



A Year of
Reflection



Women's Crisis Services
of Waterloo Region

2017/18 Annual Report



Vision: Our Preferred Future

A community free from violence and abuse in any of its forms.

Mission: Our Purpose

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

Board of Directors for 2017-2018

Cayley Rodd	Chair
Tracey Appleton	Vice-Chair (started December 2017)
Sara McLennan	Vice-Chair (up to November 2017)
Janice Savage	Treasurer
Paula Fecteau	Secretary
Al Green	Director
Grahame Farquhar	Director
Mike Farwell	Director
Christina Pawliszyn	Director
Jennifer Eby	Director
Vickie Murray	Director
Terry Wilson	Director

Management Team, 2017-2018

Chief Executive Officer

Jennifer Hutton
Mary Zilney (Retired March 2018)

Senior Director of Operations

Carolyn Albrecht

Outreach Manager

Jennifer Hutton
Trish Sabourin
Neta Geer

Residential Manager, Anselma House

Erin Schreiter
Trish Sabourin

Residential Manager, Haven House

Merle Fast

Fund Development Manager

Kourtney Beckman
Alan Sharpe



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2017-2018 AGM Report

Mary Zilney MSW, RSW
Chief Executive Officer
(Retired March 30, 2018)

A YEAR OF REFLECTION

The theme of this year's annual report is "A Year of Reflection," and my opportunity to revisit my last year as Chief Executive Officer of Women's Crisis Services.

In last year's annual report, I announced that in October 2016 we needed to cap beds from 45 to 32 at both Anselma House and Haven House as a result of incurring a mortgage. This was due to a short fall in the capital campaign fundraising for the new Haven House, which opened in September 2016. I am excited to announce that, effective May 1, 2018 all of the beds are reopened! This is because, since September 2016, we have reduced our mortgage from over \$2 million to under \$1 million. We have hired staff to accommodate the extra clients.

It was always my intention to retire from this position, and the day eventually arrived—my retirement was effective March 30, 2018. I have had the outstanding privilege of leading Women's Crisis Services of Waterloo Region as the CEO since 2005.

As you may imagine, with any executive position there are ups and downs, successes and failures, emotions both of elation and despair. The rebuilding of both Anselma House and Haven House has been the absolute highlight of my 26 year career. Knowing that abused women and their children have appropriate facilities in which to flee from abuse has always been incredibly important to me. I continue to be outraged that the system is backwards. Why are we still uprooting victims and their children while leaving the abuser in the family home? There is still so much work to do.

The very least that women deserve when they flee from abuse, is what has been created here in Waterloo Region with the rebuilding of Anselma House and Haven House. This accomplishment was only possible because of countless others who believed in the vision alongside me and shared their expertise and generosity, incredible donors and a building committee of devoted volunteers. There were many champions who mentored me, took me under their wings with patience and dedication, paving the way for an end result of achievement. Thanks to each of you for taking this journey with me, for understanding the need in our Region and for being such a vital part of the solution.

There are a vast number of community partners that have contributed endless efforts, relationships that have evolved over the past decade and beyond. These are true reciprocal partnerships, the pieces of the puzzle coming together with enthusiasm and ideas, all in the best interests of abused women and their children in our Region. To each of you, thank you for your remarkable collaboration.



I have worked with an array of board of directors. A special thanks to all of them for their ongoing confidence in my ability to effectively move the agency forward and bring evolution to the violence against women sector in our province.

My management team has been remarkable! They have supported my endeavors, entertained my “I’ve got an idea” moments, tolerated my animal stories, openly voiced their opinions to keep me on my toes, understood that advocating for funding and our clients is not a debate, but rather a necessity, and walked beside me each step of the way. Thank you for your contributions, your dedication, and your patience. I know the agency is in great hands when I leave.

The employees who perform the daily work have been imperative to the success of the agency and to the lives of abused women and their children by helping them “Move Beyond Violence.” To all of you over the years, thank you for your countless contributions, your dedication and your initiative. A career in the violence against women field is difficult work. Know that on a daily basis, you continue to make a positive difference in the lives of many.

I extend special thanks to Ilda Gizas, Program Supervisor with the Ministry of Community and Social Services (our main funder). Ilda has walked this journey with me for the past 12.5 years; her support has been invaluable. Thank you for sharing the celebrations and setbacks and never wavering on your belief in my leadership.

