing where to find safe and affordable housing, and receiving help navigating our complicated legal system allows clients to better position themselves to start the hard work of doing trauma focused therapy. We also have created a process for Outreach workers to smoothly transition their clients into the next phase of service which is often to receive therapy from our Clinical Support Worker. Our quick response, lack of a waiting list and our accessibility further ensures we stay as busy as we have been.

A special thanks to the great work performed by our Outreach team! We are proud to share that of the women discharging from shelter, who completed our Client Satisfaction Survey, 100% reported “Overall satisfaction” with the service they received.

Enhancements have been made electronically, so that referral requests no longer go to just one person but can be accessed by others as needed in order to guarantee quick assignment, improve tracking and to ensure referrals are not missed. The Outreach team has completed their work on creating a new service plan which allows goals to be entered directly into our client database. This allows for more seamless service across our various program areas.

Currently, the Outreach program is in the midst of completing a pre and post evaluation of the support group offered, in order to assess whether the group is achieving its intended goals for participants; which includes normalization, improved coping strategies, healthier boundaries and improved self-confidence.

“We Partnering with a New Lens”
This exciting and innovative new pilot project began in February of 2014. Dr. Kathy Lawrence has over 20 years’ experience as a Clinical Psychologist. Currently she is a partner in local private practice “Dr. Doering, Torrance-Perks, Drugovic, Vaerum, Lawrence and Associates.” Previously Kathy worked at The Clarke Institute of Psychiatry, Lutherwood and Grand River Hospital. Her special interests include refugee mental health, cognitive behaviour therapy as a primary treatment modality, and trauma over the lifespan and adolescent mental illness.

Dr. Lawrence is currently meeting with residents of Anselma House, clients of our Outreach program as well as clients of our Clinical Support Worker at the shelter. This eliminates the need for transportation and has clients meeting in a setting to which they have become accustomed. Women and/or children are assessed and/or screened for mental health struggles, trauma, learning difficulties, behavioural difficulties and neurological difficulties. This helps both the client and our staff to have a better understanding of our clients’ challenges and vulnerabilities in moving beyond abuse. Safety plans are then developed with each client’s cognitive and developmental needs in mind. With the assistance of Dr. Lawrence’s assessment, service...

The Facts  Women’s Crisis Services of Waterloo Region helps kids

10 primary school classes
Equal to the number of kids brought to Women’s Crisis Services shelters each year

45% of beds at Women’s Crisis Services shelters are occupied by kids

45% of women staying at Women’s Crisis Services shelters have kids

80% of the kids staying at Women’s Crisis Services shelters are 10 years old or younger

The Impacts  Violence against mothers damages kids

Abuse of women damages all kids.

Kids always know when abuse is occurring in their home

Kids suffer emotionally and physically when exposed to woman abuse in the home

Babies hear the noise and feel the tension even if they can’t understand what is happening between adults

Exposure to woman abuse can damage babies’ growing brains

Kids feel stressed when they see their parents fight and often blame themselves for being the cause
Ways kids may behave differently. Changes that may last a lifetime.

- Find it hard to play and make friends
- Become quiet and fearful
- Copy the adult’s abusive behaviour by becoming aggressive or controlling
- Have sleeping problems
- Find it difficult to concentrate and learn
- Develop problems with wetting or soiling
- Miss school to make sure Mom is safe
- Hurt pets
- Do risky activities such as running away, experimenting sexually or trying alcohol and drugs
- Think violence and control is normal in a relationship

Help Yourself. Help Your Kids. | Women’s Crisis Services of Waterloo Region has helped women and children move beyond violence since 1978

Women’s Crisis Services Can Help You and Your Kids

- Haven House
  - Providing a safe place to stay
  - Assisting you to create a safety plan
  - Offering outreach support to women living in the community
  - Educating the community about violence against women

Know What To Do

Contact Women’s Crisis Services for 24 hour support:

Haven House in Cambridge 519-653-2422 / Anselma House in Kitchener 519-742-5894

Learn more at wcswr.org/kids

Sources:
Domestic Violence Hurts Children Too! brochure from National Association for Prevention of Child Abuse and Neglect (NAPCAN), napcan.org.au | Little Eyes, Little Ears: How Violence Against A Mother Shapes Children As They Grow by Alison Cunningham & Linda Baker, Centre for Children and Families in the Justice System | Women’s Crisis Services of Waterloo Region 2012-13 Annual Report and agency stats
planning is taken to a greater level of depth. One client who saw Dr. Lawrence reports, “Dr. Lawrence is an amazing woman and has helped me in such a short period. I strongly recommend her for the services that she provides.”

This creative initiative has only become possible through the generosity of the Kitchener Waterloo United Way ($10,000). Thank you for your continued support and belief in our goal to continue evolving in the violence against women sector!

Human Resources
As always, significant training has taken place over the past year. This has included Health and Safety, WHMIS and Fire Drill/Fire Safety training and keeping the agency compliant with the Occupational Health and Safety Act. Further, staff was trained in Effective Interventions, AODA Customer Service Standard, Basic Emergency training and Emergency First Aid/CPR.

Staff Training Plan
Throughout the year, the Service Managers have been fine tuning the orientation and training that is provided to new hires. The comprehensive plan that has been developed includes spending one to one time with their respective manager as well as engaging in at least four shadow shifts with experienced staff. This process continues to evolve as we obtain feedback from our new employees. The Service Managers created an annual overarching training plan which was guided by our agency values and Strategic Plan.

With the assistance of one time funding from the Ministry of Community and Social Services (MCSS), we were pleased to be able to engage an experienced trainer from the Hinks-Dellcrest Centre to deliver “Digging Deeper” training. The focus was to help workers look beyond the surface when conducting assessments and interventions with our clients in order to develop more comprehensive assessments from a trauma informed perspective.

Additional professional development for front line workers included “Compassion Fatigue” training and “Making Connections”, the latter was training relating to the interconnection between Mental Health, Domestic Violence and Addictions.

Development of Mental Health Guidelines
In response to the guidelines and expectations set out in the Strategic Plan, the Service Managers researched and created a 29 page document of mental health guidelines. The document briefly describes the mental health conditions we are likely to encounter with clients. It also provides suggested responses when staff encounters clients who suffer from mental health conditions. The intent of the document is to set the parameters of what our staff can and cannot do. Our workers are not mental health professionals; but rather clinicians and support workers. It is important for our workers to realize when the scope of the presenting problem is beyond their expertise and then have the necessary information to support a client to attend a hospital or access a mental health professional.

Staffing
We created a new full time Administrative Assistant position in order to primarily handle the busy front desk at Anselma House. Other duties include offsetting some of the Administrative Specialist tasks, providing additional assistance to members of the management team and setting up for trainings, meetings, etc.

Student Placements
We are pleased to continue our partnerships with Wilfrid Laurier University and the University of Waterloo through BSW and MSW student placements.

Conestoga College Early Childhood Education Co-op Program continues to partner with us through the placement of ECE students.

Conestoga College also partners with us for placement students in the fields of administrative support, business, marketing and event planning.

Volunteer Program
The agency’s Volunteers were introduced to a formalized Volunteer Program Manual which was rolled out in June 2013. A successful “Meet and Greet” evening was held in November 2013 at which time we launched our Volunteer Newsletter. We are now better equipped to
Facilities
The following improvements were completed at Haven House over the past year; we replaced the fence while simultaneously increasing our playground space, additional cameras were added to improve our security at the side and back of the building and the entire shelter was repainted. The facility looks and feels much brighter! Thanks to Home Depot in Cambridge for being our painters and providing in-kind labour and materials!

At Anselma House, we have continued to work on the ongoing heating issue. One of the doors to the East bedroom wing was adapted to enhance accessibility. The intercom system throughout the building was upgraded in order to reach areas in the shelter that otherwise were not able to be reached. We continue to enjoy the large and modern facility that makes our residents comfortable and allows us to provide excellent programming!

Our Information Technology (IT) network system has been improved through the installation of a .1X security authentication. We implemented a virtual server environment. We set up terminal services for most staff, which reduces costs for buying hardware and allows access from any authorized device. This allows us to be more efficient with the time of our IT contractor, and reduces down time when changes are made or software is upgraded. We rolled out seven new computers that connect to the terminal server. We have increased the number of workstations and now have a sign out system in order to have more people working at one time with more flexibility in location. We installed a site to site VPN tunnel between Anselma House and our rental office at Mosaic Counselling. This also increases security and efficiency.

Rebuilding Haven House
In November 2011, the board of directors, in consultation with the building committee, Chaired by Dave Aston, made a decision to rebuild Haven House “from the ground up” and construct a 45 bed shelter similar to the new Anselma House in Kitchener.

After an extensive land search, an ideal parcel of land was located on Acorn Way and Elgin Street in Cambridge. It is close to amenities; such as a bus route, shopping, schools, churches, etc. This location will house the new Haven House; as our current facility on Concession Road in Cambridge is no longer adequate. Women are now sharing bedrooms, washrooms and eating meals in shifts as a result of lack of space. We have few program and meeting
spaces. Further, women do not have their own private entrance, which compromises their privacy; at a time when they are in crisis. Our facility is intended to provide a “home away from home” for abused women and their children, therefore, we need to do better; we need to rebuild a more appropriate facility.

