EXECUTIVE MESSAGE

Last year this report focused on innovations – things we did from systems to structures, warehouse racking to new technology, volunteerism to engagement – innovations that changed how we do business while enabling us to do more. This year we focus on impact. Those innovations shed light on how change and collaboration are having an increased impact on our community partners, those who support us and, most importantly, on the hungry in our community.

The Food Bank of Waterloo Region has always been a leader, taking risks and doing things differently while nourishing collaboration. We feel very strongly that the only way to have significant impact addressing hunger in our communities and across the country is to work together. We not only celebrate our accomplishments and the strength of partnerships but work to share successes in order to foster new and stronger relationships to increase our impact on hunger locally, regionally, provincially and nationally.

One of the greatest joys of our roles is being out in the community building relationships, looking for new partnerships and opportunities for sharing the stories of how your support has made a difference in our community.

Often the success of our work is illustrated most effectively by 1 story, 1 smile, 1 comment. Hearing how The Food Bank helped an individual or family move on is an immeasurable reinforcement of the value of our efforts to feed this community. When Lina Shamoun, our special guest at the 2015 Waffles in the Warehouse event, came to our building last Spring, she understood for the first time the impact our work had on her new Canadian family 17 years earlier. What she thought were just boxes of food in her cupboard that her parents provided – was in fact – a gift from our community – welcoming and sustaining a family who years later are a thriving part of our local economy.

Thank you for being part of a Food Assistance Network that distributes more than 5 million pounds of food, supports 35,000 people through 100+ agencies and programs. The impact of our community’s support is felt every day in the lives of neighbours in Waterloo Region and beyond. We are grateful for your contributions and thank you on behalf of those you have helped.

Tim Ellis | President, Board of Directors
Wendi Campbell | Executive Director

Recently a community partner told us ‘you are everywhere!’ What a compliment to our community outreach efforts. What a testament to the ever growing community support for food acquisition and distribution. What an acknowledgement of the increased awareness of hunger in our community.
**MEMBER AGENCIES**

**EMERGENCY HAMPERS**
- Anselma House
- Conestoga College – Doon, Waterloo
- Emmanuel United Church
- Glencairn Mennonite Brethren Church - Bridges
- Historic St. Paul’s Church
- House of Friendship Emergency Food Hamper Program
- Kitchener Church of God
- KW Multicultural Centre
- Marillac Place
- Our Place Family Resource and Early Years Centre
- Pioneer Park Church of God
- Ray of Hope Community Centre
- oneROOF
- Salvation Army Community & Family Services (K-W)
- Society of Saint Vincent de Paul (SSVP) (13)

**St. Aloysius Church**
- Traverse Independence
- Wilmot Family Resource Centre
- Woolwich Community Services

**COMMUNITY CENTRES & OUTREACH**
- House of Friendship (4)
- Kinbridge Community Association
- KW Counselling (3)
- Langs
- Carizon Family and Community Services (4)

**COMMUNITY MEALS**
- Community Ministry
- Family Counselling Centre of Cambridge & North Dumfries Seniors Young at Heart
- K-W Open Bible Pentecostal Church of God
- Nutrition for Learning
- Out of the Cold K-W Programs (2)
- Ray of Hope Community Centre
- oneROOF
- Saturday Supper @ Stirling
- SSVP Archangels Youth Conference Sandwich Program
- The Working Centre - St. John’s Kitchen
- Weejeendimin Native Resource Centre
- Traverse Independence

**SHELTERS AND RESIDENTIAL**
- Anna Kaljas Residence
- Anselma House
- Argus Residence for Young People
- Betty Thompson Youth Centre
- Safe Haven Shelter
- House of Friendship (6)
- KW Underhill Residential Home
- Marillac Place
- Morningstar Family Ministries
- Supportive Housing of Waterloo (SHOW)
- YWCA (2)

**OTHER COMMUNITY PROGRAMS (5)**

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**Volunteers are involved in every aspect of The Food Bank’s work.**

*For example, last year:*
- Customer Service Team donated **7,151 hours**
- Warehouse Team donated **3,075 hours**
- Transportation Team donated **3,061 hours**
- Special Events Team donated **1,713 hours**
IMPACT

FOOD BANK IMPACT: TOP 10 of 2015-16

Essentially, The Food Bank of Waterloo Region brokers relationships between individuals who are willing to help their peers in desperate times, and it does it extremely well.

