



FAMILY &
CHILDREN'S SERVICES
OF THE WATERLOO REGION

ANNUAL REPORT 2022



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Karen Spencer, Executive Director

I have worked in child welfare for nearly 28 years. Looking back, I wish I knew then, what I know today. I came to the work thinking I was an “expert” ... you know that person with “comprehensive and authoritative knowledge” – the one who has all the answers for you. The truth is... I did not have all the answers – nor should I – Because I had not walked in that parent or youth’s shoes. This past year we have continued to develop our 360 Family Engagement model. 360 Family Engagement is a comprehensive model that brings together families and their networks to build safety and well-being around children and youth. The model sees families as the experts in their lives. New this year, we have added the Family First Accountability Framework. Family First grounds our work in the Child and Youth Family Services Act, the Federal Legislation Respecting First Nations, Inuit, and Metis Children, Youth and Families, and the Child Protection Standards. It also holds us all accountable to ensuring that we work hard to keep children with their families, preferably their parents, wherever possible. Critical to our work is ensuring the voices of children, youth and families are heard. We seek to understand and to engage in collaborative planning and decision-making.

As an agency, we are firmly grounded in our commitment to anti-racism and equity – it is a

core principle of our 360 Family Engagement work. For too long our work has been grounded a single world view – one that has its roots in colonialism. To meet the needs of **all** children and families we must expand our knowledge and embrace broader worldviews. Our Two Row Understanding Services Team provides culturally responsive services, led by Elders and Indigenous Teachings. The team works hard to challenge us to do the work of child welfare differently. I encourage you to read Adam’s story in our Annual Report. An Indigenous man, whose Indigenous heritage was discounted and who always felt like he was fighting our system; Adam shares how the trajectory of his family changed after the Two Row Understanding Services Team became involved. I thank Adam for the gift of his story – it is a testament to why we need change in child welfare.

In the past year, our Harambee cultural service model has continued to evolve. The four key components of the service model are: Harambee Team, Sankofa Program, OMOP and the Village, which includes families, foster parents, volunteers, and community partners. The Sankofa program focuses on providing culturally responsive services to Black, racialized and immigrant families. Prevention services within the program are focused on the Sankofa principle: “to remember the past, to make progress in the future”. These programs

will ensure that Black youth and their families have culturally responsive services and an appropriate supportive network.

As we do the work to make changes in our system, investment in our staff group is essential. Together we continue our learning through book clubs and staff training. Coach and trainer Salem Debs has engaged management in anti-racism work. In this upcoming year, all staff will be provided with this same opportunity. We thank Salem for her expertise and guidance. This past year, both myself and Associate Director Sonia Dennis have been meeting with staff teams to hear from them what is working well, what is not working well and their ideas for change. As an organization, and in particular our leadership team, we are committed to continuous learning, through training, through experience and through the voices of children, youth and families – As we learn, we commit to doing better!

As the Executive Director for both the Agency and the Foundation, I want to thank our incredible Agency and Foundation Boards. Especially our Board Chairs Christopher Goss and Ami Tsarfati, who give so much of their time, and who can always be counted on for a quick chat or some guidance. Both Boards are solidly committed to our strategic plan and to ending the disparity of

Black and Indigenous children and families in child welfare. This year marks the beginning of the Equity Committee of the Agency Board, which will also be supported by the Foundation Board. I appreciate the guidance of the Boards in setting clear direction, the gift of their time, and the commitment to the work we do with children and families.

Special thanks to our staff, foster-parents and volunteers, change requires a great deal of work and commitment. I am proud to be part of an organization that is committed to doing our best in serving children and families who, for a moment in time, need our help on their life journey.





Board of Directors: Agency 2021/2022

Christopher Goss (*Chair*)

Trisha Robinson (*Vice-Chair*)

Joe Stuart (*Treasurer*)

Lindsay Kuntz (*Secretary*)

Ann Marie Beals

Jim Boles

Robert Brown

Saliha Haidar

Darren Kelly

Kelly Laurila

Paulette Lewis

Angie Pham

Lori Ann Palubeski

Aubrey Sherman

Connie Vanin

Christopher Goss, Agency Board Chair

This has been a year filled with both excitement and challenges at Family and Children's Services of Waterloo Region.

Another full year of the pandemic has taken a toll on everyone. Certainly, it affects our operations and costs but most critically and importantly, it has impacted the children and families we serve. Like many societal challenges, the impact is not felt equally across the community and the greatest impact is felt by the most vulnerable and by families facing other challenges that compound and amplify the effects.

These are difficult times and we are troubled by the challenges facing many of the families we serve. Poverty is on the rise due to skyrocketing costs of essentials like food and housing making it difficult to meet basic needs. It is evident that in order to meet the needs of those furthest away from opportunity, those who experience racism, social isolation, poverty and mental health issues, we will require a collective community response. I applaud the leadership of our Agency for the many collaborations they have developed and continue to grow to ensure there is access to culturally responsive services and that children and families are safe and thriving in Waterloo Region.

Recently, I was told of a case in which a family

sought to bring their children into care because they could not provide for them. We must feel shame as a community that a parent would feel this is their only option. I am grateful the focus of the Agency is on putting families first and the ability to gather resources through both Agency programs and effective collaborations counters the poverty and disadvantage that threatens families. We must continue to build these partnerships and governments at all levels must properly fund services; failing to do so will have serious consequences.

The Board, leadership team, staff and volunteers have made an excellent start to meeting the goals of our Strategic Plan. The progress in year one has been remarkable. We share our vision, mission and key strategic directions with our Foundation Board. Every year we see the benefit of this collaboration and partnership – especially as it relates to prevention programming to reduce the risk of child welfare concerns. Child welfare has evolved into a proactive system focused on prevention and family centered services. The provincial funding model has not kept pace. It remains an antiquated model that is slow to change meaning progressive programs including many that support culturally responsive approaches are underfunded. The Agency and

the Board continue to lobby for these important changes.

In past reports, we have emphasized the over representation of Black and First Nation, Inuit, and Metis (FNIM) children and families involved with our Agency. Working with community partners to reduce the over representation is a key strategic direction shared by the Agency and Foundation. Through the hard work, dedication, and culturally responsive services of the Two Row Understanding Services Team and the Harambee Team we are beginning to see a reduction of Black and FNIM children and youth in care locally. We have a long way to go – yet this is progress, and a welcome sign that we are moving in the right direction.

As a Board and as an Agency we have remained focused on our commitment to anti-racism, equity and the responsibility we have to truth and reconciliation with Indigenous peoples. We benefited from learning opportunities including about the Board role in addressing anti-Black racism under the leadership of Dr. Kathy Hogarth. Kathy encouraged us to reach high and be bold in addressing anti-Black racism. We have spent time exploring our commitment to truth and reconciliation and growing our understanding of the Federal Act respecting First Nations, Inuit and Metis children,

youth, and families. We respect the right to self-determination by Indigenous communities when planning for children and families involved in child welfare; we see this as necessary and critical to the work ahead. This year, building on our strategic direction, the Board created our first Equity Committee. This newly formed standing committee will steward our Board's commitment to anti-racism and reducing over representation by closely examining policy and decisions using an equity lens.

In my two years as Chair, I have come to understand many things about our Agency. We are led by a dedicated and progressive senior leadership team. Our staff are professionals working in many roles to handle difficult and complex situations often under great scrutiny. Our organization is enthusiastically





committed to understanding its problems and challenges and solving them with innovation, commitment and progressive programs focused on serving children and families. Most importantly, we recognize our faults and those of the child welfare sector with humility, and use past lessons to do better going forward. This is courageous and it is honourable.

Lastly, I want to thank all the incredible staff led by Executive Director Karen Spencer and our volunteers, for their good work and dedication. The past year has been a time of great change in our organization and change brings work and challenge. I want you to know the Board of Directors values your efforts; we are here to support you. We appreciate the progress you have made and the work that is being done each and every day.





