



CITY OF
ST. CATHARINES

Memorandum

To: Budget Standing Committee

Cc: Shelley Chemnitz
Dan Carnegie
Bryan Shynal

From: Kristine Douglas

Date: November 30, 2015

Subject: Municipal Grant Program Review

Recommendation

That the Budget Standing Committee receive and accept the findings of the Municipal Grant Program Review as provided.

Background

In February, 2012, a Council directive was put forth by Councillor Siscoe for Staff to report back on the initiatives of other lower tier municipalities inside and outside of the Region (does not need to be just like size municipalities) to support community organizations. This information is intended to form part of the 2016 Budget Presentation to Council.

The information and survey data gathered has been compiled in Appendices I & II (attached). Appendix I represents a survey of the list of municipal comparators with the amount of annual grants and waiving of fees, if applicable, and whether or not they have a formal application process. Appendix II represents a survey of other local municipalities within the Niagara Region with the amount of annual grants and waiving of fees, if applicable and if they have a formal application process.

Report

Details on the specifics are available in Appendix I and Appendix II.

Several of the comparator municipalities (4 of 10) do not have formal budgets for grant requests. Five of the remaining six comparator municipalities have annual allocations ranging anywhere from \$20,000 to \$3,576,544.

The other Niagara area municipalities have annual budgets for grants that range from \$12,500 to \$447,277 with three having no set annual budget amount and no response from one.

The City has a number of grant programs the chart below summarizes the various grants offered by the City of St. Catharines with amounts allocated for the 2015 and 2016 budget years.

<u>Acct. No.</u>	<u>Description</u>	<u>2016 Budget</u>		<u>Funding Source</u>	<u>2015 Budget</u>	<u>Funding Source</u>
703.116	Port Dalhousie Lions	\$8,000		CPF	\$8,000	TB
703.116	Merritton Lions	\$6,000		CPF	\$6,000	TB
760.106	Community Improvement Program – Grants for Façade and Heritage	\$100,000		TB	\$100,000	TB
761.130	Niagara Wine Festival	\$57,300		TB	\$50,000	TB
761.130	Folk Arts Festival	\$45,300		TB	\$45,300	TB
761.130	Festival & Events Program	\$13,500		TB	\$28,900	TB
783.100	Waiving of Fees	\$33,050	*	CPF	\$15,186	CPF
	SCCIP	\$150,000	**	CPF	\$150,000	CPF
783.130	Grape & Wine Parade – City Staff Support (In Kind Services)	\$38,000		TB	\$38,000	TB
783.131	Labour Day Parade – City Staff Support (In Kind Services)	\$6,500		TB	\$6,500	TB
	Heritage Grant Program				\$10,000	CPF

	Habitat for Humanity – Servicing Costs & Grant				\$30,000	CPF
	TOTAL	\$457,650			\$487,886	
	Total – Tax Base Funding (TB)	\$260,600			\$282,700	
	Total – CPF Funding	\$197,050			\$205,186	

*-Details of 2016 Waiving of Fee and grant requests in Appendix III

** - Program under review

Appendix III contains the list of 2016 grant requests received by the City. City Staff are recommending the approval of \$7,428 in waiving of fees and grants for 2016. City Staff does not recommend the approval of seed funding for The Norm Foster Theatre Festival as this organization is already receiving the non-profit rate for their rental space at the FOPAC. Providing an additional grant amount to this organization would be a second grant and that is not a practice that the City has historically be in favour of providing to organizations.

Recommendation

Grant amounts equal or exceed other Niagara municipalities and are comparable to the several of our comparator municipalities.

In 2015, the City of St. Catharines provided a budget of \$15,186 for grants in kind funded through the Civic Project Fund (CPF) and \$124,200 for festivals funded through the tax base.

The City also has the St Catharines Cultural Investment Program (SCCIP) which is funded with the CFP. In 2015, \$150,000 was allocated to organizations through this program. Currently the SCCIP is under review by the Cultural Task Force Committee. This task force is recommending that the City increase its cultural funding to \$3.10 per capita (\$407,340) with a focus on cultural investment programs that celebrate the arts including festivals. This would be an increase from the 2015 funding level to the arts of 49% or \$133,140.

The CPF as of November 30, 2015 has \$4,440,500 as available balance to fund future year grant requests and capital project needs.

Historically the Budget Committee has reviewed waiving of fees independent of other grant amounts. The City's various grant amounts are recorded in the departmental budgets that have significant involvement with the grant. With the review that Staff

completed of comparable municipalities, it was determined that for completeness purposes that it is beneficial for the Budget Standing Committee to see the total amount of grants that the City provides.

Based on Staff's research, they recommend an annual budget allocation for grants and waiving of fees of 0.5% of the previous year taxation revenues. In 2016 this amount would be equal to \$461,900.

The \$461,900 for 2016 could be allocated to the following initiatives.

Acct. No.	Description	2016 Funding	Funding Source
703.116	Port Dalhousie Lions	\$8,000	CPF
703.116	Merritton Lions	\$6,000	CPF
760.106	Community Improvement Program – Grants for Façade and Heritage	\$100,000	TB
761.130	Niagara Wine Festival	\$57,300	TB
761.130	Folk Arts Festival	\$45,300	TB
761.130	Festival & Events Program	\$13,500	TB
783.100	Waiving of Fees & New Grants	\$7,428	CPF
	SCCIP	\$150,000	CPF
783.130	Grape & Wine Parade – City Staff Support (In Kind Services)	\$38,000	TB
783.131	Labour Day Parade – City Staff Support (In Kind Services)	\$6,500	TB
	Heritage Grant Program	\$10,000	CPF
	Habitat for Humanity – Servicing Costs & Fees***	\$17,500	CPF
	Other requests received during the year****	\$2,372	CPF
	TOTAL	\$461,900	
	Total – Tax Base Funding (TB)	\$260,600	
	Total – CPF Funding	\$201,300	

*** - Council Motion approved in 2012 that Habitat for Humanity be exempt from paying normal municipal building and servicing fees to a maximum of three units per year including any additional planning application fees for Committee of Adjustment

applications. The amount of fees varies each year depending on the type of units that Habitat is building.

**** - Each year there are additional requests received by Council for grants-in-kind. In 2015 there were \$1,986 in requests made to Council to waive fees after the budget was approved. As these amounts are funded by the CPF there is no impact on the tax base. Appendix IV contains details of waiving of fees for 2010 to 2015.

Having a pre-determined amount based on the previous year's tax levy in the annual budget for grants helps to achieve the strategic objective of sustainable tax increases by 2018. In addition, the mix of grants offered by the City for community and not-for-profit organizations, festivals and events and community improvement program enhance the City's social fabric, environmental sustainability and cultural vitality, the thematic directions developed in Council's strategic plan.

Attachments:

Appendix I – Municipal Comparator Grant Amounts

Appendix II – Local Municipal Comparator Grant Amounts

Appendix III – 2016 Grants and Waiving of Fee Requests

Appendix IV – History of Waiving of Fees

Budget Standing Committee
Municipal Comparators - Grant Amounts
15-Dec-15

Municipality		Annual Grants or Waiving of Fees Offered (Yes/No)		Annual Amount Allotted for Grants	
City of Niagara Falls		Yes		Looking to eliminate grant program and convert to Fee for Service. Council has funds available to them to fund requests.	
City of Barrie		Yes		No formal Budget. Grants handled on an individual basis/Waiving of Fees treated in same manner as grants. Council approval required.	
City of Guelph		Yes		Annual Budget of \$279,400. Looking for 1% increase for 2016.	
City of Kingston		Yes		No formal Budget. Grants handled through various departmental budgets.	
City of Thunder Bay		Yes		2015 Budget of \$2,535,700 for Operating Grants with an expected increase of 0.2% for 2016. Capital Community Partnership Fund-no budgeted amount, on an individual request basis. If funds available and criteria met, recommendation is made to Council to approve. Program funded through tax levy and casino shared revenue.	
City of Windsor		Yes		No formal Budget for grants. Approximately \$20,000-\$30,000 annual expenditure.	
City of Cambridge		No		No formal Budget for grants-no reserves.	
City of Kitchener		Yes		Annual grants of \$3,576,544. The largest portion of this (\$2Million) relates to community groups, while the other big contributions are for economic development, arts and grants for stormwater fees on charities/places of worship	
City of Oshawa		Yes		Annual Budget of \$290,500 consisting of: \$8,500 for Waiving of Fees; \$2,700 for Financial Assistance Grants; \$69,300 for Partnership Grants up to \$5,000 per organization; \$210,000 for Anchor Grants.	
City of Waterloo		Yes		Current Budget of \$3,081,492.00. \$0 allocated to Community Environmental Improvement Grant	

Budget Standing Committee
Local Municipal Comparators - Grant Amounts
15-Dec-15

Municipality	Annual Grants or Waiving of Fees Offered (Yes/No)	Annual Amount Allotted for Grants
City of Welland	Yes	Total for 2015 - \$447,277 - \$50,000 for Waiving of Fees; Grants individually assessed - 2015 Permissive grants of \$152,277 and Incentive Programs of \$245,000.
City of Port Colborne	No	\$50,000 for Façade Improvement Grants & Residential Intensification Grants; \$40,000 for Grant applications/funding handled through Port Colborne Hydro. All such applications require Hydro Board approval.
Town of Pelham		No information provided to date.
Town of West Lincoln	Yes	\$12,500-2015 Operating Budget. Application & criteria must be met. Budget amount has remained unchanged for a number of years.
Town of Lincoln	Yes	\$18,000-Grants plus \$5,000 Council Discretionary Fund. Total expenditure < \$100,000
Town of Grimsby	Yes	\$20,000-Façade Grants plus \$20,000-Heritage Grants. Any other grants are in partnership with RMN and the Smarter Niagara Program. No waiving of fees.
City of Thorold	Yes	No set budget. Community Grants for Recreation Arts and Culture as well as Tourism & Economic Development. Amounts and approval at Council's discretion.
Town of Fort Erie	Yes	No set Budget. Recurring and/or new requests require Council approval. Annual budget of \$20,000 for Commercial Façade Improvement, Commercial Façade Signage, Residential Creation and Intensification grant programs
Township of Wainfleet	No	\$27,200-2015 Budget. No formal application process. Same commitments from year to year (e.g., Fall Fair, Safety Day)
Town of Niagara on the Lake	Yes	Discretionary grants. Suggestion made to hand over to Niagara Community Foundation. No additional information provided to date.

APPENDIX 3

GRANTS 2016

	NATURE OF GRANT	AMOUNT REQUESTED 2016	COMMITTEE'S RECOMMENDATION 2016	ACTUAL 2015
UNALLOCATED GRANTS - CODE 783.100				
FORMAL GRANT REQUESTS				
THE NORM FOSTER THEATRE FESTIVAL	SEED FUNDING	25,000*		
KRISTEN FRENCH CHILD ADVOCACY	PROJECT FUNDING	2,500		
REQUESTS - WAIVING OF FEES				
RANKIN CANCER RUN				1,715.67
HORTICULTURAL SOCIETY ANNUAL PLANT SALE - BBA		2,000		1,743.45
ST CATHARINES JAYCEES EASTER EGG HUNT		2,500		1,226.76
ST CATHARINES & REGIONAL TWINNING ASSOCIATION		300		103.95
NIAGARA INFANT MENTAL HEALTH COMMITTEE		128		
NIAGARA OLYMPIC CLUB				978.93
DISTRICT SCHOOL BOARD OF NIAGARA - ROAD RACE				69.38
COMMUNITY LIVING - year 3 of 3 year commitment (2015)				
***UNALLOCATED GRANTS				1,985.70
TOTAL		\$32,428	\$0	\$7,823.84

Details of the 2016 Grant Requests are attached

* Seed Funding Grant not recommended by staff as organization is already receiving the non-profit facility rental rates.



St. Catharines

City of St. Catharines
Financial Management Services
City Hall
PO Box 3012
50 Church St.
St. Catharines, ON, L2R 7C2

Wednesday, September 30, 2015

Re: 2016 Application for Grant

To Whom It May Concern;

Please consider the continued waiver of park fees (\$2,500) for Jaycee Park Gardens on the Saturday of Easter Weekend (Saturday, March 26, 2016) for the purposes of hosting the St. Catharines Easter Egg Hunt as hosted by JCI St. Catharines (The Jaycees). This is a long standing project with significant benefits to the community.

For 28 years the Jaycees have hosted the St. Catharines Easter Egg Hunt. In addition to the approximately 3,000 children that participate in the event, it is also a significant source of resources for our partner, Community Care, both in terms of funds (approximately \$1,000 per year) and food donations (approximately 2,000 lbs. per year). It is only with the help of our sponsors, including the City of St. Catharines, that this event is possible.

The mission of JCI St. Catharines is to provide development opportunities that empower young people to create positive change. It is projects like the St. Catharines Easter Egg Hunt, Playing Santa for Mom and Dad & the Mayor's Grape Stomp that teaches our membership about leadership and active citizenship. It is our vision that this will develop the next generation of leaders in Niagara.

We would like to thank the City of St. Catharines for its continued support of this event and look forward to your response on this matter.