_Sylvain Charlebois_, Dean, Faculty of Management, Dalhousie University


devoted to acquire and distribute 3 million pounds of food, 45% fresh or frozen. In 2015-16 The Food Bank acquired and distributed 5.6 million pounds of food with 67% fresh or frozen. There was a 9% increase in fruits & vegetables over the previous year. Our efforts to increase the nutrition level as well as the types of food available have resulted in the following breakdown of product distributed this past year:

1. IMPROVING THE QUALITY OF FOOD SUPPORT

THE FOOD BANK ACQUIRED & DISTRIBUTED 5.6 MILLION LBS OF FOOD IN 2015-16

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fruits &amp; Vegetables</td>
<td>39%</td>
</tr>
<tr>
<td>Milks &amp; Alternatives</td>
<td>9%</td>
</tr>
<tr>
<td>Meats &amp; Alternatives</td>
<td>16%</td>
</tr>
<tr>
<td>Grains</td>
<td>8%</td>
</tr>
<tr>
<td>Other</td>
<td>28%</td>
</tr>
</tbody>
</table>
IMPROVING LIVES, BUILDING FUTURES

Waterloo Region has always been a welcoming community. Recently we have become home to 1,275 Syrian refugees both government assisted and privately sponsored.

The Food Bank works with the Waterloo Region Immigration Partnership. Together, we provided 200 food starter kits to assist families new to Canada with their move to permanent housing.

We are working with our agency partners to deal with increased community requests as families transition to their new realities. We hope that all our new neighbours will soon be able to share stories of success.

Canadian households are paying more for a nutritious basket of food with rising prices hitting low-income households hardest... food security is an even bigger problem than we think.

excerpt from Jino Distasio, Director, Institute of Urban Studies, University of Winnipeg, opinion article in the Waterloo Region Record, August 2016.

I was 14 when my family came to Canada. We struggled to learn English, learn about our new home’s culture and how to belong. It is hard for me now to look back and fully comprehend what my parents did for us.

Somehow they found ways to adapt, adjust and to earn a living to support my four younger siblings and myself so we could become part of the Canadian fabric.

Those first few years were particularly difficult and my parents impressed upon me the importance of the food support they received through the local church programs by showing me the schedule of when they were eligible for food assistance.

To this day, they keep a record to remind us of the generosity of our neighbours.

This food did more than nourish us, it made our family know we were safe and that we belonged.

No one should be ashamed to access food assistance. It is an important support that helps get your life on track.

It helped me and my family after we arrived here with little more than the clothes on our backs.

– Lina Shamoun, Greater KW Chamber of Commerce Young Entrepreneur of the Year 2016, owner of Artline Salon.

TOGETHER, WE PROVIDED 200 FOOD STARTER KITS TO ASSIST FAMILIES MOVING TO PERMANENT HOUSING
The Food Bank’s leadership of the Food Assistance Network and their Food Bank Distribution Services program make it easy for a company such as Piller’s to provide vital food support. They take on the responsibility of acquiring, storing and redistributing the food in manageable amounts to programs throughout Waterloo Region and South Western Ontario, helping people that would otherwise go without.

Willy Huber Jr., President & CEO Piller’s Fine Foods
I am going through a transition period losing my job and applying for Second Career for a chance to change the course of my life. I’ve been on EI which will end soon and it’s extremely hard for me to make ends meet, and [...] I can’t afford to buy any food, and was wondering where to go for some food hampers? “Sarah”

For someone like Sarah, the effort and planning and work that happens each day in our community to save and redistribute food is likely a bit of a mystery. How it happens isn’t relevant. That it happens is the most important thing.