The fuel that continued to drive my passion for this work is my undeniable belief that no one ever deserves to be abused. Abused women are some of the bravest and most courageous individuals I have met. Being a victim of abuse is complicated, and every woman experiences it differently. For a woman to finally decide to leave and seek our assistance takes unbelievable strength and faith. Not to mention the need for her to uproot the children (and sometimes pets) during this time of crisis. To all the victims who have crossed my path over the past 26 years, thank you for the countless lessons you have taught me. You will always remain in my memory.

My next chapter is a mystery. It will be similar to travelling to a place I’ve never been: new adventures, new people and, of course, new learnings. And with me go many fond memories of the amazing people I met and worked with over the years. I have truly been blessed. If you’re looking for me, you’ll find me chasing dragonflies somewhere over the rainbow!



THANKS!

The United Way of Cambridge and North Dumfries provided funding for the Residential Program at Haven House.

The City of Cambridge provided financial support to the Residential Program at Haven House.

Operating grants were received from:

- Cambridge & North Dumfries Community Foundation
- Elementary Teachers Federation
- Elmira Maple Syrup Festival
- Kitchener and Waterloo Community Foundation
- May Court Club of Kitchener Waterloo
- Royal LePage Shelter Foundation
- Shoppers Drug Mart Life Foundation
- Zonta Club of Cambridge
- Zonta Club of Kitchener Waterloo

As always, Ilda Gizas, Program Supervisor at the Ministry of Community and Social Services has remained a continuous and steadfast asset to our agency. Thank you, Ilda, for your assistance and support!

Without question, we could not sustain our daily operations without the support of our phenomenal donors. We are fortunate to have each of you as supporters and part of the Women's Crisis Services team. We value your financial donations, and we continue to allocate your funds wisely and for the purposes to which they were intended.

2017-2018 CEO Search Committee Report

Tracey Appleton
Chair, CEO Search Committee

INTRODUCING OUR NEW CEO

Following the announcement in spring 2017 that our then-CEO Mary Zilney would be retiring at the end of March, 2018, the Board of Women's Crisis Services of Waterloo Region began a province-wide search and selection process aided by a leading firm in recruitment in the non-profit sector. The Board was presented with a number of candidates for consideration, and selected Jennifer Hutton for the CEO position.

Ms. Hutton is a creative problem solver and strategic thinker with demonstrated skill as a collaborative leader. An Outreach Manager with Women's Crisis Services since 2012, Ms. Hutton brings experience and knowledge of the Violence Against Women sector generally and our agency specifically. In this role, she managed 11 staff members and was involved in a variety of roles including coordination of agency education and presentations, community partnership development, budget management and participation on a committee focused on organizational change. Prior to joining Women's Crisis Services, Ms. Hutton was employed by Grand River Hospital in a variety of roles, including clinical manager, social worker and team lead.



Ms. Hutton holds a Bachelor of Arts in Social Development Studies from the University of Waterloo, a Master of Social Work with a Clinical Concentration from Wilfrid Laurier University and a Masters of Business Administration with a concentration in Human Resource Management and Organizational Behaviour from Wilfrid Laurier University.

The Board of Directors is confident that Women's Crisis Services is in excellent hands with the appointment of Jennifer Hutton as CEO. We look forward to working with Ms. Hutton in this new capacity as the agency continues to empower and support women and children to move beyond violence through the provision of safe shelter, education and outreach services.



2017-2018 AGM Report

Cayley Rodd
Board Chair

NEW YEAR, NEW PLAN

What a year it has been! The 2017-2018 year brought about much change for Women's Crisis Services of Waterloo Region, and the Board is proud to have worked closely with our management team and partners throughout the past year.

The Board completed the most recent strategic plan, which will guide the Board and Women's Crisis Services through its next chapter. The strategic planning process took on additional meaning knowing that CEO Mary Zilney was retiring and a new CEO was taking the helm. A recruitment campaign began late in the summer of 2017 to seek a new CEO, and after searching across Ontario with the help of a leading recruitment firm, we were pleased to have Jennifer Hutton move from her current management position with Women's Crisis Services into the position of CEO.