Sincerely,

Andrew Ware
2015 Chairman of the Board & Immediate Past President
JCI St. Catharines

Celebrating 100 Years Impact!

FINANCIAL MANAGEMENT SERVICES

Date Rec'd Sept 30/15

Amount 2,500.00

Class Waiver fees

Abbotsford
Brantford
Calgary
Durham
Edmonton
Humboldt
Kelowna
Kootenay
London
Montreal
Okanagan
Ottawa
Penticton
Prince George
Quebec City
St. Catharines
Toronto
Vancouver
Vernon
Winnipeg



St. Catharines Horticultural Society

P.O. Box 21043
St. Catharines, Ontario
L2M 7X2



Preserving our Heritage. Planting for our Future.
Est. 1857

A Member of District 9 of the Ontario Horticultural Association



September 18, 2015

Grants Committee
City of St. Catharines
50 Church Street
St. Catharines, Ontario
L2R 7C2

FINANCIAL MANAGEMENT SERVICES

Date Rec'd Sept 24/15

Amount 2,000.00

Class Waive Fees

Members of Council,

2016 Application to waive fees

The St. Catharines Horticultural Society is once again planning the next annual Plant Sale to be held at the Bill Burgoyne Arena on May 13 and May 14, 2016.

The proceeds from this event are used to further beautify St. Catharines by new landscaping and plantings in parks and public spaces around the city

As in past years, we are asking the City Council to waive the rental fees for the use of the arena on May 13 and 14, 2016. The rental fee, with tax, for these dates is estimated at \$2,000.00 based on the amount for last year. Our requirements are lights, water and the use of washrooms. As this is a plant sale, no ice or heat is needed. We supply and set up the necessary tables and chairs, and also clean up after the event. We are able to provide the liability insurance required by the City.

Funds from the Plant Sale in previous years have included \$12,000 for the parkette at Niagara and Church streets, and \$3,000 for the Merriton Cenotaph plaza. We also contributed \$9,000 for new plantings and the in-ground watering system at the Sir Casimir Gzowski park. We have so far donated \$5,000 for the Green Committee's new landscaping on Glendale Avenue at the site of the old Welland canal. In 2013 the Society was asked for financial support of the Civic Square pilot project on James Street, and we donated \$1,000 to help with landscaping.

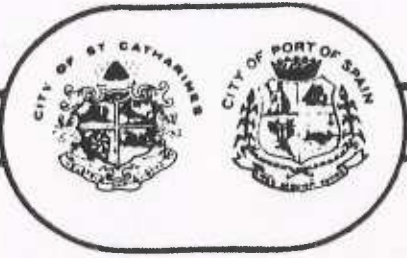
As you can imagine, it takes a great deal of work for our members to raise these amounts, but we are proud of the difference our funds can make in helping St. Catharines live up to its reputation of the "Garden City".

Thank you for your consideration of this request. If more information is needed, please contact me.

Yours sincerely,

A handwritten signature in cursive script that reads "Diana Tullis". A long, thin horizontal line extends from the end of the signature to the right.

Diana Tullis
Treasurer, SCHS
Phone: 905-685-9609
E-mail: de_tullis@yahoo.ca



St. Catharines and Regional Niagara Twinning Association

C/O CITY HALL P.O. BOX 3012, ST. CATHARINES, ONT. L2R 7C2

**The City of St. Catharines
P.O. Box 3012
50 Church Street
St. Catharines, Ontario
L2R 7C2**

**Attn: Kristine Douglas
Director,
Financial Management Services**

August 28, 2015

FINANCIAL MANAGEMENT SERVICES

Date Rec'd Sept. 1/15

Amount 300.00

Class Waiving Fees

His Worship the Mayor, and City Council,

Thank you for your letter of April 16, 2015 bringing to our attention the matter of an application from our Twinning Association for an extension of the grant under which the fee for the rental of Russell Avenue Community Centre to hold our three general and AGM meetings with our members has been waived in the past.

We very much appreciate having this venue available to us and wish to make an application for the waiver of the rental fee to continue in 2016.

As a committee of the City, we work at maintaining the sister-city relationship with our twin city, Port of Spain, Trinidad, as we have been doing for the past 47 years.

If you require any further information, please contact Helen Atteck at 905-935-3087.

Sincerely,

**Dawn Jacklin
President**

Date Rec'd Sept 22/15
 Amount \$25,000.00
 Class Seed Funding

APPLICATION FOR GRANT

DEADLINE FOR SUBMISSION – SEPTEMBER 30

Section one:

1. Name and address of organization:

Name: The Norm Foster Theatre Festival

Address: 89 - 91 St. Paul St suite 316, St. Catharines, ON

Postal Code: L2R 3M3 Telephone Number: 289 786-0950

2. Name of contact person within organization:

Name: Emily Oriold

Office/position held: Executive Director

Address: 89 - 91 St. Paul St., Suite 316, St Catharines ON

Postal Code: L2R 3M3 Telephone: Home: _____ Office: 289 786-0950 x. 1

3. Under what classification are you requesting a grant?

Complete section as indicated:

A PROJECT FUNDING

B SEED FUNDING 

C SPECIAL FUNDING

D CAPITAL EQUIPMENT

****NOTE: All of the above are "one-time" grants.**

4. Amount of grant requested: \$25,000.00

5. Amount of any previous grant received: N/A

6. Reason for requesting a grant: The Foster Festival will be producing its inaugural season in

summer 2016. Because we are not eligible for operational funding we are seeking a grant
equivalent to the rental fee for the Robertson Theatre in the FirstOntario Performing Arts Centre.
There are additional box office fees, technician fees, and front of house staffing fees,
that are included in our total rental fee. The Foster Festival is asking for funding that will support
the rental cost of only the Robertson Theatre space itself.

Section two:

Classification 'B' - Request for Seed Funding (one-time grant)

One-time funding for assistance with the start-up of an organization.

(i) Amount of request \$ \$25,000.00

(ii) Provide details of the proposed project and what seed funding will accomplish.

The Foster Festival, founded in December 2014, is the first of its kind to celebrate the
achievements of a living Canadian playwright, Norm Foster. We will be the resident summer
company in the 200 seat Robertson Theatre in the FirstOntario Performing Arts Centre,
producing a 3 production season of fully professional theatre. We have developed a partnership
with Brock University's Department of Dramatic Arts allowing us to use their production
facilities in the Marilyn I Walker School of Fine and Performing Arts. In exchange we will employ
several current and graduating students in their first professional work experience. We are
requesting that the City of St Catharines award us a grant that would be used to subsidize the
rental expense of the Robertson Theatre. For the entire season, the rent to be paid for
the Robertson Theatre space will be \$35595 including HST. This does not include additional
FOPAC box office fees, technician fees, and front of house staffing fees. A grant of \$25,000
would be a tremendous assistance in the cost of our start-up.

(iii) Describe your organizations' fund raising plans.

We have a number of strategies to meet our budgetary needs. In addition to our initial crowd-
funding efforts through Indiegogo, we have applied to all levels of government for project based
funding since we do not have the requisite years of financials to apply for operational funding.
We have created a corporate sponsorship package and have been actively seeking regional and
national partnerships at a variety of levels of involvement. We are seeking 1 more Founding
Sponsor in addition to our existing founding partners, Meridian Credit Union and Howick
Apartments. We will be holding our first fund-raising event on October 27th at Rodman Hall,
following our season announcement on Oct 26th at the FOPAC. We have had a number of
commitments from local businesses for In-Kind donations of goods and services and through
our website we hope to attract donations from private individuals and groups.

Section three:

1. Financial data required. Attached-or-date available
 - A. Financial Statement for prior year including: donations, fund raising events, and all expenditures including salaries, administration, rental, equipment, travel, etc. Attached
 - B. Budget for current year including detailed estimated expenditures and revenue. Attached

Section four:

1. Names and addresses of executive officers, directors or board of management.

Rosemary Drage Hale - President

Glen McCann - Vice President

Kim Cota - Secretary

John Dickhout - Treasurer

2. Describe the general aims and function of your organization, the geographic area of operation and a brief history of the organization. Attach Constitution, if available.

Founded in December 2014, the Foster Festival is a fully professional theatre festival dedicated to celebrating the work of Canada's most successful playwright, Norm Foster. We will produce our first season of 3 plays in the Robertson Theatre at the FirstOntario PAC commencing on June 16, 2016 and closing on Aug. 27, 2016. We intend to provide the finest theatre at an affordable price to serve residents of the St. Catharines community and the broader Niagara region while attracting a sizable tourist audience to downtown St.Catharines. We intend to create as many jobs and fill as many services as possible within the community. We have curried partnerships with St. Catharines' businesses in the hospitality industry to create dining and accommodation packages designed to give our tourist audience further opportunities to explore the newly revitalized downtown and beyond. We are developing an Outreach Initiative called The Drama Club to provide arts enrichment opportunities to area youth and local community-based theatre artists.

3. Provide statistics relative to the population served.

	<u>Total Number</u>	<u>Age Range</u>	<u>Percentage from St. Catharines</u>
Last operating year Members/participants	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>
Current year Members/participants	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>
Next year project Members/participants	<u>14,400</u>	<u>15 - 85</u>	<u>50%</u>

4. How does your organization assess the community need and how will the residents of St. Catharines benefit?

After reading St. Catharines' Culture Plan 2020 with its bold re-imagining of the downtown core, we believe the city to be a perfect fit for a Festival of our nature with its core value of Humour With Heart. Since December 2014, we have been consulting with a number of key arts workers and cultural officers both in the not for profit sector and in government. We were very excited by the enthusiasm with which we were greeted in the arts community. Norm Foster's plays are about extraordinary moments in the lives of ordinary people. We feel that our theatre will offer highly entertaining yet heartfelt stories that will appeal to a wide local audience. As a well priced cultural event, we will attract a sizable tourist audience to the downtown core, increasing exposure to the hospitality industry and to local retailers.

5. What service does your organization provide specifically for the residents of St. Catharines?

In addition to our 3 month summer season with over 70 theatrical performances, we have created a very flexible outreach program -The Drama Club. With our Drama Club, we have initiated partnerships with The Kristen French Child Advocacy Centre of Niagara, Boys and Girls Club Niagara and Rodman Hall to deliver a drama education component to their existing programming. Our theatre season will depend on an enthusiastic pool of volunteers as a part of our FOPAC family. Our Drama Club will provide an opportunity to participate in arts enrichment activities for children, youth and community based artists. With our core message of "Humour with Heart" we hope to engage the local community of St. Catharines in a wide variety of audience and participatory experiences.

6. Describe how the organization will evaluate the project at its conclusion.

While fiscal responsibility and financial accountability are essential, a theatre must also consider the quality of service it delivers. Throughout our season, we will be asking our audience and partners for feedback at performances and via our website. Attendance numbers and box office revenue will tell the fiscal story but anecdotal feedback from audience members and participants in outreach opportunities will be an equally important measure of our success. In our inaugural season, we expect to learn how we can increase private and corporate sponsorship, how we can better serve the local community and how we can fine tune our programming for the greatest impact as a new cultural attraction in the downtown core.

7. Include which City-owned facilities, if any, are being used by sports organizations.

N/A

Please forward any additional information which you feel may be of assistance in considering your request (Attach pages if required).

All organizations requesting grants in excess of \$10,000.00 are required to provide information indicating that they have a strategic plan or business plan in place or that they are in the process of carrying out such plan(s) and that this information be submitted with this application.

Grants must be expended in accordance with requests submitted and must be returned if the program or project is not completed. Specific prior approval of the City is required to utilize granted funds on other than approved projects or programs.

All groups may be expected to make a presentation to the Finance AD HOC Budget Committee.

Check here if your organization would like to make a presentation to the AD HOC Budget Committee.