Much to our surprise, at the February 2014 Committee of Adjustment hearing, held at the City of Cambridge, our plans were delayed. What we anticipated to be a fairly routine hearing in response to our application to sever the land, so that we could proceed to purchase the larger 2.86 acre parcel, turned into something much different. A large group of our soon to be new Cambridge neighbours, showed up unexpectedly with a signed petition opposing our application and the rebuilding of the shelter in their neighbourhood. The neighbours expressed fear of increased criminal activity and drug use in their neighbourhood. They clearly articulated the “not in my back yard” phenomena.

For us at Women's Crisis Services, this is extremely disappointing on a number of levels and clearly depicts their lack of knowledge about abuse and violence against women, the services we provide and also the facilities we operate. Our shelters, Anselma House in Kitchener and Haven House in Cambridge provide safety, education, support, counseling and advocacy for women and their children who are in the process of leaving abusive intimate partner relationships.

Violence against women is rooted in the belief that women deserve less social power and it is therefore acceptable – and for some abusers, even necessary – to exert power over them.

Gender inequality creates a rationale for humiliation, intimidation, control, abuse, and even murder. In this context, it becomes easier for a man to believe that he has the right to be in charge and to control a woman, even if it requires abuse or violence.

To help the neighbours understand and encourage them to support our project, we held an information session at the school adjacent to the vacant land on April 8. We responded to the questions they raised and shared facts about the reality of having a shelter in their neighbourhood. Women’s Crisis Services wants the neighbours to embrace our project and our presence in their community.

We are keenly aware that domestic violence is already evident in the neighbourhood of the Cambridge residents who are opposing our presence. These people have failed to acknowledge the issues inherent in their own community. Each of us, already does, or at some time will, know someone affected by domestic violence. It may be our daughters, nieces, sisters, friends, aunts, mothers, work colleagues or neighbours. Or it may be one of us. But undoubtedly, each of us will be impacted.

Without Women’s Crisis Services, each year, hundreds of abused women and their children would be forced to remain in abusive homes. On every level imaginable, this is unacceptable.

So over the upcoming months and years, I will continue to reach out to you, our supporters, as we combine our energies with passion and conviction to move the new Haven House project forward. And we will do this – all in the best interests of the abused women and children in our Region.

We at Women’s Crisis Services strongly believe that every women and child has the right to live a life free of abuse and violence. Do you believe?

If so, then help Women’s Crisis Services spread the word – ‘like’ us on Facebook, contact us on Twitter, read our blogs, offer your support – and know that together we will successfully help abused women and their children “Move Beyond Violence.”
With Sincere Appreciation

The daily work in which our employees partake is difficult and emotionally exhausting. Our staff and management team is committed to providing excellence in service delivery and passionate about working in collaboration to end abuse and violence against women. Thank you for the incredible work you do and for your continued commitment to Women’s Crisis Services and abused women throughout Waterloo Region!

We continue to value our noteworthy collaborations with a multitude of community partners throughout Waterloo Region; thanks to each of you for your teamwork and assistance in working with us toward the reduction of violence against women in our community.

A very special thanks to the United Way of Kitchener Waterloo who once again showed their commitment to our agency through their significant financial support! Funding was provided for both the Residential Program at Anselma House, and the Outreach Program. It is only because of your financial generosity that we are able to continue providing excellence in service delivery!

The United Way of Cambridge and North Dumfries once again provided funding for the Residential Program at Haven House. Thank you for your ongoing support!

The City of Cambridge also provided financial support to the Residential Program at Haven House. Your continued recognition of the important work we do is sincerely appreciated!

Ilda Gizas, Program Supervisor at the Ministry of Community and Social Services has continued to be an undeniable asset to our agency. Thank you for your guidance, patience and your continued belief in our agency. Your efforts are never taken for granted and very much appreciated!

Our Fantastic Board of Directors

No agency can be successful without a committed and strong Board of Directors. We are very fortunate in this regard as we have a marvelous group of women and men on our board. Thank you for sharing your proficiencies, capabilities and the time you commit to make it all come together. Governing an agency is no small feat and you do it so well! Please know that you are valued and appreciated and deserve substantial acknowledgment!

In 2010 Women’s Crisis Services of Waterloo Region made history. Two male police officers, Inspector Greg Lamport and Staff Sergeant Dave Obermeyer joined the board of directors. This is a first for our agency. Greg and Dave have both served for the past four years and will be departing from their board roles in June 2014. Greg held the role of Vice Chair and Dave was the Chair of the Nominating Committee. In addition to their many contributions, the inclusion of male officers clearly speaks to the evolution of the relationship between Waterloo Regional Police Services and Women’s Crisis Services. Thanks fellows, for joining our team; you are now part of our agency’s history! We are very proud to be leaders in the violence against women sector in this regard!

And to our extraordinary donors! Thank you for continuing to believe in our organization and for your financial generosity. We are reliant on you and truly value your contributions. As in previous years, you continue to be the cornerstone of our agency! Thank you for choosing us as your charity and for believing in our vision.
Our shelters continue to be at or near capacity. As noted in the accompanying charts, the funding for the shelters from the Ministry of Community and Social Services (MCSS) has remained constant from prior years even though the demand for our services continues to rise. Continued support from our volunteers, the community and our donors has allowed us to continue to meet the demand for our services.

During the year ended March 31, 2014, our fundraising efforts generated donations of $587,875 of which $132,089 was allocated towards the Capital Campaign Reserve Fund for rebuilding Haven House. Donations include $16,565 worth of in kind materials that we would normally purchase. The financial statements do not reflect other donations, including the many hours contributed by volunteers that assist us in the delivery of our programs.

Our program delivery and administration activities are recorded in the Operating Fund. Below is a brief summary of the Operating Fund for the year ended March 31, 2014.

### Brief summary of the Operating Fund for the year ended March 31, 2014

**Revenues**

- MCSS funding $2,835,975
- Donations and fundraising $455,786
- Interest $5,488
- United Way $213,911
- Grants $19,526
- Other $5,386

**Total Revenue** $3,536,072

**Expenditures**

- Salaries and benefits $2,576,059
- Amortization $464,801
- Repairs and maintenance $266,215
- Fundraising $60,867
- Utilities $107,040
- Office and administration $167,696
- Program and other $184,114
- Interest, insurance $62,660

**Total Expenditures** $3,889,452

**Excess of expenses over revenues for the year** $353,380
This year in particular, we have turned the focus of our awareness campaign to the children.

We at Women’s Crisis Services of Waterloo Region have been fortunate to have had another successful year serving the women and children escaping abuse in our region. This year in particular, we have turned the focus of our awareness campaign to the children. We feel this is important as 45% of the women who stay in the shelters have children who accompany them. It was also a logical next step to last year’s awareness campaign, which focused on women in their teens and early twenties with the Prince Charming/Harming videos. Increasing awareness around women abuse in our community continues to be an important facet of the work that we do, as we will be unable to move beyond abuse until we as a community understand abuse in all its forms and make a commitment not to tolerate it.

The work that we do would not be possible without the leadership of our CEO Mary Zilney. Mary’s passion is contagious, and has been invaluable, particularly this year as we have faced a few hurdles in the process to rebuild Haven House. The Board recognizes Mary’s amazing strength in this area and would like to extend our appreciation and thanks for all that Mary does! Of course, the organization runs smoothly on a day-to-day basis thanks to the tireless work of the management team and staff. Our heartfelt thanks for everything you do! The Board also recognizes the significant contributions of our volunteers, community partners, funders and donors who provide invaluable support to the work we do.

Given the significant work that the Board of Directors of previous years have undertaken since shifting our Board to a governance-focused Board, the Board this year was able to turn its collective mind to fine tuning as well as to planning for the future. The main role of the Finance committee of the Board is to monitor the financial health of the organization. In that vein, the committee has developed an investment policy which will make up part of the Board’s governance policies. This policy is intended to provide more rigour around investment decisions and reporting, and provides better protection to both the organization and the CEO in the event an investment is not successful.

The Board also held its second annual Board Orientation day for new and returning members. This orientation began last year as a result of the Board self-evaluation, and was well received. The intention is that the Orientation will be continued each year as an introduction (or refresher) on the organization, the Board’s governance policies, by-laws and the Strategic Plan. The Board, along with Mary and Senior Director of Operations, Carolyn Albrecht, continue to look for ways to improve the orientation and provide value to our new Board members.

The Board’s Strategic Plan/Governance Policy subcommittee provided support this year to the development of the new investment policy, and is working now to integrate the policy into our larger governance policies. In addition, as the Strategic Plan was developed last year, the committee now turns to implementation of the Plan.

The Board’s Recruitment and Selection subcommittee has selected three candidates to join the Board for the 2014-2015 year. Once again, we had a number of individuals express interest in joining the Board and we are very thankful to have such support in the community!

The Board’s Organizational Development subcommittee has continued to execute on the newly documented and expanded CEO performance appraisal process. Both the Board and Mary feel that the process is now running smoothly and meeting the objectives set out for the process. Part of the process includes room for continuous improvement to the process when such improvements are identified.

