



FAMILY &  
CHILDREN'S SERVICES  
OF THE WATERLOO REGION

*Help Today for a Better Tomorrow*



**Leadership. Transformation. Community.**

123<sup>rd</sup> Annual Report  
2016 to 2017

## A Message From Our President of the Agency Board of Directors

### “Good leaders must first become good servants.”

This quote by Robert K. Greenleaf, founder of the modern Servant leadership movement, inspires me not only because it speaks to our mission but also the leaders of Family & Children’s Services of the Waterloo Region, which I have the privilege of serving myself.

Last June, after serving as a Board member for three years, I moved into the role of President of the Agency Board. I’ll be frank: it wasn’t my idea! But I was asked to serve – and felt called to work – as so many of the people who work and serve here do.

Leadership has been the theme of 2016-2017. Now picture this: the same month I step in as Agency President, the legendary Alison Scott announced her intention to retire the following year. She promised it wasn’t personal! I promised that aside from being somewhat devastated by the news, I was happy for her and knew she definitely earned the next chapter of her life.

On May 31, 2017, Alison retired after 35 years of remarkable service in child welfare. Anyone who knows Alison knows that her humility, kindness, tenacity and sheer passion for helping children and families thrive were not only her ‘secret sauce,’ but also her legacy.

Initially, it seemed like a daunting task to find someone who would take Alison’s bright torch and carry it for an organization in the midst of a powerful transformation, alongside its provincial partners. Model of service changes, shared services discussions, Child Protection Information Network (CPIN) deployment, Truth and Reconciliation work and new legislation were just some of the changes we were facing. Thankfully, I could rely on the leadership of outstanding Board members to help search for the right calibre of leader who would continue Alison’s great work and be the beacon of light needed to take us to the next level.

We conducted a rigorous external search over several months. After a scrutinizing due diligence process, we learned that the ideal candidate was right in our own backyard.

The Board’s decision to hire Karen Spencer was unanimous. Karen, too, has served. She has 23 years of progressive leadership experience at Family & Children’s Services of the Waterloo Region – from frontline work through to executive leadership – with her most recent role being Director of Client Services.

Karen is well known in our community for her strong leadership and collaboration amongst service partners. She’s a change agent committed to transparency and accountability to government and the public. She’s also committed to continuing to transform the organization through our strong



**Joe Bell**  
President,  
Agency Board of Directors

strategic plan. Like Alison, Karen is ever cognizant of the fact that at the heart of everything we do is our dedication to the children, youth and families we serve. It’s about helping them thrive with the right community supports.

As a high school principal, I strongly believe that every child deserves the opportunity to succeed, grow and have the best from the adults responsible for their care. That includes caregivers, teachers, coaches and the community members surrounding them. The kids I work with know that while grades are important, the golden question I ask them at the end of the day is this: are you a good neighbour?

It takes a community united in service to raise a child. When I’ve met some of the young people who have been in our care, I’ve seen that despite a tumultuous past, they’ve not only benefitted from the supports and care of our agency and community partners, but some have gone on to pursue higher levels of education so they can give back to other kids coming up the path. That shows me that servant leadership is alive, well and radiating throughout this organization and our community.

So here’s to leadership and the power of service. I extend my gratitude and appreciation to the employees, Board members, volunteers, caregivers, donors, community sponsors and service partners who serve with us in our mission.

**Joe Bell**  
President, Agency Board of Directors

## A Message From Our Executive Director

It's a privilege to lead Family & Children's Services of the Waterloo Region for the purpose of serving our community. I'm amazed at how dedicated our employees, foster and kin parents and volunteers are to providing help to children, youth and families. There are many families in our community that need help from time to time. We couldn't do this work without the support of the community. Waterloo Region understands that we are better together. The way you rallied together to ensure we had a bus service to the Family Centre is an example of your support for early intervention services for families. I'm proud to be part of a community that works together to help children and their families thrive.

Alison Scott left some big shoes to fill. She was a mentor to me, as was Peter Ringrose, who was our Executive Director before Alison. It's inspiring to see how active they've been in our community with their many contributions. I'm committed to continuing to deepen the impact of our caring, respectful, transparent and child-centred agency and foundation.

When I look back on 2016-2017, three major accomplishments come to mind: the first involves the development of our new Model of Service, which is now up-and-running at our agency. We created 12 guiding service principles to promote the best interests, protection and well-being of children, in accordance with the Child and Family Services Act. They are providing us with better structure, consistency and focus to offer children, youth and families our highest level of care in alignment with our strategic plan. I'm confident this Model of Service will help us continue to raise the bar and truly live out our mission, vision and values.

The second accomplishment involves the deployment of a new Child Protection Information Network (CPIN). CPIN is the single province-wide information system that will link all Children's Aid Societies in Ontario and help us share information. Using the same system across the province will allow us to increase child safety by improving our communication with other agencies. We anticipate it will help us better serve children and youth who have moved from one area of Ontario to another, bridging any knowledge gaps and helping to keep them safer and more protected.

This leads to the third transformational change that we're exploring with our provincial partners: a Shared Services model. The value of the program as a whole is improved outcomes for children and families through service delivery, leadership and potential savings over time. Being able to access common services such as child welfare data, group purchasing, contract management and a vendor discount program has many worthwhile benefits. It's been rewarding to collaborate with my provincial colleagues and conceive of new ideas and innovative solutions that will help children and their families thrive.

These are just some of the results that excite and invigorate me about the future. To achieve better outcomes, we sometimes need to



**Karen Spencer**

*Executive Director,  
Family & Children's Services  
of the Waterloo Region*

think differently. Our research and innovation work speaks to this notion. Our Resilience Project, for example, generously backed by the Lyle S. Hallman Foundation, demonstrates how we're building on previous success to offer programs with measured results while providing partner organizations with opportunities to build resilience within their organizations and the families they serve. The project will help engineer resilience for children, families and our community by enhancing multi-sectorial collaboration using a collective impact framework. Core elements include: instilling a sense of security, belonging, self-esteem and self-efficacy, reducing the stockpile of problems and creating turning points for children, youth and families. Through research and innovation, this project demonstrates how we're moving our activities and efforts upstream so that one day, perhaps the same levels of supports and services we currently offer won't even be necessary.