Yes ✓ No

Check list to help you complete your application:

1. A fully completed grant application form signed by and authorized officer.
2. Fill in and return the page that is relevant to your required classification.
 - ☐ A Project funding
 - ☒ B Seed funding
 - ☐ C Special funding
 - ☐ D Capital Equipment

****Note:** All the above categories are "one-time" funding.

3. Financial statements for the prior year.
4. Budget for the current year.

Sept. 22/2015
Date Submitted

Emily Quibel
Signature

Executive Director
Office or Position

The Norm Foster Theatre Festival

Balance Sheet

Interim as at August 31, 2015

Unaudited - see Notice to Reader

ASSETS

Current

Cash	40,321.46
Accounts Receivable	<u>0.00</u>
	<u>40,321.46</u>

PROPERTY, PLANT AND EQUIPMENT

0.00

40,321.46

LIABILITIES

Current

Accounts Payable and Accrued Liabilit	<u>0.00</u>
	<u>0.00</u>

LONG TERM DEBT

22,340.81

22,340.81

SHAREHOLDERS' EQUITY

SHARE CAPITAL

0.00

RETAINED EARNINGS

17,980.65

17,980.65

40,321.46

Dickson Accounting & Tax Services

Prepared by	Reviewed by
MD 9/11/2015	

The Norm Foster Theatre Festival
Balance Sheet - Account Groupings
Interim as at August 31, 2015
Unaudited - see Notice to Reader

CASH	
RBC Chequing Account	<u>40,321.46</u>
LONG TERM DEBT	
Loan Payable - Norm Foster	11,440.90
Loan Payable - Emily Oriold	5,384.47
Loan Payable -Patricia Vanstone	<u>5,515.44</u>
	<u>22,340.81</u>
RETAINED EARNINGS	
Retained Earnings, Beginning of Year	0.00
Net Income	<u>17,980.65</u>
Retained Earnings, End of Year	<u>17,980.65</u>

Dickson Accounting & Tax Services

Prepared by	Reviewed by
MD 9/11/2015	

The Norm Foster Theatre Festival
Income Statement
Interim for the period Ended August 31, 2015

	Year To Date	%
SALES	<u>32,680.00</u>	<u>100.00</u>
COST OF GOOD SOLD	<u>0.00</u>	<u>0.00</u>
GROSS MARGIN	<u>32,680.00</u>	<u>100.00</u>
EXPENSES		
Advertising	4,343.40	13.29
Bank Charges	1.20	0.00
Credit Card & Paypal Fees	352.70	1.08
Events & Promotion	444.93	1.36
Fees & Permits	1,000.00	3.06
Fundraising Fees	1,051.20	3.22
Internet Fees	169.50	0.52
Meals	191.69	0.59
Office	653.91	2.00
Professional Fees	122.22	0.37
Rent	1,073.50	3.28
Telephone	219.98	0.67
Vehicle Expenses	160.92	0.49
Vehicle Rental	313.92	0.96
Website Expenses	<u>4,600.28</u>	<u>14.08</u>
	<u>14,699.35</u>	<u>44.98</u>
NET INCOME	<u>17,980.65</u>	<u>55.02</u>

Dickson Accounting & Tax Services

Prepared by	Reviewed by
MD 9/11/2015	

2015 The Norm Foster Theatre Festival Budget
fiscal year ends Sept 30

Category	Forecasted Budget 2015	Actual 2015 (to Aug 31)
INCOME		
Funding Revenue		
Crowd Funding campaign/Private Donors	\$ 15,000.00	\$ 11,680.00
Provincial Funding	\$ -	\$ -
Federal Project Funding (premiere play)	\$ -	\$ -
TOTAL Funding Revenue	\$ 15,000.00	\$ 11,680.00
Fundraising Revenue		
Corporate Sponsors	\$ 20,000.00	\$ 26,000.00
Public Fundraising Events	\$ -	\$ -
Program Ad Space	\$ -	\$ -
Workshop Participant Fees	\$ -	\$ -
TOTAL Fundraising Revenue	\$ 20,000.00	\$ 26,000.00
Show Revenue		
50/50 Draws (\$80 earned/show)	\$ -	\$ -
Box Office revenue (based on 50% house)	\$ -	\$ -
CAEA Bond returned at end of season	\$ -	\$ -
TOTAL Show Revenue	\$ -	\$ -
TOTAL INCOME	\$ 35,000.00	\$ 37,680.00
EXPENSES		
Production Expenses		
Actors fees (\$730.50 x 9 actors x 14 weeks)	\$ -	\$ -
Directors fees (\$4728.75 x 2 productions + \$300 x 1)	\$ -	\$ -
Stage Manager fee (\$874.75 x 17 weeks)	\$ -	\$ -
Student stagehand (\$300.00 x 9 weeks)	\$ -	\$ -
Lighting Designer fee (\$2000 x 3)	\$ -	\$ -
Set Designer fee (\$3000 x 3)	\$ -	\$ -
Wardrobe Designer (\$3000 x 2)	\$ -	\$ -
Show tech fees for builds, wardrobe, painting	\$ -	\$ -
Set materials (\$2500 x 3)	\$ -	\$ -
Costumes (\$300/actor x 7 actors)	\$ -	\$ -

Shop rental	\$	5,000.00	\$	-
Artists travel from point of origin (\$1500 x 2 shows)	\$	3,000.00	\$	-
Norm's playwright royalties	\$	22,035.00	\$	-
CAEA Bond	\$	-	\$	-
Stage Management overtime/additional duties/Estimated Overtime	\$	2,137.50	\$	-
Photographer/Photographs	\$	2,000.00	\$	-
FOPAC theatre rental with box office fees, IA technician fee, FOH staffing (at 50% intake)	\$	74,162.40	\$	-
Rehearsal space rental	\$	3,000.00	\$	-
TOTAL Production Expenses	\$	266,306.15	\$	-
Operating Expenses				
Management salaries	\$	74,856.16	\$	-
Production Manager (4 months, full-time)	\$	16,000.00	\$	-
Advertising/marketing, website	\$	27,366.00	\$	-
Fundraising/Launch event costs	\$	3,000.00	\$	-
Lawyer and Accountant Fees	\$	2,500.00	\$	-
Office space rental	\$	4,300.00	\$	-
Office expenses/supplies (includes computers)	\$	3,000.00	\$	-
Insurance	\$	2,000.00	\$	-
Bank fees (credit card/paypal fees)	\$	892.50	\$	-
Internet Fees	\$	500.00	\$	-
Fees and Permits	\$	500.00	\$	-
Telephone	\$	700.00	\$	-
Opening Night Galas (\$3000 x 3)	\$	9,000.00	\$	-
Travel	\$	1,000.00	\$	-
Meals	\$	500.00	\$	-
Outreach, Drama Club, Education Workshops	\$	15,500.00	\$	-
Bookkeeping	\$	4,000.00	\$	-
Annual Creative Team BBQ	\$	4,000.00	\$	-
RRSP contributions for Admin/Artists	\$	4,600.00	\$	-
Donor Perks	\$	1,300.00	\$	-
TOTAL Operating Expenses	\$	175,514.66	\$	-
TOTAL EXPENSES	\$	441,820.81	\$	-
NET PROFIT/LOSS	\$	-	\$	-

2016 The Norm Foster Theatre Festival Budget

fiscal year begins Oct 1

	Category	Forecasted Budget 2016	Actual 2016
INCOME			
Funding Revenue			
	Crowd Funding campaign/Private Donors	\$ 29,784.81	\$ -
	Provincial/Municipal Funding	\$ 95,000.00	\$ -
	Federal Project Funding (premiere play)	\$ 20,000.00	\$ -
	TOTAL Funding Revenue	\$ 144,784.81	\$ -
Fundraising Revenue			
	Corporate Sponsors	\$ 55,000.00	\$ -
	Public Fundraising Events	\$ 25,000.00	\$ -
	Program Ad Space	\$ 3,500.00	\$ -
	Workshop Participant Fees	\$ 2,000.00	\$ -
	TOTAL Fundraising Revenue	\$ 85,500.00	\$ -
Show Revenue			
	50/50 Draws (\$80 earned/show)	\$ 5,760.00	\$ -
	Box Office revenue (based on 50% house)	\$ 205,776.00	\$ -
	CAEA Bond returned at end of season	\$ -	\$ -
	TOTAL Show Revenue	\$ 211,536.00	\$ -
	TOTAL INCOME	\$ 441,820.81	\$ -
EXPENSES			
Production Expenses			
	Actors fees (\$730.50 x 9 actors x 14 weeks)	\$ 92,043.00	\$ -
	Directors fees (\$4728.75 x 2 productions + \$300 x 1)	\$ 9,757.50	\$ -
	Stage Manager fee (\$874.75 x 17 weeks)	\$ 14,870.75	\$ -
	Student stagehand (\$300.00 x 9 weeks)	\$ 2,700.00	\$ -
	Lighting Designer fee (\$2000 x 3)	\$ 6,000.00	\$ -
	Set Designer fee (\$3000 x 3)	\$ 9,000.00	\$ -
	Wardrobe Designer (\$3000 x 2)	\$ 6,000.00	\$ -
	Show tech fees for builds, wardrobe, painting	\$ 5,000.00	\$ -
	Set materials (\$2500 x 3)	\$ 7,500.00	\$ -
	Costumes (\$300/actor x 7 actors)	\$ 2,100.00	\$ -

Shop rental	\$	-	\$	-
Artists travel from point of origin (\$1500 x 2 shows)	\$	-	\$	-
Norm's playwright royalties	\$	-	\$	-
CAEA Bond	\$	-	\$	-
Stage Management overtime/additional duties/Estimated	\$	-	\$	-
Photographer/Photographs	\$	-	\$	-
FOPAC theatre rental, box office fees, IA tech fee, FOH staf	\$	-	\$	-
Rehearsal space rental	\$	-	\$	-
TOTAL Production Expenses	\$	-	\$	-
Operating Expenses				
Management salaries (contracts began Sept 1)	\$	7,500.00	\$	-
Production Manager (4 mnths, full-time, spring 2016)	\$	-	\$	-
Advertising/marketing, website	\$	13,000.00	\$	8,943.68
Fundraising/Launch event costs	\$	3,500.00	\$	1,496.13
Lawyer and Accountant Fees	\$	1,000.00	\$	122.22
Office space rental	\$	1,700.00	\$	1,073.50
Office expenses/supplies (includes computers)	\$	2,000.00	\$	653.91
Insurance	\$	500.00	\$	-
Bank fees (credit card/paypal fees)	\$	400.00	\$	353.90
Internet Fees	\$	300.00	\$	169.50
Fees and Permits	\$	1,500.00	\$	1,000.00
Telephone	\$	500.00	\$	219.98
Opening Night Galas (\$3000 x 3)	\$	-		
Travel	\$	1,000.00	\$	474.84
Meals	\$	500.00	\$	191.69
Outreach, Drama Club, Education Workshops	\$	-		
Bookkeeping	\$	1,000.00	\$	-
Annual Creative Team BBQ	\$	-		
RRSP contributions for Admin/Artists	\$	400.00	\$	-
Donor/Sponsor Perks	\$	200.00		
TOTAL Operating Expenses	\$	35,000.00	\$	14,699.35
TOTAL EXPENSES	\$	35,000.00	\$	14,699.35
NET PROFIT/LOSS	\$	-	\$	22,980.65



The Norm Foster Theatre Festival

BUSINESS PLAN

May, 2015

Revised August 2015

Emily Oriold
Executive Director
The Foster Festival
St. Catharines, Ontario
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I. Executive Summary

Overview

Services Offered

The Norm Foster Theatre Festival is a not-for-profit organization whose purpose is to produce a performing arts festival inspired by the work of internationally renowned Canadian playwright, Norm Foster, for the purpose of educating and advancing the public's understanding and appreciation of performing arts; to educate and support theatre artists through participation in such performing arts festivals or theatrical productions and related development workshops or activities. The Foster Festival is the first festival dedicated to a living Canadian Writer's work – Contemporary writing that reflects the lives of ordinary Canadians in a light-hearted but meaningful way.

Customer Focus

The Foster Festival primarily serves the residents of St. Catharines and the outlying Niagara region. The demographics of these customers are as follows:

- 431,345 residents in the Niagara Region (131,400 St. Catharines)
- Average household income of \$68,410 in the region
- Unemployed: 9.5%
- Married: 58%
- Median age: 44 years

Why this community?

- The creation of the St. Catharines Downtown Creative Cluster Plan (2008) based on the Richard Florida model of the reinvention of the function of cities.
- The building of the new FirstOntario Performing Arts Centre and recently passed Culture Plan 2020.
- The interest the city has in establishing itself as a vibrant cultural destination within the heart of Niagara region's wine country both for the local population and tourism.
- The ease with which one can reach St. Catharines from other cities within the Golden triangle.
- The enhanced downtown core – the farmers market.

- The diverse population and a desire to create a festival of popular theatre that will appeal to all levels of society including those who have traditionally been intimidated by the idea of attending live theatre.

Impact

While our primary goal is to establish the Foster Festival and program a three-play season celebrating the work of Norm Foster, we also wish to establish a lab in which other Canadian playwrights can pursue their craft in a nurturing environment with the potential for production. We want to “Foster Talent” with an interest in eventually giving their voices a wider audience by serving as an originating producer, providing them a calling card to the wider Canadian theatre community. The Foster Festival aims to become a national source for programming and to put popular Canadian theatre on the international map.

Management Team

EMILY ORIOLD – Executive Director, Co-Founder

Emily has a great passion for the arts and has been a professional actor, director, singer, and dramaturge for the past fifteen years. Select stage credits include, *The Ballad of Stompin’ Tom* (Harbourfront Theatre); *Everything I Love About Christmas* (Theatre Orangeville); *Weekend Comedy* (Drayton Entertainment); *The Glass Menagerie* and *Collette: The Colours of Love* (Talk is Free Theatre); *Little Women: The Musical* (Victoria Playhouse Petrolia); *The Outdoor Donnelly’s* (Blyth Festival); *Nunsense* (Theatre Cambridge); *The Maids* (Theatre Passe Muraille); the Dora Award Winning play, *Thy Neighbour’s Wife* (UnSpun Theatre). Emily has directed at the Blyth Festival, Talk is Free Theatre, and Theatre Aquarius. She continues to direct and produce a tour of the one-man shows, *CHAPLIN: About Face* and *CHAPLIN: Home, Sweet Home*, which she also helped develop. Emily’s own new work, *Ella: The First Lady of Song*, was recently shortlisted for Nightwood Theatre’s 2014 National Play Reading Series.