As Chair of the Board of Directors, I am lucky to have a strong and talented group of individuals to work with on the Board. Please allow me to thank each of you for your time, contributions and commitment to the organization!
Women’s Crisis Services
of Waterloo Region

ANSELM HOUSE
700 Heritage Drive, Kitchener, ON N2A 3N9
24 HOUR CRISIS LINE 519-742-5894
TOLL FREE 1-800-410-4482
TELEPHONE 519-741-9184
FAX 519-741-1478

HAVEN HOUSE
562 Concession Road, Cambridge, ON N3H 4L2
24 HOUR CRISIS LINE 519-653-2422
TOLL FREE 1-800-410-4482
TELEPHONE 519-653-2289
FAX 519-653-0902

facebook.com/womenscrisisSWR
@womenscrisisSWR
www.wcswr.org
Women's Crisis Services operates two emergency shelters and Outreach services for abused women and their children throughout Waterloo Region. Anselma House is located in Kitchener and Haven House is in Cambridge. We assist women age 16 plus with or without their children.

Board of Directors

Sarah McLellan  Chair
Greg Lamport  Vice Chair
Dianne Romano  Treasurer
Tracey Appleton  Secretary
Glenda Wall  Director
Dave Obermeyer  Director
Roxanne Warford  Director
Ray Boorsma  Director
Paula Fecteau  Director
Cayley Rodd  Director
Roxanne Foreman  Director

Management Team

Mary Zilney  Chief Executive Officer
Carolyn Albrecht  Senior Director of Operations
Merle Fast  Director of Client Services
Erin Schreiter  Residential Manager, Anselma House
Lisa Leiher  Residential Manager, Haven House
Katherine McDevitt  Human Resources Manager
Kourtney Beckman  Fund Development Manager
Jennifer Hutton  Outreach Manager

Anselma House

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F: 519-741-1478

Haven House

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2012/13 Board of Directors/Management Team

Moving Beyond Violence
We are committed to inspiring women and children to move beyond violence by working together with our community to make this possible.

Inspiring Lives...Building Our Community Together charts the future directions and priorities of Women’s Crisis Services of Waterloo Region for the period of 2013-2016. The inspiring lives of women and children we serve and the shared commitment of our partners and donors help us to remain passionate about building a community together that is free from domestic abuse and violence.

Since our inception in 1978, Women’s Crisis Services of Waterloo Region (WCSWR) has been committed to our vision of a community that is free from abuse and violence. In our quest to realize this vision there have been many successes. This progress is something we are proud of and build on. As you will see, our strategic plan reaffirms our commitment of being responsive to the needs of women and children experiencing domestic abuse and violence by enhancing capacity, realizing quality and fostering stewardship. These strategic directions are interconnected and chart the course for our organization for the next three years.

STRATEGIC PLANNING PROCESS
In October 2012, under the leadership of the Board of Directors, Women’s Crisis Services of Waterloo Region initiated a strategic planning process. The intended outcome of the planning process was to identify the future directions of WCSWR for the period of 2013-2016.

The strategic planning process featured five key components: establishing a Strategic Planning Team; collecting perspectives of the stakeholders of the organization; conducting planning sessions with the Board of Directors and Executive management team; completing a draft and final strategic plan; developing an operational management plan to support strategic priorities and provide a framework to monitor progress in achieving those priorities.

STRATEGIC PLAN
This strategic plan, Inspiring Lives...Building Our Community Together articulates the future directions of Women’s Crisis Services of Waterloo Region over the 2013-2016 timeframe. Our hopes for the future are rooted in our vision, mission and values. The strategic directions are carried out within the dimensions of inclusivity, quality, partnerships and sustainability. Strategic goal(s) and objective(s) are developed for each strategic direction. The strategic goal specifies the accomplishment to be achieved. The objectives are the specific activities required to achieve the goal.

A. VISION, MISSION AND VALUES
Our vision states the hopes, aspirations and preferred future for WCSWR. The mission states what our organization wants to achieve and how we will achieve our purpose. The values are the fundamental beliefs of Women’s Crisis Services of Waterloo Region that guide all of our decisions and actions, and shape our relationships.

VISION: OUR PREFERRED FUTURE
A community free from violence and abuse in any of its forms.

MISSION: OUR PURPOSE
In partnership with our community, Women's Crisis Services of Waterloo Region empowers and supports women and children to move beyond violence and abuse through the provision of safe shelter, education and outreach services.

VALUES: OUR PRINCIPLES
Our principles are the motivating force behind our decisions and guide our relationships with the women, children and communities we serve, partners, donors and employees.

We believe...
• Respect, Choice and Diversity
  Treating people with respect, honouring choice and valuing diversity is at the core of who we are.
• Partnership and Empowerment Partnerships make us stronger and contribute to our efforts to promote the empowerment of women and children experiencing domestic abuse and violence.
• Excellence and Leadership
  Our community deserves the best and we strive to be the best in everything we do.
• Integrity and Accountability
  Doing the right thing promotes honesty and integrity and fosters accountability.

B. STRATEGIC DIMENSIONS
Women’s Crisis Services of Waterloo Region carries out its strategic directions within the context of the following dimensions.

• Inclusivity
  Be inclusive of all women and children within the parameters of professional competence and available resources.

• Quality
  Improve and enhance our performance to the best practice and achieve desired results.

• Partnerships:
  Engage in purposeful partnerships that make a positive difference in the lives of women and children experiencing domestic abuse and violence.

• Sustainability
  Live within our means, improve efficiencies and ensure a viable future.

These dimensions are the cornerstones for each strategic direction and are designed to guide our organization in achieving our strategic priorities and better position us for the future.

C. STRATEGIC DIRECTIONS, GOALS AND OBJECTIVES
This strategic plan features three priority directions: of Enhancing Capacity, Realizing Quality and Fostering Stewardship. The strategic goal(s) and objective(s) for each strategic direction are as follows:

To be responsive to the needs of our growing community, Women’s Crisis Services of Waterloo Region will grow in a planned and focused manner. Through leadership and partnerships the capacity of our organization will be enhanced to provide better access to services and supports for women and children experiencing domestic abuse and violence in Waterloo Region.

**Strategic Goal One:**
Women's Crisis Services of Waterloo Region will directly or through partnerships enhance the shelter and outreach service capacity of the organization.

**Objectives**
1.1 More women will have access to shelter services in Cambridge through the rebuilding of Haven House.
1.2 The number of women, including rural women, supported by outreach services will be increased.
1.3 The capacity of WCSWR to support women with mental health and addiction challenges will be defined.

Creating a culture of quality, transparency and accountability is paramount to the future success of Women’s Crisis Services of Waterloo Region. To better understand organizational performance, a well developed quality assurance process is essential.

**Strategic Goal Two:**
Women’s Crisis Services of Waterloo Region is dedicated to demonstrating excellence through a well-defined quality assurance framework.

**Objectives**
2.1 Women served by WCSWR rate their overall experience as positive and responsive to their needs.
2.2 Management and staff of WCSWR rate overall workplace wellness and the management/staff relationship as improved.
2.3 Community partnerships with WCSWR are purposeful and effective.
Strategic Goal Three:
Women’s Crisis Services of Waterloo Region will invest in learning opportunities to enhance the overall quality of services and programs and competency and capacity of staff.

Objective
3.1 Learning opportunities are implemented and contribute to improved quality and enhanced staff competency and capacity.

Fostering effective stewardship is critical to the future success of Women’s Crisis Services of Waterloo Region. Stewardship is the process of planning and managing the resources of WCSWR to effectively and efficiently achieve the mission and strategic priorities and ensure future viability.

Strategic Goal Four:
Women’s Crisis Services of Waterloo Region will seek and secure sufficient resources to carry out the strategic priorities of the organization.

Objectives
4.1 A positive financial position will be achieved for each fiscal year.

4.2 Revenue from resource development will increase each year to support operating costs

4.3 Revenue generated from the capital campaign for Haven House will reach the target of six million.

4.4 Donor base is well established and grows annually.

Strategic Goal Five:
Women’s Crisis Services of Waterloo Region will be forward thinking and ensure the ongoing viability of the organization by minimizing risk while maximizing opportunities.

Objective
5.1 Risk management strategies will be adopted by WCSWR.
Your support of women and their children in our community continues to humble me. It has been my pleasure to join the team at Women’s Crisis Services just before the 2012 holiday season and to witness the generosity of our community.

Daily I see the need in our two shelters and in our community, and in response there has been support from students, churches, service groups, volunteers, businesses large and small, long time donors and those who are new to our agency. Each one of you are able to say that you have been a part of supporting women and their children as they find the strength to move beyond violence. Our programs and services aim to help ensure a sense of security and belonging and the support of our community is vital to sustainability.

At the beginning of 2013, we introduced a new event; Terrific Tables-Wonderful Women. This kick off to International Women’s Week brought together women from all walks of life who created, voted, bid, laughed and learned. We welcomed an inspirational speaker who taught us how to live well, laugh lots, and look on the brighter side. Our wonderful sponsors; WestJet and Rogers Kitchener Radio Group, who provided our MC Jennifer Campbell, were great partners for the day. The table decorating contest was a hit with teams portraying art, history, space, fairy tales, friendships and more. We look forward to doing this again in 2014...so mark your calendars for March 2!