This has certainly been a year of transformation for our agency. I'd like to take the opportunity to thank our hard-working employees, who are managing change while maintaining a commitment to quality service. We continue to improve compliance with standards, and the quality of care we provide to our children and youth in care was evident in the exceptional Crown Ward Review this year. I'd also like to thank our community partners, donors and sponsors. We couldn't do this work without an informed and caring community. We're grateful for your ongoing support and commitment to helping the children and families we serve have a better tomorrow.

**Karen Spencer**

*Executive Director,  
Family & Children's Services of the Waterloo Region*

## Strong Families Caring Safely for Children and Youth

Changing our Model of Service has been a journey over several years. The work began because we wanted to improve the way we worked together as a team with the goal of providing the best possible service to the children and families we serve. We agreed that any changes needed to maintain our commitment to working collaboratively with community partners. We recognize the work of child welfare requires a community response. We rely on our community partnerships to provide needed services for the children, youth and families that require child welfare support.

There are three main components to our model changes:

- Service clusters
- Networks of practice
- Team-based decision making

### Service clusters:

We have divided our service employees into clusters, comprised of three or more teams working closely together. The purpose of working in clusters is to share expertise with one another, better manage workload and work flow to improve our responsiveness to community needs, and provide peer support and cross-learning opportunities.

### Networks of practice:

Our service employees all joined a network of practice where they will develop skills, knowledge and expertise. Our seven knowledge networks are centred around:

- Working with children with complex care needs
- Working with families impacted by intimate partner violence
- Providing quality service to children who have suffered physical and sexual abuse
- Responding to the needs of caregivers with complex needs
- Improving our service response to Indigenous children and their families
- Providing a better service to new Canadians and refugees

Each Service Cluster will have a least one representative from each network of practice, who will share their knowledge with colleagues to increase the quality of service we provide.



### Team-based decision making:

Team-based decision making (TBDM) is an umbrella term that refers to the range of planning/decision-making meetings that Family & Children's Services of the Waterloo Region employees participate in on a daily basis. We've organized these meetings to identify:

- What are the child protection/child welfare concerns that we're worried about?
- What are the family's strengths that help mitigate the concerns?
- What is the plan that we develop with the family to address child welfare concerns?

### The hallmarks of TBDM are:

- Using the power of teamwork to find solutions to complex problems
- Holding the child at the centre of decision-making
- Supporting active and meaningful participation of families in finding solutions and
- Recognizing that families are experts in knowing what services will be most helpful to them.

We've structured all TBDM meetings in the Signs of Safety Framework (SOS). Our agency has been using SOS for nearly 10 years. Our Service Plan was adapted to parallel that SOS approach – we found this was an easy tool to use with families. The SOS originated in Australia. The model is strength-based, safety focused and grounded in collaboration with family and community. It's paramount for families to actively and meaningfully participate in this process. The framework provides a way to think through a variety of situations and elicit from each participant's perspective: what we're worried about, what's going well and what needs to happen. This approach is adapted to meet the needs of each family, including their own unique culture, language, history, and experience.

Our service employees hold a fundamental belief that children are best raised in families – and preferably their own families. As an agency, we have continued to value our partnership with Kevin Campbell, the founder of Family Finding, and as an agency we are committed to:

- Connecting children we work with to extended family
- Including extended family to help keep children safe *and*
- Searching for family to care for children who can't remain safely at home.

