

# INNOVATE. IMPACT. IMPROVE LIVES.



THE  
**FoodBank**  
OF WATERLOO REGION

2015 - 2016 ANNUAL REPORT  
TO THE COMMUNITY



THEFOODBANK.CA

# 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.”

## BOARD OF DIRECTORS 2015-2016

### PRESIDENT

Tim Ellis

### VICE-PRESIDENT

Rusty J. McLay

### TREASURER

Mark Guibert

### EXECUTIVE DIRECTOR

Wendi Campbell

### DIRECTORS

Natalie Brady

Dan Gervais

Trevor Herrle-Braun

Lynne Short



## 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)

## 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



### IMPROVING THE QUALITY OF FOOD SUPPORT

Ten years ago The Food Bank was thrilled 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.



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



### FRUITS & VEGETABLES

39%

### MEATS & ALTERNATIVES

16%

### OTHER

28%

### MILK & ALTERNATIVES

9%

### GRAINS

8%





## 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.

2.



“

*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.*

“

**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.

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**TOGETHER, WE PROVIDED  
200 FOOD STARTER KITS**  
TO ASSIST FAMILIES MOVING TO PERMANENT HOUSING

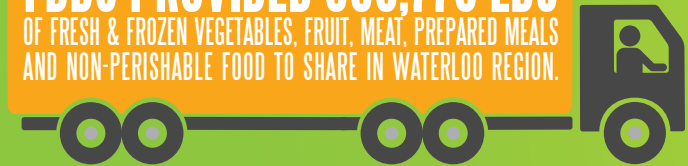
## VIABLE OPTION FOR THE FOOD INDUSTRY

In 2015-16 The Food Bank sourced and shared **1,251,983 lbs** of food, 51% fresh or frozen, through our Food Bank Distribution Services (FBDS). In addition to our network in Waterloo Region, this food was distributed to 35 Food Banks and partner organizations in South Western Ontario.

**20%** MEAT & ALTERNATIVES  
(252,533 LBS) | **17%** FRUITS & VEGETABLES  
(218,531 LBS)

**86**  COMPANIES IN THE FOOD INDUSTRY DONATED THEIR PRODUCT THROUGH THE FBDS PROGRAM

**FBDS PROVIDED 550,770 LBS**  
OF FRESH & FROZEN VEGETABLES, FRUIT, MEAT, PREPARED MEALS  
AND NON-PERISHABLE FOOD TO SHARE IN WATERLOO REGION.



USED BY 206 FOOD ASSISTANCE PROGRAMS TO HELP

**62,289**  PEOPLE IN SOUTH WESTERN ONTARIO

3.



“

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

”



OWENSOUND

HANOVER

6

21

9

400

TORONTO

407

GUELPH

KITCHENER

HAMILTON

8

ST. CATHARINES

NIAGARA FALLS

403

SIMCOE

401

TILLSONBURG

CHATHAM-KENT

# IMPACT

## STRENGTHENING WATERLOO REGION AND BEYOND THROUGH FOOD



4.



*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

”

## LIFE-BUILDING VOLUNTEER OPPORTUNITIES



2711 VOLUNTEERS  
DONATED 22,551 HOURS  
EACH HOUR PROVIDES



203 MEALS

378 individuals and the remainder from groups; 40 companies, 18 schools and 4 community organizations. Most were new to The Food Bank this year. More than 70 of our volunteers have been with The Food Bank at least 5 years.

5.



*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*



## CORPORATE SOCIAL RESPONSIBILITY OPPORTUNITIES

40 companies engaged their employees in a variety of Food Bank activities including customer service, driver assistant, encouraging shoppers to donate at grocery stores, food sorting, assembling agency orders and playing "Hungry?" and Try-A-Build. Altogether they raised food and funds to provide 80,464 meals.



There are many ways to "give", whether it be a food drive, a team sorting event, or one of the other challenges or Fun Days that The Food Bank sponsors. We found our experience very rewarding, and plan to try the Great Food Sort Challenge next!

**Kathryn T. Licata**, Mondelis Actuarial Services Corp.



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**

”



*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



## 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, provides insight to our staff and board of directors and informs better decisions.

This tool will play an important role in supporting the execution of our new strategic plan.



By better understanding the impact we are having in our efforts we can take this knowledge to

**MAXIMIZE OUR EFFORTS and IDENTIFY OPPORTUNITIES TO CREATE GREATER IMPACT.**

“

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

9.



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

10.

NONE OF  
OUR NEIGHBOURS  
SHOULD GO  
HUNGRY



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.**



# IMPACT

**\$1 PROVIDES 3 MEALS\***



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



## 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

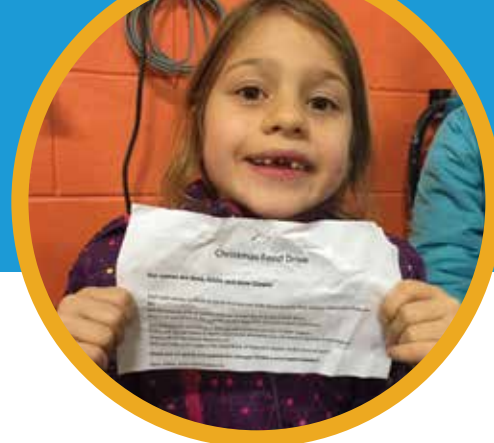
\*Thanks to strong community partnerships and industry support The Food Bank is able to greatly extend the impact of financial donations.