We could not serve the number of women and children in Waterloo Region in the way that we do without the support we receive from our community. You are our advocates, our donors, our volunteers and our friends. Thank you for your continued support.
As we reach the close of another year at Women’s Crisis Services, the Board of Directors first and foremost wants to extend our heartfelt thanks to our CEO, Mary Zilney. Mary’s vision and drive is a key factor in the ongoing success of the organization. Thank you as well to the management team and front-line staff who are the face of the organization for the women and children we serve. Without all of you, we would not be able to achieve our mission of empowering women and children to move beyond violence. As an organization, we are very fortunate to have the support of so many volunteers, community partners, funders and other advocates. While we all wish for a day where our services are no longer required, the donation of your time and funds make it possible for us to serve thousands of women and children each year, through shelter and outreach services.

As a Board, we have had another busy year. One of the main tasks for this year was the development of a new three-year Strategic Plan. It’s hard to believe it’s already been three years since the initial Strategic Plan was developed. The Strategic Planning team members included: Board Secretary Tracey Appleton, Board Director Roxanne Foreman, Board Director Glenda Wall, CEO Mary Zilney, Senior Director of Operations Carolyn Albrecht, Outreach worker Christina Silva, Residential worker Katie Taylor, Child and Family Therapist Jodi Hocken, Administrative Specialist Sherry MacIntyre, Family and Children’s Services Executive Director Alison Scott, and KW Humane Society Executive Director Jack Kinch. With the guidance of consultant Nancy Draper, the team worked through a number of meetings to develop a plan for the next three years. The plan challenges us to continue to build on areas of strength, where the organization is a leader in our sector, such as measuring the effectiveness of our service delivery. It also brings focus to areas of growth for the organization. The next steps will be for the Board and Management Team to put more detailed plans in place to meet the goals of the Strategic Plan. This process will be ongoing over the next three years. Thank you to Nancy and all the Strategic Plan members for your participation in this project.

As an outcome of the Board’s annual self-evaluations, this year the Board held a separate Board Orientation day for new and returning Board members. This orientation gave the board a chance to get to know each other outside of our monthly board meetings, and also gave us all a chance to review the Board’s governance policies, by-laws, and Strategic Plan. Mary, and Senior Director of Operations, Carolyn Albrecht were on hand to give the Board perspective on the history of the Violence Against Women sector as well the operations of the organization. This orientation day was very well received, and the plan is to repeat it this fall.

The Board’s Recruitment and Selection subcommittee has also been busy this year to recruit the proposed slate of new directors. The Board was pleased with the number of individuals who expressed interest in joining our Board this year – thank you to all for your interest and we appreciate your support of the organization.

The Organizational Development subcommittee, in addition to overseeing the Board’s annual self-review, has continued to document and advance the CEO performance appraisal process. Over a number of years, this process has been significantly improved, and has created a clear and transparent process, providing an opportunity for recognition and ongoing development of the organization’s leadership.

The Finance committee of the Board monitors the financial health of the organization. The Board’s governance policies also require that the Board tender the audit services for the organization at a minimum every five years. As a result, the Finance committee oversaw the tender process during the year, and the outcome of that process was the recommendation that BDO be retained for the 2013/2014 audit. Thank you to BDO and all those that participated in the tender process.

In closing, I would like to personally thank the members of the Board of Directors, especially those that are retiring from the Board this year. Thank you for your contributions and efforts over the years.
Our primary objective was to determine the best way to communicate with the younger generation

The "Voices of Abuse" theme was drawn from the concentrated community awareness work that was completed over the past year; specifically the powerful photo voice project which was one of the artistic videos created. We engaged in a wonderful partnership with James Howe, from Communicate and Howe; who assisted us to tread into the world of social media. Our primary objective was to determine the best way to communicate with the younger generation, not only about the services we provide, but moreover about the issues of power and control in relationships through a gendered lens.

The awareness campaign spanned a year of planning and organization and was launched on November 5, 2012 at our annual Woman Abuse Awareness Month event. The campaign, which was coined Prince Charming/Prince Harming is geared toward 18-25 year old females. This age group was chosen following regional research that indicated this group of women is least likely to know about our agency and the services we provide.

Danielle Robert, a singer/songwriter music student at Wilfrid Laurier University was commissioned by our agency to write a song specifically for our campaign. Four videos (Danielle’s song, an agency video, a texting video and a powerful photo voice project video) were created. In addition, drink coasters and posters of the Prince Charming/Harming campaign were created and distributed to bars and restaurants frequented by 18-25 year old females.

Special thanks are extended to James Howe, Dwight Storring, Sam Varteniuk and Duncan Finnigan for their amazing contributions to the creation of the above noted materials. James also guided our evolution into the world of Facebook and Twitter.

Strategic Planning
Having successfully achieved all aspects of our previous strategic plan, in fall 2012 we embarked upon the creation of a new three year plan. The process involved participation from staff, management, the board of directors, clients, funders and our community partners and was facilitated by consultant Nancy Draper. A copy of the 2013-2016 Strategic Plan is included in this annual report.

We Are Proud Partners!
The HAV (Human Animal Vulnerability) Coalition of Waterloo Region is a community coordinating committee. Its primary purpose is to facilitate and advocate a coordinated, seamless and effective approach to responding to human and animal vulnerability and/or violence within the community of Waterloo Region. The Mission of the HAV Coalition is: to maximize the capacity, efficiency and effectiveness of the programs, services and systems supporting at risk individuals, families and their pets through collective efforts. The Coalition is not an organization in itself but rather a multi-sectorial collaborative structure; whose members have a shared commitment to all at risk individuals and their pets.

The responsibility of the Coalition requires comprehensive interventions that assess the entire family system; humans and animals. Although abuse and neglect cross all socio-economic status, it is evident that those residing in poverty have fewer options; for themselves and their animals. Marginalization impacts the entire family system and escalates during times of
The growing body of research on the human/animal cruelty link clearly demonstrates this fact. In addition to the services that the marginalized will receive through our creative initiatives, they will also be provided with education in efforts to enhance their future ability to access resources.

The structure of the HAV Coalition of Waterloo Region is as follows: to date, the Steering Committee (made up of decision making executives) are from the following agencies: Women's Crisis Services of Waterloo Region; the Kitchener-Waterloo Humane Society; Family and Children's Services of Waterloo Region; Waterloo Regional Police Services; Region of Waterloo (Ontario Works); Supportive Housing of Waterloo; Wilfrid Laurier University Faculty of Social Work and Community Veterinary Outreach.

Additional member agencies include:
• Victim Services of Waterloo Region
• Region of Waterloo Public Health

There are currently 5 working sub-committees which are as follows:

• Human Animal Violence Link - Education and Research
  A regional training session (on the human/animal cruelty link) was held in November 2012; participants included both social and animal welfare agencies. On May 15, 2013 the Coalition hosted a conference for its participants with world expert Phil Arkow presenting. Special thanks to Mary D’Alton at the Waterloo Inn for providing Phil Arkow with accommodations in-kind.

• Veterinary Care
  The Veterinary Care program provides pro bono preventive veterinary health clinics for animals of the homeless, those at risk of homelessness and the vulnerably housed such as abused women. Clients for this program are referred from community partnerships that include area homeless shelters and an array of social service agencies. On May 15, 2013 the Coalition hosted a conference for its participants with world expert Phil Arkow present.  Special thanks to Mary D’Alton at the Waterloo Inn for providing Phil Arkow with accommodations in-kind.

• Community Fostering
  The objective of the Community Fostering initiative is to provide foster homes for companion animals of individuals temporarily unable to care for them; (e.g. abused women at our shelters and/or individuals in hospital or incarcerated). The research well documents that women with pets stay in abusive relationships approximately 2 years longer than those without pets. Through the fostering program, the goal is to allow women and their children to seek safety sooner.

• Service and Therapy Animals
  The committee is exploring funding options for this initiative. The goal is to secure a therapy service dog that will be present for victims (children and vulnerable adults) during abuse related interviews.

• Community Relations
  The committee is in the process of developing a logo for the Coalition along with a website that includes downloadable educational materials.

A very special thanks to the United Way of Kitchener Waterloo for believing in the HAV Coalition and generously providing funding of $14,000! We couldn’t have done it without you!

Residential Program – Anselma House and Haven House
  The Residential program continues to offer: crisis line support, emergency shelter, a Child/Youth program and a Food and Nutrition program. Once admitted to the shelter, both women and their children are provided with their basic needs (food, shelter), assistance to secure safe and affordable housing, education, ongoing safety planning, legal advocacy, and ongoing support (both one-to-one and through group activities). Between our two shelters, we have the capacity to serve up to 75 abused women and their children.

Student placements
• We are pleased to continue our partnerships with Wilfrid Laurier University and the University of Waterloo through BSW and MSW student placements.
• Grand River Collegiate have placed a co-op student in our commercial kitchen at Anselma House to learn about the dietician profession.
• More recently Cameron Heights Collegiate placed a Developmentally Challenged student in our kitchen; his role being to help with simpler tasks such as cleaning and checking for expired goods in our pantries.
• A new partnership has been forged with Conestoga College’s Early Childhood Education Co-op Program. The ECE students are learning from and assisting our Child/Youth workers to provide developmentally appropriate programming to the children residing in our shelters.