OUR CORE VALUES

Transparent

Being open and honest about the activities and actions of FACS Waterloo, including performance and outcomes related to service delivery.

Collaborative

Working together as a united organization, with partners, and with the community towards common goals that support the mission and vision.

Evolving

Consistently learning and growing while adapting and responding to a changing environment.

Respectful

Always treating others in a kind and fair manner.

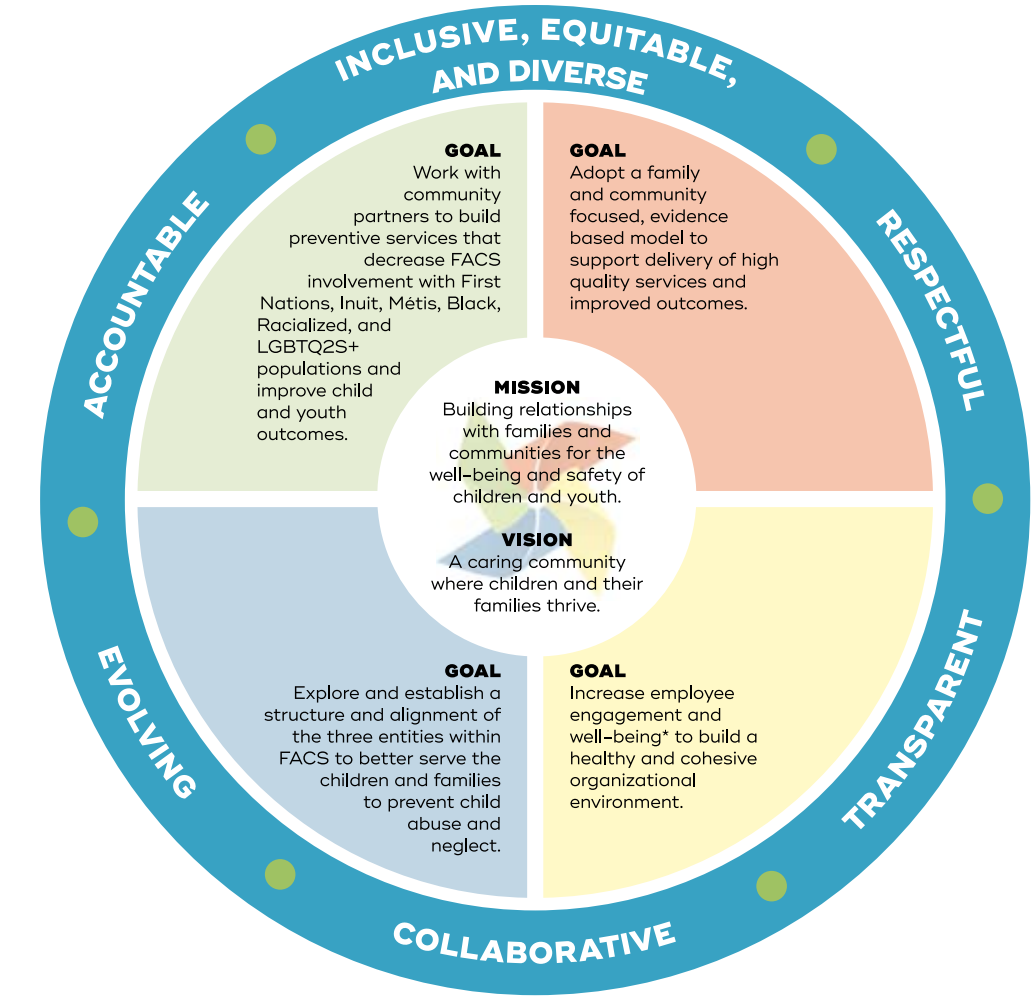
Inclusive, Equitable, and Diverse

Creating an environment where all individuals with different abilities, races, ethnic backgrounds, sexual orientations, and gender identities and expressions are treated with the care that they require.

Accountable

Accepting responsibility and ownership of actions and being a dependable resource for the community.

Strategic Plan 2021-2026





FAMILY FIRST

Family First Accountability Framework



FACS Waterloo's Service Model, 360 Family Engagement, is a comprehensive approach to engage families and their networks of support and ensure the safety and well-being of all children and youth. Our primary goal in 360 Family Engagement is to **keep family together**. 360 Family Engagement asks us to seek to understand who is in the family's network. This starts from our initial involvement with the family and continues throughout our involvement. The primary reason we seek to identify and engage with a family's network, is to assist them in wrapping around the family in concrete ways to mitigate the protection concerns so that a child never has to leave the care of his/her parent(s). This model includes adaptable tools and strategies that can be used across all agency roles to engage families, networks, children, and youth under a variety of circumstances.

Our 360 Family Engagement model integrates what we have learned over the years from many evidence-informed practice models including Family Finding (Family Seeing), Anti-Oppressive Practice, and Trauma and Attachment theory. 360 Family Engagement also integrates learnings from: the 2015 Truth and Reconciliation of Canada's Calls to Action; the 2019 Recommendations from the Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls; the Ontario Association of Children's Aid Society's (OACAS) ongoing work on developing Race Equity Practices - One Vision One

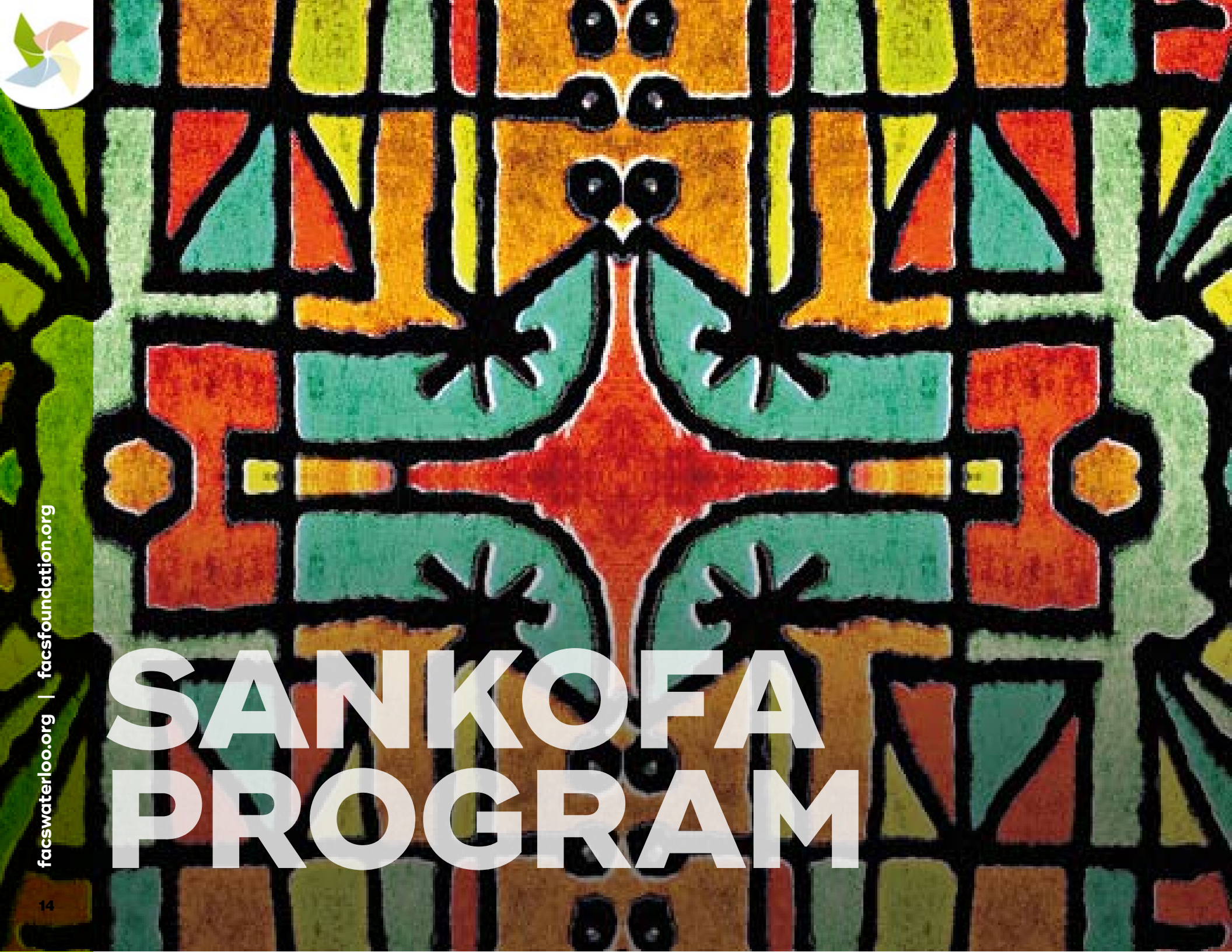
Voice, and subsequent OACAS Equity training.