Administratively, Emily has a strong background in marketing and audience development, skills she developed while working for five years as the Director of Sales and Marketing for house seats Canada – a live audience development company whose goal is to get “bums in seats” and provide invaluable customer feedback through house seats’ own survey system. Emily achieved in expanding house seats Ontario to outpace other U.S. house seats’ cities with venues and members in half the time. She also has experience as the Operations Manager for Talk-2-Us.com and Talk-2-Us.ca – a social media marketing company which builds and maintains social media pages for large and small companies across Canada and the United States.

PATRICIA VANSTONE – Artistic Director, Co-Founder

Passionate about Canadian theatre, Patricia has performed in, dramaturged and directed many new works over the past 35 years at theatres across Canada. She is the recipient of a **DORA Award** for her production of **BEO'S BEDROOM** and was nominated for her performance of bad girl Mary Mitchell in the "Bop Musical" **GIRLS IN THE GANG** (Blyth Festival, Factory Theatre and The National Arts Centre).

Her association with Norm Foster began in 1984 while working on the world premiere of **THE MELVILLE BOYS** at Theatre New Brunswick. Since then she has performed in **THE LONG WEEKEND**, **OLD LOVE**, and **ON A FIRST NAME BASIS** with Norm as well as starring in the world premieres of **HILDA'S YARD** and **JENNY'S HOUSE OF JOY**. She had the pleasure of revisiting **THE MELVILLE BOYS** as a director for the Blyth Festival.

She appeared as Ada Hubble in 3 seasons of CBC/Disney Channel's **ROAD TO AVONLEA** and its reunion movie **HAPPY CHRISTMAS, MISS KING**. Most recently she starred in the short film **ROLAND**, which was included in Telefilm Canada's Shorts Program at Cannes 2014. Her voice has been heard in numerous CBC radio dramas and the animated children's series **CAILLOU**.

Favourite directing credits include **THE MELVILLE BOYS**, **DRIVING MISS DAISY**, **NOISES OFF** and the world premieres of **ANNE**, **CEILI HOUSE**, **QUIET! I'M TALKING**, **JOY**, and **MIDNIGHT SUN** among others. Most recently, she has directed and produced **A WOMAN OF INDEPENDENT MEANS**, starring Susan Clark in Toronto, Jacksonville, Florida and Tucson, Arizona.

NORM FOSTER – Playwright, Co-Founder

Norm Foster has been called Canada's preeminent comic playwright. He is the most produced playwright in the history of the country and he receives, on average, an astounding one hundred and fifty productions of his plays each year. It has been said that on any given day of the year, there is a Norm Foster play either in rehearsal or in performance somewhere in the world.

Halifax Chronicle-Herald columnist Ron Foley writes "Foster's stage writing remains one of Canada's greatest theatrical treasures", and The Calgary Herald describes him as 'one of the funniest writers of intelligent comedy in Canadian theatre today'.

Mr. Foster has fifty-two plays to his credit and is currently working on three new ones, simultaneously. His plays include *The Foursome*, *The Melville Boys*, *Wrong For Each Other*, *The Love List*, *Outlaw*, *Skin Flick*, *Hilda's Yard*, *Old Love*, *The Ladies Foursome*, *The*

Affections Of May, Jasper Station, and Mending Fences. He is the recipient of the Los Angeles Drama-Logue Award for his play, *The Melville Boys* and in 2009 he was a finalist for the Premier's Award For Excellence In The Arts.

Here are just a few of the comments from critics about Norm Foster's work:

"Norm Foster creates characters who are so believable that theatregoers see bits of themselves reflected on stage." -- Los Angeles Daily News

"The measure of Foster's genius, his ability to suck us in with laughter then calmly turn the knife, gives the best of his plays a wildly beating heart." -- Hamilton Spectator

"Foster strikes a chord with audiences all over the English-speaking world due to his startling sense of compassionate realism." -- Halifax Chronicle Herald

"Norm Foster is our most-produced playwright for a reason: he's very, very funny." -- Montreal Gazette

"Foster is truly a genius." -- Kitchener-Waterloo Record

As an actor, Norm has toured in his play *Here on the Flight Path* and most recently has toured extensively with Patricia Vanstone in his play *On a First Name Basis*. He has performed in theatres across the country in such plays as *Art, Strawberries In January, Waiting For Godot*, and in his own plays, *The Long Weekend, Mending Fences, The Love List, Skin Flick, Outlaw, Self-Help, Old Love* and *The Foursome*.

Success Factors

The Foster Festival is uniquely qualified to succeed due to the following reasons:

- This is the first festival dedicated to a living Canadian Writer's work. Norm Foster is Canada's best loved playwright having written 52 plays and is working on 3 new ones, simultaneously, and is produced internationally seeing on average 150 productions every year.
- The city of St. Catharines has put forth a new Culture Plan 2020 and The Foster Festival will further support the goals and aspirations of this plan.
- The management team has a track record of success in the arts and education.
- Through a partnership with Brock University, The Foster Festival will work to educate and foster new talent which will only strengthen the next generation of artists to guarantee the longevity of The Foster Festival and arts in the region as a whole.
- As a theatre dedicated to the work of Norm Foster, we will have the exclusive rights to premiering Norm's work. A look at the production statistics over the past five years will illustrate just how significant this is. Not only will we be providing a wonderful source of entertainment to the people of St. Catharines and the Niagara region but we will also be attracting interest from producers from all over the country who are constantly seeking the kind of programming for which Norm has become famous – highly entertaining yet heartfelt stories that are guaranteed Box Office success.
- The Mayor of St. Catharines, City Council members and members of our community have already demonstrated support and belief in our mission.

Revenue and Cost Drivers

The Foster Festival's "revenues" come from the sale of individual tickets, fundraising events, government grants, corporate sponsorships and the solicitation of donations from individuals. The Foster Festival is conservatively budgeting our first year of ticket revenue at 50% box office which totals \$205,776.00. We have an average ticket price of \$28.58.

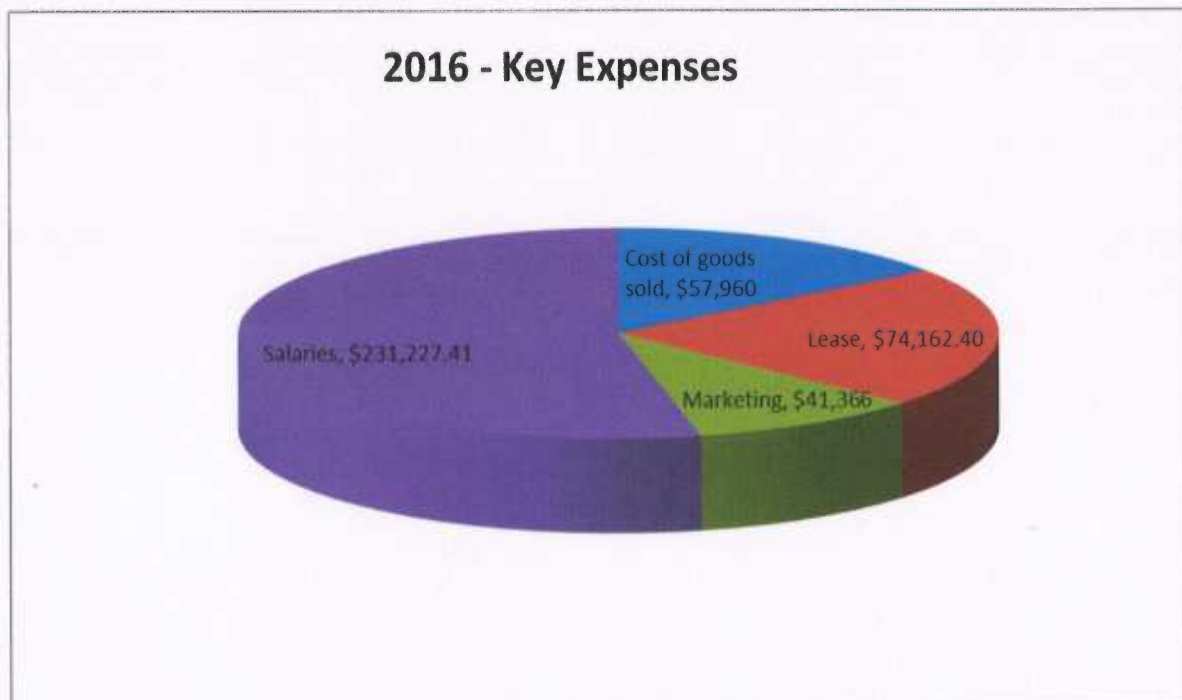
Financial Highlights

To meet The Foster Festival's 2016 projected budget (new fiscal year begins October 1, 2015), The Foster Festival is currently seeking grants, donations and sponsorships totaling just over \$230,000 in order to fulfill our mission. Specifically, these funds will be used as follows:

- Salaries: \$90,000, Administrative, Marketing, and Production Costs: \$140,000 to pay for operational expenses such as lease costs, and a full season of production costs such as set builds and artist salaries

A budget outline and projections for the first year can be found in the attached 2015 and 2016 budget sheets.

Key expenses for our first year of operations are as follows:



II. Organization Overview

Who is The Foster Festival?

The Foster Festival is a theatre company inspired by the work of internationally renowned Canadian playwright Norm Foster. It is our mission to showcase the heart and humour of Foster's writing in a dedicated environment, employing the finest Canadian theatre practitioners and to foster and support emerging and established Canadian playwrights interested in stories that are entertaining but also deeply meaningful to and reflective of our audience. We want to take Canadian comedy to a new level of practice, celebrating what it is to be Canadian and providing opportunities for personal self-exploration.

The Foster Festival's History

In 1997, almost 20 years ago, Foster Festival Executive Director, Emily Oriold, sat in the Blyth Festival theatre in anticipation of seeing her very first production of a Norm Foster play: *THE MELVILLE BOYS*. She was in her last year of high school preparing for post-secondary theatre school that coming fall. From beginning to end, she laughed, reflected, felt frustrated, laughed again, and ultimately found her cheeks wet with tears as she was swept up into Norm's world of heartfelt comedy. Instantly, a Foster fan was born. Emily was in awe of Norm Foster's ability to have her belly laughing one moment and crying the next. From there, Emily attended theatre school, became a professional performer and director, and the dream of starting a Foster Festival moved with her everywhere she went. She felt very strongly that Canada should be celebrating a writer like Norm Foster and that we are very fortunate to be able to call him one of our own.

Today here we are. Emily was not certain if Norm would accept her proposal to found The Foster Festival. They had never really crossed paths, but to her great surprise he did accept! And imagine her even greater surprise when Norm recommended Patricia Vanstone as Artistic Director – the very person who directed that production of *THE MELVILLE BOYS* that inspired Emily so many years previous. It is with great honour and pride that Emily is able to be a founding artist of this festival which is a much deserved celebration of Canada's best loved playwright, Norm Foster, and his work.

As Norm and Patricia toured *On a First Name Basis* throughout the province and other regions of the country, they became aware of how much of their audience had come to

the theatre for the first time in their lives – and not just 20 somethings but older working class people. Over and over they heard how their audience's experience at the show was a complete surprise – how moved the patrons were that their lives/loves and heartaches were reflected on the stage and how they could be in tears one moment and exploding in laughter the next. We aim to celebrate the importance of popular theatre in the lives of everyday people, its resonance with such diverse audiences as that found in Bermuda at the BMDS and the community of Fort McMurray, AB. In these cases, along with the numerous communities Norm and Patricia played in Ontario, over and over they heard the same praise expressed with different levels of eloquence, but with the same message – this story spoke to ME. It is not an accident that Norm Foster is the most produced playwright in Canada and has achieved an international reputation. His craft and interest in the world we actually live in give voice to the many who feel they are rarely heard and it is with great pride that we enjoy the opportunity to "entertain."

The Foster Festival is founded by Patricia Vanstone and Emily Oriold, with Norm Foster's involvement because they feel it is time to celebrate Canada's best loved playwright. It is time to celebrate his success and share this success with St. Catharines, the Niagara region, Ontario, and ultimately, the nation. The Foster Festival aims to become a national source for new Canadian playwrights, for programming and to put popular Canadian theatre on the international map.

The Foster Festival was founded in 2015 as not-for-profit charitable organization and is now actively seeking additional board members, sponsors, donors, and funding all in preparation for our inaugural season in summer 2016. Our first season will be a nine-week festival consisting of three Foster productions.

Since our founding, the Organization has achieved the following milestones:

- *Gained our Not-For-Profit Charitable status*
- *Secured a venue for our inaugural 2016 summer season*
- *Secured 10 Board Members*
- *Secured support from the Mayor's office and cultural community*
- *Launched locally, gained support from local businesses, sponsors, and local media and have developed relationships/partnerships.*

The Foster Festival's Services

Purpose – to produce performing arts festival or theatrical productions inspired by the work of internationally renowned Canadian playwright, Norm Foster, for the purpose of educating and advancing the public's understanding and appreciation of performing arts; to educate and support theatre artists through participation in such performing arts festivals or theatrical productions and related development workshops or activities.