Family and Children’s Services (F&CS)
  The new initiative that was announced in last year’s annual report, whereby F&CS workers set up their full time offices in our two shelters, has bypassed its first year. Evaluation has been ongoing and we are elated to announce that the benefits to both women and children have been notable.

Further, Family and Children’s Services reports that since this initiative began, the number of cases requiring F&CS court intervention has been drastically reduced. And that is good news indeed!
“Understanding Me” and Partnership with Pam Mank

“Understanding Me” is a 13 week series of psycho-educational sessions that was created by social worker Pam Mank. Pam delivered training to residential and clinical staff at Women’s Crisis Services through a “train the trainer” model to position staff to facilitate the training thereafter. The topics are highly relevant to our clients’ lives and the group sessions have been very well attended. Thanks Pam for sharing your expertise with us!

Soup Sisters

This Canadian grass roots organization prepares 70 litres of soup once per month and then donates the soup to a local women’s shelter. As of November 2012, Anselma House has been the fortunate recipient every second month.

Homewood Suites by Hilton and Cambridge Hotel and Conference Centre

Each hotel prepares and delivers a fully cooked meal to Haven House for our residents once per month. This incredible generosity certainly assists to offset our annual food budget. Special thanks are extended to Vanessa Stevenson (Homewood Suites by Hilton) and Wesley Gautcher (Cambridge Hotel and Conference Centre) and their teams!

Toyota and Fresh Produce

Our unique partnership with Toyota continues. In addition to the provision of fresh produce for our shelters, they assisted Women’s Crisis Services staff in creating gardens at both shelters. Residents took a keen interest in this project and assisted with weeding and watering. Thanks Toyota for being a remarkable collaborator!

Therapeutic Craft Night...It’s New

The Residential staff designed a 10 week curriculum for a therapeutic craft night for the residents. This very popular program not only builds on their creativity, many of the crafts also play a therapeutic role in the women’s lives.

New Observation Room at Anselma House

As a result of the generosity of the Kitchener and Waterloo Community Foundation and the Zonta Club of KW, it was possible for us to create an observation room at Anselma House. This room allows for direct observation of staff by managers along with the opportunity for intervention should the need arise in a difficult situation. Moreover it affords the opportunity for managers to provide specific and focused feedback. This model of supervision offers more accurate assessments of the employees’ clinical competencies and performance which results in appropriate and focused goal setting and professional development plans. Such supervision is advantageous to both quality improvement and the successful implementation of evidence-based practices while attending to ethical and diversity issues in all aspects of the process. Effective, observed clinical supervision is a cornerstone to assisting both employees and clients.

Longitudinal Research with Wilfrid Laurier University, Faculty of Social Work

We were successful in securing the Partnership Development Grant, through the Social Sciences and Humanities Research Council of Canada (SSHRC). The research we have engaged in is the first of its kind in the world. We are extremely excited to be the leaders in this groundbreaking project. Dr. Ginette Lafrenière and her colleague Dr. Grace Pollock will be leading the project along with the Executive Team from Women’s Crisis Services. The focus of the research is to track woman after they have left the shelter to determine their current situation (i.e. living free of abuse, still in the same relationship but no longer abusive, in a new abusive relationship, and so forth) along with learning what services (including our community partners) made a difference in their lives. The woman will be interviewed over a 3 year period. Women’s Crisis Services is the lead agency; we have brought on board 2 other selected shelters; Halton Women’s Place and Family Transition Place (Orangeville), so that a geographical comparative analysis can be incorporated.

Outreach Program

The Outreach program is a free, confidential service available to abused women and their children who; are discharging from the shelter and are transitioning to independence, or to women still in abusive situations who are seeking assistance. This program is rooted in early intervention. The sooner women get support and recognize their options, the sooner they are able to move on to healthier non-abusive lifestyles.
The Outreach program offers; safety planning, assistance/advocacy with housing providers, Ontario Works, support around the legal process, completion of 2 hour free legal aid forms, referrals to lawyers, referrals/advocacy to other community agencies as needed, and education related to violence against women. Support is offered both individually and through group sessions. One thing that sets our outreach service apart from other community services is that there is no wait list and women are assigned a worker often within twenty-four hours. Women can also self-refer.

Our agency continues to be an onsite partner in the Family Violence Project. Through our Memorandum of Understanding with the domestic violence unit of Waterloo Regional Police Services, safety planning is offered to women by one of our Outreach workers whenever a criminal charge related to domestic violence is laid.

The “Safe Steps” program otherwise known as “Child Witness” runs three times a year and offers concurrent 10 week groups for moms and their children ages 4-16. The focus of the groups is on the impact of domestic violence on children. Participants are provided with meals, transportation and childcare.

Our Education Program has continued to deliver various educational curriculums and presentations/trainings about our organization and violence against women throughout Waterloo Region.

Human Resources
The 2012-2013 fiscal year was a very exciting year for Human Resources at the agency. We are happy to announce that our collective agreement with CAW was successfully negotiated for a three year term and ratified in September 2012.

Staff were also quite busy at the agency this year brushing up on their health and safety training. Not only was an annual Basic Emergency Training rolled out to all staff but the majority of staff were also recertified in first aid and CPR. Together these two trainings will ensure that staff is equipped to deal with emergencies as they arise.

The agency’s volunteer program also migrated under the umbrella of Human Resources this year. In doing so, we were able to create an administrative volunteer position and have secured three new volunteers who each provide half a day of admin support each week. In addition to this, all of our other volunteers have been trained in the AODA, Customer Service Standard. We continue to be blessed with such a dedicated group and thank them for all of their hard work.

The year also saw a new partnership with Conestoga College through student placements. We were able to secure two students, one who fulfilled a project component of her program by helping with Terrific Tables event and the other, who completed an unpaid co-op placement which helped us run our annual Christmas Family Sponsorship Program and Chocolate Tortoises Campaign. The spring will also bring another partnership for an unpaid administrative student each year.

Lastly, we are pleased to announce that at the end of the 2012/2013 fiscal year we created three additional full time positions in our Residential Program. Staff were hired due to the implementation of a 12 hour rotation that went into effect on March 31, 2013. This new schedule was created to enhance continuity of service to clients on a 7 day 24 hour basis.

With Sincere Appreciation
Women’s Crisis Services of Waterloo Region is proud to continue working with an array of community partners throughout Waterloo Region; thanks to each of you for your continued collaboration and commitment to the women and children we serve.

Special thanks to the United Way of Kitchener Waterloo who once again showed their commitment to our agency and the women and children we serve through their noteworthy financial support! Funding was provided for both the Residential Program at Anselma House, and the Outreach Program.

Our utmost appreciation to the United Way of Cambridge and North Dumfries who increased our funding for the Residential Program at Haven House; thanks for your ongoing support. The City of Cambridge continued providing financial support to the residential program at Haven House. Your recognition of the work we do is warmly appreciated.

And once again, this year would not have been successful without the continued commitment and support of Ilda Gizas, Program Supervisor at the Ministry of Community and Social Services. Your assistance and patience is never taken for granted and very much appreciated.

It was another busy year for our amazing board of directors. Their unrelenting efforts continue to keep the wheels turning in the organization. Thank you for sharing your expertise, the time you commit to make it all work and the attention to detail that provides excellence in governance to the agency. You are a wonderful group of devoted volunteers who deserve the ultimate thanks and acknowledgment!

And to our fantastic donors – who know our need, believe in our organization and the women and children we serve, and who keep contributing financially. We are dependent on you and truly value your contributions. You continue to be the cornerstone of our agency! Thank you for choosing us as your charity and for believing in our vision.
Treasurer’s Report

As we fully settled into our new shelter on Heritage Drive in Kitchener and initiated the project for the rebuilding of Haven House, we concentrated this year on program delivery. Our shelters have been at or near capacity for the entire year. As noted in the accompanying charts, the funding for the shelters from the Ministry of Community and Social Services (MCSS) has remained constant from prior years even though the demand for our services continues to rise. Continued support from our volunteers, the community and our donors has allowed us to meet the demand over the amount funded by MCSS.

During the year ended March 31, 2013, our fundraising efforts generated donations of $653,329 of which $198,298 was allocated towards the Capital Campaign Reserve Fund for rebuilding Haven House. We incurred costs of $64,065 associated with the rebuilding of Haven House. Donations include $8,595 of donations in kind for materials that we would normally purchase. The financial statements do not reflect other donations, including the many hours contributed by volunteers that assist us in the delivery of our programs.

Our program delivery and administration activities are recorded in the Operating Fund. To the right is a brief summary of the Operating Fund for the year ended March 31, 2013.