360 Family Engagement is supported by policies and practices known as The Family First Accountability Framework. The framework, approved by leadership this year, is rooted in several pieces of legislation to which child welfare professionals are accountable. These include: The Child, Youth and Family Services Act, the Federal Legislation Respecting First Nations, Inuit and Metis Children, Youth and Families and the Child Protection Standards. All FACS Waterloo's staff have been trained on the 360 Family Engagement Model and the Family First Accountability Framework.

This video explains further the model practice principles that underpin 360 Family Engagement and the Family First Accountability Framework.



SANKOFA PROGRAM



Sankofa is a principle derived from the Akan people of Ghana that means one should remember the past to make positive progress in the future. The poser of Sankofa centres around the notion that to know history and your heritage is to know your current self, the world around you, and how to better both. Therefore, the program aims to leverage our culture and history to bring about transformational change in our Black youth and families.

Principles

The Sankofa program aligns its principles with the Nguzo Saba principles which underpin the Harambee Cultural Service Model. Principles of the Nguzo Saba:

- Umoja (Unity)
- Kujichagulia (Self Determination)
- Ujima (Collective work & Responsibility)
- Ujamaa (Cooperative Economics)
- Nia (Purpose)
- Kuumba (Creativity)
- Imani (Faith)

Our impact

Improved coordinated culturally responsive services for Black youth and families

Measuring Success

- Increased personal and social development opportunities for youth
- Increased youth confidence
- Improved family relations
- Sustain a positive image of Black youth
- Increase in formal and informal networks

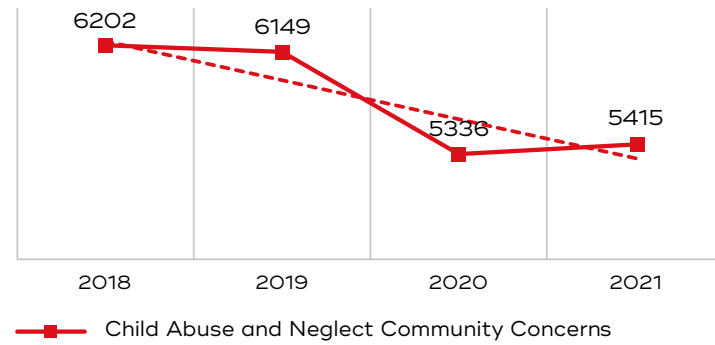
Key Elements

- Harambee Services Team
- OMOP
- Sankofa Prevention Programs
- The Village

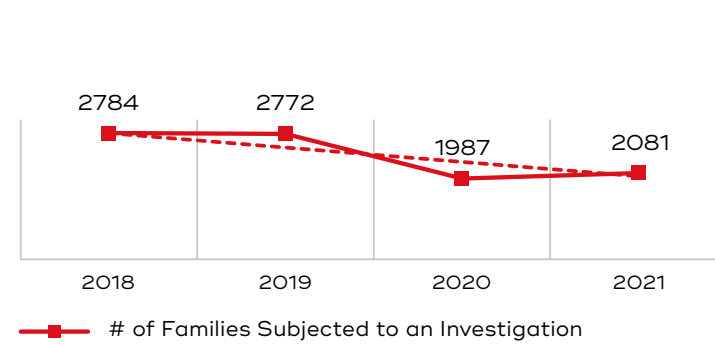




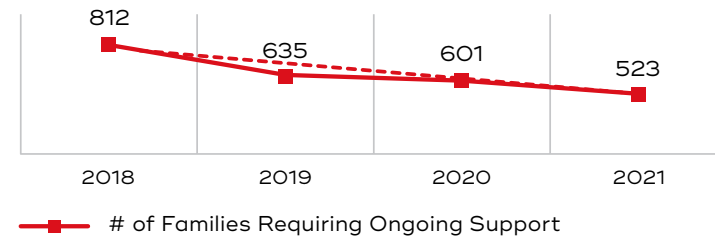
We have seen a 13% decrease in community concerns from 2019 to 2022



We have seen a 25% decrease in families subjected to an investigation from 2019 to 2022



We have seen a 35% decrease in families requiring ongoing support



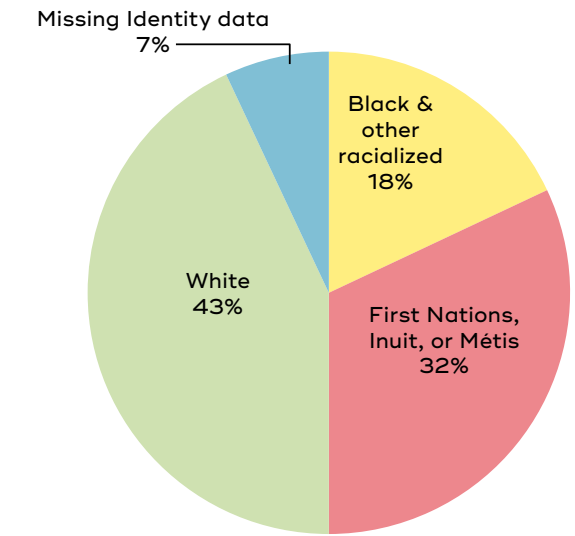
DATA

What are our top 3 referral sources?



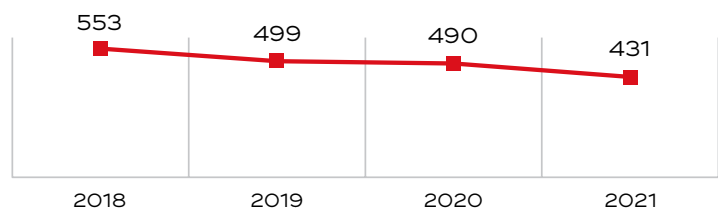
- While we receive thousands of community concerns, less than half of them require an investigation.
- Of families subjected to an investigation, approximately one-quarter require ongoing support.
- As we promote, advance, and uphold the values of equity, diversity, and inclusion of belonging we recognize that we must shift our services to account for the identity of the families that we serve. The ethnoracial breakdown of families is depicted in the pie graph.

What are the Ethnoracial identities of Families Requiring Ongoing Support?