Matt Cooper, Program Coordinator, House of Friendship Blog

The community truly appreciates having access to food close to them, right in the community. It also allows for more connection to people in need and referrals to other important programs that can improve their quality of life.

Kingsdale Community Centre, House of Friendship

I appreciated the training I received and now enjoy helping to train other new volunteers...I have been given a variety of roles at The Food Bank and have enjoyed getting to know more about this community from a perspective I wouldn’t have had otherwise... My volunteering continues to evolve and I’m enjoying the opportunity to grow.

– excerpt from volunteer Rick Gaiser’s opinion article in the Waterloo Region Record, April 2016

Matt Cooper, Program Coordinator, House of Friendship Blog

IMPACT

STRENGTHENING WATERLOO REGION AND BEYOND THROUGH FOOD

4.

LIFE-BUILDING VOLUNTEER OPPORTUNITIES

2711 VOLUNTEERS DONATED 22,551 HOURS

EACH HOUR PROVIDES 203 MEALS

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– excerpt from volunteer Rick Gaiser’s opinion article in the Waterloo Region Record, April 2016
6.

I was one of 20 Agfa employees to volunteer at The Food Bank of Waterloo Region. Although we were excited for the opportunity to contribute to an organization that is simply one of the pillars of our community, we were fascinated to learn about the inner-workings of The Food Bank and also getting to meet the wonderful staff and regular volunteers who are making the real difference on the ground. The magnitude and sophistication of The Food Bank’s operation was the biggest surprise to most of us.

Our team members participated in different activities, such as: assisting Food Bank drivers with donation pick up, soliciting donations at nearby grocery stores, sorting and packing incoming donations. All in all, it was an excellent experience and all of us cannot wait to return again!

Mohannad Hussain, Agfa HealthCare

After her company spent a half day volunteering in a variety of roles at The Food Bank, Jennifer Brown was inspired to choose The Food Bank as the beneficiary of the 2016 KWOIAA golf tournament:

No one should ever have to worry about feeding and diapering their babies. The fact that there is a real need for these items in the community concerns me. I’m glad that The Food Bank of Waterloo Region is there to help families provide for the little ones, but hope that one day the need isn’t there.

Jennifer Brown

Canstruction provides a highly visible opportunity for companies to showcase their talents and commitment to the community while their employees increase their teamwork and communication skills.

Canstruction 2016 Highlights:
• 18 teams (the most ever!)
• 4 new teams, 12 returning teams and 2 returning after a hiatus
• 143,000 meals raised = 36,465 lbs + $38,232.67
• Nine years and counting!
**YOUTH ENGAGEMENT**

From organizing food drives at school or in neighbourhoods to getting hands-on volunteer experience, young people gain valuable experience through their interactions with The Food Bank.

**Feedback from St. Don Bosco High School explaining why they value their relationship with The Food Bank:**

- Friendly and open environment to send students who may have some social anxieties
- Helps students gain experience for future work placements
- Helps students develop social skills

“Our Family Outreach Clients are feeling reassured knowing they can count on a food hamper through our program. They are extremely happy with what they are able to access and we are happy knowing that we can provide another way of easing their current income situation.”

**KW Multicultural Centre**

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**USING NEW TOOLS TO INCREASE OUR IMPACT THROUGH INFORMATION**

We as an organization have access to more information about our business and who we serve than ever before. This creates a great opportunity to identify how we can create efficiencies, be more effective, and improve services. We are currently implementing Qlik Sense, a business intelligence software, that combines data from multiple systems, including our inventory system, Link2Feed and volunteer management system, providing insight to our staff and board of directors and informing better decisions. This tool will play an important role in supporting the execution of our new strategic plan.