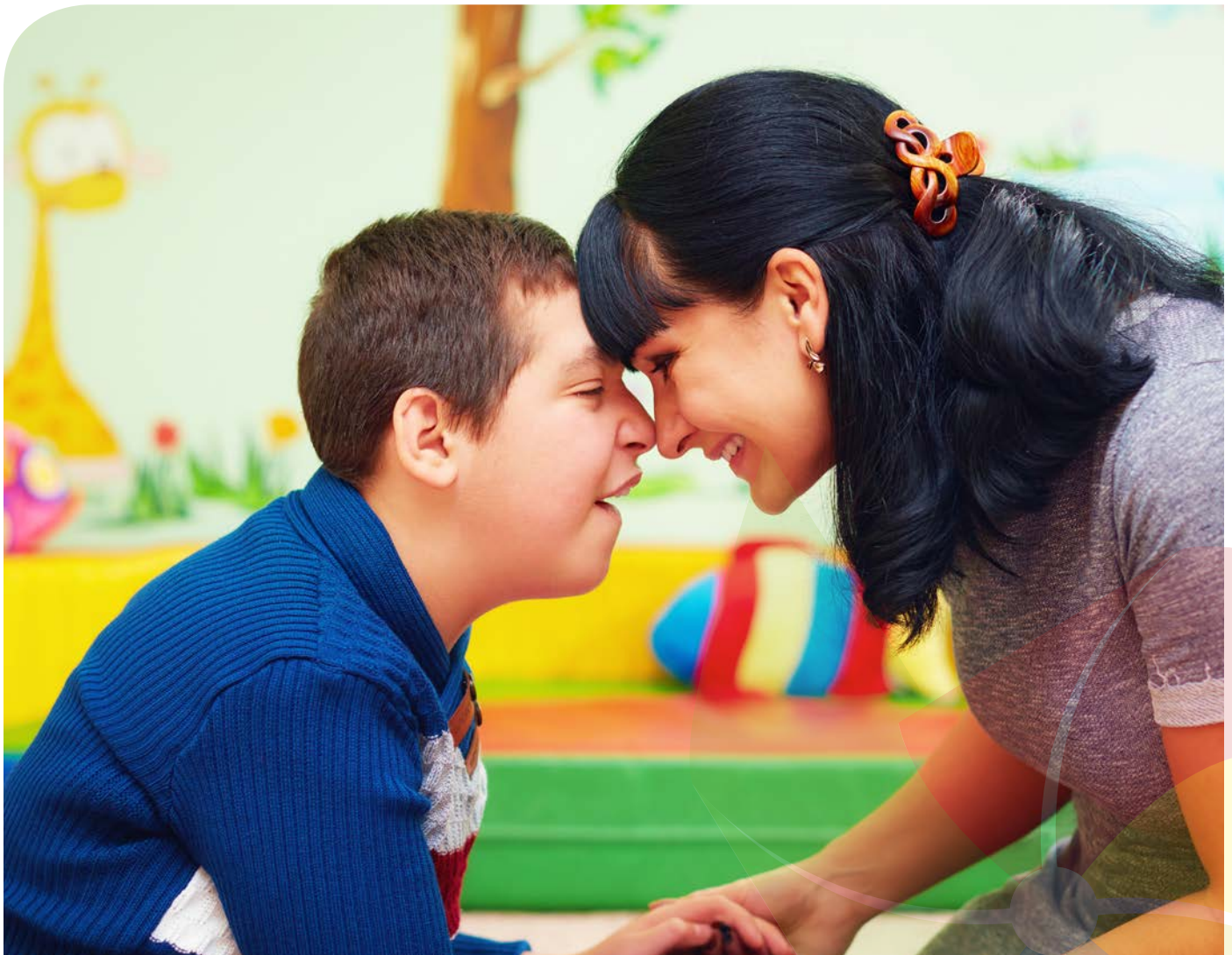


This past year, the agency saw a decrease in the number of children in foster care and an increase in the number of children being cared for by extended family members. At the end of this fiscal year, there were more than 145 families caring for relative children and actively participating in plans to help parents overcome their own personal challenges.

Our agency continues to provide care for more than 460 children. Many of these children and youth are in our care temporarily and will return home to their parents or extended family members. Some youth remain in care and continue to have an ongoing relationship with family. Fifty-nine children were placed for adoption. The agency believes in openness for children placed for adoption, which means that children continue to have some form of connection to their extended family. Sometimes openness involves the exchange of letters and pictures between adoptive parents and biological parents and in some cases, we arrange face-to-face visits one or more times a year. Through our Family Finding work, we ensure youth are connected to adults who

will form meaningful, supportive life-long relationships with them.

We are so appreciative of our community and our many collaborative partnerships. By working together as a community, we significantly enhance the supportive services we're able to provide to children and families. This year, together with our community partners, we launched the Child and Youth Advocacy Centre (CYAC): a one-stop support for children and youth who are victims of child abuse and other crimes. The CYAC is a collaborative between the Child Witness Centre, Crown Attorney's Office, Waterloo Regional Police Services and Family & Children's Services of the Waterloo Region, which you can read about on the next page. We have continued to participate in the Lead Agency work for Children's Mental Health, the Special Needs Strategy and The Children's Planning Table. We value our continued work through our Circle with Indigenous partners and we're forming new working relationships with immigrant serving agencies such as Reception House.



## Child Youth Advocacy Centre

### New partnership helps child victims tell their story once and get the supports they need

In 2016, Family & Children's Service of the Waterloo Region partnered with the Child Witness Centre, the Waterloo Regional Police Service, the Office of the Crown Attorney, the Sexual Assault/Domestic Violence Treatment Centre through St. Mary's Hospital and Lutherwood to form the Child Youth Advocacy Centre. It's a best practice model for investigation and support of kids who disclose child abuse or being affected by abuse. CYACs are a seamless, coordinated and collaborative approach to addressing the needs of young people and their families. Together with our partners, the CYAC facilitates investigation and wraparound care where:

- Police and child welfare professionals jointly investigate allegations of child abuse in a comforting, confidential, child-friendly space, reducing the number of times and places a child needs to tell their story. These dedicated investigators are specially trained for interviewing children who report sexual or physical abuse.
- Child and Youth Advocates fill a gap in the community by "walking" with the child, youth and family from the time of disclosure until they no longer need the services of the CYAC. They provide advocacy, support and link them to services to help them begin to heal.
- A multidisciplinary team collaborates on a case-by-case basis to ensure kids and their families receive the support services they need regardless of whether police lay charges.

Here are three examples of how our work has evolved and the benefits provided to those who come through the CYAC:

1. We've had a number of joint investigations with police regarding an at-risk youth engaging in high-risk sexual activity with older males. We did this as a joint initiative because of concerns about the young person's mental health. We determined that there were no child protection issues in the home, but we were able to link this young person to the Child Advocate for ongoing support and links to services. In the past, we may have closed the file with only a referral. However, working together with our partners, the older males involved in this case were charged.

2. We've been involved with joint investigations where there are protection concerns and potential criminal activity (i.e. assault and sexual assault or high-risk domestic violence where children were witnesses). Family & Children's Services of the Waterloo Region's mandate and threshold for verification are different than that of police (balance of probability vs. reasonable doubt). In the past, we may

have ended our joint portion of the investigation once we had established our probable threshold. At times, this delayed investigations due to police schedules and ours not coinciding; families may have waited longer for outcomes. But now, we walk together through the entire investigation, which allows us to gain more information about the needs and strengths of the families we're working with. The result is it concludes our investigations sooner, which is best for our families. The CYAC has specialized and consistent training with evidence-based interview tools. Recently, we had an investigation where a young child had been significantly assaulted with visible injuries. The offender was unknown. The child was young and unable to provide a clear account of what happened. The officer and the Family & Children's Services of the Waterloo Region social worker paired up and together, they interviewed multiple people who may have had knowledge of what happened. This included neighbours, professionals who had interactions with the child, parents, and other children who may have added information to the investigation. With all of these interviews, we were able to determine who caused the injuries to the child and the police arrested that person. We were also able to determine who might be a safe person for this child to stay with during the investigation or even longer-term. We were able to use extended family to support and care for the child and provide additional information about the family and provide needed supports. The Advocate was able to sit with and support the child prior to interviews and afterward, so the child could have one-on-one support.