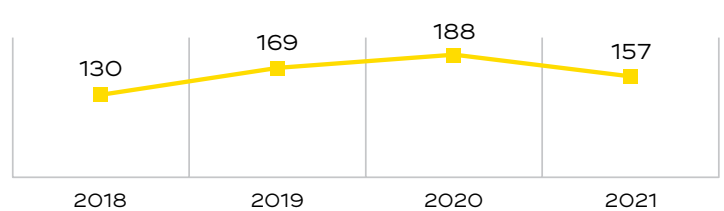


We have seen a 22% decrease in children/youth requiring to be placed in foster care or with extended family from 2019 to 2022



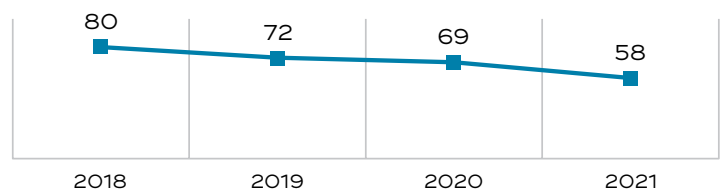
of Children/Youth in Foster Care or Staying with Extended Family

We have seen a 16% decrease in First Nations, Inuit, or Metis families requiring their children/youth to be placed in foster care or with extended family from 2019 to 2022



of First Nations, Inuit, or Metis Children/Youth in Foster Care or Staying with Extended Family

We have seen a 27% decrease in Black and other racialized families requiring their children/youth to be placed in foster care or with extended family from 2019 to 2022



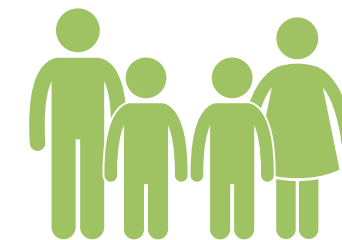
of Black & All Other Racialized Children/Youth in Foster Care or Staying with Extended Family

DATA

Where are children and youth placed when they are removed from their homes?



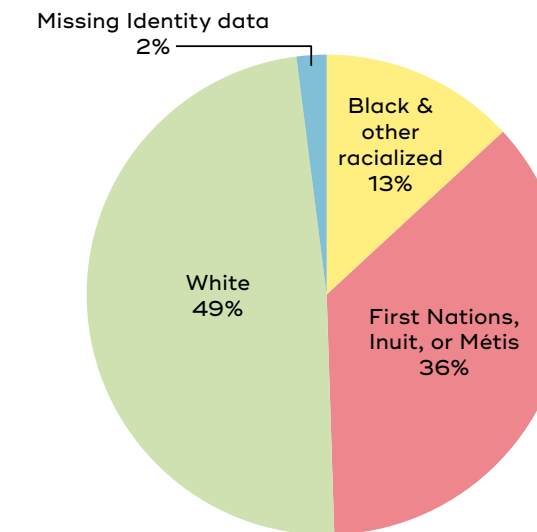
65% are placed in foster care



35% are placed with their extended family

- The ethnoracial identity of children and youth placed in foster care or with extended family is depicted in the pie graph.
- While we have seen a decrease in First Nations, Inuit, Metis, Black, or other racialized children/youth needing to be placed in foster care or with extended family, we still have more of these children/youth away from their parents than expected.
- Most children and youth removed from their parents are because of parents who struggle with mental health and substance use issues. We will continue to work with these families to center equity and culture in the healing process.

What are the Ethnoracial identities of children and youth staying in foster care or with extended family?





Family & Children's Services of Waterloo Region

Statement of Revenue and Expenditures for the Year Ended March 31, 2022

	Operating Fund	Special Projects Fund	Capital Fund	2022	2021
Revenue:					
The Province of Ontario	50,611,555	641,134		51,252,689	52,212,706
OCBE	973,461			973,461	1,324,620
Other revenue:					
Miscellaneous,(grants, rebates, interest and fees)	1,730,645	31,408	3,202	1,765,255	1,553,862
Building income			1,144,756	1,144,756	1,109,876
Total revenue	53,315,661	672,542	1,147,958	55,136,161	56,201,064
Expenditures:					
Salaries	26,437,130	465,127	183,955	27,086,212	25,488,575
Boarding rate payments	10,306,897	0	0	10,306,897	12,040,143
Employee benefits	7,733,091	125,771	53,689	7,912,551	7,261,274
Client needs, services, health, program	4,543,815	49,997	0	4,593,812	4,484,371
Building occupancy	761,024	0	1,155,505	1,916,529	1,847,905
Miscellaneous	1,366,121	31,647	89,792	1,487,560	1,797,526
Technology	1,237,270	0	0	1,237,270	1,504,984
Travel	748,035	0	0	748,035	640,789
Admission prevention	480,330	0	0	480,330	195,610
Total expenditures	53,613,713	672,542	1,482,941	55,769,196	55,261,177
Excess of revenue over expenditures before the undernoted	(298,052)	0	(334,983)	(633,035)	939,887
Other revenues (expenditures)	(59,662)	0	648,113	588,451	3,962
Excess of revenue over expenditures	(357,714)	0	313,130	(44,584)	943,849
Net deficit, beginning of year	(4,001,993)	3,979	3,388,100	(609,914)	(1,548,053)
Interfund transfer	(2,874)			(2,874)	(5,710)
Net Assets, end of year	(4,362,581)	3,979	3,701,230	(657,372)	(609,914)

(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.

2021-22 Condensed Financial Report

Statement of Revenue and Expenditures for the Year Ended March 31, 2022

REVENUE	2022		2021	
Donations	\$	1,318,252	\$	1,635,499
Investment Income		45,352		7,404
Other Income		3,326		65,661
Change in fair value of investments		47,444		268,562
	\$	<u>1,414,374</u>	\$	<u>1,977,126</u>
EXPENDITURES				
Grants to Agency	\$	547,639	\$	163,792
Scholarships		92,000		69,819
Other Grants		887,508		822,766
Office and administration expenses		102,425		110,817
Professional and investment fees		21,048		18,854
	\$	<u>1,650,620</u>	\$	<u>1,186,048</u>
Net Surplus (Deficit)	\$	<u>(236,246)</u>	\$	<u>791,078</u>

(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.

DATA



The goal and intention of the Equity Committee shall be to identify and work to eliminate current barriers in the Agency's policies, procedures, and practices in order to foster a culture that is receptive to equity, Truth and Reconciliation and improving access and distribution throughout all areas of governance in accordance with the objectives of the Strategic Plan.

The Equity Committee has been formed based on the foundational knowledge that we all share responsibility for creating an equitable, diverse and inclusive community.

The purpose of the Equity Committee is to:

- Promote, advance, and uphold the values of equity, diversity, inclusion and belonging
- Uphold the spirit and commitment of the Truth and Reconciliation Calls to Action (Indigenous Sovereignty)
- Provide governance oversight to the Agency in meeting the objectives of the Strategic Plan, specifically:
- Work with community partners to build preventive services that decrease FACS involvement with First Nations, Inuit, Métis, Black, Racialized, and LGBTQ2S+ populations and improve child and youth outcomes
- Utilize research and evaluation to identify the root causes of children and youth (beginning with First Nations, Inuit, Métis, Black, Racialized, and LGBTQ2S+ individuals) being brought into care and, in collaboration, with community partners develop early intervention programs to address these systemic issues
- Draft an anti-oppressive/equity commitment statement for the Board of Directors
- Bring ongoing concerns to the attention of the Board of Directors
- Establish an annual work plan identifying the major areas of work and priorities for each year commencing in 2021

AGENCY BOARD EQUITY COMMITTEE



Today we honour Adam’s family journey with the child welfare system: a father’s heart and passion for his children leading this fight.

Adam is the father of eight children, five of which were involved with our agency. This dad is Indigenous; he is no stranger to proving his strength to keep his loved ones safe and protected. When we asked him where his story all started with our agency, he said it all began when he started to realize he could put up a fight for his children. Adam wanted to tell his story; he wanted to let others know everything that happened, as he knew things just were not right. He wanted to help the agency look back, reflect on the hurt we caused so we can learn from it, and move forward.

Adam explained how his children were placed with the maternal side of the family after being removed from the care of their mother. Adam had to find out from the children’s maternal aunt about the apprehension of his children and that the children’s mother was in the hospital. Adam said once his worker reached out to him about this, they came to his home and made promises about the change in placement of his children from the maternal side of the family to himself. Adam prepared the house for the return of his children, as he was confident; his kids were coming home.