Between Mary's retirement in March and Jennifer's start date in late April, Senior Director of Operations Carolyn Albrecht served as acting CEO. The Board is very appreciative of Carolyn's efforts in assuming this role, as well as throughout the transition into Mary's retirement. We know she will prove to be a significant asset to Jennifer in Jennifer's first few years as CEO.

For the past few years, the Board's focus was largely on money—as the agency hurdled the capital campaigns for both Anselma House and Haven House. Between our recent focus on fundraising campaigns, mortgages and budgets, we felt this year was the perfect opportunity to refocus on the agency's purpose and our roles, both as a Board and as individual directors.

The agency's new strategic plan echoes the Board's objectives, and will focus Women's Crisis Services on three strategic priorities:

1. We will inspire action, working to free our community from violence against women.
2. We will effectively serve those who need us most.
3. We will support our people—those who work and volunteer here.

Jennifer will play a key role in working with management and staff to put these priorities into action over the next few years, and we are confident that the agency is in excellent hands with our new CEO.

The Board wishes Mary all of the best in her retirement, and is sincerely thankful for her passion over her tenure with the agency. She will be remembered for many things, but likely most for that passion, as well as for her ability to innovate within the violence against women sector.

On behalf of the Board, I commend the management team and all of the staff of Women's Crisis Services of Waterloo Region for their ongoing support of abused women and their children in our region.

It has been a pleasure to serve with my fellow directors over the past six years, and I thank each of our supporters and partners for the efforts you continue to make on behalf of this wonderful agency.

2017-2018 Fund Development Report

Alan Sharpe, CFRE
Fund Development Manager



WHAT THE STATISTICS REFLECT

As I look back at 2017-2018, I am reminded of the fundraising maxim: “People don’t give to organizations. People give to people—to help people.” That’s what people in our region did last year in record numbers—they gave to help our women and their children move beyond violence.

A large number of these people gave to Women’s Crisis Services by attending third-party fundraising events. Last year we saw a record number of individuals at businesses, churches, service clubs and schools organize fundraisers to support our work. These third-party fundraisers raised a whopping \$83,000, an increase of 69% over the previous year.

The variety of fundraising events was staggering: bake sales, henna tattooing parties, poinsettia sales, stage plays, golf tournaments, proceeds from product sales, full-moon community healing events, walks, kickboxing sessions, movie nights and more. What all of these third-party fundraising events had in common is that they were organized by, attended by and supported by people in our region who care about abused women and children in our region.

As you can see from the statistics below, we keep track of the number of women and children we serve annually, and the number of women who reach out to us for help each year, through our help line and through our Outreach program.

When I look at our fundraising numbers, and when I look at our statistics, I don’t see numbers, but people. I see people giving to people—to help people.

Thanks.

Our statistics for the 2017-2018 fiscal year are:

Anselma House

134 women and 78 children served
11,208 days of care were provided to women and children

Haven House

138 women and 118 children served
10,693 days of care were provided to women and children

Crisis Calls

2524 were received regionally

Outreach

870 women were served regionally



2017-2018 AGM Report

Carolyn Albrecht MSW, RSW
Senior Director of Operations

IT TAKES A TEAM

The past fiscal year has seen many changes in our organization, however, the level of service that women and children receive remains consistent.

Our Residential workers, along with our relief residential workers, provide safety, care, comfort and guidance to our residents. They create safety plans, assess risk, practice conflict resolution and manage the ups and downs of communal living 24 hours a day, 365 days a year. In evaluation surveys, we hear much appreciation for their attention and kindness.

Our Child and Youth workers provide creative programming, school support and safety planning to the children in our shelters. Because the ages and needs of our children vary, our child and youth workers need to be flexible. In partnership with Our Place Family Resource and Ontario Early Years Centre, our child and youth workers provide weekly programs with the help of an early childhood educator.

Our Food and Nutrition workers provide nutritious food as well as teach our women how to shop for healthy food on a budget. They also teach our residents life skills to build their capacity to move out on their own. The support of the Waterloo Region Food Bank and the Cambridge Self Help Food Bank is invaluable.