**2012/2013 Expenses**

- **Salaries and benefits**: 64%
- **Amortization**: 13%
- **Repairs and maintenance**: 5%
- **Fundraising**: 3%
- **Utilities**: 3%
- **Other operating**: 3%

**2012/2013 Revenue**

- **MCSS**: 76%
- **Donations and fundraising**: 17%
- **Interest**: 1%
- **United Way**: 0%
- **Grants and other**: 6%

**2012/2013 Expenses**

- **Salaries and benefits**: 43%
- **Amortization**: 13%
- **Repairs and maintenance**: 6%
- **Fundraising**: 5%
- **Utilities**: 4%
- **Other operating**: 3%

**Brief summary of the Operating Fund for the year ended March 31, 2013**

**Revenue**

- **MCSS funding**: $2,832,413
- **Donations and fundraising**: $457,031
- **Interest**: $3,029
- **United Way**: $213,883
- **Grants**: $13,611
- **Other**: $3,646
- **Total Revenue**: $3,523,613

**Expenditures**

- **Salaries and benefits**: $2,420,828
- **Amortization**: $479,942
- **Repairs and maintenance**: $199,404
- **Fundraising**: $53,123
- **Utilities**: $102,633
- **Office and administration**: $174,582
- **Program and other**: $192,652
- **Interest, insurance**: $65,855
- **Total Expenditures**: $3,689,019

**Excess of expenses over revenues for the year**: $165,406
Women's Crisis Services of Waterloo Region
Financial Statements
For the year ended March 31, 2014

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Independent Auditor's Report

To the Members of Women's Crisis Services of Waterloo Region

We have audited the accompanying financial statements of Women's Crisis Services of Waterloo Region, which comprise the balance sheet as at March 31, 2014, and the statements of changes of fund balances, operations and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.
Basis for Qualified Opinion

In common with many charitable organizations, the organization derives revenue from donations and fundraising, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our verification of these revenues was limited to the amounts recorded in the records of the organization. We were unable to determine whether any adjustments might be necessary to revenue, excess (deficiency) of revenue over expenditures for the year, current assets and fund balances.

Qualified Opinion

In our opinion, except for the effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of Women's Crisis Services of Waterloo Region as at March 31, 2014, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

BDO Canada LLP

Chartered Accountants, Licensed Public Accountants

Waterloo, Ontario
May 22, 2014
Women's Crisis Services of Waterloo Region
Balance Sheet

March 31

<table>
<thead>
<tr>
<th>Assets</th>
<th>2014</th>
<th>2013</th>
<th>Total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Operating</td>
<td>Operating</td>
<td>Capital</td>
<td>Capital</td>
</tr>
<tr>
<td></td>
<td>Fund</td>
<td>Contingency</td>
<td>Reserve Fund</td>
<td>Reserve Fund</td>
</tr>
<tr>
<td>Cash (Note 2)</td>
<td>$ 207,227</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
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<tr>
<td>Short-term investments (Note 3)</td>
<td>972,450</td>
<td>947,401</td>
<td>97,195</td>
<td>96,073</td>
</tr>
<tr>
<td>Accounts receivable (Note 4)</td>
<td>58,006</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Due from Capital Campaign fund</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>2,992</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>1,240,675</td>
<td>947,401</td>
<td>97,195</td>
<td>96,073</td>
</tr>
<tr>
<td>Property, plant and equipment (Note 5)</td>
<td>8,250,038</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>$ 9,490,713</td>
<td>$ 947,401</td>
<td>97,195</td>
<td>96,073</td>
</tr>
</tbody>
</table>

| Liabilities and Fund Balances |       |           |        |        |
| Current                      |        |           |        |        |
| Accounts payable and accrued liabilities (Note 6) | $ 215,370  | $ -       | $ -    | $ -    | -        | 215,370   | $ 157,483 |
| Due to Operating Fund        | -       | -         | -      | -      | 43,000   | -         | 43,000    |
| Deferred contributions (Note 7) | 43,250   | -         | -      | -      | 43,250   | -         | 29,000    |
| Current portion of long-term debt (Note 8) | 37,800   | -         | -      | -      | 37,800   | -         | 35,600    |
|                             | 296,420  | -         | -      | -      | 296,420  | -         | 265,083   |
| Long-term debt (Note 8)      | 449,102  | -         | -      | -      | 449,102  | -         | 486,896   |
|                             | 745,522  | -         | -      | -      | 745,522  | -         | 751,979   |
| Fund balances                |         |           |        |        |
| Unrestricted                 | 982,055  | -         | -      | -      | 982,055  | -         | 985,503   |
| Internally restricted        | 7,763,136| 947,401    | 97,195 | -      | -        | 8,807,732 | 9,180,611 |
| Externally restricted        | -        | -         | 96,073 | 957,227 | 1,053,300| -         | 865,229   |
|                             | 8,745,191| 947,401    | 97,195 | 96,073  | 957,227  | 10,843,087| 11,031,343|
|                             | $ 9,490,713| $ 947,401 | 97,195 | 96,073  | 957,227  | $ 11,588,609 | $ 11,783,322 |

On behalf of the Board:

________________________________________  Director  ______________________________  Director

The accompanying notes are an integral part of these financial statements.
### Women's Crisis Services of Waterloo Region

**Statement of Changes in Fund Balances**

For the year ended March 31

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th></th>
<th>2013</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Operating Fund</td>
<td>Operating Contingency Reserve Fund</td>
<td>Capital Reserve Fund</td>
<td>MCSS Capital Replacement Reserve Fund</td>
</tr>
<tr>
<td>Balance, beginning of year</td>
<td>$ 9,132,147</td>
<td>$ 938,891</td>
<td>$ 95,076</td>
<td>$ 90,820</td>
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<tr>
<td>Excess (deficiency) of revenue</td>
<td>(353,380)</td>
<td>8,510</td>
<td>2,119</td>
<td>1,006</td>
</tr>
<tr>
<td>expenditures for the year</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interfund allocations (Note 9)</td>
<td>(33,576)</td>
<td>-</td>
<td>-</td>
<td>4,247</td>
</tr>
<tr>
<td>Balance, end of year</td>
<td>$ 8,745,191</td>
<td>$ 947,401</td>
<td>$ 97,195</td>
<td>$ 96,073</td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of these financial statements.
## Women's Crisis Services of Waterloo Region
### Statement of Operations

For the year ended March 31

<table>
<thead>
<tr>
<th></th>
<th>Operating Fund</th>
<th>Operating Contingency Reserve Fund</th>
<th>Capital Reserve Fund</th>
<th>MCSS Capital Replacement Reserve Fund</th>
<th>Capital Campaign Reserve Fund</th>
<th>Total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shelter (Schedule 1)</td>
<td>$2,835,975</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
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<td>455,786</td>
<td>8,510</td>
<td>2,119</td>
<td>1,006</td>
<td>132,089</td>
<td>587,875</td>
<td>653,329</td>
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<tr>
<td>Interest</td>
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<td></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>United Way</td>
<td>213,911</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants</td>
<td>19,526</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>5,386</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>3,536,072</td>
<td>8,510</td>
<td>2,119</td>
<td>1,006</td>
<td>154,489</td>
<td>3,702,196</td>
<td>3,747,917</td>
</tr>
<tr>
<td><strong>Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amortization</td>
<td>464,801</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food and household</td>
<td>31,367</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fundraising</td>
<td>60,867</td>
<td></td>
<td></td>
<td></td>
<td>1,006</td>
<td>61,867</td>
<td>117,188</td>
</tr>
<tr>
<td>HAV Coalition</td>
<td>9,275</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Insurance</td>
<td>31,935</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership dues</td>
<td>1,891</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest on long-term debt</td>
<td>30,725</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office expenses</td>
<td>67,407</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>One-time expenditures</td>
<td>48,772</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other expenses</td>
<td>6,649</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional fees</td>
<td>40,334</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program, MCSS</td>
<td>29,582</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recruitment costs</td>
<td>1,603</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rent</td>
<td>6,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Repairs and maintenance</td>
<td>266,215</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and benefits</td>
<td>2,576,059</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Telephone</td>
<td>50,461</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel and training</td>
<td>58,469</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Utilities</td>
<td>107,040</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>3,889,452</td>
<td></td>
<td></td>
<td></td>
<td>1,006</td>
<td>3,890,452</td>
<td>3,753,084</td>
</tr>
</tbody>
</table>

**Excess (deficiency) of revenue over expenditures for the year**

$353,380 $188,256

The accompanying notes are an integral part of these financial statements.
# Women's Crisis Services of Waterloo Region

## Statement of Cash Flows

For the year ended March 31

<table>
<thead>
<tr>
<th>Description</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash flows from operating activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deficiency of revenue over expenditures for the year</td>
<td>(188,256)</td>
<td>(5,167)</td>
</tr>
<tr>
<td>Item not involving cash</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amortization of property, plant and equipment</td>
<td>464,801</td>
<td>479,942</td>
</tr>
<tr>
<td></td>
<td>276,545</td>
<td>474,775</td>
</tr>
<tr>
<td><strong>Changes in non-cash working capital balances</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>55,101</td>
<td>123,750</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>(592)</td>
<td>3,221</td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>57,887</td>
<td>53,560</td>
</tr>
<tr>
<td>Deferred contributions</td>
<td>14,250</td>
<td>(5,000)</td>
</tr>
<tr>
<td></td>
<td>403,191</td>
<td>650,306</td>
</tr>
<tr>
<td><strong>Cash flows from investing activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchase of property, plant and equipment</td>
<td>(45,699)</td>
<td>(18,896)</td>
</tr>
<tr>
<td>Purchase of investments</td>
<td>(2,494,357)</td>
<td>(1,049,145)</td>
</tr>
<tr>
<td>Proceeds on sale of investments</td>
<td>1,656,705</td>
<td>1,019,017</td>
</tr>
<tr>
<td></td>
<td>(883,351)</td>
<td>(49,024)</td>
</tr>
<tr>
<td><strong>Cash flows from financing activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Repayment of long-term debt</td>
<td>(35,594)</td>
<td>(33,504)</td>
</tr>
<tr>
<td><strong>Increase (decrease) in cash during the year</strong></td>
<td>(515,754)</td>
<td>567,778</td>
</tr>
<tr>
<td><strong>Cash, beginning of year</strong></td>
<td>857,481</td>
<td>289,703</td>
</tr>
<tr>
<td><strong>Cash, end of year</strong></td>
<td>341,727</td>
<td>857,481</td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of these financial statements.
Women's Crisis Services of Waterloo Region
Notes to Financial Statements

March 31, 2014

1. Summary of Significant Accounting Policies

Nature of Business
The organization is a registered charity incorporated without share capital under the laws of Ontario. It has a mission to demonstrate excellence in the provision of shelter, education and outreach services to abused women and their children, regardless of race, ethnicity, sexual orientation, age, ability, religious and/or cultural belief. In collaboration with their community, they wish to empower women to move beyond violence.