ADAM’S STORY

Adam said he believed and trusted this worker to honour the promise they made and as such, went to the courthouse to seek an emergency order. Adam quickly realized there was a complex legal process to get his children home since being placed with the maternal side of the family. Adam felt there was no consideration for him as a priority when deciding on placement for the children even though he is their father.

Adam’s worker had changed and he received notification that access to his children was now being supervised at the agency. Adam said that devastated him, he felt defeated, and emotionally disappeared for a few months to regroup. Adam began to reach out and work with Indigenous community resources and sought their support to attend court with him. Adam was met with resistance in court to have his Indigenous support worker present.



Adam allowed his new worker into his home to talk about access with his children being unsupervised and in his home. Adam went on to explain the line of questioning and interrogation he received in regards to his relationship history with the children’s mother, and his historical substance use and addiction.

When Adam was done answering everything, his worker could not explain why his access was not able to be unsupervised, or in his home. Adam shared the worker was rude the entire time they were in his home and went as far as to call one of his children a liar. Adam said he felt defeated again, just from one meeting with the new worker. He began to ask for culturally relevant services as an Indigenous man, but nothing came of it. Adam felt dismissed as an Indigenous man, because of how white he is. Adam said his dad always shared proudly about their Indigenous heritage, but he never felt he was taken seriously. Adam said he had been telling his workers he was Indigenous right from the beginning.



When Adam was ready to come back to the fight, he felt like he was coming back with a fiery passion, purpose, and patience. Adam emailed the Indigenous Service Director on the Two Row Understanding Services Team to plead his family's case and his rights as an Indigenous father. Adam felt that, as a father he was not respected or honoured. Once Adam started working with an Indigenous worker, Indigenous supervisor, and Indigenous Cultural Wellness Lead, he felt his storm had ended. Adam acknowledged that things for his family became tougher, but he felt the storm within him was calm. Adam felt like he finally had help and from then on, he knew he was fighting a system with the help of his workers, instead of fighting his workers and a system.

Upon reflection even though the children were not home with Adam full-time, he talks about how he and the mother of his children are now able to co-parent in a positive way, and they have shared decision-making responsibility for their children. Adam said he feels like his Indigenous workers are family and were able to show him a different strength he did not know he had. Adam spoke about how we helped him realize a lot about himself, how he was deeply rooted in anger and misguided hate. Adam says he just wants to be heard, he wants someone else to believe what he was saying is truth. Adam said he saw his Indigenous family fighting hard against a system that will always win. Adam believes he found a different way of winning, with strength, humility, and patience.





At the beginning of this fiscal year, we initiated a review of employee well-being under the framework of the National Standard for Psychological Health and Safety in the Workplace. Using tools through Guarding Minds at Work, we surveyed employees with respect to a number of psychosocial factors known to create a sense of well-being at work.

Since our last assessment, employees told us that we were listening better, communicating with more clarity, and offering a greater sense of psychological support. Employees also told us that we needed to continue efforts to build organizational culture and attend to the area of respect in the workplace.

With this in mind, the agency continued with action planning related to employee well-being, focused on the key areas of:

- Investing in our people leaders
- Efforts to better employee relationships
- Structures for addressing the psychological impact of the work
- Bolstering organizational citizenship and staff recognition
- Redefining how work is done

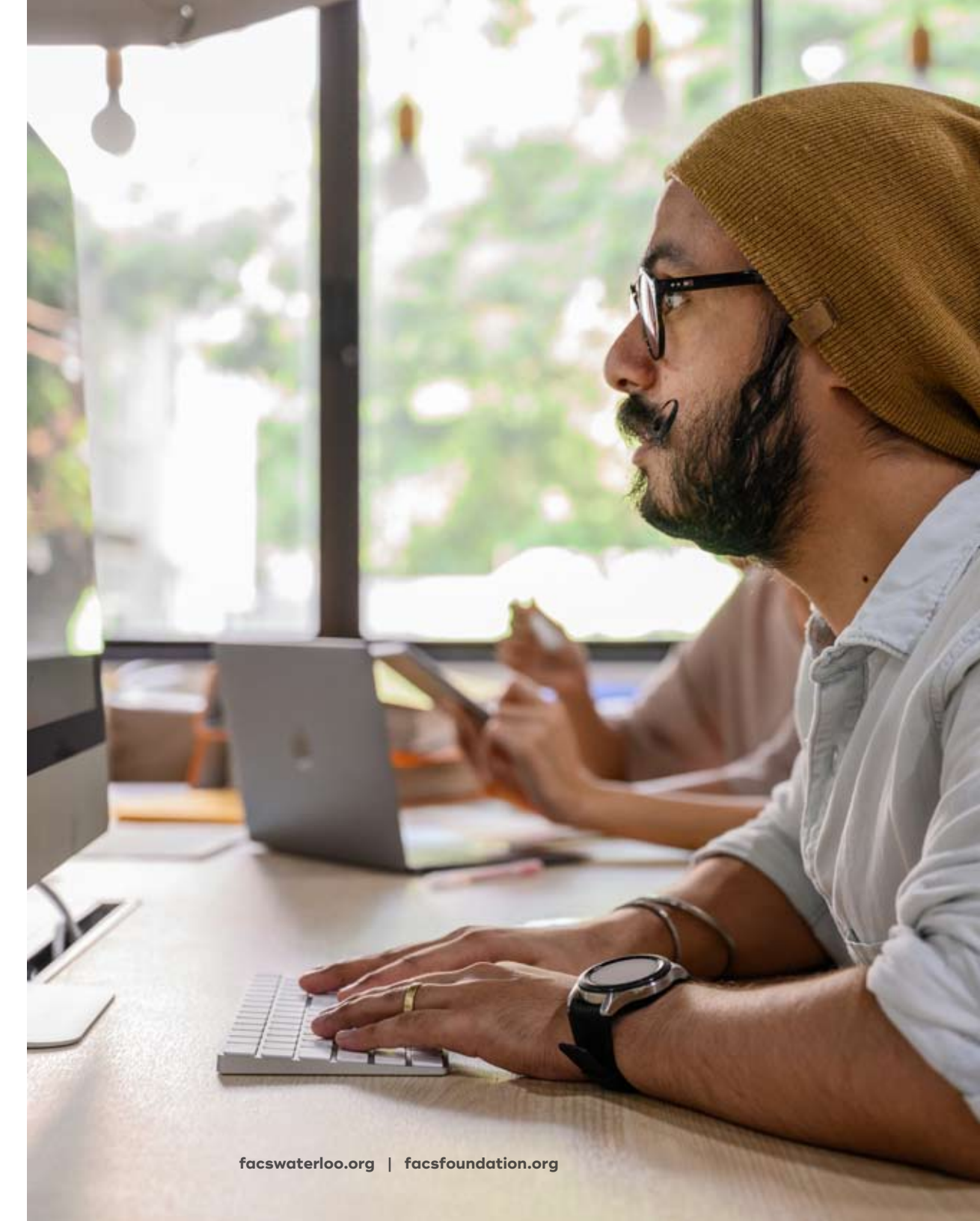
While staff surveys can provide direction, understanding employee needs on a very personal level requires listening and interaction at a very human level. As such, our Executive Director Karen Spencer and Associate Director Sonia Dennis, began a series of meetings to hear directly from employees, and their supervisors, about their greatest needs. Much of what was learned supported the action plan defined by the National Standard work. In addition, staff shared worries about the number of changes, talked about

the things that they felt should change, and shared their experiences of working through a pandemic.

Other areas of work have included updating policy and practice related to health and safety, workplace violence and harassment and employee accountability. In the coming months, our people leaders will undergo further training on creating a supportive and trauma-informed workplace. The agency is planning events in which employees can come together in less formal ways. Employees are being offered learning around the psychological impact of the work. And last, the agency will continue to explore how work is attended to in a post-pandemic world.

