

2020-21 ANNUAL REPORT



YEAR IN REVIEW

MESSAGE FROM BOARD CHAIR LIZ HEDLEY

As I reflect on the past year, my heart is full of gratitude and appreciation. I wish to express the gratitude I feel for the following:

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- For Allan Mills, our Executive Director, for the exceptional year filled with advocacy, support and innovative thinking.
 - For our outstanding Leadership team, including Ron Trajano, Courtney Horowitz and Kevin Guay, who have worked tirelessly to help guide and support the organization.
 - For the hardworking staff, Direct Support People, FamilyHome Providers and volunteers who had an unprecedented year of pivoting quickly from face-to-face to working online. They have all persevered and have adapted to the changes and challenges.
 - For our dedicated Board members, who continue to work hard, engage in further training and education for the betterment of the Board and Extend-A-Family Waterloo Region. We say good-bye to three dedicated members; Jeramie Gallichan, Kathy Mortimer and Yousef El-rayani, whose contributions are reflected in the organization's achievements. We are honoured to welcome three new Board Members, who are filled with energy, enthusiasm and hope. I continue to feel privileged and honoured to be a member of this Board, which I have been a part of for eight years, including the last three years as the Board Chair.
 - For the over 2,000 people using our services who continue to demonstrate resilience, passion and love as they continue to navigate through this turmoil.
 - Finally, for Extend-A-Family Waterloo Region, as we celebrate our 40th Anniversary.

Our region is so very fortunate to have an organization that strives to support a community where everyone belongs and is valued for their contributions.

Truly, we are better together. Stay well,



Liz Hedley, Board Chair

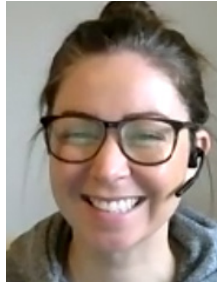
2020-21 BOARD OF DIRECTORS



Liz



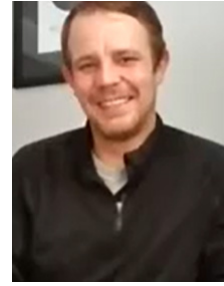
Kathy



Caitlin



Tomasina



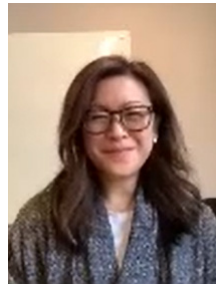
Jeramie



Jamie



Chris



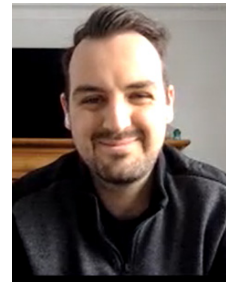
Daisy



Devon



Nancy



Ryan

OFFICERS:

Liz Hedley, Chair

Kathy Mortimer, Vice-Chair - Retiring

Caitlin Garcia, Treasurer

Tomasina Channer, Secretary

DIRECTORS:

Jeramie Gallichan - Retiring

Jamie Moffat

Chris Letizi

Daisy Martin

Devon Fernandes

Nancy Murdoch

Ryan Voisin

Yousef El-rayani - Retiring
(Not pictured)

CELEBRATING 40 YEARS

OUR STORY

Extend-A-Family Waterloo Region (EAFWR) was founded in 1981 by parents of children with developmental disabilities, as a way to build friendship and nurture community in Waterloo Region. We now serve more than 2,000 adults and children with developmental disabilities.

The year 2021 marks our 40th Anniversary! EAFWR was officially incorporated on April 30, 1981.

OUR MISSION

“ Extend-A-Family Waterloo Region champions an inclusive community for all by working with people with disabilities, their networks and the broader community. ”

OUR VISION

“ We envision a community where everyone belongs and is valued for their contributions. ”



Over the years, these buildings have housed Extend-A-Family Waterloo Region's team



EAFWR's current office building at 91 Moore Avenue, Kitchener, Ontario

WHERE WE ARE

STAYING CONNECTED THROUGH THE CHANGES

By: WALES Group Facilitators



Like many of us, in March 2020, Christy had a well-established routine that included many of the activities she loved. She lived on her own, attended community exercise classes, volunteered at a local thrift store, and gathered regularly with friends visiting various local cafes. When COVID appeared in our lives and community life as we knew it changed, Christy had to find a new routine.