Our Outreach workers continue to collaborate at the Family Violence Project, a collaborative of community partners housed at Carizon on Queen Street in Kitchener. Because of our partnership with the Waterloo Regional Police Service, we help women who otherwise would not know about our services. Outreach workers provide women with safety plans, housing assistance and practical support. They also provide community education to raise awareness of, and to prevent, domestic violence.

Our significant partnership with Family and Children's Services continues. By collaborating through the Resilience Project, for example, we offer to mothers and their children a "Trusting, Loving Connections Group." This research-based program, developed by Family and Children's Services, helps mothers and their children develop strong, healthy attachments with each other. The program builds foundational parenting skills while addressing the intergenerational trauma that affects mother-child relationships. In the past year, we ran this 10-week group twice, one session at Anselma House and one session at Haven House. We are developing capacity within our organization to offer this group in the future.

Also through the Resilience Project, we have a clinician at our agency three days a week, to work on further assessing, developing and manualizing material for our support and education group for residents. The clinician also offers one-on-one counselling.

Our staff and our management team work hard each day to provide excellent service to the women and children who seek our help. These women and children are able to move beyond violence because of our team of committed professionals, a team that is passionate about our cause, and that always looks for ways to adapt and improve.

2017-2018 Treasurer's Report

Janice Savage
Board Treasurer



2017/2018 was the first fiscal year that began with the realization of a goal that had, at times, felt overwhelming and unattainable over the last decade: welcoming, modern facilities on both sides of the 401 where women and children can embark on their journey beyond violence in the Region.

But with almost \$15 million of capital assets on the balance sheet came the looming specter of a mortgage on Haven House. In spite of the overwhelming generosity of the community for the project, the previous fiscal year ended with a mortgage of a little more than \$1.8 million.

Continued support from the community, sound financial management of our fundraising dollars and a little bit of luck have resulted in more than 43% of that debt being repaid. Additionally, working with our partners at the Kitchener-Waterloo Community Foundation, we refinanced a significant portion of the mortgage and slashed the interest we had been paying on \$400,000 of debt almost in half, thereby significantly reducing the costs of borrowing.

At the end of 2017/2018, the total balance owing in connection with Haven House was \$1,021,935, with more than \$790,000 being applied to the principal over the course of the year.

Along with this, the operating fund was in a break-even position (before amortization) this year indicating that every dollar received was spent for the benefit of women and children in the Region.

The Ministry of Community and Social Services continues to be the biggest source of revenue of the Agency, with 70% of our money received in the form of funding for a total of 58 beds between the two shelters (total capacity is 90 beds altogether).

We also recognize the generosity of the community, who donated \$1,114,574 in cash and gifts in kind this year, to say nothing of the support of volunteers and others for whom a dollar value cannot be established for their invaluable contributions to the Agency.

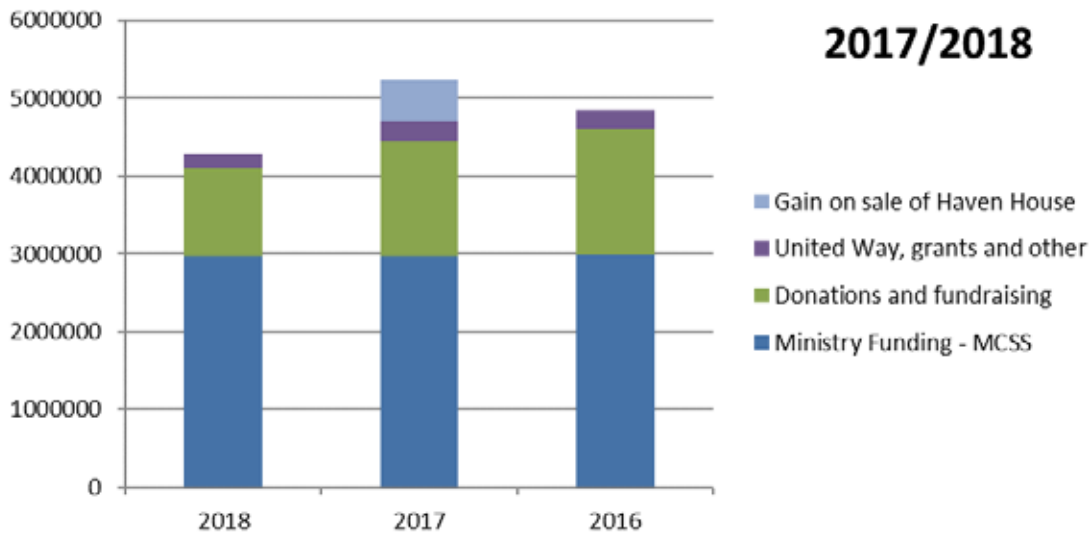
A summary of the 2017/2018 Statement of Operations is included below for your reference.