We are proud of our staff. They have managed many changes including - adjusting to providing service during a pandemic, while maintaining a commitment to our key strategic directions. This has resulted in a great deal of change in a short period of time. Thanks to everyone for the part they play in keeping children and their families safe and well. We know that this requires our staff to be safe and well too.

STAFF WELBEING





FAMILY &
CHILDREN'S SERVICES
OF THE WATERLOO REGION FOUNDATION

ANNUAL REPORT 2022



Foundation Board Members

- Ami Tsarfati
(Board Chair)
- Christine Senior
(Vice-Chair)
- Ryan Murphy
(Treasurer and Secretary)
- Alana Halapija
- Benjamin Bach
- Tara Bedard
- Rick Bolzon
- Darren Kelly
- Matt Kirby
- Steven Milijasevic
- Pete Travers
- Wolfgang Seltner
- Tapiwa Ziyenge

As the joke goes ‘I’m getting tired of being part of a major historical event’...

Reflecting the past years as your board chair, we have endured many challenges as a community. From Covid-19 affecting our work, children’s education, health care and community fabrics, a growing housing and affordability crisis to geopolitical events that are felt at home. The past year has felt like a series of major historical events that can feel at times too overwhelming to know how to make a difference and navigate. However, through this time, our community has shown not only how resilient we can be, but also how generous and supportive our community has been to the work that our foundation does.

Our foundation has managed to pivot during these challenging times to continue to be a source of innovation to our agency and the community that we serve. In many ways, our foundation’s success over the past year can be summarized as engaging, educating, and inspiring our stakeholders to ensure

that we are creating a model that will enable a sustainable impact on our community.

Engagement with our community is measured in many ways: from the lives we touch to the foundations and donors that support our work. Our foundation invests heavily in innovative research through the resiliency project that our Dr. Jill Stoddart, our director of research, development and outcomes leads. Our Heal, Learn and Grow programs target the needs of our community supporting our children and youth with our priorities that are not covered by the agency budget or fall outside child and welfare funding. This community investment is only possible due to our supportive foundations and community that see the value in the work that we do and the positive impact we have in lives that our foundation touches. Indeed, our foundation and community sponsors supported our programming with over \$1,400,000 over this past year helping us make the extraordinary look ordinary.

Education within our community is gained and

measured in many levels. Part of our education is telling our story to the community. Having our agency or foundation members provide outreach to our community partners, many service clubs, speaking engagements to meeting with our funding partners. Education also comes from within, ensuring that we have a representative board that reflects our community. Ensuring that our board received education from Dr. Kathy Hogarth to help us better understand how our biases and perspectives can affect the work we do and how to listen and work with our community partners in ways that can benefit our stakeholders that we would not have considered otherwise.

Inspiration is measured with the measurable and immeasurable results that our foundation has enjoyed over the past year. Our ability to inspire our community to support the work we do – as volunteers, as board member and financial supporters of our causes. A key financial success that our foundation can share is that we have moved to a more

sustainable funding formula ensuring the programs we commit to support over the next fiscal year are funded. In addition, our foundation has been stewarding our funds to ensure that we have funding available to provide additional supports to our community should we again see unbudgeted need. Having the benefit of strong financial position ensures that our commitments to the community can be impactful.

As I look to the upcoming year, I’m excited to see the work that our foundation will be able to do.

Thank you to all of our amazing Foundation staff and our volunteers who have worked tirelessly to further our mission and goals. Without you, none of this would be possible. A big thank you to the Agency staff as well. Your support has been incredible and your dedication to this often-difficult field is inspiring.

Sincerely,
Amichai Tsarfati



FOUNDATION BOARD CHAIR REPORT



Prevention of Child Abuse and Neglect through:

Focus on equity in philanthropy

- Partners in Reciprocity Fellowship
- Re-allocation of resources through grants to community partners
- Specific funds for First Nations, Inuit and Metis children and families through our Truth and Reconciliation Fund
- Specific funds for Black and Racialized children, youth and families through the Out of Many One People Fund.

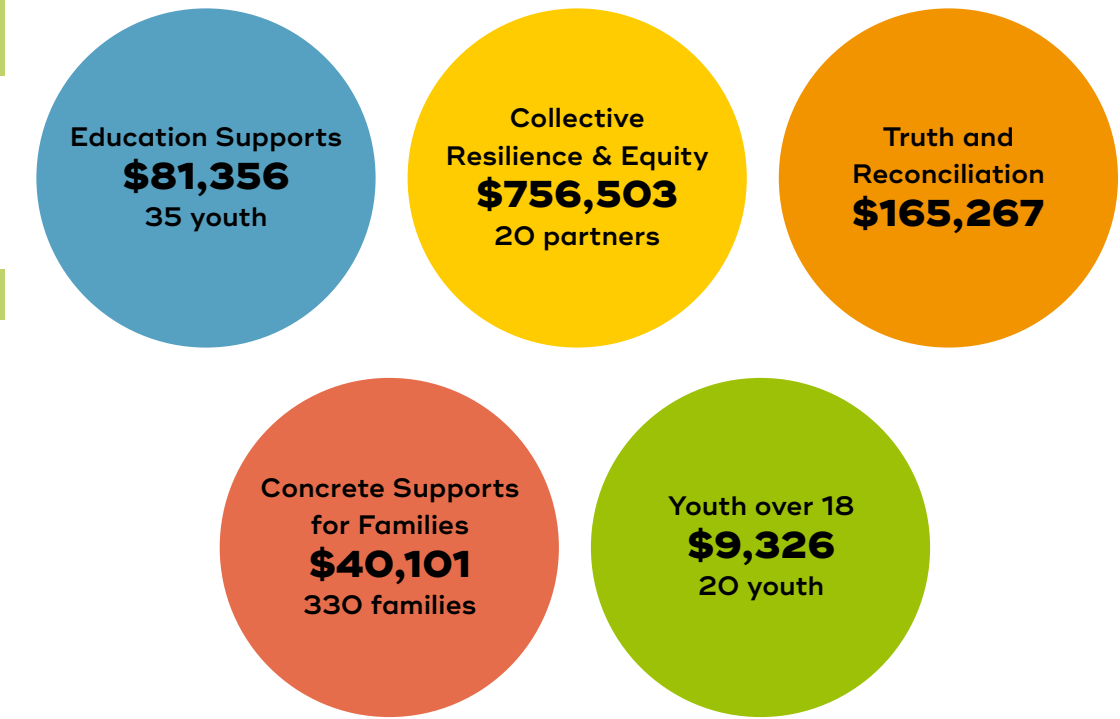
Focus on improved outcomes for children, youth and families involved with or at risk of child welfare involvement

- Educational outcomes including scholarships
- Increased resilience – Resilience Project
- Development of Evidence Informed Programs and Services

Focus on practical mitigations to address poverty

- Families involved with Child Welfare (including Kinship Families)
- Youth transitioning out of Child Welfare into adulthood.

Community Support By The Numbers



FAMILY & CHILDREN'S SERVICES FOUNDATION PRIORITIES FROM 2021-22



As part of the Foundation’s commitment to the strategic plan, members of the Foundation team participated in a year long fellowship called Partners in Reciprocity. This fellowship involved four workshops guided by the seasons and taught by staff from **The Circle on Philanthropy and Aboriginal Peoples in Canada**. The fellowship’s aim is to help transform philanthropy and contribute to positive change between Philanthropy and Indigenous communities by creating spaces of learning, innovation, relationship building, co-creation and activation.

The Foundation team made up of Jennifer Laurie and Jill Stoddart and joined by agency colleagues Danielle Glass and Santiago Grande spent time together learning through Indigenous approaches, and how we can begin to reorient the settler philanthropy of our Foundation toward equity and justice. The fellowship has provided valuable guidance for how the Foundation can take concrete steps to build relationships and co-create and activate work with our First Nations and Inuit community partners, including members of our Two Row Understanding Services Team. Our next step as a Foundation is to sign the Declaration of Action which is a commitment to using our philanthropic resources in service to Reconciliation. We look forward to continuing this work as Circle members.