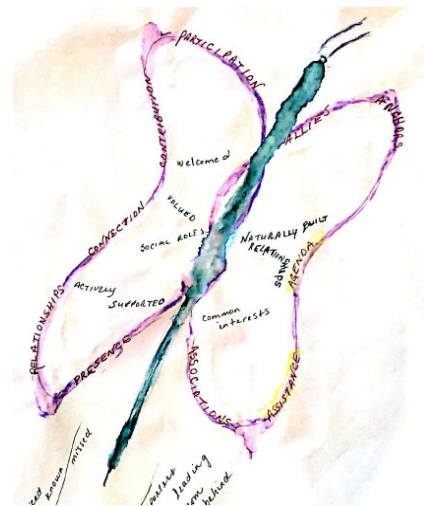
Though the pandemic had changed the way that communities gathered, Christy found new ways to keep her communities together.

[Read more about Christy's journey](#)

CREATING A COMMUNITY OF CONNECTION

By: Kim Sproul, Community Development Program Manager

Community Development (CD) took a huge hit in 2020-21 for the obvious reason of COVID-19; causing the abrupt halt of all things in-person and community-orientated, as well as the completion of two grants. The completion of these grants meant that our team dwindled to myself as the only full-time staff. I was at a loss. Feeling inspired and supported by EAFWR's new mission statement, which champions working with people with disabilities, their networks and the broader community, I envisioned how CD could connect these three groups who, while interconnected, have their own needs, priorities and gifts.



[Read more about Community Development](#)

A GOOD PLACE TO BE

By: Becky Klokoff, Community Engagement & Donor Specialist

If you had told me in 2002 that I would still be working for Extend-A-Family Waterloo Region (EAFWR) in 2021, I would not be surprised one bit. Shortly after I began working for EAFWR, I knew this place was something special.

Being surrounded by a group of like-minded, passionate, caring and fun people was something I was attracted to – but that was just the bonus. The true lure was in the culture and the work of the organization.



Being part of a movement that adopted a person-centered approach and saw the gifts in others, had a strong belief that inclusion needed to start at the community level, and commitment to building relationships – this was a place I wanted to be!

[Read more about Becky's journey with EAFWR](#)

THE LITTLE PROGRAM THAT COULD

By: Katie Hagedorn (FamilyHome/SIL/LHIN Support Coordinator)

The Local Health Integration Network (LHIN) program at Extend-A-Family Waterloo Region (EAFWR) has long been affectionately known as 'the little program that could.' It has chugged along for years supporting a handful of people. This has worked well. This year though, it has begun to change. We always knew that EAFWR was able to provide LHIN support in a unique way; with one consistent Direct Support Person that builds a relationship with the person receiving support.

Some words that describe EAFWR to me include innovative, creative, open, person-driven – all of which have been evident in the development of the LHIN program. We've been given space to create a vision, and more importantly, support and encouragement in bringing the vision to life.

[Read more about the LHIN Program](#)



2,044

PEOPLE SERVED
IN 2020-21

586

ADULTS SERVED
THROUGH PASSPORT

1,381

CHILDREN USING
SPECIAL SERVICES
AT HOME

43

PEOPLE ATTENDED
WALES

25

PEOPLE RECEIVING
SERVICES FROM
FAMILYHOME

11

PEOPLE RECEIVING
SERVICES FROM SUPPORTED
INDEPENDENT LIVING (SIL)

187

PEOPLE RECEIVING
RESPITE SERVICES

150

MEMBERS AT
KITCHENER-WATERLOO
LIBRARY OF THINGS

LIKE TWO PEAS IN A POD

Paulina and Brenda first met in September of 2019. Paulina was looking for something meaningful to do with her spare time, and Brenda was in search of a support worker that was caring and understanding of her needs and goals. Paulina first heard of Extend-A-Family Waterloo Region (EAFWR) through a colleague and Brenda heard of EAFWR through her DSO (Developmental Services Ontario) worker.

The pair hit it off from the start, like two peas in a pod.



[Read more about Brenda and Paulina's connection](#)

ARE WE STILL #BETTERTOGETHERWR?

By: Terral McBay, on behalf of the FamilyHome/SIL Team

This year, families in FamilyHome have truly captured the heart of what it means to be family. Families have done more than simply survive during a global pandemic; they have deepened relationships, been creative, held together, and built new routines in the absence of all that used to be normal. It has also been a year of changes and transitions. Here are some highlights from a truly unprecedented year.

We are thankful for the resilience and creativity of families who have helped create new activities in a year of lockdown, while also finding ways of maintaining relationships through virtual opportunities.