3. In the past, it was often a challenge to conduct joint investigation with our Domestic Violence Information Branch (DVIB) because of schedules and timelines. We used to meet with families after the officers did their investigations. In those cases, the family needed to re-tell their story to another person. The DVIB didn't regularly interview child witnesses as they collect physical evidence for the crown to prosecute. Since we've moved into Carizon, it's been easier for DVIB officers to come and see us for our assistance in interviewing child witnesses. This has often led to more details that weren't previously disclosed by the victim at the time of the interview. Additionally, we've been able to support the family from the beginning. The family hasn't had to tell its story more than once. The Advocate is also involved in supporting the children prior to, and after, the interviews. They are much more thorough and we are able to offer immediate support. Watch the CYAC video at: [youtube.com/watch?v=5vlccx4eCjw](https://www.youtube.com/watch?v=5vlccx4eCjw)

## Increasing Child Safety with the Child Protections Information System

In 2014, the Ministry of Children and Youth Services received approval to begin implementing the Child Protection Information System (CPIN) throughout all Children's Aid Societies (CAS) across Ontario.

CPIN is the single province-wide information system that will link all agencies and help share information. It's a case-management system specifically designed to meet the needs of Ontario's child welfare services. It reflects current child welfare standards, legislation, regulations and directives. The Ministry's intentions are to increase child safety, help reduce administrative burden over time, and offer an enhanced management oversight for agencies through its deployment. CPIN doesn't change how we offer services to children and families but it does change the internal business practices about how we document our services. While this is a very large-scale change management process, the move to CPIN will ultimately result in more consistent and standardized business practices amongst CASs. It will also provide a common set of service and financial data for the Ministry and CAS sector.

On April 18, CPIN training began for Family & Children's Services of the Waterloo Region employees. Training will continue through to the end of June, with ongoing learning opportunities continuing throughout the summer months until the actual implementation at the end of October.

The agency has dedicated employee resources who are preparing for this large change, providing training, making the business practice decisions and migrating data to the new system. The transparency of CPIN will allow us to access information easily to make even better informed decisions to help children, youth and families.

## A Healthy and Creative Organization

This year, one of our areas of focus has been on worker safety. In 2014, employees in child welfare agencies across Ontario participated in a worker safety survey that a joint labour-management committee directed and conducted. The Ontario Association of Children's Aid Societies mandated it and the Ministry of Children & Youth Services funded it.

Phase One of the Worker Safety Project resulted in a report with 46 recommendations for the child welfare sector to address issues related to worker safety. In Phase Two, the ministry assigned different provincial groups to address these recommendations with action.

These working groups are continuously developing policies, tools and programs to enhance worker safety, which they're making available to the field on an ongoing basis as they're developed. Throughout this period of time, Family & Children's Services of the Waterloo Region also developed an internal working group made up of management and union employees from across all departments to address worker safety within the organization. Recommendations from this internal working group addressed issues of worker safety in areas of the buildings, security, technology and training. Many of these recommendations have been transformed into action, or they're in the process of being developed. Our Joint Health & Safety Committee is managing worker safety issues and together, the agency is committed to this important initiative.

In addition to this work, we remain committed to being a learning organization that also encourages professional growth, innovation and promotes the use of evidence-informed practice.