PARTNERS IN RECIPROCITY FELLOWSHIP 2021 CIRCLE OF PHILANTHROPY AND ABORIGINAL PEOPLES IN CANADA



THE CIRCLE LE CERCLE

ON PHILANTHROPY AND ABORIGINAL PEOPLES IN CANADA
SUR LA PHILANTHROPIE ET LES PEUPLES AUTOCHTONES AU CANADA

[Click here](#) to learn more about The Circle and its transformative work.





- Partners:**
 Adventure 4 Change
 African Family Revival Organization
 Bridges to Belonging
 Canadian Aweil Youth Association
 Eritrean Islamic Association
 Ethiopian Association of KW
 Family & Children's Services
 House of Friendship
 Hummingbird Centre for Hope
 Kitchener Waterloo Art Gallery
 Kinbridge Community Association
 Levant
 Muslim Social Services
 Our Place Family Resource Centre
 Somali Canadian Association
 Women's Crisis Services

- FUNDED BY:**
 Lyle S. Hallman Foundation
 Fairmont Foundation
 Family & Children's Services Foundation

Since 2017, the Resilience Project Partners have been working together using a collective impact approach to reduce barriers in receiving meaningful services and support to promote resilience in the Waterloo Region. As part of our collective work, we began a new pilot project providing four System Navigators across the Region. The System Navigators are playing a vital role in building bridges between various cultural-linguistic communities and child welfare services in the Waterloo Region.

The System Navigators have been hired by, and placed within, Resilience Project partner grassroots organizations rather than positions within Family and Children's Services of Waterloo Region. Currently there are four positions housed at Healing of the Seven Generations in downtown Kitchener, African Family Revival Organization housed in the Family Centre, Kinbridge Community Association in Cambridge, and Adventure for Change in Waterloo. Since the project started in November 2021, they have been focussed on building relationships as

well as role clarity and understanding between staff from grassroots organizations working directly with diverse communities and FACS staff (as well as other systems). While FACS and the Foundation are providing support to the grassroots organizations in hiring, training, work plans etc., we see activities such as this project as part of our commitment to reallocating resources, and supporting organizational resilience in grassroots organizations. It takes a village to raise a child, and child welfare is not the only system that can support families. By supporting the development and organizational resilience of grassroots, community led organizations; we shift the focus from "protection" to moving resources into the community that are needed, including navigating often-complex systems.

The System Navigators have also been providing critical information to existing child and family systems and services about the needs of the communities and the systemic barriers encountered by families.

THE RESILIENCE PROJECT



One of the System Navigators, Fadhwa Yusuf from AFRO, shared this story of the work.

AFRO had been supporting a grandmother and her four grandchildren for almost 5 years when unexpectedly the grandmother passed away this winter. The four grandchildren aged 9, 13, 15 and 22 were suddenly left without a caregiver and were in imminent risk of losing their housing. AFRO was able to work with FACS staff from the Harambee team to help advocate with Regional Housing to keep them from eviction. Navigating various systems including Housing and ODSP we were able to keep the children together and support their Great Aunt (late Grandmother's sister) to move into the house with two grandchildren she was raising. Now the family is together, and kids did not have to lose their home on top of the loss of their grandma. We have more work to do to help the Great Aunt secure legal custody of the children and to help them re-gain their housing subsidy, but this felt like a huge success!

**Fadhwa Yusuf, System Navigator
African Family Revival Organization (AFRO)**

For more information, please contact:
resilienceproject@facswaterloo.org





In 2020, we began a new initiative called the **Circle of Caring** to keep in touch with former staff and board members. Our Circle of Caring members receive two e-newsletters per year highlighting developments in Child Welfare and showcasing current research and activities of the Agency and Foundation. Here is one of our feature stories from this year.

A Gift from Across the Ocean

Many of you will remember former FACS Waterloo employee Myra Van Katwyk. Myra joined the agency in May of 1981 as a Family Service Worker. When she retired in 2001, almost 21 years later, she had held many roles, finishing her career at FACS as Director of Child and Youth Services.

Recently, Myra had her 80th birthday and, together with her husband, Peter, celebrated this with a trip to visit family in the Netherlands. Their son, Paul, and daughter Trish with her husband Kevin, travelled

from Saudi Arabia and Canada to The Netherlands to join their parents for this celebration.

During her six-week trip ‘home’, they enjoyed several family reunions, including a very special gathering at the hotel/restaurant that Myra’s family had used for reunions and celebrations throughout her childhood years until she and Peter emigrated to Canada. It was the perfect spot to host a milestone birthday.

On the day of Myra’s birthday party, her family presented her with a very special gift – a replica of

the pinwheel logo\emblem of FACS, constructed of metal and wire, which was accompanied by a donation to the Agency’s Foundation. Her family knew what her work had meant to her and went online to find out more. That’s when they found the pinwheel. Inspired by its meaning and how that reflected Myra’s dedication and passion for her work at the Agency, they commissioned her nephew’s wife, who is an artist, to make the pinwheel.

Myra shared with her family how the Agency continues to make important contributions to the community – making changes based on changing needs, with a focus on what these entail for the essential work of Child Welfare.

The conversation about the changing practices of Child Welfare led Myra to talk about the work of the Two Row Understanding Service Team. Her family had been following the stories of the uncovered graves in the news and learning more about how Indigenous people in Canada had been, and continue to be, treated. They had also been reflecting on their own country’s past as a colonizer. This led to their decision to direct the gift to the Truth and Reconciliation Fund.

In late October, Myra met with Karen and Jill to share this beautiful story and how touched she was by her family’s kindness. Karen was able to share

more about the Two Row Understanding Services Team and just how heavy the work is. She also shared how the teams ensures that First Nations, Inuit, and Metis children, youth, and families receive support that is tied to culture, traditions, community, and the Land. Karen told Myra that it will mean so much to the team to know that a former staff member was connected to this work and that their family, half a world away, was honouring their work with such a generous gift.



CIRCLE OF CARING



Sometimes finding family requires a journey of many kilometres.

Baby Bridget was born with serious health issues, so she needed to stay in the hospital for several months after her mother was released. When Bridget was ready to go home, her parents recognized that they weren't able to care for her, and they reached out to Family and Children's Services for help.

Bridget had a cleft palate that meant she needed a feeding tube to get nutrition; she also has developmental delays. The workers at Family and Children's Services found foster parents who had experience in caring for medically fragile children and provided a caring and supportive home for Bridget.

The agency's first goal was to work with Bridget's birth parents with the goal of having her return to their care. But when the parents still were not in a position to take Bridget as she got close to her second birthday, the worker asked her parents if

there were other family members who might be able to provide a home for the little girl. It turned out that several were ready to step up for her

Her uncle was especially interested. He and his wife, a nurse, have two young children of their own slightly older than Bridget. Of course, with the COVID pandemic continuing, it was very challenging for the prospective caregivers to get to know their niece. Together with the foster parents they organized weekly zoom meetings. The aunt and uncle were also included in all medical appointments by using zoom to give them a chance to ask questions and be brought up to date on Bridget's health issues.

When Bridget's new placement with her aunt and uncle was confirmed, they had a new problem: how would they get this child to her new home, which was hundreds of kilometres away. Again, the foster parents stepped up. They took their whole family, including Bridget, in their RV on a road trip, and

spent several weeks camped nearby, helping her transition to her new home. They all gathered for a farewell party before the foster parents started the long drive back to Waterloo Region.