Basis of Accounting
The financial statements have been prepared using Canadian accounting standards for not-for-profit organizations (ASNPO).

Fund Accounting
The organization follows the principles of fund accounting.

The Operating Fund accounts for the organization's program delivery and administrative activities.

The Operating Contingency Reserve Fund represents funds that have been appropriated to cover unanticipated normal operating expenses, excluding housing related expenses, and other such expenditures as the Board of Directors authorizes.

The Capital Reserve Fund represents funds that have been set aside by the Board of Directors to cover future capital needs.

The MCSS Capital Replacement Reserve Fund reports the assets, liabilities, revenue and expenses under the Ministry of Community and Social Services Dedicated Supportive Housing contract.

The Capital Campaign Reserve Fund represents funds that have been designated for the construction of new shelters.
Women's Crisis Services of Waterloo Region
Notes to Financial Statements

March 31, 2014

1. Summary of Significant Accounting Policies (continued)

<table>
<thead>
<tr>
<th>Property, Plant and Equipment</th>
<th>Property, plant and equipment are stated at cost. Amortization based on the estimated useful life of the asset is calculated as follows:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buildings</td>
<td>- 25 year straight line basis</td>
</tr>
<tr>
<td>Machinery and equipment</td>
<td>- 3 year straight line basis</td>
</tr>
<tr>
<td>Furniture and fixtures</td>
<td>- 5 year straight line basis</td>
</tr>
<tr>
<td>Fence</td>
<td>- 10 year straight line basis</td>
</tr>
</tbody>
</table>

Income Taxes

The organization is a registered charity and therefore is not subject to income taxes.

Revenue Recognition

All funding is received from the Ministry of Community and Social Services. Transfer Payment Annual Reconciliations are submitted to the Ministry of Community and Social Services by the organization for final approval. Assessments of prior funding may occur based on Ministry decisions. The effect of these adjustments, which cannot be quantified at the time of preparing the financial statements, will be recorded in the year of assessment.

Unrestricted contributions are recognized as revenue of the Operating Fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Restricted contributions are recognized as revenue in the appropriate restricted fund. Operating fund revenue that is restricted for specific purposes is deferred and recognized as revenue in the same year as the related expenditures.

Investment income is recognized on the accrual basis as it is earned. Investment income earned is recognized in the fund in which the investments are held.

Gifts-in-Kind

The organization benefits from substantial gifts-in-kind. These financial statements do not reflect any revenue or expenditures related to gifts-In-kind for which fair value cannot be reasonably estimated.
Women's Crisis Services of Waterloo Region
Notes to Financial Statements

March 31, 2014

1. Summary of Significant Accounting Policies (continued)

Contributed Materials & Services
Volunteers contribute many hours per year to assist the organization in carrying out its service delivery activities. Because of the difficulty of determining their fair value, contributed services are not recognized in the financial statements. Contributed materials are not recognized in the financial statements unless they would normally be purchased by the organization and their fair market value can be ascertained.

Use of Estimates
The preparation of financial statements in accordance with ASNPO requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future. Significant estimates are required in the valuation of property, plant and equipment.

Financial Instruments
Financial instruments are recorded at fair value when acquired or issued. In addition, all guaranteed investment certificates that have been designated to be in the fair value category, with gains and losses reported in operations. All other financial instruments are reported at cost or amortized cost less impairment, if applicable. Financial assets are tested for impairment when changes in circumstances indicate the asset could be impaired. Transaction costs on the acquisition, sale or issue of financial instruments are expensed for those items remeasured at fair value at each balance sheet date and charged to the financial instrument for those measured at amortized cost.
1. Summary of Significant Accounting Policies (continued)

Leases

Lease agreements that transfer substantially all the benefits and risks associated with ownership are recorded as the acquisition of property, plant and equipment and the incurrence of an obligation. The asset is amortized in a manner consistent with property, plant and equipment owned by the organization, and the obligation, including interest thereon, is liquidated over the term of the lease. All other leases are accounted for as operating leases, and the rental costs are expensed on incurred.

Impairment of Long-Lived Assets

In the event that facts and circumstances indicate that the organization's long-lived assets may be impaired, an evaluation of recoverability would be performed. Such an evaluation entails comparing the estimated future undiscounted cash flows associated with the asset to the asset's carrying amount to determine if a write-down to market value or discounted cash flow value is required. The organization considers that no circumstances exist that would require such an evaluation.

2. Cash

The organization's bank accounts are held at one chartered bank. The bank accounts earn nominal interest.
3. Short-Term Investments

<table>
<thead>
<tr>
<th>Description</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.80% GICs maturing June 2014</td>
<td>$157,430</td>
<td>$</td>
</tr>
<tr>
<td>1.15% GIC maturing July 2014</td>
<td>74,756</td>
<td>$</td>
</tr>
<tr>
<td>1.68% GIC maturing November 2014</td>
<td>430,802</td>
<td>$</td>
</tr>
<tr>
<td>1.76% GIC maturing November 2014</td>
<td>100,598</td>
<td>$</td>
</tr>
<tr>
<td>1.96% GIC maturing October 2014</td>
<td>252,255</td>
<td>$</td>
</tr>
<tr>
<td>2.15% GICs maturing November 2014</td>
<td>100,730</td>
<td>$</td>
</tr>
<tr>
<td>RBC Investment Savings Account (Average rate 1.11%)</td>
<td>1,819,275</td>
<td>1,042,077</td>
</tr>
<tr>
<td>GICs matured during the year</td>
<td>$</td>
<td>1,056,117</td>
</tr>
<tr>
<td>Total</td>
<td>$2,935,846</td>
<td>$2,098,194</td>
</tr>
</tbody>
</table>

4. Accounts Receivable

<table>
<thead>
<tr>
<th>Description</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dedicated Supportive Housing receivable</td>
<td>$18,892</td>
<td>$18,892</td>
</tr>
<tr>
<td>Other receivables</td>
<td>833</td>
<td>47,583</td>
</tr>
<tr>
<td>HST receivable</td>
<td>38,281</td>
<td>46,632</td>
</tr>
<tr>
<td>Total</td>
<td>$58,006</td>
<td>$113,107</td>
</tr>
</tbody>
</table>
5. Property, Plant and Equipment

<table>
<thead>
<tr>
<th></th>
<th>Accumulated Cost</th>
<th>Accumulated Amortization</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>$ 1,280,261</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Building - Present Haven House</td>
<td>944,209</td>
<td>478,621</td>
<td>944,209</td>
<td>440,857</td>
</tr>
<tr>
<td>Building - Anselma House</td>
<td>6,971,245</td>
<td>790,069</td>
<td>6,971,245</td>
<td>511,225</td>
</tr>
<tr>
<td>Building - New Haven House</td>
<td>64,664</td>
<td>-</td>
<td>64,664</td>
<td>-</td>
</tr>
<tr>
<td>Machinery and equipment</td>
<td>164,756</td>
<td>153,506</td>
<td>158,313</td>
<td>132,953</td>
</tr>
<tr>
<td>Furniture and fixtures</td>
<td>732,978</td>
<td>513,662</td>
<td>724,591</td>
<td>389,108</td>
</tr>
<tr>
<td>Fence</td>
<td>30,870</td>
<td>3,087</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>$10,188,983</strong></td>
<td><strong>$10,143,283</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>$1,938,945</strong></td>
<td><strong>$1,474,143</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>$8,250,038</strong></td>
<td><strong>$8,669,140</strong></td>
</tr>
</tbody>
</table>

6. Accounts Payable and Accrued Liabilities

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade payables</td>
<td>$57,491</td>
<td>$77,973</td>
</tr>
<tr>
<td>Accrued liabilities</td>
<td>$130,450</td>
<td>$70,091</td>
</tr>
<tr>
<td>Government remittances</td>
<td>$27,429</td>
<td>$9,419</td>
</tr>
<tr>
<td></td>
<td><strong>$215,370</strong></td>
<td><strong>$157,483</strong></td>
</tr>
</tbody>
</table>
7. Deferred Contributions