Activities in support of Purpose

1. The organization will produce theatrical productions in St. Catharines, Ontario in the New FirstOntario Performing Arts Centre (corner of St. Paul Street and Carlisle Street) during the summer months with the inaugural season set for June – August 2016. This will be an annual summer festival of theatrical productions.
2. The organization will support educational workshops to foster the next generation of Canadian playwrights. These workshops will run on an annual basis during the summer months.
3. The organization will present an annual playwrighting contest each spring for youth writers in the Niagara region who are between the ages of 12 to 17. The top two short comedic plays will be selected and produced with local youth talent with the goal of educating and training the next generation of artists and strengthening the local community through arts participation and arts education.
4. The organization will partner with educational institutions such as Brock University to create opportunities for internships and education in both a professional arts administrative and arts production environment.
5. The Foster Festival will be preparing to partner with the Boys and Girls clubs of the Niagara region to help create drama clubs for young children who may not otherwise have the opportunity to participate in such programs.
6. From now until December 2015, the organization is focused on strategic planning, recruiting volunteers, and potential future board members, supporters, donors; currently, the organization is focused on developmental

activities all aimed towards the planned national announcement and first fall fundraiser in October 2015.

7. Volunteers will be very active in the execution of our outreach within the community in terms of advocating for the organization and working to assist in the execution of theatrical productions, playwrighting workshops/contests, and fundraisers for the organization. Volunteers will be an integral part to the organization having a strong presence within the community.

III. Market Analysis

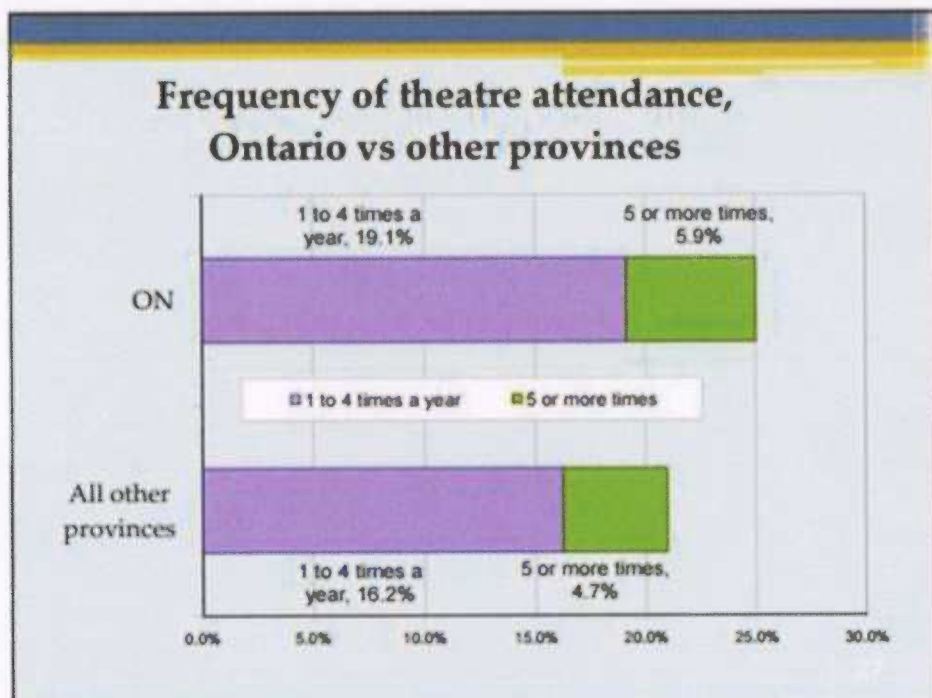
The Foster Festival operates in the Ontario, Canada theatre market.

Market Statistics & Trends

The following market size facts and statistics define the Ontario theatre market.

- In 2005, 43% of the population 15 or older attended a “concert or performance by professional artists of music, dance, theatre or opera (excluding cultural festivals)” - 4.3 million Ontarians.
- 25% or 2.5 million Ontarians attended a theatrical performance such as drama, musical theatre, dinner theatre, or comedy; the majority of attendees being from Southwestern Ontario.
- In 1992, 3.4 million Ontarians attended a live performance; 4.3 million Ontarians attended in 2005; this is a 26% increase from 1992.

The following is a comparative chart for the frequency of theatre attendance in Ontario versus other provinces in Canada:



- In a Creative Trust survey performed in 2010, it showed that 69% of all respondents preferred to attend theatre out of the following performing arts disciplines: dance, music, opera, and theatre.
- 72% of theatre attendees were women and 28% were men.
- The average age of these theatre-goers were 48 and 61% of attendees were married or partnered.
- 57% of respondents that are theatre-goers work full-time.
- 73% of respondents attended with either a friend or spouse/partner.
- 52% have a post-secondary education demonstrating that education levels have a limited impact on cultural participation.
- 56% have a household income of \$60,000 or more.

IV. Customer Analysis

The Foster Festival will serve the residents of St. Catharines and the Niagara region as well as the children of those who work in this region.

The precise demographics of the areas as of 2011 in which we serve are as follows:

Characteristic	St. Catharines - Niagara, CMA Ontario (Census metropolitan area)		
	Total	Male	Female
Citizenship			
Total population in private households by citizenship ¹	383,970	185,940	198,020
Canadian citizens	370,445	180,180	190,260
Canadian citizens aged under 18	72,390	36,845	35,550
Canadian citizens aged 18 and over	298,050	143,340	154,705
Not Canadian citizens ²	13,530	5,760	7,765

Income of households in 2010			
Household total income in 2010 of private households ¹⁴⁹	160,455
Under \$5,000	3,060
\$5,000 to \$9,999	2,280
\$10,000 to \$14,999	5,140
\$15,000 to \$19,999	8,020
\$20,000 to \$29,999	16,610
\$30,000 to \$39,999	16,965
\$40,000 to \$49,999	17,300
\$50,000 to \$59,999	15,020
\$60,000 to \$79,999	24,085
\$80,000 to \$99,999	17,075
\$100,000 to \$124,999	14,470
\$125,000 to \$149,999	8,160
\$150,000 and over	12,265

Occupation			
Total labour force population aged 15 years and over by occupation - National Occupational Classification (NOC) 2011 ⁸⁸			
	199,965	103,160	96,795
Occupation - not applicable ⁸⁹	5,565	2,865	2,705
All occupations ⁸⁶	194,395	100,305	94,090
0 Management occupations	19,180	11,500	7,685
1 Business, finance and administration occupations	27,320	7,785	19,535
2 Natural and applied sciences and related occupations	9,135	7,435	1,695
3 Health occupations	11,660	1,940	9,720
4 Occupations in education, law and social, community and government services	20,080	6,955	13,125
5 Occupations in art, culture, recreation and sport	5,235	2,315	2,920
6 Sales and service occupations	59,500	24,950	34,555
7 Trades, transport and equipment operators and related occupations	28,775	27,145	1,630
8 Natural resources, agriculture and related production occupations	4,665	3,265	1,400
9 Occupations in manufacturing and utilities	8,845	7,005	1,840

Industry			
Total labour force population aged 15 years and over by industry - North American Industry Classification System (NAICS) 2007 ⁹⁰			
	199,965	103,165	96,800
Industry - not applicable ⁸⁹	5,565	2,865	2,705
All industries ⁸⁶	194,395	100,300	94,095
11 Agriculture, forestry, fishing and hunting	4,460	2,550	1,915
21 Mining, quarrying, and oil and gas extraction	360	330	30
22 Utilities	1,650	1,230	420
23 Construction	13,010	11,685	1,325
31-33 Manufacturing	19,245	14,910	4,340
41 Wholesale trade	7,285	4,930	2,350
44-45 Retail trade	24,830	10,925	13,905
48-49 Transportation and warehousing	7,945	5,805	2,140
51 Information and cultural industries	2,790	1,495	1,295
52 Finance and insurance	6,090	2,050	4,040
53 Real estate and rental and leasing	3,265	1,735	1,530
54 Professional, scientific and technical services	8,375	4,340	4,040
55 Management of companies and enterprises	230	95	135
56 Administrative and support, waste management and remediation services	9,630	5,405	4,225
61 Educational services	14,240	4,670	9,570
62 Health care and social assistance	20,020	3,205	16,815
71 Arts, entertainment and recreation	9,645	5,210	4,440
72 Accommodation and food services	21,340	9,045	12,300
81 Other services (except public administration)	8,960	4,725	4,240
91 Public administration	11,005	5,965	5,040

From the previous marketing data and statistics, we can conclude that The Foster Festival will primarily target the following customer segments:

1. Local females between the ages of 40 and 70 who are married or partnered and have a deep interest in the performing arts and seek the arts as a form of entertainment, but also as a means to educate themselves through the reflection of art.
2. Local couples with a household income of \$60,000 or more.
3. Groups and couples who are looking at the Niagara region as a summer entertainment and culture destination be it through its rich wine country, or its multi-culture events such as music festivals and theatre festivals.
4. Youth of 15+ who are looking for further arts and culture education and mentorship with established artists inside our organization.

V. Competitive Analysis

Direct & Indirect Competitors

The following organizations provide related services either nationwide or locally to our customers:

The Shaw Festival – Niagara-on-the-Lake

The Shaw Festival is a theatre company inspired by the work of Bernard Shaw. They produce plays from and about his era and contemporary plays that share Shaw's provocative exploration of society and celebration of humanity.

The Shaw Festival was started in 1962 by Niagara-area lawyer and playwright Brian Doherty. During the summer, Mr Doherty organized eight weekend performances of *Don Juan in Hell* and *Candida* by Bernard Shaw under the title "*Salute to Shaw*". For this event, the Assembly Room in the historic Court House on Queen Street was converted into a small theatre.

The following year, the Shaw Festival Theatre Foundation was established as a non-profit organization, with an elected volunteer Board of Governors, and the company's mandate was to produce the dramatic works of Bernard Shaw and his contemporaries.

The company now works in four theatres. The largest is the Festival Theatre, which at 856 seats is still intimate by most standards. Here is where their grand season opening takes place each May. The Court House Theatre, located where the Shaw Festival began in 1962, has 327 seats in a "thrust" configuration. Each year The Shaw leases the Assembly Room in the historic Court House from the Town of Niagara-on-the-Lake and installs a theatre in the space. The Royal George Theatre, which seats 313, was built in 1915 as an intimate vaudeville house and acquired by the Shaw Festival in 1980. Through the generosity of philanthropist Walter Carsen, its once-shabby auditorium was transformed into a glittering little opera house. The Studio Theatre, which doubles as a rehearsal hall, is located in the newly constructed Donald and Elaine Triggs Production Centre attached to the Festival Theatre. The seating arrangement is flexible, depending on the needs of the particular show appearing in that space, with a maximum capacity of 200 seats.

Lighthouse Festival Theatre/Showboat Theatre – Port Dover/Port Colborne

Lighthouse Festival Theatre is dedicated to fostering and promoting live professional summer theatre in southern Ontario; for Canadians by Canadians. With 165 productions under Lighthouse Festival Theatre's belt since its inception in 1980, every artist, technician and staff member has aimed to find that perfect blend of theatre, music, laughter and friendship for everyone who crosses her threshold.

LFT now mounts four regular season productions each summer, from May through August, and has expanded the season to include a fifth show, or 'Encore Presentation' in September. Plays are typically comedies and musicals, although there may be 'one for the soul'.

Competitive Advantage/Differentiation

The Shaw Festival and Lighthouse Festival Theatre are excellent organizations. However, The Foster Festival offers the following advantages to our community:

- **Location:** The Foster Festival's location is in downtown St. Catharines, giving members of our community easy access, offering public transportation to those that may not have their own means of transportation. The ease with which one can reach St. Catharines from other cities within the Golden triangle is appealing to tourists. The Foster Festival is also located in the heart of wine country promoting further incentive for outside visitors to come to St. Catharines for up to or exceeding 48 hours.
- **Pricing:** The Foster Festival offers a ticket price-point that is affordable for members of our community creating greater access for a wider demographic than some of our neighbouring competitors. We will also create special-pricing programs for the local community to encourage their participation in our performing arts activities with a desire to create a festival of popular theatre that will appeal to all levels of society including those who have traditionally been intimidated by the idea of attending live theatre.
- **Recruitment:** The Foster Festival will recruit volunteers to advocate for the performing arts in St. Catharines and the Niagara region. These volunteers will be recruited, checked and trained to only work for our organization.
- **Content:** The Foster Festival will have exclusive rights to all Norm Foster premieres which will increase the number of visitors to St. Catharines and the Niagara region who seek out new works by Norm Foster. We will also create a program led by Norm Foster himself that supports and fosters new works by emerging Canadian playwrights, establishing a clear and shared Canadian identity.

VI. Marketing Plan

The Marketing Plan describes the type of brand The Foster Festival seeks to create and the Organization's planned promotions and pricing strategies.

The Foster Festival Brand

The Foster Festival brand will focus on the Organization's unique value proposition:

- Production of plays from the body of work of Canada's best loved, living playwright, Norm Foster, both existing and new works, while keeping ticket prices affordable for our community.
- Employing the finest Canadian theatre practitioners and fostering emerging and established Canadian playwrights interested in stories that are entertaining but also deeply meaningful to and reflective of our audience and ultimately creating a shared, strong Canadian identity.
- Providing performing arts education and appreciation to our community through workshops and playwrighting initiatives.
- The Foster Festival conducts business with mutual respect, integrity, inclusion, and grace. Optimism is faith that leads to achievement.