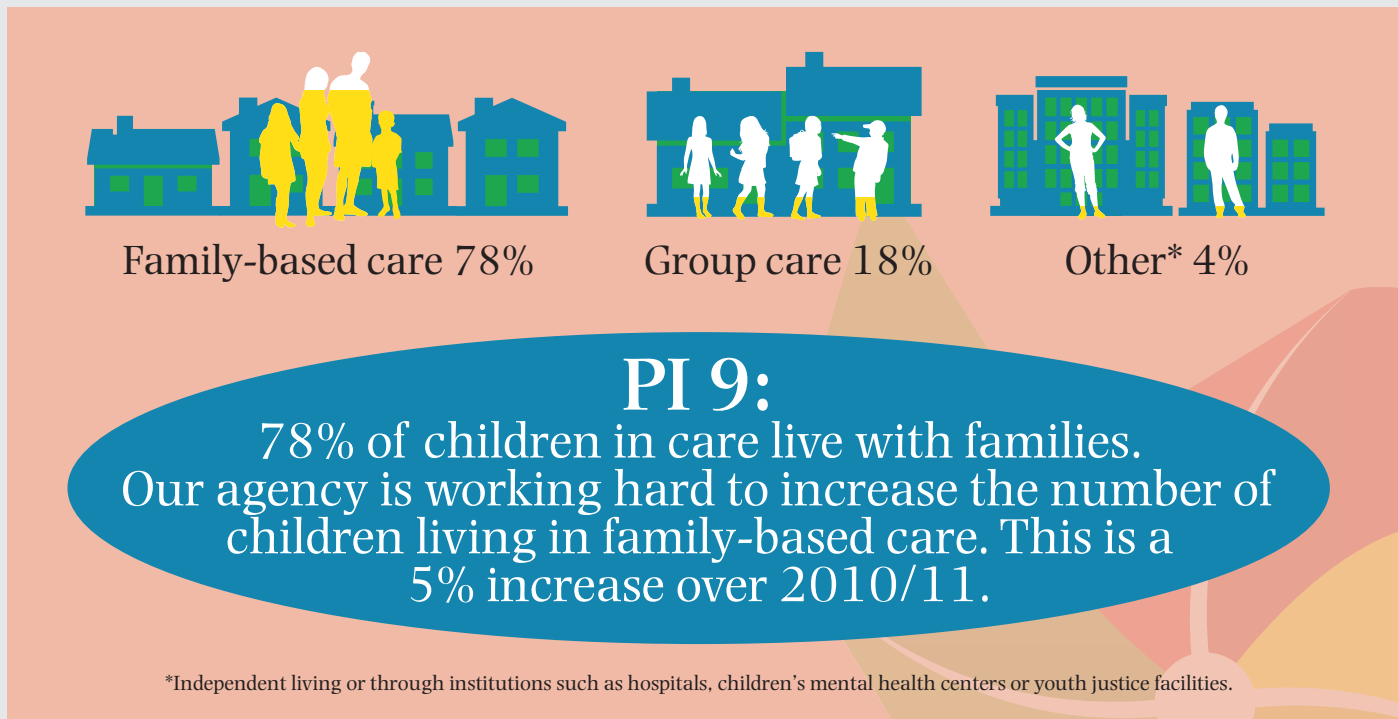
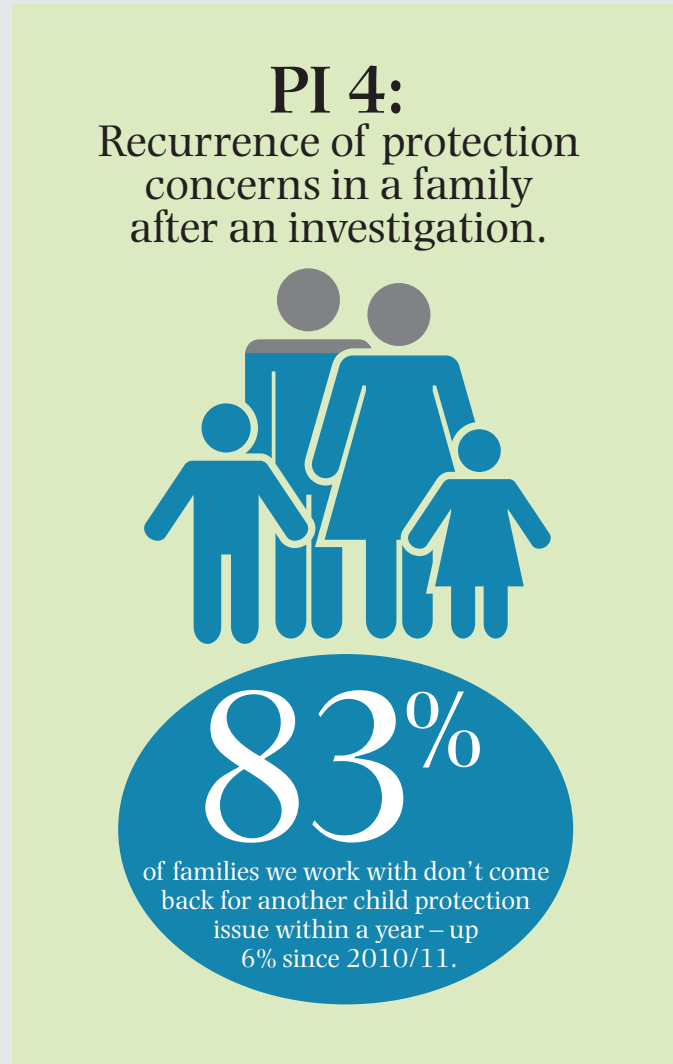
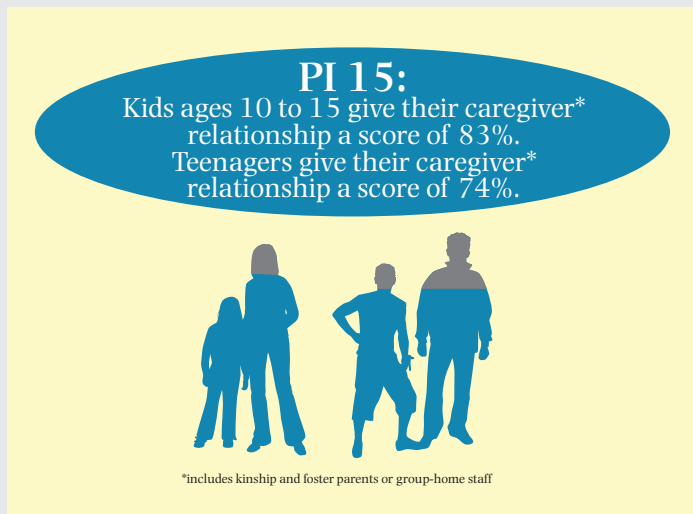


## Performance Indicators

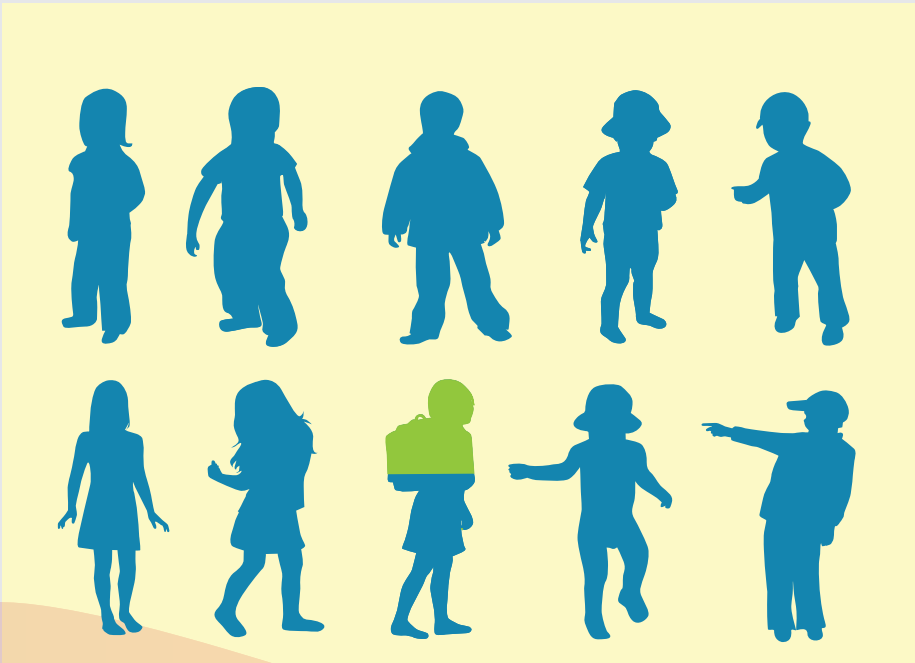
Children's Aid Societies in Ontario are committed to using data to improve the services provided to children and families on a continuous basis. We're pleased to share our latest local performance data in five key areas that focus on safety and permanence for local children and youth:

For more detailed information and reporting for each infographic, visit our website at: [facswaterloo.org/aboutus/child-welfare-data-and-results](http://facswaterloo.org/aboutus/child-welfare-data-and-results)

To learn more about performance indicators or view similar data for the province of Ontario, visit at: [www.oacas.org/data-results](http://www.oacas.org/data-results)



**PI 5:**  
79% of the families we provided ongoing services to didn't need service again within the year.



**PI 10:**  
Of all the families we work with, 97% children stay within the home.

For the remaining 3% that come into the agency's care, 67% are discharged from care within a year.\*

\*2014/15 data

## 2016/2017 Condensed Financial Report (Agency)

**CHILD WELFARE**

<b>REVENUE BY SOURCE</b>	<b>2016-2017</b>	<b>2015-2016</b>
Province of Ontario	\$ 52,328,380	\$ 51,316,976
Grants from Foundation	856,933	636,363
Family benefit and Child Tax Benefit	1,486,084	1,281,725
Other *	1,218,434	953,927
<b>Total</b>	<b>\$ 55,889,831</b>	<b>\$ 54,188,991</b>

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

<b>EXPENSES</b>	<b>2016-2017</b>	<b>2015-2016</b>
Salaries and benefits	\$ 32,168,131	\$ 30,762,513
Child in care and client related	20,062,671	18,418,788
Operating expenses	3,994,666	5,003,692
<b>Total</b>	<b>\$ 56,225,468</b>	<b>\$ 54,184,993</b>

<b>SUMMARY OF OPERATIONS</b>	<b>2016-2017</b>	<b>2015-2016</b>
Revenue	\$ 55,889,831	\$ 54,188,991
Expenses	56,225,468	54,184,993
<b>Excess of revenue over expenses</b>	<b>\$ (335,637)</b>	<b>\$ 3,998</b>

**PROGRAM FUNDING**

<b>Program</b>	<b>2016-2017</b>	<b>2015-2016</b>
Sexual Abuse Treatment Program	\$ 494,831	\$ 522,160
Special Services Program	380,458	381,170

*All special programs are 100% expended.*

(Extracted from Audited Statements audited by KPMG LLP Chartered Professional Accountants, Licensed Public Accountants.)

Details for other programs are contained in the audited financial statements.

## A Message From Our President of the Foundation Board of Directors

Inside the Ontario Association of Children's Aid Societies in Toronto, there's an oversized quote on the wall that reads: "Children are likely to live up to what you believe of them."

What an inspiring quote by Lady Bird Johnson, and so fitting to find it at the hub that connects 47 agencies across the province. It reminds me of a youth in care I met at a Foundation event a few years ago. He was in university at the time and we were chatting about his interest in law, which is my academic background. We talked about the available community supports that could help him walk this path of his journey. I extended my support too, and offered to help answer any questions I could along the way.

Over time, I'd see him at Foundation and Agency events where he was speaking and sharing his story. I was amazed at how he had overcome such a difficult past and yet matured into this kind, bright and thoughtful young man who had a stake in giving back to our community.

I'll never forget the last time I saw him. It was at a scholarship event. He came up to me and pulled a shiny police badge out of his pocket. A big smile stretched across his face. He did it. I knew he could do it! So many of the people and supports around him knew he could do it too.

This is just one of the many transformational stories that consistently percolate from Family & Children's Services of the Waterloo Region. For privacy reasons, we don't always hear of them, as there's a fine line between sharing success stories and protecting our young people. But as Foundation Board President, I can assure you that they happen. I hope you find comfort in knowing that this goodness is re-circulating throughout our community.

In many ways, 'transformation' has been a theme of 2016-2017. There are a number of new faces and realigned roles at the Foundation, which we've put in place to help take us to where we need to go. And, it's with a heavy heart that the Board and I say good-bye to Alison Scott, who has been such an integral part of our Foundation and its success over the years. Alison has taught me so much about living out our mission. Through her, I've come to know some of the most awe-inspiring resilience stories about the children, youth and families we serve. It's hard to see her go, but the Board and I wish her the very best in her retirement and we look forward to continuing to invite her out to our annual events.

At the same time, I couldn't be more pleased to have Karen Spencer step in as Executive Director. Our Board has had the pleasure of working with Karen throughout many years and time and time again, she has proven to be a caring,



**Jessica Jaremchuk**  
*President,  
Foundation Board of Directors*

dedicated professional who is well-respected by her peers and the community. We're confident that with Karen at the helm, we'll continue moving forward making positive change for the children, youth and families in our community and beyond.

This transformation theme has extended to our Boards. The Agency and Foundation Boards have become synchronized and aligned. It has been a pleasure to work closely with Joe Bell and the Agency Board. We look forward to this important partnership continuing to evolve with a shared mission and aligned goals. We're stronger together and our collective strengths will help us reach new heights.

Looking back, I'm humbled by what we've accomplished, which you'll read about in the following pages. Looking forward, I'm excited about working together to make an even greater impact, particularly in the areas of research, innovation and thought leadership.

I want to thank the employees here at Family & Children's Services of the Waterloo Region. Their dedication, passion and willingness to go the extra mile for the people we serve astound me.

I hope and trust that together, in the year ahead, we'll be able to help even more children, youth and families live up to what we believe in: their greatest potential.

**Jessica Jaremchuk**  
*President, Foundation Board of Directors*

## Engaging Our Caring Community

Together with the agency, the Family & Children's Services Foundation fosters community engagement and support on behalf of the children, youth and families we serve.