We are excited to welcome Tristan as a Recruitment and Networking Coordinator. Tristan will work to help recruit new families to the program, as well as work with people to develop meaningful networks of support.

We have supported people to move in with new families and are so thankful to all families for helping in these times of transition. Sadly, we said goodbye to two people this year who passed away. We honour their lives and their memory and are grateful for the impact they had on those who knew them.

We look forward to light at the end of the tunnel, resuming regular activities, hugging family and friends, and enjoying the full life that FamilyHome has to offer.

[Read more about FamilyHome and Supported Independent Living](#)

#VOLUNTEERSBRINGCHANGE: RILEY'S STORY

By: Kim Bickford, Direct Support Person

I have realized that my son Riley is a procrastinator. He graduates Grade 12 in June and still needed 20 volunteer hours. The heat was on and with COVID-19, it was challenging to figure out how to get those 20 hours while trying to social distance to keep safe.

Riley came to me one day and said "I want to put a kit together for the people that get support from Extend-A-Family." Intrigued, I asked him, "What kind of kit?" He said that he has gotten bored at times being home because of COVID-19 and could put together ideas of what to do to lessen the boredom.



Riley volunteering his time to create COVID Boredom kits

Because I work for Extend-A-Family, [my son] Riley realized that when there's a lockdown, it's not always possible to get together with the people you support. That can lead to anyone feeling bored when you're used to a regular routine and it stops suddenly.

-Kim, Direct Support Person

Between the two of us, we came up with wonderful ideas of what to do and gave samples of things to go with the ideas. For example, one idea was to watch a movie if you're bored. So, we decided to add in a package of microwaveable popcorn because what's a movie without popcorn?

So far to date, we have made up 30 kits and have delivered 10 of them. Riley is getting close to his 20 hours, but more important is what he is learning and feeling when he delivers these kits. That is more rewarding to him than the 20 hours that is required to graduate.

Thank you to Kim for sharing this story and thank you to Riley for your creativity and making a difference!

CELEBRATIONS AND ACHIEVEMENTS



In August 2020, EAFWR was selected by **LIFT Philanthropy Partners** to be a part of their "Inclusion With Impact" cohort. LIFT was originally a program of Legacies Now, developed to leverage revenue from the 2010 Vancouver Winter Games to create sustainable social change within British Columbia.

LIFT Philanthropy Partners now supports social good organizations throughout Canada to improve their operations, accountability and measurement practices, ultimately creating better experiences for the people served and communities as a whole.

As part of our three-year partnership agreement, EAFWR is excited to be working alongside seven other **social good organizations** across Canada. We are focused on removing the barriers that people with disabilities face within their communities, developing our capacity to amplify the voices of the people we serve and continue to develop new and innovative ways that Waterloo Region can be better together. We are looking forward to sharing our learnings as we continue our journey with our friends at LIFT!



Pictured here is EAFWR's Board of Directors along with LIFT's Director of Social Impact, Simrat Mand (second row, on the right) and Senior Manager of Social Impact, Leanne Campbell (bottom left)

WHERE WE'RE GOING

2020-2022 STRATEGIC PLAN

When we began the strategic planning process, a process which typically identifies a “north star” for the organization to move towards during a defined period, we identified a “north star” for the process itself, which was engagement.

In addition to over 100 stakeholders consulted in the plan’s development, including Direct Support People, over 90% of our office staff are actively engaged with strategic plan working groups, taking action to move our organization towards our identified goals.



[Read our 2020-2022 Strategic Plan](#)



STRATEGIC GOAL #1

EAFWR is recognized as a leader in Developmental Services



STRATEGIC GOAL #2

EAFWR offers a responsive continuum of supports for people who use our services



STRATEGIC GOAL #3

EAFWR has developed strong strategic and progressive relationships to strengthen community.



STRATEGIC GOAL #4

EAFWR is equipping employees and volunteers to do their best work for the organization

WE ARE *Better Together*

Over the past year, our focus as an organization has shifted to creating ways to champion inclusion in a community that suddenly closed. During a time where our community has looked different and with the loss of favourite neighbourhood spaces, faces and the physical presence of friends and loved ones, what has remained a constant is the desire for meaningful connection with one another.

We have been creative and found ways to be **#virtuallyBetterTogether**, from our virtual Open Space gatherings and WALES transitioning to virtual activities, to our Library of Things offering curbside drop-off and pickup, and the everyday connections and creativity from Direct Support People, FamilyHome Providers and staff.