\*\* 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.



# FINANCIAL STATEMENTS

*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
	<b>2,145,107</b>
Donations of Food***	14,190,014
<b>Total</b>	<b>16,335,121</b>

### EXPENDITURES

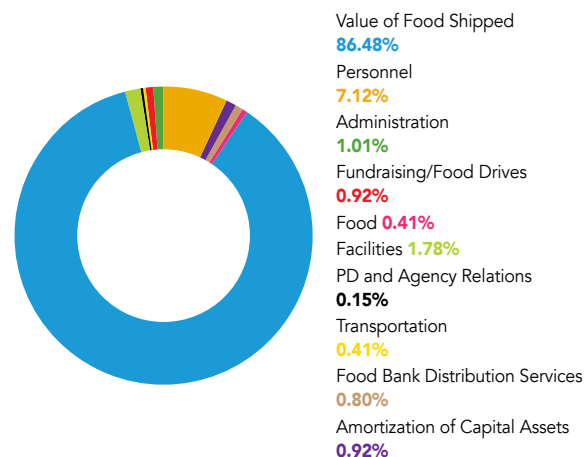
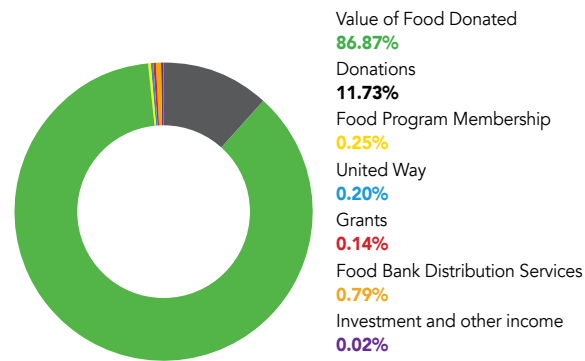
Personnel	1,168,557
Administration	165,309
Fundraising/Food Drives	151,433
Food Purchase	67,754
Facilities	292,221
Professional Development and Agency Relations	25,446
Transportation	66,570
Food Bank Distribution Services	130,936
Amortization of capital assets	150,365
	<b>2,218,591</b>
Donations of Food ***	14,190,014
<b>Total</b>	<b>16,408,605</b>
<b>Excess of Revenues over Expenditures</b>	<b>(73,484)</b>

\* 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



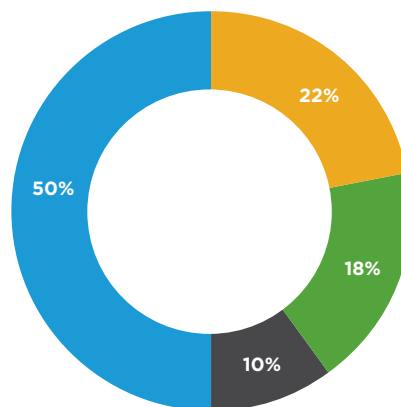
New Hamburg Independent  
Woolwich Observer

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.

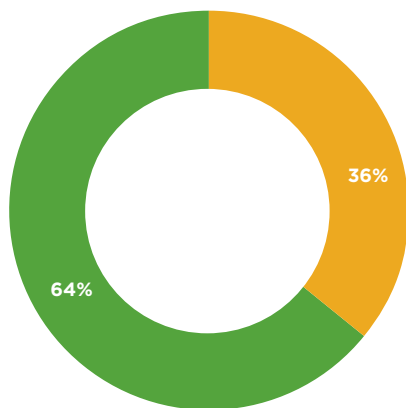


## FAMILY COMPOSITION

- Single Person
- Couple without children
- Two Parent
- Single Parent

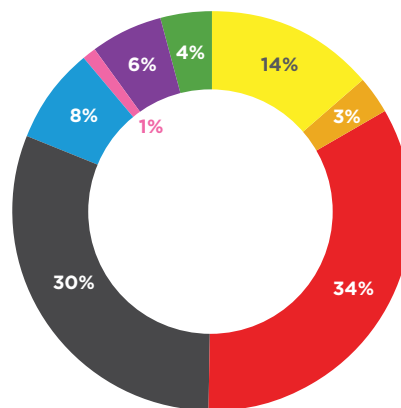
## AGE GRAPH

- Children (Under age of 18)
- Adults (18 and Over)



## SOURCE OF INCOME OF EMERGENCY FOOD HAMPER RECIPIENTS

- Employed
- Employment Insurance
- Social Assistance
- Disability Related Benefits
- Pension
- Student Loans
- No Income
- Other Income (WSIB, Immigration, OSAP etc.)



# LOOKING FORWARD

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

WE WILL...

### 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.



THE FOOD BANK OF  
WATERLOO REGION  
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