Promotions Strategy

The Foster Festival promotes itself to the community in order to reach audience members and potential donors. The Organization's promotions strategy to reach these individuals includes:

Direct Mail

The Foster Festival will blanket neighborhoods with direct mail pieces. These pieces will provide general information on The Foster Festival, and discuss program offerings and donation and volunteer opportunities.

Public Relations

We will frequently contact local and national newspapers and television stations to tell them about the unique value proposition of The Foster Festival.

Advertising

The Foster Festival will low-cost advertise in local newspapers, on social media and will sponsor community events in order to gain awareness.

Ongoing Customer Communications

The Foster Festival plans to maintain a website and publish a monthly email newsletter to tell constituents about new events, accomplishments and more.

- Meeting with key constituents including local government officials
- Hiring and training staff
- Maintaining the status of the organization

Administrative Functions

- General & Administrative functions such as bookkeeping, etc
- Tactical functions such as legal, marketing

Service Functions

- Planning and execution of a three-product program
- Recruiting and training volunteers
- Scheduling activities for youths and adults in our community

Special Functions

- Putting on our annual fundraising events

Milestones

The Foster Festival expects to achieve the following milestones in the following 15 months:

Date	Milestone
April/May 2015	Finalize key members of the Board of Directors.
May 2015	First board meeting and finalize plans for June 2015 launch.
June 2015	Launch The Foster Festival through local media, launch website, social media pages, and crowd funding campaign.
July/August 2015	Actively soliciting sponsorships and corporate donations and preparing marketing materials for our 2016 inaugural season
September 2015	Prepare for Season Press Announcement and First Fall Fundraiser. Continue to solicit major corporate sponsors. Apply for several government grants at the federal, provincial, and municipal level.
October 2015	Launch The Foster Festival inaugural season of plays through National Media. Tickets go on sale. Host our first annual fall fundraiser
November 2015	First board meeting in the fiscal year. Fundraiser post mortem, start initial discussions for spring fundraiser. Hold auditions.
January 2016	Start recruiting student interns for summer hire and other summer staff, finalize the hiring of creative for our inaugural season. Outreach programs begin.
February/March 2016	AGM; planning for Grand Opening night; finalizing plans for spring fundraiser. Apply for SCCIP funding. Announce Youth Short Playwrighting Contest.
April 2016	Announce winners of youth playwrighting contest, stage top two short plays for our spring fundraiser.
May 2016	Quarterly Board meeting; final big marketing push for Grand Opening in June 2016.
June 2016	Grand Opening of The Foster Festival – open our doors for the first Foster Festival production.

VIII. Management Team

Management Team Members

Emily Oriold – Executive Director, Co-Founder

Emily Oriold currently serves as Executive Director for The Foster Festival. Prior to founding The Foster Festival, Ms. Oriold served as the Director of Sales and Marketing for house seats Canada an audience development company that works with live entertainment organizations. She also served as Director of Operations for Talk-2-Us, a social media company that manages and operates all social media platforms for companies across Canada and the U.S. Ms. Oriold also has an extensive 14-year career as a performing artist and has worked in theatres across Canada.

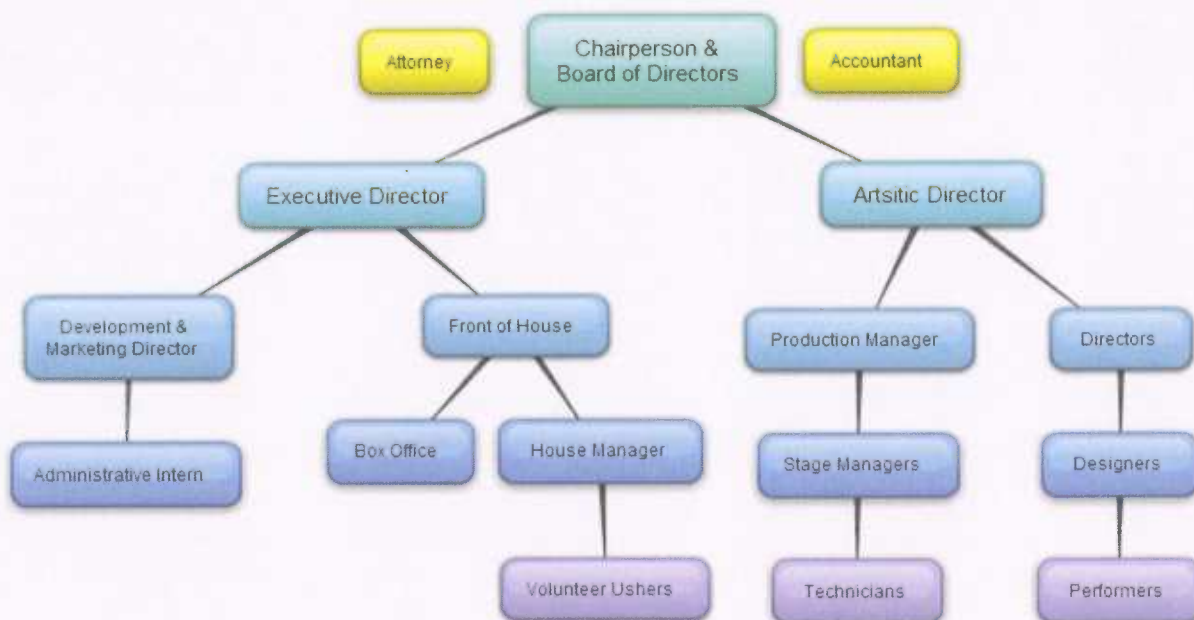
Patricia Vanstone – Artistic Director, Co-founder

Patricia Vanstone currently serves as Artistic Director for The Foster Festival. Prior to founding The Foster Festival, Ms. Vanstone has performed in, dramaturged and directed many new works over the past 35 years in theatres across Canada. Ms. Vanstone's association with Norm Foster began in 1984 while working on the world premiere of **THE MELVILLE BOYS** at Theatre New Brunswick. Since then she has performed in **THE LONG WEEKEND**, **OLD LOVE**, and **ON A FIRST NAME BASIS** with Norm as well as starring in the world premieres of **HILDA'S YARD** and **JENNY'S HOUSE OF JOY**.

Norm Foster – Playwright, Co-Founder

Norm Foster is a director of the organization and our resident playwright. Prior to founding The Foster Festival, Mr. Foster has been called Canada's preeminent comic playwright. He is the most produced playwright in the history of the country and he receives, on average, an astounding one hundred and fifty productions of his plays each year. It has been said that on any given day of the year, there is a Norm Foster play either in rehearsal or in performance somewhere in the world.

The following is an organizational chart of The Foster Festival:



Board of Directors

Rosemary Hale – President

After serving as Dean of the Faculty of Humanities from 2000-2010 and as Director of the Centre for Medieval & Renaissance Studies (2012-2015), Rosemary continues to be a dedicated arts advocate and remains a true believer in the building of a dynamic St. Catharines and Niagara. Rosemary and her partner, Nancy Sigafoos, recently moved downtown, into a century home with a real history, to be up close and personal with all the extraordinary changes happening downtown. Great neighbourhood; great neighbours. They enjoy walking to the market, to a wonderful array of cafes and restaurants, bookstores and shops, and now, to events at the new First Ontario Performing Arts Centre. Along with her volunteer work, Rosemary is a writer. She is currently working on a historical fiction novel that takes place in the medieval German city of Rothenburg ob der Tauber in 1348, a time of plagues and famine throughout Europe.

Professional highlights:

- Graduated from Harvard Divinity School and Harvard University – PhD in History of Religions/Medieval History (1991)
- Taught at Concordia University, Montreal, and served as Associate Dean of Graduate Studies (1991-2000)
- Served as Dean of the Faculty of Humanities at Brock University (2000-2010)
- Director of the Centre for Medieval and Renaissance Studies at Brock University; teaching full time in the program, known as MARS (2012-2015)
- Author of *Understanding Christianity: Origins, Beliefs, Practices, Holy Texts, Sacred Places* published by Duncan Baird, London (3rd edition)

Community service highlights:

- Chair, Chris Bittle Campaign for Liberal MP, St. Catharines (current)
- Chair, Foster Festival Board of Directors (current)
- Volunteer, Hospice Niagara (current)
- Chorus Niagara Board of Directors, Chair of Fundraising and Development (2012-2015)
- Board of Directors for the neXt Theatre Company (2012-2014)
- Member 1812 Legacy Council Task Force (2012-2013)
- Recipient of Paul Harris Fellowship by Rotary International (February, 2013)
- Co-chaired the Niagara Regional Culture Committee (2005-2010)
- Founding member of the 1812 Bicentennial Legacy Council and President (2007-2010)
- Member, Downtown Revitalization Committee, St. Catharines (2008-2010)
- Board of Directors, Rodman Hall (2001-2003)
- Chair, Advisory Board, Rodman Hall Art Gallery (2007-2010)
- Member, Cultural Asset Mapping Sub-Committee (2005-2009)
- Laura Sabia Award for Contribution to the Arts (2010)
- YWCA Women of Distinction Award for Arts and Community (2009)
- Founding Incorporation Member and member Board of Directors, nGen (2008-2010)
- Vice-President, Canadian Federation of University Women, St. Catharines Chapter (2009)

- Board of Directors, Niagara Symphony (2004-2007)
- Member of the St. Catharines Culture Committee (2001-2003)

* Rosemary was honoured to receive the Key to the City of St. Catharines for Contributions to Brock University and the City of St. Catharines in June, 2010

Glen McCann – Vice President

Glen McCann is a Lawyer and Partner at Sullivan Mahoney LLP. Glen practices out of the Niagara Falls office. Glen's practice specialties are corporate and commercial law and taxation. He has extensive experience in advising clients on planning and implementing complex transactions, including estate and tax plans. He also represents clients in dealings with Canada Revenue Agency and in tax matters in the courts.

Glen teaches at Brock University and is a regular lecturer to professionals in his areas of expertise. In his private life, Glen is a frequent actor in local stage productions.

Kim Cota – Secretary

Kim Cota is a results focused, conscientious and confident Adult Learning & Marketing professional who has worked in both non-for profit and banking industries.

She began her marketing career working with Cornerstone Group of companies, holding progressively senior roles. Kim helped various charities across Canada manage their end to end donation processing, and campaign execution. Her last position with the company was as the Training & Implementation Specialist, responsible for the onboarding of new employees, and developing custom database management training solutions for our clients.

Since 2007, Kim has worked at Scotiabank in a number of various roles. She began her career at Scotiabank as a product manager for the Canadian Chip Migration Project. She interacted with many different business lines across Canadian Banking to ensure the successful roll out and adoption of the change; but more importantly to communicate a technological change in a way that would resonate with both our customers and our employees.

After the successful migration to microchip technology Kim moved into the payments in a marketing and execution capacity. She developed and executed multi-channel marketing strategies to support business goals. She also worked closely with the Customer Contact Centre to ensure that had they had the appropriate knowledge and coaching to ensure they could provide the proper advice and solutions to customers. In

this role, Kim led a project that won the 2013 CMA Silver award for Customer Management

Currently, Kim is the Manager, Learning for Scotia Asset Management. She provides training solutions for Scotia Asset Management (SAM), both in the retail channel branch network and with SAM employees. This includes direction in planning, development and program delivery to our internal clients.

Kim is also a mentor with the Toronto Region Immigrant Employment Council (TRIEC), helping skilled immigrants gain insight into the Canadian labour market and supporting them with their job search.

John Dickhout – Treasurer

John is a versatile and accomplished training professional, experienced with success in leading both small and large scale training and talent management initiatives that support strategic business objectives. Proven professional who performs as a key business partner with the ability to quickly learn complex material and translate it into dynamic training on short notice. Demonstrated ability to train employees at levels of an organization and assist all employees with their career goals. Adapts easily to change and can manage multiple concurrent projects. An energetic and enthusiastic person with excellent organizational and communication skills and a track record of innovation.

At his core, John is a teacher. Whether facilitating a sales, leadership or call centre management workshop in a classroom setting or via webinar, providing one-to-one feedback and executive coaching, or leading and inspiring members of a team, John is at his most passionate and exhibiting his greatest strengths when fulfilling the role of facilitator/mentor/trainer/coach. John is also an absolute arts and theatre lover. He has performed in many community theatre productions across the Niagara Region.

Candice Turner-Smith – Director-at-large

Candice Turner-Smith turned to consulting in 2004 following 12 seasons at the Shaw Festival in production management, marketing and fundraising. Today, she specializes in cultural communications, administration, production, project and event management, financial planning and marketing. A native of Montreal, she is also a journalist by trade.

In the early 90s Candice was Administrative Director of Kawartha Summer Theatre followed by 5 years as stage manager for the USO of Metropolitan New York. Since 2004 she has undertaken many cultural management projects, most recently as Managing

Director of the Niagara Symphony Orchestra. For the NSO in 2007-8 she guided the Board, staff and stakeholders through a cash flow crisis, stabilization and, a Music Director & ED search. She is experienced in working with Boards and Committees and has strong planning, fiscal management, and is adept at integrated marketing/fundraising strategies. Candice is also a contributing writer for several Ontario magazines.