As the world begins to open up, we are looking forward to the opportunity to connect in-person again, continuing to champion an inclusive community for people with disabilities, their families and their networks. **We truly are Better Together.**



\$20,946
GIFTED BY INDIVIDUAL DONORS



\$1,500
RECEIVED IN SPONSORSHIPS
AND IN-KIND SERVICES



Thank you to all of our Direct Support People!



\$24,640
RECEIVED IN GRANTS



\$275
RECEIVED FOR
KW LIBRARY OF THINGS

Thanks to **United Way Waterloo Region Communities' Emergency Community Support Fund**,

children and families we support will be able to receive short-term, out of home respite services.

Thank you for investing in an inclusive community for all.



United Way
Waterloo Region
Communities



Extend-A-Family
WATERLOO REGION



Thanks to **Kitchener-Waterloo Community Foundation**,

we can develop a sustainable business model for our social enterprise, the Kitchener-Waterloo Library of Things. This project is part of the Investment Readiness Program.

Funded by the
Government
of Canada

Canada



COMMITTEE UPDATES

GOVERNANCE COMMITTEE UPDATE

By: Kathy Mortimer

Guided by the Governance Committee, Extend-A-Family Waterloo Region became an accredited organization through Imagine Canada on November 23, 2020.

Accreditation is awarded to organizations committed to demonstrating the highest levels of governance, accountability, and transparency.



In November 2020, Capacity Canada presented us with the "Governance Excellence Award" and induction into the "Governance Excellence Hall of Fame".

The award is given to organizations who apply learnings from their BootCamp experience into Board practices.

We are excited about the new opportunities these achievements will bring to Extend-A-Family Waterloo Region.

HR COMMITTEE UPDATE

By: Jeramie Gallichan

The Human Resources Committee has developed and implemented recruitment strategies and succession planning for the Board, the Committees, and the Executive Director. We have also been actively involved with enlisting and onboarding new Board and Committee members, as well as coordinating and conducting the performance appraisal of the Executive Director.

We are excited and proud of the depth and experience of our volunteer Committee and Board members, and look forward to another successful year.

FINANCIAL INFORMATION

MESSAGE FROM BOARD TREASURER

By: Caitlin Garcia

The 2020-2021 fiscal year was a year like no other. During the unprecedented times of the COVID-19 global pandemic, the team at Extend-A-Family Waterloo Region (EAFWR) worked diligently to maintain high quality service to families and people we support in the community. For the 2020-2021 fiscal year, there was an increase in flexibility in funding provided by the Ministry of Children, Community and Social Services (MCCSS), which temporarily expanded the types of allowable expenses and made it possible for our Operations, Services and Finance teams to collaborate and engage with families creatively to use their funds.

During the year, we received a total of \$12,835,989 through a combination of Ministry funding, family Passport funds, services fees, grants and fundraising and the Canada Emergency Wage Subsidy (CEWS). The Canada Emergency Wage Subsidy accounts for \$975,150, or approximately 7.6%, of our total funding received during the year.

The CEWS received during fiscal 2020-2021 allowed EAFWR to maintain our full complement of salaried staff and enabled our full team to support the families and individuals we serve to utilize the flexibility available to them through their MCCSS funding. Without the CEWS, our team and its capacity to support families and individuals would have been greatly impacted.

We incurred a total of \$12,375,948 in costs for service delivery, program expenses, salaries and wages and other support costs. This activity resulted in a net surplus of \$460,041 and an ending cash balance of \$1,109,920.

With the surplus for the fiscal year, we are able to contribute to our restricted Operating Reserve fund that was established by the Board of Directors after the 2018-2019 fiscal year. The purpose of the restricted Operating Reserve is to be a security for unforeseen operational requirements.

It has been my extreme pleasure to work with EAFWR as the Board Treasurer this past year and I look forward to the year ahead.