- In October, 150 employees participated in our Speak up for Kids Walks in Cambridge and Kitchener to raise awareness about child abuse prevention. In Kitchener, St. Mary's High School students cheered us on as we walked past the school and there were a number of dignitaries who walked with us, including: Deputy Chief Kevin Thaler, Waterloo Mayor Dave Jaworsky, Board President Joe Bell and Ministry of Children and Youth Services representative Kathleen McCole.



- 8,817 people and organizations follow us on social media (up nearly 20%), including Twitter, Facebook and LinkedIn.
- Employees participated in 44 presentations and community events to talk about our community's role in child welfare.
- Employees collaborated on 105 local, regional and provincial committees (represented by 149 employees and two board members) on issues related to the safety and well-being of children and their families.
- Last year, 394 active volunteers spent 26,520 hours and drove 539,416 km to support children and families served by Family & Children's Services of the Waterloo Region.

### DID YOU KNOW?

- To date, the Family Centre has hosted 150 community organizations for programming and community events.
- There are 16 Family Centre partners operating out of the Family Centre, as well as 7 community partners that provide programs, events and supports to help create our 'community of collaboration.'

- The Community Hub is an innovative incubator project for small and start-up not-for-profit groups and organizations running out of the Family Centre. Members are encouraged to build their own sustainability and they're supported to grow their capacity to serve the community through mentorship, learning opportunities, sharing resources and collaborative partnerships.

- In 2016, the Family Centre had nearly 3,900 hours of use by external community organizations (Jan-Dec 2016).

### DONOR SUPPORT MAKES A POSITIVE DIFFERENCE FOR LOCAL CHILDREN AND FAMILIES

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

#### Backpacks for School

More than 400 children and youth received a backpack with school supplies so they could return to school in September with everything they needed to be ready to learn.



#### Smile Maker Fund

199 children involved with the agency received dance, soccer, hockey or swimming lessons and other supports such as graduation clothes and birthday gifts that let them forget their worries and 'just be a kid.'

### Scholarships for Crown Wards

Last June at our 19th Annual Celebration, we distributed 54 scholarships and 6 awards. This generous support will provide youth in foster care with supports to overcome barriers and pursue their dreams.

“My future goal is to bring wellness, happiness and love into our community through becoming a Doctor of Chiropractic,” Autumn, University of Waterloo Honours Kinesiology student, said. “I look forward to giving back to the Foundation as someone who knows first-hand what it does to your life to receive a scholarship.”

### Summer camp opportunities

57 teams and more than 1,000 spectators enjoyed a day of street hockey fun at our ACTIVA Hot Shots Street Hockey Tournament in May. From this one-day tournament, we raised funds to provide summer camp experiences for 195 local children in need of support.

### Holiday Support Program

We helped more than 769 local families and youth through our Holiday Support Program last year. Thanks to generous individuals, families and businesses, we supported more than 2,400 people over the holiday season and throughout the year.

### CHYM Tree of Hope

The 24th Annual CHYM Tree of Hope received \$371,125 in donations from caring individuals and businesses within our community. We use these funds to provide an array of supports and services that help local children and their families heal, learn and grow. Thank you for making a difference in our community.



## Stories of Inspiration

During the holiday season, **BlackBerry** challenges its teams to support causes in the community. The teams then review what each has done and vote to see which group would receive \$5,000 to give to the charity they supported. Last year's recipient was The Global Technology Services (GTS) Group, which sponsored three families (totaling 16 individuals) during our annual Holiday Support Campaign. This is the third year the group has been involved with the program. They began in 2014 supporting three individuals, they supported 12 in 2015 and expanded to 16 in this most recent campaign.

**Shea Simmons – of the Beverly Bullets** – spearheaded the efforts of his team to a third-place finish in pledges and fundraising for the Hot Shots Street Hockey Tournament. These amazing kids raised \$1,055 through a garage sale, bake sale and by asking their friends at school for donations.

**Brenda Mikol-Lubczuk** knows first-hand the work of the agency and the importance of the programs and services we offer. Brenda is an Adoption Worker who has been with our agency for 22 years. She has been a regular donor to the SmileMaker Fund, Adopt-A-Family/Holiday Support, Camp and Scholarships since 2009 and she became a monthly payroll deduction donator to the SmileMaker Fund in 2014. When asked why she gives so generously, Brenda says, "Several years ago my family and I attended a summer family camp and met a grandmother who was there with her three grandkids. Someone in their Toronto community had sponsored them. These kids had many firsts: seeing cows, swinging on a tire swing, singing around a campfire and fishing in a lake. Watching them for the week helped me understand that many kids don't have the opportunity for such memory-making moments. These experiences are priceless and my hope is that my donation will help other kids have moments like the ones I witnessed during that week."

**Father Freitas & St. Mary of the Visitation Parish in Cambridge** take being prepared for school to heart. Spearheaded by Father Freitas, the congregation donated 60 backpacks, all filled to the brim with back-to-school supplies (lunch bags, paper, notebooks, calculators, crayons, pens, math sets). This is the second year the Parish participated in the #BackPackProject. Overall, with the tremendous support of a generous community, including the parishioners of St. Mary of the Visitation, more than 450 children of all ages in the Region went back to school with everything they needed to start a successful academic year. We even have 250 in storage and ready to go for the 2017 school year!

**The New Hamburg Lawn Bowling Club** recently sold its facility after being there for 92 years. To honour this occasion, they provided a \$20,000 donation, which we're directing to the SmileMaker Fund. To the extent possible, at the request of the Club executive, it's our priority to aim these funds to families in Wilmot Township. It's by far the largest SmileMaker donation we've received and hundreds of smiles are being made possible through their very generous support.

**Union Gas** has been a long-standing supporter of Family & Children's Services of the Waterloo Region and most recently has teamed up with us to provide combination smoke-and-carbon-monoxide alarms to families served by the agency. Through a \$4,000 grant, this life-saving equipment is made in their homes. The donation couldn't have been better timed, as the agency had run out of detectors to give to families. We're better equipped to keep our families informed and safe by working together in this collaborative way.