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**As a volunteer and intern at The Food Bank of Waterloo Region I have gained many skills including communication, leadership, and organization that will continue to be used in my future career. Having these skills have been key to my success as a post-secondary student working towards my Bachelor of Business Administration (Honours). During my 5+ years volunteering with The Food Bank I have been able to give back to the community that I live in. While volunteering I have also met many encouraging and positive people who have helped me grow into the adult I am today.**

**Amanda Knopf, 3rd Year International Business Management, Bachelor of Business Administration Honours Student at Conestoga College**

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**Hi, my name is Drew. For my birthday bash I asked for donations to The Food Bank. We got way more than expected, $55, and my parents topped it up to $75. We gave it to The Food Bank and you sent back a letter that said that funded 225 meals. That felt amazing and next year I will do the same thing.**

**Drew, Age 11**
LOCAL LEADERSHIP

The Food Bank led the implementation of the cloud based database, Link2Feed in Waterloo Region to increase the efficiency and effectiveness of our Community Food Assistance Network.

Currently there are 96 programs in Waterloo Region using the system. Food banks across Ontario, Nova Scotia as well as in Alberta and British Columbia are embracing this technology to gain more detailed information about food assistance services.

Locally, the program helps us understand how the community is accessing our network programs while making it easier and faster for staff and volunteers to enter the necessary intake information.

The data gained from Link2Feed will have a large impact in supporting evidence-based decisions to improve service in the community and increasing our ability to address cultural diversity in the community.

Link2Feed helps us understand how we can improve the Food Assistance Network services creating a greater impact for our community.

BUILDING FOOD BANK CAPACITY

The Food Bank nourishes collaboration in order to significantly impact hunger in Waterloo Region, South Western Ontario, provincially with the Ontario Association of Food Banks and nationally with Food Banks Canada. By utilizing best practices, researching and trying new approaches, sharing expertise as well as food within Waterloo Region and beyond, we are working towards stronger, well-aligned provincial and national networks.

THIS WILL AFFECT CHANGE, REDUCE BARRIERS AND MAXIMIZE OPPORTUNITIES TO RAISE FOOD, FUNDS AND AWARENESS SO NO ONE GOES HUNGRY

Fire To Food Bank 365

Waterloo Fire Rescue launched this program to encourage year round donations to The Food Bank. Beautiful donation bins have been crafted by Conestoga College students with materials donated by Home Hardware and sponsorship by Melloul-Blamey.

Donations can be made at any police division or fire hall 24/7 365 days a year.
The stewardship that food banks have demonstrated over the years has built a strong business case for any organization looking to repurpose unsold food. The impact is immediate, meaningful and, most importantly, human. So, for businesses, giving to the food bank network only makes socio-economic sense.

Sylvain Charlebois, Dean, Faculty of Management, Dalhousie University

$1 PROVIDES 3 MEALS*

WHERE THE FOOD CAME FROM

- Community Donations: 845,825 lbs
- Food Industry: 3,819,301 lbs
- Food Purchase: 1,899 lbs
- Food Sharing Partners: 1,008,981 lbs
- Total: 5,676,006 lbs

WHERE THE FOOD WAS SHARED

- Food Hampers: 2,473,209 lbs
- Community Outreach: 360,502 lbs
- Meal Programs: 312,242 lbs
- Shelter & Residential: 202,840 lbs
- Schools: 756 lbs
- Food Partners**: 1,926,064 lbs
- Waste, Recycled and Composted: 242,061 lbs
- Animal Shelters: 25,655 lbs

*Thanks to strong community partnerships and industry support The Food Bank is able to greatly extend the impact of financial donations.

** Food Bank Distribution Services (FBDS), operated by The Food Bank of Waterloo Region, works collaboratively with 35 food banks and partner organizations in South Western Ontario to source large donations of high quality perishable and non-perishable food from the food industry. The food is redistributed through FBDS programs in South Western Ontario, including Waterloo Region, resulting in a larger variety and quantity of nutritious product for all participants.
In 2015-16 more than 500 food & fund drives raised enough to provide over 895,000 meals. What a powerful illustration of our caring community.