Consulting projects include: The 2012 Cultural Capital Project for the Region; Marketing the Arts of St Catharines/Niagara; Riverbrink Art Museum, Carousel Players, Chorus Niagara; Lost & Found Theatre, the National Tap Dance Company of Canada, The School of Restoration Arts at Willowbank; the Department of Dramatic Arts at Brock University, Music Niagara, Orchestra's Mississauga; the Ontario Arts Council Regeneration Conference.

Candice has served on the board of the St Catharines & Area Arts Council, Lyndesfarne Theatre Projects, and Garden City Productions (a community based Theatre Company). She is a member of (CUAG) the Community User Advisory Group formed to identify the needs of the performing arts community, now the FirstOntario Performing Arts Centre.

Costin Manu – Director-at-large

In his thirty- five-year career, Costin has produced over fifty professional plays and musicals, including one on Broadway, and acted in and directed almost as many. His work in theatre, film and television spans two continents having directed and acted in Canada, Europe, and the USA. Costin is a former member of the Board of Directors of Third Culture Theatre in Toronto.

Canada: Managing Artistic Director/Producer - *Victoria Playhouse Petrolia*; Producing Artistic Director - *Theatre Cambridge*; General Manager - *Waterloo Entertainment Centre/Theatre Athena*; Manager of Programming, Marketing, Development & General Manager – *Rose Theatre Brampton*.

USA: Executive Director – *Sandusky State Theatre, Ohio*; Executive Managing Director – *Gloucester Stage Company, Massachusetts*.

Janis Barlow – Director-at-large

Janis Barlow established an arts consulting practice in Ontario in 1981 after a decade of work in Ontario theatres. Her post-secondary education includes honours degrees in drama and sociology and studies in architectural technology. Throughout the 1980s, she

was best known as the Ontario Government's project manager for the \$30 million rehabilitation of the Elgin and Winter Garden Theatres in Toronto.

Since 1990, she has undertaken feasibility studies and management plans for dozens of projects throughout the United States and Canada. She was one of the first arts consultants in Canada to adapt successful corporate strategic planning workshop methods to the distinctive needs of non-profit art organisations. She has facilitated hundreds of planning workshops for artist-run organisations, emerging community arts boards, arts councils, professional theatres and associations.

Janis has served on the board of the Toronto Theatre Alliance, the World Encyclopedia of Contemporary Theatre (an international UNESCO project), Carousel Players (a Niagara-based theatre for young audiences) and the League of Historic American Theatres. She has lectured in Arts Administration at Brock University and is a founding member of Those Women: Consultants to the Arts and Arts Consultants Canada.

Tim Denis – Director-at-large

Tim Denis brings over 40 years in the entertainment field to the air as a talk show host, singer, actor, director and songwriter. Tim is the longest serving morning man in Niagara...recently celebrating 37 years in radio. He began his radio career in Simcoe at CHNR and moved on to stints in Kitchener, Welland, QRFM and CHSC in St. Catharines and WAIR Traverse City, Michigan before returning to his home where he has been waking Niagara up for over 20 years. He has also been a frequent TV guest on CHTVs Live@5:30 and the guest host for The Michael Coren Show on CTS.

As a director, he has been at the helm of *How To Succeed In Business*, *Brighton Beach Memoirs*, *Side By Side By Sondheim*, *Greetings*, *The Dinner Party*, *Barefoot In The Park*, *My Darling Judith*, *The Tale of the Allergist's Wife* and *Jenny's House Of Joy* for various theatres in Canada. His acting credits include award winning roles in *Victor/Victoria*, *Man Of La Mancha*, *Talley's Folly*, *Art*, *I Do I Do*, *The Secret Garden*, *Later Life*, *Misery*, *Prisoner Of Second Avenue*, *The Odd Couple* and *Eric Bogosian's Talk Radio*. He is also a founding producer and director with the Lakeside Players in St. Catharines. As a recording artist his 1985 album "tim denis" featuring Shania Twain is still played on radio across Canada. He can be heard daily as the host of the morning show on 610 CKTB radio.

Eleanor (Ellie) Reynolds – Director-at-large

An experienced business leader, a strategist and brand marketer. An Innovative visionary with a true entrepreneurial spirit offering real solutions. With over two

decades of executive expertise, from start-ups to Tier 1's, with a proven track record, Ellie brings a passionate, proactive, strategic and creative management style, strong business acumen and a focus on achieving results. Ellie challenges the norm by delivering solutions that are original, creative and measurably improve business performance.

With a tenacious attitude, Ellie continues to challenge the norm by delivering solutions that are not only original and creative, but most importantly, measurably improve business performance. A clear passion for business prosperity, achieving and delivering revenues, designing winning programs, re-structuring of organizations and a desire to ignite or re-ignite businesses to discover the best potential and path for growth, organization and development, she has delivered a range of services to a wide variety of client industries and help them stand out in their market platform through unique and custom solutions for consulting, branding, sales and marketing. Ellie started her career when she arrived in Canada and launched a plastic recycling company - the first of its kind in North America, producing a finished product - plastic lumber. Within one year the company was instrumental with the launch of the blue box program in North America accepting post-consumer waste plastics, was the first to recycle post-consumer plastics, and secure purchase programs from government of the first plastic (post-consumer) lumber products for use within North America from picnic tables to park signs. From here she entered the Consumer Packaged Goods world and continued her career within tier 1 organizations until her entrepreneurial spirit exploded into what Ellie-Corp is all about today, an extension of your business, a partner in your growth and prosperity, creating opportunities, delivering exceptional programs growing your business!

With a clear passion for the arts, recognizing a void in the market Ellie brought a new brand to Canada in 2013 and launched a Drama Academy – as CEO & Owner for Helen O’Grady Drama Academy Canada Inc – a self-development program for children ages 3 through to adults – she is bringing drama to life! www.helenogrady.ca This Academy is one of 35 Global Franchised locations and is recognized as one of the leading drama academies globally!

Deborah Slade – Director-at-large

Deborah is the former director of the Brock University Centre for the Arts. Deborah joined the Centre for the Arts in 1984 and became its director in 1987. Deborah turned the Centre for the Arts into a cultural institution after she replaced former director John Noland in 1987. The season expanded from mostly Brock theatre shows to concerts, ballet and comedy shows. Emerging Canadian artists like Sarah McLachlan, Jann Arden

and Natalie MacMaster were booked. Over the years, Deborah programmed more than 1,400 shows for an estimated one million patrons.

For Deborah, booking Anne Murray was a personal highlight, and recalls the chill she felt watching one of her icons perform an intimate show at Brock in 2002.

Hiring Plan

In addition to our current team, upon successfully getting more donations, grants, and/or sponsorships, we plan to hire the following personnel:

- Production Manager
- Director of Marketing
- Director of Development
- Administrative Assistant - Brock Co-op Student

October 5, 2015

Mayor Walter Sendzik & City Council
PO Box 3012, 50 Church St.,
St. Catharines, ON L2R 7C2

Dear Mayor Sendzik and St. Catharines City Council;

The Niagara Infant Mental Health Committee, comprised of 17 different agencies in Niagara along with Infant Mental Health Promotions out of Sick Kids, Toronto, have been working for the past three years on creating an awareness of what infant mental health is, the effects of toxic stress on an infant and how it affects the trajectory of their life as an adult. This work has enabled staff who work with families with children 0 – 6 years to have a better understanding of how to support the family in their understanding of the benefits of responding to your child when in distress and building a trusting relationship. In doing this work the outcomes for children will mean a healthier lifestyle.

One of the pieces that has been worked on in Niagara is 20 pilot sites that have been participating in the Infant Mental Health Pilot project who have been working towards completing the Ages and Stages Questionnaire(ASQ) training tool and the Ages and Stages Social Emotional(ASQSE) training tool on all children in their programs. They have been following up with the developmental support plan and working with the families towards a common goal in supporting their child's development. The findings from the ASQ and ASQSE are being entered into a data base and collated by the research committee to assist Niagara to determine the validity of the tool, the value of engaging parents in the process and how the knowledge gained will assist them in supporting families.

The committee hosted a Kick-off Event in March 2015 at the Lock 3 Museum. The event had all three Fire departments, Police and Emergency Medical Services attend to show their support and to hear Dr. Robin Williams speak on the importance of understanding infant mental health and the impacts of toxic stress on the developing brain.

We are planning another event on January 20, 2016 from 8am to 11 am to show the results of the data that was collected in the completion of the ASQ's and to discuss the committee's next steps in supporting young families in our community.



Strive
Niagara
Education • Support • Family First

eccdc
early childhood community development centre

Niagara Region
COMMUNITY SERVICES

SickKids



Niagara Child Care Sector

RECEIVED

OCT 07 2015

CITY CLERK'S OFFICE
ST. CATHARINES, ONTARIO

10.57.11
FINANCIAL MANAGEMENT SERVICES

Date Rec'd OCT. 8/15

Amount \$127.63

Class WAIVE FEES

LATE



We are seeking the support of the City of St. Catharines for a donation of free space of the Lock View Lounge room at the Lock 3 Museum on the morning of January 20, 2016 for this event.

Your consideration is much appreciated.

Sincerely,

Sandy Toth
Co-Chair, NIMH
905-735-2566 X 221

Tracy Belcastro
Co-Chair, NIMH
905-714-0227 X 224





Kristen French
Child Advocacy
Centre Niagara

Tel: 905-937-5435
Fax: 905-934-0917

8 Forster Street,
St. Catharines, ON L2N 1Z9

Email: info@kristenfrenchcacn.org

September 29, 2015

Linda Robinson
Administrative Manager
City of St. Catharines
City Hall - 50 Church Street
St. Catharines, ON L2R 7C2

FINANCIAL MANAGEMENT SERVICES

Date Rec'd Sept 30/15

Amount 2,500.00

Class A- PROJECT FUNDING

Dear Linda,

Please accept the attached grant application for Kristen French Child Advocacy Centre Niagara.

We hope to secure a \$2,500.00 sponsorship from the City of St. Catharines for our Second Annual Niagara Developers Playhouse Build Competition & Auction for Victims of Crime. This event is a collaborative event with Victim Services Niagara and is held on Sunday April 17, 2016 to kick off National Victims of Crime Awareness Week.

Although both Kristen French Child Advocacy Centre Niagara, and Victims Services Niagara, are situated in St. Catharines, both organizations service the entire Niagara Region. The Niagara Developers Playhouse Build Competition & Auction allows both organizations to raise awareness about the issues victims of crime face, and the services, assistance and laws in place to help victims and their families. Funding this event will allow both organizations to increase awareness of victim service providers in our community and the dedication in assisting victims of crime and their families.

Your contribution to the Niagara Developers Playhouse Build Competition & Auction for Victims of Crime a commitment to effectively bettering the Niagara community.

We thank you for your consideration of this request and your on-going support of both Kristen French Child Advocacy Centre Niagara and Victim Services Niagara. We look forward to hearing back from you.

Sincerely,

Susanne McCarroll
Resource Development Coordinator

The Kristen French Child Advocacy Centre Niagara | 8 Forster Street, St. Catharines, ON L2N 1Z9
Tel: 905-937-5435 x 7034 | smccarroll@kristenfrenchcacn.org | kristenfrenchcacn.org

Become a Volunteer | kristenfrenchcacn.org



Donate Now!

APPLICATION FOR GRANT

DEADLINE FOR SUBMISSION – SEPTEMBER 30TH

Section one:

1. Name and address of organization:

Name: Kristen French Child Advocacy Centre Niagara

Address: 8 Forster Street, St. Catharines

Postal Code: L2N 1Z9 Telephone Number: 905-931-8435

2. Name of contact person within organization:

Name: Susanne McCarroll

Office/position held: Resource Development Coordinator

Address: 8 Forster Street, St. Catharines

Postal Code: L2N 1Z9 Telephone: Home: _____ Office: 905-931-5435 x 7034

3. Under what classification are you requesting a grant?

Complete section as indicated:

- | | | | |
|------------------------------------|-------------------------------------|---|-------------------|
| <input checked="" type="radio"/> A | PROJECT FUNDING - Event sponsorship | B | SEED FUNDING |
| C | SPECIAL FUNDING | D | CAPITAL EQUIPMENT |

****NOTE: All of the above are "one-time" grants.**

4. Amount of grant requested: \$2,500.00

5. Amount of any previous grant received: NA

6. Reason for requesting a grant: _____

Reason for requesting a grant: Sponsorship funding for our Niagara Developers Playhouse Build Competition & Auction in April 2016 to kick off National Victims of Crime Awareness Week.

Section two:

Classification 'A' - Request for Project Funding (one-time grant)

Funds for a short-term undertaking with a start-up and completion date.

- (i) Amount of request \$ 2,500.⁰⁰
- (ii) Provide details of project including all costs.

Details of Project/Event including costs – This interactive and fun event kicks off National Victims of Crime Awareness Week in April to raise awareness and recognize the dedication of community members who work to support and assist victims of crime year round. Niagara residents are invited to watch local Developers compete to build backyard playhouse and participate in a live auction of the finished product. This event is an accessible way for the public to learn about the valuable services available to victims in Niagara.