For the past 12 years, **Liza and James Goodfellow** have coordinated a **Curling Funspiel at the Galt Country Club**. Their family and friends come together on an annual basis for a fun day that includes a curling tournament, food and a silent auction in support of families in the Cambridge area that are working with our agency. Their dedication to this event has raised \$50,000 since its inception. We're directing funds from the event to the SmileMaker Fund, which provides wishes and opportunities for vulnerable children to "just be a kid" and ignite their unique interests in the areas of culture, art and sport. This couple demonstrates just how much a caring group of friends and family can do to bring about positive change in the lives of children.





## Innovative Programs Making an Impact

Family & Children's Services of the Waterloo Region promotes innovation and the development of new practices and creative activities to be adaptive and sustainable. Our strategic plan includes the goal to be a learning organization that encourages professional growth and innovation and promotes the use of evidence-informed practice. Innovations supported by our organization focus on the priorities identified in our strategic plan.

In collaboration with other partners, we've developed, prototyped and secured dedicated resources to support three service innovations:

**Trusting Loving Connections (TLC)** – Developed in partnership with KW Counselling, and supported by the Kavelman-Fonn Foundation and Lyle S. Hallman Foundation (through the Resilience Project), TLC builds on parents' skills and strengths. It helps them understand emotional connection and improve attachment to their children.

"It's been a big change between me and my son. We became a lot closer, I felt that I wasn't bonded with him, which was why I wanted to go to TLC. It's been better than I expected. I thought it would be a little bit harder for us because it takes so long. We never had that attachment, but I learned in the group that attachment can happen at any time. I thought it was too late for me and my son to have an attachment or to have that bond, but TLC told me that it is never too late to have that bond with your child. It was important to me. TLC did an amazing job, showing me that I was extremely wrong." ~ A parent in the TLC group

**Family Finding** is an early intervention program model that seeks to build or maintain the Lifetime Family Support network for disconnected youth– or youth at the risk of disconnection – through placement outside of their home and community. The agency has worked with Kevin Campbell, the model developer, to adapt this practice as an early help approach to find and build support networks for families. When used as an early intervention approach, Family Finding is designed to reduce social isolation faced by families, and prevent children from being admitted to care. Research results showed that 90% of the children living at home while receiving Family Finding were able to remain in their families. For children in care, Family Finding helped reduce the time to permanence for children and youth by an average of 156 days, saving the agency \$493,944.

**Partners for Health Relationships** – Many women and men in abusive relationships don't want out; many women remain with or return to abusive partners. Early intervention is essential to reduce the impact on children. It's beneficial to women and men who often experience an escalation of violence without adequate support. In 2005, Family and Children's Services of the Waterloo Region partnered with The John Howard Society of Waterloo-Wellington to develop and co-deliver a group for couples

that are choosing to reconcile after experiencing domestic abuse or violence. The program objective is for fewer couples to experience re-occurring domestic violence and possibly lower the levels of adult conflict. This, in turn, results in fewer families requiring child protection services.

"...this should be in the schools because we love each other and if we would've had this information when we started out, the abuse might have been prevented..." - PHR participant

"... we want to stay together and everyone was always tearing us apart – no one was listening to us... and we kept repeating the same old mistakes..." – PHR participant

Recently, Family and Children's Services of the Waterloo Region formalized the Evidence-based Program Research Project as a vehicle to continue to co-develop and research ongoing innovations in the delivery of services to children, youth and families.

**The Child and Youth Resilience Project**, funded by the Lyle S. Hallman Foundation, wrapped up its first two years. This project offered a range of collaborative programs and supports for children and families receiving child welfare services, and other families within our community that could benefit from the programs. Watch our results video: [youtube.com/watch?v=liVMXySakfo](https://www.youtube.com/watch?v=liVMXySakfo) We're thrilled to announce that Family & Children's Services of the Waterloo Region, along with seven community partners, have received four years of funding from the Lyle S. Hallman Foundation for the next phase: Building Resilience in Children, Families and Community (BRCFC). The intent is to build on the success of existing resilience programming while leveraging our increased capacity to aid partners. We'll extend Resilience Programming to the specific needs of children and families from multiple groups. These include: women and children who are victims of domestic violence, families experiencing trauma and loss, children and families with developmental and physical disabilities, and children and families new to Canada. Programming offered through the BRCFC project includes all programs initially offered in the two-year pilot project, as well as additional programs developed in collaboration with our partners to build assets and engineer resilience. In addition to programming, this new project will provide learning opportunities to our partners and the larger community to expand their understanding of Resilience Theory and their ability to apply this framework to work with vulnerable populations. The project also includes two larger conferences, in 2018 and 2020, to share the learning from the project and build increased capacity in our community. The most exciting part of the new project is that we're using a collective impact approach. Our goal is to be able to demonstrate the impact of the project for all the participants regardless of which organization provides the service. Watch our new video about the program here: [youtube.com/watch?v=HHoFKTujNIY](https://www.youtube.com/watch?v=HHoFKTujNIY)

## Thank You to All Our Donors

Family & Children's Services of the Waterloo Region Foundation's work couldn't happen without donations to help families and children thrive. We'd like to thank our caring community of donors, sponsors, stakeholders and supporters for their exceptional commitment to the well-being and safety of children and youth. Generous donations help to ensure that programs and services not supported by government funding will continue to serve the needs of local families and children.



## 2016/2017 Condensed Financial Report (Foundation)

## STATEMENT OF REVENUE AND EXPENDITURES FOR THE YEAR ENDED MARCH 31, 2017

## REVENUE

Donations	\$ 910,986
Investment Income	47,406
Change in fair value of investments	70,956
Total	\$ 1,029,348

## EXPENDITURES

Grants to Agency	\$ 736,634
Scholarships	120,299
Transfer to Agency Capital Fund	8,550
Office and administration expenses	8,027
Professional and investment fees	22,777
	\$ 896,287
Excess of revenues over expenditures	\$ 133,061

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

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FAMILY &  
CHILDREN'S SERVICES  
OF THE WATERLOO REGION

*Help Today for a Better Tomorrow*

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