**INCOME STATEMENT FOR THE YEAR ENDED JUNE 30, 2016***

**INCOME**
- Donations and Fundraising: $1,916,139
- Food Program Membership: $40,734
- United Way**: $32,200
- Grants: $24,047
- Food Bank Distribution Services: $129,058
- Investment and other income: $2,929

**Total Income**: $2,145,107

**EXPENDITURES**
- Personnel: $1,168,557
- Administration: $165,309
- Fundraising/Food Drives: $151,433
- Food Purchase: $67,754
- Facilities: $292,221
- Professional Development and Agency Relations: $25,446
- Transportation: $66,570
- Food Bank Distribution Services: $130,936
- Amortization of capital assets: $150,365

**Total Expenditures**: $2,218,591

**Excess of Revenues over Expenditures**: $73,484

*An audited financial report is available upon request

**Sector Support funding is directed to the Food Assistance Network to increase the capacity of member agencies to deliver healthy, nutritious food services.

**Research commissioned by Food Banks Canada determined $2.50 per pound as a national measure for the value of food donations.

In the past year The Food Bank acquired and distributed more than 5 million pounds of food valued at $2.50 per pound.***
Volunteer Group of the Year 2015

In honour of National Volunteer Week in April we were proud to name the Waterloo Potters’ Workshop as our Volunteer Group of the Year. Since 1999 they have raised $301,675 for The Food Bank through their annual Empty Bowls event. To make this a successful event every year involves hundreds of hours of volunteer time creating hundreds of beautiful, unique bowls, organizing the venues, recruiting wonderful restaurants and bakeries and tirelessly striving to find new ways to provide meals for those who struggle in our community. This event, whether at Knox Church or at Wilfrid Laurier University, is one of the most sought after tickets in town every year!

OUR MEDIA PARTNERS

New Hamburg Independent
Woolwich Observer

Waterloo Chronicle
Elmira Independent

FM 98.5 CKWR
CBC KW 89.1

94.3 Faith FM
In 2015, 31,478 individuals were served by the Community Food Assistance Network of Waterloo Region.

**Age Graph**
- Children (Under age of 18)
- Adults (18 and Over)

**Family Composition**
- Single Person: 22%
- Couple without children: 18%
- Two Parent: 10%
- Single Parent: 50%

**Source of Income of Emergency Food Hamper Recipients**
- Employed: 34%
- Employment Insurance: 14%
- Social Assistance: 3%
- Disability Related Benefits: 3%
- Pension: 30%
- Student Loans: 6%
- No Income: 4%
- Other Income (WSIB, Immigration, OSAP etc.): 1%

Hunger Count

In 2015, 31,478 individuals were served by the Community Food Assistance Network of Waterloo Region.
We, as an organization, have worked hard to move forward, to innovate, impact and improve lives. The Food Bank of Waterloo Region Strategic Plan – Ambitious by Design will continue to challenge us to improve services and internal capacity to continue increasing our impact.

**AMBITIOUS BY DESIGN**
**THE FOOD BANK OF WATERLOO REGION STRATEGIC PLAN 2016-19**

**INNOVATE – THE WATERLOO WAY**
*Embrace an entrepreneurial spirit*
- Move and lead with technology
- Evidence based decision making
  - Innovative approaches to service delivery

**GROW ORGANIZATIONAL CAPACITY**
*Increase ability to pivot and adapt as an organization*
- Enhance project management culture to work together more effectively and efficiently
  - Resource staff training and succession planning to develop human capital
- Execute an inclusive volunteer strategy

**USE CLEAR, CONCISE, COMPREHENSIVE COMMUNICATION**
*Lead food insecurity conversation in Waterloo Region*
- Build a deeper community understanding of food insecurity and food assistance
- Collaborative messaging with community partners – one voice

**DIVERSIFY AND LEVERAGE RESOURCES**
*Improve resources for greater impact*
- Targeted food procurement strategy for Waterloo Region and South Western Ontario
- Expand multi-cultural procurement to meet changing community cultural needs

**LEAD THE WAY**
*Be a community leader in food assistance*
- Continue to provide collaborative backbone leadership for Food Assistance Network partners
- Collaborate, and coordinate with current and new partnerships at local, provincial and national levels
  - Coordinate food opportunities outside of Waterloo Region
OUR MISSION

Through community partnerships, we obtain and distribute emergency food from our neighbours for our neighbours.

OUR VISION

To channel our community’s energy so no one goes hungry.