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, beginning of year</td>
<td>$29,000</td>
<td>$34,000</td>
</tr>
<tr>
<td>Contributions received</td>
<td>35,025</td>
<td>9,000</td>
</tr>
<tr>
<td>Amortized into revenue</td>
<td>(20,775)</td>
<td>(14,000)</td>
</tr>
<tr>
<td><strong>Balance, end of year</strong></td>
<td>$43,250</td>
<td>$29,000</td>
</tr>
</tbody>
</table>

8. Long-Term Debt

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mortgage payable - 6.145%, due December 1, 2023, monthly payments of $5,526 principal and interest, secured by the Anselma House land and building located at 700 Heritage Drive, Kitchener with a carrying value of $7,233,637.</td>
<td>$486,902</td>
<td>$522,496</td>
</tr>
<tr>
<td>Less current portion</td>
<td>37,800</td>
<td>35,600</td>
</tr>
<tr>
<td><strong>Total Long-Term Debt</strong></td>
<td>$449,102</td>
<td>$486,896</td>
</tr>
</tbody>
</table>

Principal repayments are as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>$37,800</td>
</tr>
<tr>
<td>2016</td>
<td>40,200</td>
</tr>
<tr>
<td>2017</td>
<td>42,700</td>
</tr>
<tr>
<td>2018</td>
<td>45,350</td>
</tr>
<tr>
<td>2019</td>
<td>48,150</td>
</tr>
<tr>
<td>Thereafter</td>
<td>272,702</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$486,902</td>
</tr>
</tbody>
</table>

The fair value of the mortgage payable based on market conditions in effect at the year-end date was approximately $512,800.
9. Interfund Allocations

During the year, the Board authorized a transfer of $9,329 from the Operating Fund to the Capital Campaign Reserve Fund.

During the year, the Board authorized a transfer of $20,000 of donation revenue from the Operating Fund to the Capital Campaign Reserve Fund.

During the year, funding was received from MCSS and entered as revenue in the Operating Fund, therefore a transfer of $4,247 is required from the Operating Fund to the MCSS Capital Replacement Fund.

<table>
<thead>
<tr>
<th></th>
<th>Operating Fund</th>
<th>MCSS Capital Replacement</th>
<th>Capital Campaign Reserve Fund</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allocation to Capital Campaign Reserve Fund</td>
<td>$ (20,000)</td>
<td>$ -</td>
<td>$ 20,000</td>
</tr>
<tr>
<td>Allocation to MCSS Capital Replacement</td>
<td>(4,247)</td>
<td>4,247</td>
<td>-</td>
</tr>
<tr>
<td>Allocation to Capital Campaign Reserve Fund</td>
<td>(9,329)</td>
<td>-</td>
<td>9,329</td>
</tr>
<tr>
<td></td>
<td>$ (33,576)</td>
<td>4,247</td>
<td>$ 29,329</td>
</tr>
</tbody>
</table>

10. Gifts-in-Kind

Included in donations and fundraising revenue is $16,565 (2013 - $8,595) of gifts-in-kind.
11. Commitments

The organization leases its equipment under an operating lease which expires in November 2015. The organization also has an IT service agreement expiring March 2015.

The minimum annual lease payments are as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>$51,192</td>
</tr>
<tr>
<td>2016</td>
<td>$4,128</td>
</tr>
</tbody>
</table>

Total $55,320

12. Forgivable Loan

The organization received funding in 2010 from Canada Mortgage Housing Corporation for the new Anselma House construction. The funding is in the form of a 15 year forgivable loan to a maximum of $2,200,000. The annual payments are forgivable, subject to the organization continuing to own and use the mortgaged property in accordance with the guidelines set out in the agreement. This loan is secured by a registered first mortgage, a general assignment of all leases, rents, grants, subsidies, contributions, revenue and receivables related to the new Anselma House or its operations, a first security interest in all assets related to the new Anselma House and an assignment of right, title and interest relating to the construction project.

13. Economic Dependence

Approximately 76% of the organization's funding is from one source. The loss of this funding could have a materially adverse affect on operations.
14. Kitchener and Waterloo Community Foundation

The organization has certain internal assets which are held in trust at the Kitchener and Waterloo Community Foundation (KWCF). These assets are long-term investments held in a variety of common and preferred stocks, bonds, GIC’s and money market funds. The income component is comprised of interest and dividends earned on the capital investment and is available for distribution in the form of grants.

The internally restricted endowment fund was established through a contribution from Women’s Crisis Services of Waterloo Region to KWCF. The organization has access to any income and growth on the investments but the original capital contribution is restricted.

Should KWCF cease to exist, the organization would be entitled to receive the appropriate proportionate share of the market value of the investments of KWCF represented by the funds.

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internally restricted endowment fund</td>
<td>$31,179</td>
<td>$26,997</td>
</tr>
<tr>
<td>Income allocated during the year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internally restricted endowment fund</td>
<td>$4,178</td>
<td>$2,641</td>
</tr>
</tbody>
</table>
15. Financial Instrument Risks

Credit Risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. Financial instruments which potentially subject the organization to concentrations of credit risk consist of cash in bank and short-term investments. The organization has deposited the cash and investments with reputable financial institutions, from which management believes the risk of loss to be remote. The credit risk on accounts receivable arises from HST receivable and government funding.

Liquidity Risk

Liquidity risk is the risk that the organization encounters difficulty in meeting its obligations associated with financial liabilities. Liquidity risk includes the risk that, as a result of operational liquidity requirements, the organization will not have sufficient funds to settle a transaction on the due date; will be forced to sell financial assets at a value, which is less than what they are worth; or may be unable to settle or recover a financial asset. Liquidity risk arises from accounts payable and accrued liabilities and long-term debt.

Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The organization is exposed to interest rate risk arising from the possibility that changes in interest rates will affect the value of fixed interest rate investments and the value of its fixed interest rate long-term debt.

The organization's exposure to the above risks is unchanged from the prior year.
# Women's Crisis Services of Waterloo Region
## Schedule 1 - Shelter Revenue

For the year ended March 31

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ongoing Funding</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MCSS, Shelter</td>
<td>$1,965,781</td>
<td>$1,968,294</td>
</tr>
<tr>
<td>MCSS, Transitional Support</td>
<td>303,928</td>
<td>303,929</td>
</tr>
<tr>
<td>MCSS, Child Witness</td>
<td>85,331</td>
<td>86,231</td>
</tr>
<tr>
<td>MCSS, Dedicated Supportive Housing</td>
<td>226,726</td>
<td>226,704</td>
</tr>
<tr>
<td>MCSS, Outreach</td>
<td>97,585</td>
<td>99,085</td>
</tr>
<tr>
<td>MCSS, Community Capacity Building</td>
<td>35,000</td>
<td>35,000</td>
</tr>
<tr>
<td>MCSS, Pay Equity</td>
<td>51,892</td>
<td>51,888</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$2,766,243</td>
<td>$2,771,131</td>
</tr>
</tbody>
</table>

| **One-time Funding** |          |          |
| MCSS, Capacity Building | 26,085   | 24,960   |
| MCSS, Dart            | 28,147   | 29,222   |
| MCSS, Facility Renewal | 13,400   | 5,000    |
| MCSS, Client Satisfaction Survey | 2,100    | 2,100    |
| **Total**             | $69,732 | $61,282 |

|                      |          |          |
|                      | $2,835,975 | $2,832,413 |
Women’s Crisis Services of Waterloo Region

“She Deserves It” Rebuild Haven House

Project budget

February 3, 2015

Contact: Mary Zilney, Chief Executive Officer
Women’s Crisis Services of Waterloo Region
Mary.zilney@wcswr.org
Total projected cost to rebuild Haven House, including land = $8,400,000

Funding sources

Proceeds from the sale of previous Anselma House property 1,000,000
Sale of Concession Road property (upon completion of new shelter) 1,400,000
* Transfer of funds from the agency’s reserve fund 900,000
Community fundraising including Provincial and Federal contributions 5,100,000

*Please refer to the 2013-2014 Audited Financial Statements which are attached. On page 5 the Operating contingency Reserve Fund shows a balance of $947,401. Between Sept. 2014 and January 2015, $900,000 was transferred to the Capital Campaign Reserve Fund for the purposes of rebuilding Haven House.

As of February 3, 2015 the outstanding fundraising goal is $3,200,000 (having been reduced from the $5,100,000 goal noted above, as a result of community fundraising efforts). Provincial and Federal financial support has not been pledged to date.
Chair Strickland and Member of Committee,

As suggested, I have directed the delegations from Cambridge to attend the Administration and Finance Committee on Tuesday. There are two topics that are separate for discussion.

First, there is a request from the Women’s Crisis Shelter for capital support for $50,000 from the Region. This is in response to a fund raising campaign to raise over 3 million dollars for a new facility “Haven House” in Cambridge. This request would be in addition to an already approved amount of $25,000 that was unanimously approved by Cambridge City Council.

The second topic, is a presentation by the CEO of the “Fashion Museum” which is now trying to establish its presence in the Hespeler community of Cambridge. This collection of over 50,000 garments dating back to the 1750’s, is internationally recognized. Their request will be for annual operating funds built somewhat on the same foundation as other non-profit organizations who now find themselves build into the budget of the Region.

Over the next week, I will be preparing a notice of motion for these two requests unless directed otherwise by the Chair of the Administration and Finance Committee.

Respectfully submitted,