FINANCIAL STATEMENT

\$2,359,491
TOTAL ASSETS

\$1,159,941
TOTAL LIABILITIES

\$12,835,989
TOTAL REVENUES

\$12,375,948
TOTAL EXPENSES

REVENUE	2021		2020	
Province Of Ontario	\$8,416,094	66%	\$8,353,798	69%
Government of Canada	\$975,150	8%	\$27,440	0%
Passport	\$2,967,090	23%	\$3,103,936	26%
Program Billing	\$97,712	1%	\$235,692	2%
Direct Individual Billing	\$29,737	0%	\$114,654	1%
Donations, Fundraising and Grants	\$207,446	2%	\$144,197	1%
WW Local Health Integration Network	\$131,434	1%	\$110,803	1%
United Way	\$3,125	0%	\$14,921	0%
Investment Income	\$8,201	0%	\$25,879	0%
	\$12,835,989	100%	\$12,131,320	100%

EXPENSES	2021		2020	
Salaries, Wages and Benefits	\$4,087,088	33%	\$4,639,621	37%
Direct Families and Program Expenses	\$7,431,153	60%	\$6,985,248	56%
Indirect Families and Program Expenses	\$52,622	0%	\$121,067	1%
Consulting and Professional Fees	\$286,723	2%	\$174,668	1%
Occupancy Costs	\$159,746	1%	\$122,131	1%
Office	\$162,813	1%	\$181,688	1%
Staff Training and Travel	\$51,574	0%	\$107,129	1%
Computer Related Expenses	\$7,080	0%	\$5,941	0%
Depreciation Expenses	\$127,736	1%	\$53,934	0%
Fundraising Expenses	\$1,268	0%	\$12,809	0%
Other	\$8,145	0%	\$827	0%
	\$12,375,948	100%	\$12,405,063	100%
Excess Of Revenue Over Expenses:	\$460,041		\$-273,743	

NOTE: The above summary is based on the audited financial statements of the 2020-21 fiscal year. Please [visit our website](#) to view a copy of the audited statements.

CHAMPIONING AN INCLUSIVE COMMUNITY FOR ALL

MESSAGE FROM EXECUTIVE DIRECTOR ALLAN MILLS

Fiscal 2020-21, a year like no other, has strengthened and renewed our belief that we are better together; that together we can overcome even the most challenging of circumstances. I am so very thankful to work with an amazing team, and would like to take a minute to recognize the Leadership Team of Extend-A-Family Waterloo Region.

Ron Trajano, Director of Services

Ron joined our team on January 4, 2019, and since that time has proven to be an unflappable member of the Leadership Team as our Director of Services. This past year, Ron was instrumental in guiding his team to develop strategies to help our families get the services they need in these unprecedented times. Ron's teams have faced many challenges, but he has been a rock and a guiding light navigating them through the storm. Ron has been a key member of our Pandemic Response Team, as well as a contributor to our Governance and Finance Committees of the Board.

Courtney Horowitz, Director of Operations

In June 2020, Courtney Horowitz joined the Leadership Team as Director of Operations, overseeing Finance, Marketing & Communications, Community Engagement and IT. Throughout the pandemic, Courtney has proven to be irreplaceable as we navigate the systems and issues associated with working remotely. She is pulled in many different directions, but always manages to be where she is needed, offering her expertise and excellent problem solving abilities, support and encouragement, always with a smile and supplemented by her quirky sense of humour and photos of animals in hats. Courtney's contributions to our Governance Committee helped coordinate and strengthen our accreditation preparations. Courtney is admired and respected by the team, and is an invaluable member of Extend-A-Family Waterloo Region.

Kevin Guay, Director of Human Resources

Kevin is approaching his fifth anniversary with Extend-A-Family. After a thorough recruitment and selection process, Kevin was invited to serve as our Director of Human Resources starting in November of 2020. Kevin's HR expertise, insights and logical voice of reason are welcome additions to our Leadership Team. He has been vital as we navigate COVID restrictions and requirements as they pertain to our staff, and has been Chair of our Pandemic Response Team since its inception in March of 2020. Kevin is a respected and trusted champion of our staff.

Lastly, I would like to recognize the hard work and diligence of our entire organization: our valued staff team, Board of Directors, volunteers, FamilyHome Providers, and our Direct Support People. Your resilience & determination throughout the pandemic is inspiring, and your dedication to our mission and the people who use our services is admirable. It has been a privilege to be a witness to the amazing things that can be accomplished when we all work together. I look forward to continuing on this journey together.

Together in service of our community,



Allan Mills
Executive Director



LEADERSHIP TEAM

Allan Mills
Executive Director

Kevin Guay
Director of Human Resources

Ron Trajano
Director of Services

Heather Dowling
Executive Assistant

Courtney Horowitz
Director of Operations



#EAFWR40Years

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t @KWLot

@ @kwlibraryofthings

Charitable Registration: 13278 4943 0001

This annual report is produced by Extend-A-Family Waterloo Region.

For questions, please contact: Avishka Juta,
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Accredited by:



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United Way
Waterloo Region
Communities