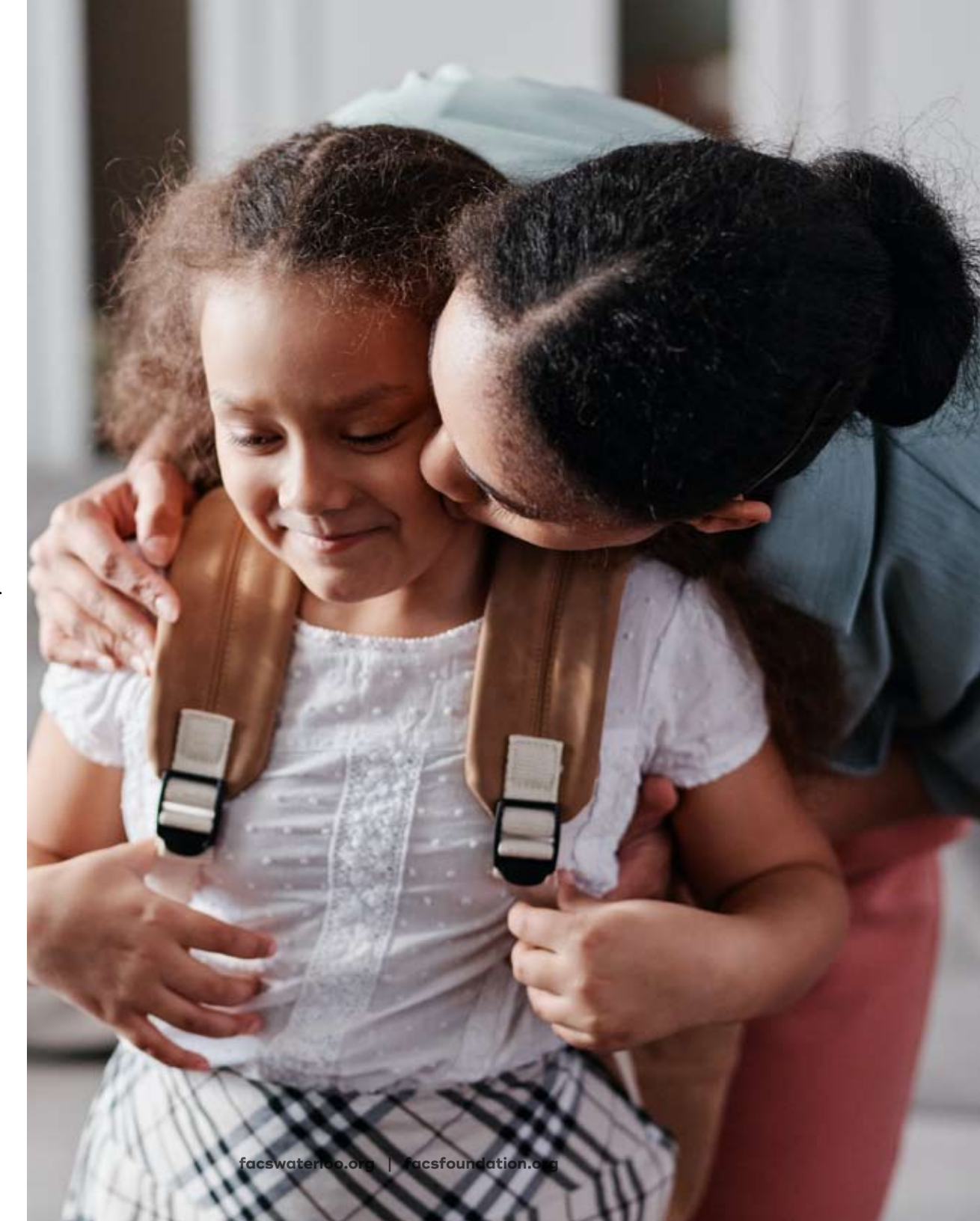
Foster parents receive funding from the provincial government to help cover the costs of taking care of the children placed in their home. When children go to live with kin – extended family – those payments don't apply. That's where the Foundation comes in: donations from the community can cover expenses such as some of the medical equipment Bridget needs.

Bridget continues to make progress: she is now walking with the help of a walker and has had her cleft palate repaired which makes eating much easier. She's in touch with her grandparents and extended family and still has virtual visits with her former foster parents – she's very loved.

And that's what family is through a child's eyes: love and belonging.

BRIDGET

A STORY FROM TREE OF HOPE





HIDES IN HAND

Supporting Truth and Reconciliation

Last year, a member of the Two Row Services Understanding Team, Stephanie, contacted the Foundation because her aunt wanted to do something to support the Truth and Reconciliation Fund. This fund supports the purposes of the Truth and Reconciliation Commission Calls to Action and provides financial support to First Nations, Inuit, and Métis children, youth, and families in Waterloo Region.

The goal of the fund is to reconnect Indigenous people to their culture through activities such as workshops, events, and classes, offering individuals and families the opportunity to be with their Elders, their communities, and the Land.

Teresa Paul, Stephanie's aunt and the owner of Hides in Hand, came up with the idea to donate \$2 from the sale of every pair of moccasins to the fund. "Being a small business in a small community, I had learned that Indigenous families needed help and it quickly become a priority to support them," said Teresa.

Between October 2021 and March 2022, Hides in Hand's sold 2799 pairs of moccasins which resulted in donations totalling \$5598! Teresa knows their donations made a difference. "We believe that our

promotion of the fund and our commitment to giving also encourages other businesses (of any size) to help through a process like this."

Donna Desgroseilliers, Service Director – Indigenous Services, says "knowing there are people like Teresa who stand alongside our team in support of Indigenous children and families means more than we can express. We are truly grateful to Hides in Hand for this generous initiative."

Community fundraising is vital to the Foundation. Third party fundraisers raised over \$70,000 to support programs and services for children, youth, and families in our community. From bake sales to golf tournaments, community fundraisers are helping build resilient families and a resilient community. For more information, check out our fundraising toolkit!



Guess who donated \$75,000 last year to support programs and services funded by Family & Children's Services Foundation?

The businesses, groups, and individuals who hosted community fundraisers to support FACS Foundation!

The people behind these fundraising events and activities are creative, hard-working, and passionate. They bring their hobbies, talents, and knowledge to their events and engage their networks with the needs of the children, youth, and families we serve.

We had the opportunity to work with two of those people this year - Lyne Baaj and Emma Jutlah. Lyne and Emma are University of Waterloo

students and founders of UW Against Child Abuse (UWACA). The purpose of UWACA? To work towards the reduction of maltreatment of children by sharing accurate information about child abuse as well as supporting organizations in Waterloo Region working to support families.

As more students learned about UWACA, the team grew with individuals from a wide range of faculties and programs wanting to help. The group had skills and knowledge about communications, event planning, research, and connecting with community. How would they put all this talent to good use and achieve their goals?

UWACA did their research to find community partners whose goals and interests aligned with theirs. They

decided to support FACS Foundation and, with support from Foundation staff and the easy-to-use fundraising toolkit, they held a pop-up Krispy Kreme sale on the University of Waterloo Campus.

The pop-up was a huge success - they sold out in hours and raised \$250!

UWACA has finished up for the year and what a successful year it has been! We are so grateful to have their support and talent and encourage you to visit their Instagram page to learn more.

If you would like to learn more about hosting a fundraiser of your own, please contact, Crystal at crystal.raymond@facswaterloo.org. You can also check out the new "fun-draising" toolkit - it has

all the information you need to plan and host a fundraiser, as well as helpful tips to make your fundraiser a big success!



COMMUNITY FUNDRAISING



FAMILY &
CHILDREN'S SERVICES
OF THE WATERLOO REGION

200 Ardelt Ave., Kitchener, ON, N2C 2L9
168 Hespeler Rd., Cambridge, ON, N1R 6V7
facswaterloo.org



FAMILY &
CHILDREN'S SERVICES
OF THE WATERLOO REGION FOUNDATION

65 Hanson Avenue, Kitchener, N2C 2L9
facsfoundation.org