Revenue

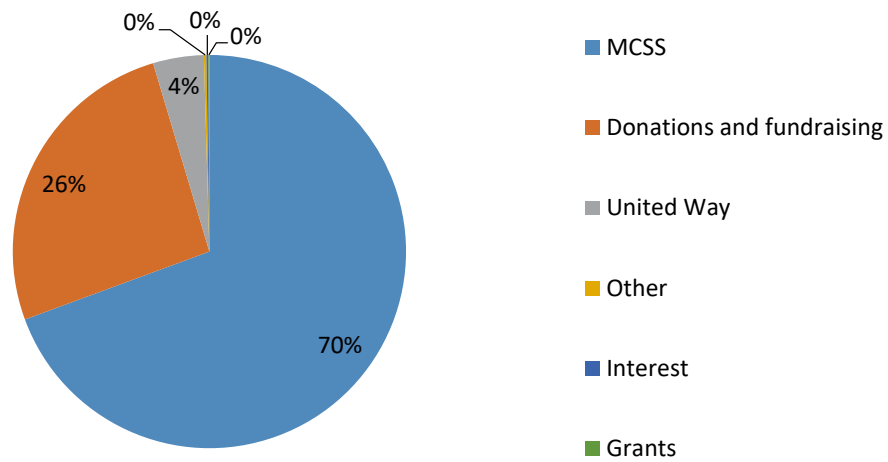
MCSS funding	\$2,975,847
Donations and fundraising	\$134,276
United Way	\$179,075
Interest	\$5,619
Grants	\$3,428
Other	\$8,864
Total Revenue	\$3,307,109

Expenditures

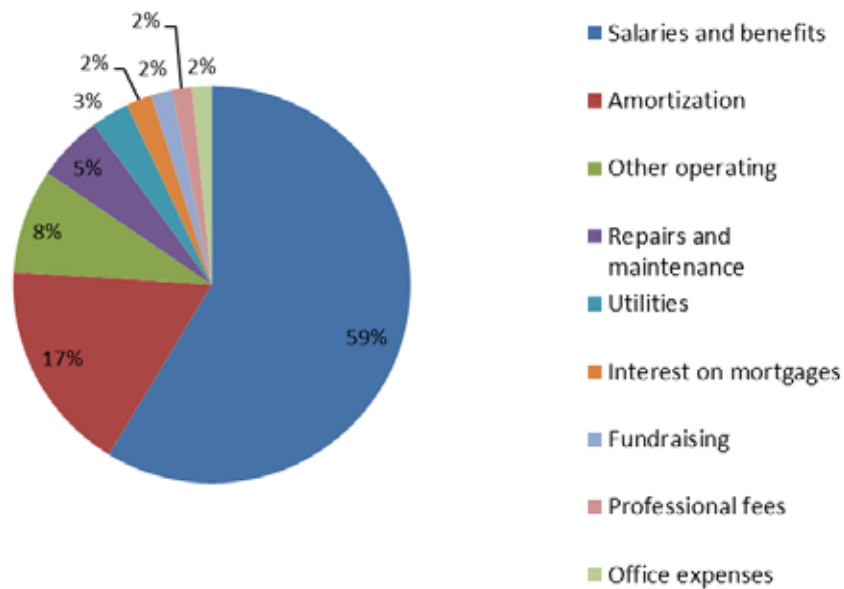
Salaries and benefits.....	\$2,347,427
Amortization (non-cash).....	\$693,125
Repairs and maintenance	\$215,029
Utilities	\$124,268
Interest on mortgages.....	\$82,885
Fundraising.....	\$68,730
Office and administration	\$64,666
Program expenses	\$57,904
Other expenses.....	\$346,179
Total expenses.....	\$4,000,213



2017/2018 Revenue



2017/2018 Expenses





Women's Crisis Services
of Waterloo Region



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