See attached Event Budget for a breakdown of Event Costs

- (iii) Describe your organizations' fund raising plans.

The fundraising plans for both Kristen French Child Advocacy Centre Niagara and Victim Services Niagara is to promote the event to achieve optimal attendance goal of a minimum of 200 attendees. Ideally we would like to achieve more than 200 attendees based on 2015's attendance at just over 100 people. Budget figures are based on 150 attendees and auction projections are based on 200 attendees. We will promote our event using all media platforms including social media, radio, TV, newspaper and promotion flyers/promo cards and at every in person presentation or opportunity for both organizations.

As Child Advocacy Centres are at the forefront in the province and across Canada in providing state of the art collaborative investigation and support to victims/witnesses of child abuse and Victim Services Niagara have established themselves as a service which supports victims of crime to move forward from their experience of violence, our partnership to host this unique event showcasing some of Niagara's Top Home Builders and to raise funds through an auction allowing both organizations to continue the much needed programs/services for victims of all ages in Niagara.

Niagara Developers Playhouse Build Competiton & Auction for Victims of Crime Event

Sunday April 17, 2016

Amounts based on 150 attendance

Cost / unit	Estimated Cost	Donation Received
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Expenses

Venue / Location	Jeanne Sauve School Rental		\$510.00	
Parking			Free	
Printing / Tee shirts	Posters/flyers		\$295.00	
Equipment Rental	Niagara Inflatables		\$650.00	
Playhouse Materials	Penner		\$3,000.00	
Lunch/Food/Refreshments	BBQ, Niagara Inflatables, Coffee		\$340.00	
Activities/ Materials	materials and costs for children and family fun based activities examples; face painting, lego building, self defense classes, etc.		\$425.00	
Speaker Honorarium			\$200.00	
Auctioneer Costs			\$250.00	
Prizes	Attendees		\$250.00	
Recognition	Builders Awards/Ribbons		\$500.00	
			\$6,420.00	\$0.00

Income

Sponsorships	City of St. Catharines		\$2,500.00	
In Kind Donations	Penner Building Centres		\$3,000.00	
Attendance		\$2.00/pers	\$400.00	
Lunch		\$5.00/ per	\$1,000.00	
Auction			\$2,500.00	
			\$9,400.00	
Total Net Income Raised			\$2,980.00	

Section three:

1. Financial data required.

Attached-or-date available

- A. Financial Statement for prior year including: donations, fund raising events, and all expenditures including salaries, administration, rental, equipment, travel, etc.

2014 Attached

- B. Budget for current year including detailed estimated expenditures and revenue.

2014/2015 Attached.

Section four:

1. Names and addresses of executive officers, directors or board of management.

Janet Handy, Executive Director, 8 Forster St, St Catharines
Lynn Jerchel, Chair/President Board of Directors

4 BOD 2015/2016 Attached.

2. Describe the general aims and function of your organization, the geographic area of operation and a brief history of the organization. Attach Constitution, if available.

VSN provides five services to assist victims of crime and tragedy. We offer on-scene crisis intervention and a bridge to other community services which can provide long term support; timely financial assistance for emergency, funeral and counseling expenses and compensation for certain crimes; safety planning; and free personal alarms and wireless cell phones for victims of domestic violence. Victim Services Niagara utilizes trained staff and volunteers to deliver crisis intervention, information and referral services to victims of crime and tragic circumstances 24 hours a day, 7 days a week. To ensure all victims of crime and tragedy receive emotional support and practical assistance. Victim Services Niagara (VSN) Crisis Responders provide 24/7 short term emotional and practical support to victims of crime and tragic circumstances. Assistance is provided free of charge working in cooperation with local Emergency Services (police, fire, hospital and medical emergency services). In tragic circumstances VSN is there – caring, listening, supporting. Through immediate assistance and a variety of services, VSN lessens the trauma of victims by validating emotions and reactions, assisting the victim in accessing appropriate support services in our community, and helping them regain a sense of personal control in order to return their lives to a desired degree of stability. VSN can help if your personal rights have been violated by criminal, violent or aggressive acts; if your life has been affected by trauma, tragedy or disaster (regardless of severity); if you are the family or friend of a person who has been injured or killed as a result of an accident or as a result of crime; or if you have viewed a violent or traumatic incident.



Kristen French
Child Advocacy
Centre Niagara

Tel: 905-937-5435
Fax: 905-934-6917

8 Forster Street
St. Catharines, ON L2N 1Z9

Email: info@kristenfrenchcacn.org

Kristen French Child Advocacy Centre Niagara, formerly Child Advocacy Centre Niagara (CACN) is a safe place to help, heal, end child abuse for children and youth throughout Niagara who have been physically abused, sexually abused, become the targets of internet violence or who have witnessed violence in the home or in the community. Our home-like Centre is child focused and a family's privacy is always respected. Children/youth speak about their experience of abuse to specially trained teams that investigate and conduct forensic interviews. These video recorded interviews are proven to be effective in gathering valuable information to help both the child and the justice system. Counselling is provided to victims, and their non-offending family members at no cost and without a wait list. From the start, the Centre's goal has been to create a child-focused, child-friendly environment where sexually and physically abused children receive the caring and timely response they deserve.

Bringing the Child Advocacy Centre to Niagara was a community-driven initiative that began in 1998. Strong support from Niagara leaders and fundraising volunteers raised \$750,000 from Niagara communities participating in our first capital campaign. Our building on 8 Forster Street in St. Catharines was purchased and renovated to meet the specific needs of our organization. Operations began there in September 2008 and we are proud that it is the first dedicated facility of its kind in Canada. Modeled after more than 900 similar centres located throughout the United States, Kristen French Child Advocacy Centre Niagara represents a cooperative effort among child protective agencies that makes abused children's lives significantly easier.

Before the Centre's existence, children were required to relive the details of their abuse repeatedly, through interviews that could involve child protection workers, police officers, medical and mental health professionals, prosecutors and others. The trauma of visiting different professional offices and people created a lasting, negative impact. Thanks to Child Advocacy Centre Niagara, a friendly, caring team of professionals is able to work together in one place to serve the best interests of the child.

Board of Directors 2015-2016

**bolded Phone # is preferred contact number*

Name	Occupation	Address & Email	Phone #	Board Responsibility
Diana Continenza	Lawyer at Sullivan Mahoney LLP, practicing family & personal injury law	dcontinenza@sullivan_mahoney.com 4781 Portage Rd. Niagara Falls ON L2E 6B1	H: 905-988-1983 C: 905-932-8412 W: 905-688-4158	Legal Advisor
Elaine Cybula	Retired Coordinator for the Sexual Assault/Domestic Violence Program NHS	elainecybula@gmail.com 11743 Niagara River Pky. Niagara Falls, ON L2E 6S6	C: 905-658-5445 H: 905-295-6984	
*Debbie Elliott	Principal Consultant – Elliott D & Associates	elliottdeb5@gmail.com 5 Camelot Dr. St. Catharines, ON L2T 3R4	H: 905-688-5806 C: 905-329-6011	Secretary & Chair of Personnel Committee
John Harding	Route Sales Rep Frito Lay Canada	johnharding66@hotmail.com 87 Roland Rd Ridgeville, ON L0S 1M0	C: 289-407-6182 H: 905-892-6182;	Property/Building Management
*Andrea Jack	Former Elementary School Principal, District School Board of Niagara	and_jack@hotmail.com 11 Cynthia Court Fonthill, ON L0S 1E1	C: 905-933-0534 H: 905-892-4937	Chair of Program Committee
*Lynn Jerchel	Retired Executive Director Early Childhood Development Branch Alberta	lynnjerchel@gmail.com 3 Sharon St. St. Catharines, ON L2W 3J3	C: 905-359-7325	Chair/President
Doug Joyner	Mayor of West Lincoln	djoyner@westlincoln.ca 44 Las Rd., RR#3 Smithville ON L0R 2A0	C: 289-237-3000 W: 905-957-4926	
*Kelly Morphew	Graduate Social Service Worker Niagara College	morphewkelly@gmail.com 6288 Sheldon St. Niagara Falls, ON L2E 5X2	H: 289-296-4133 C: 289-697-6327	Vice Chair
Frank Parkhouse	Retired Deputy Chief of Niagara Regional Police Service	frank.parkhouse57@gmail.com 623 Vine St. St. Catharines ON L2M 3V4	H: 905-935-6960 C: 905-941-0113	
*Kris Sweet	Manager of Finance & Administration for the Twenty Valley Tourism Association	kristene1@live.ca 4486 Greenmeadow Blvd. Beamsville, ON L2R 3B3	H: 905-536-0699 C: 905-975-9081	Treasurer
Wendy Sturgeon	Executive Director of the Niagara Chapter- Native Women Inc.	edncnw@gmail.com 4699 Jepson St. Niagara Falls ON L2E 1J7	W: 905-871-8770 C: 905-246-7402 <i>(only emergencies)</i>	

*Officers / Executive Committee Members

Marlene DeRose	Former Administrator of Special Education, District School Board of Niagara - Retired	rderose@cogeco.ca 209 Lockhart Dr. St. Catharines ON L2N 4B5	H: 905-682-5462 C: 905-932-4811	Strategic Advisor
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3. Provide statistics relative to the population served.

	<u>Total Number</u>	<u>Age Range</u>	<u>Percentage from St. Catharines</u>
Last operating year Members/participants	<u>259</u>	<u>0-18yrs</u>	<u>Unknown</u>
* See page 6 of Annual Report - Attached.			
Current year Members/participants	<u>255</u>	<u>0-18yrs</u>	<u>Unknown</u>
Next year project Members/participants	<u>NA</u>	<u>0-18yrs</u>	<u>Unknown.</u>

4. How does your organization assess the community need and how will the residents of St. Catharines benefit?

Community needs are assessed through education and awareness initiatives. We regularly attend community related events to increase awareness, we regularly attend Niagara's school health fairs to promote our services in Niagara and we provide an education program to students in grades 7,8 and 9. We know our message is reaching children and youth as our partners have indicated receiving disclosures as a direct result of hearing about our services at a recent presentation or awareness event.

* See page 8 of Annual Report Attached.

5. What service does your organization provide specifically for the residents of St. Catharines?

Volunteer Services for St. Catharines residents

* See page 10 of Annual Report Attached.

6. Describe how the organization will evaluate the project at its conclusion.

We will evaluate our project/event based on the attendance goal hoped for as well as the increased knowledge of individuals, parents and caregivers and youth who attend our event to understand that there is caring help available in their community for them or someone they may know who is a victim of child abuse or victim of violence or other crime in Niagara. Total raised in attendance and total achieved through auction. Through feedback from attendees at the event regarding their knowledge of the two organizations.

7. Include which City-owned facilities, if any, are being used by sports organizations.

N/A.

Please forward any additional information which you feel may be of assistance in considering your request (Attach pages if required).

Please see attached flyer from April 2015 event; as a first event we were pleased with the turnout. We hope to increase attendance and knowledge at our April 2016 event with the help of City of St. Catharines.
* See attached 2014 Annual Report.

All organizations requesting grants in excess of \$10,000.00 are required to provide information indicating that they have a strategic plan or business plan in place or that they are in the process of carrying out such plan(s) and that this information be submitted with this application.

Grants must be expended in accordance with requests submitted and must be returned if the program or project is not completed. Specific prior approval of the City is required to utilize granted funds on other than approved projects or programs.

All groups may be expected to make a presentation to the Finance AD HOC Budget Committee.

Check here if your organization would like to make a presentation to the AD HOC Budget Committee.

Yes ✓ if Required No

Check list to help you complete your application:

1. A fully completed grant application form signed by and authorized officer.
2. Fill in and return the page that is relevant to your required classification.

- ☒ A Project funding
- ☐ B Seed funding
- ☐ C Special funding
- ☐ D Capital Equipment

****Note:** All the above categories are "one-time" funding.

3. Financial statements for the prior year. ✓ Audited Financial Statement
4. Budget for the current year. ✓

Wednesday Sept 30, 2015
Date Submitted

SM Carroll
Signature

Resource Development
Office or Position

Building for Change and Shaping the Future Together



Kristen French
Child Advocacy
Centre Niagara



"1st Annual"

NIAGARA DEVELOPERS PLAYHOUSE COMPETITION & AUCTION FOR VICTIMS

SUNDAY APRIL 19, 2015

**1:00PM-5:00PM AUCTION STARTS 4:30PM
JEANNE SUAVE FRENCH IMMERSION SCHOOL
91 BUNTING ROAD, ST.CATHARINES**

Help Kick Off National Victims Of Crime Awareness Week

BRING THE FAMILY AND ENJOY

NIAGARA'S TOP BUILDERS COMPETE TO BUILD THE BEST PLAYHOUSE

Build Birdhouses with Penner Building Centre

Brock Junior Badgers Wrestling Club Demos & Rich Beupit Self Defence Class

4Cats Art Studio Crafts

BIDDING FOR PLAYHOUSES START AT \$300

All Proceeds Go To

KRISTEN FRENCH CHILD ADVOCACY CENTRE NIAGARA & VICTIM SERVICES NIAGARA

PURCHASE TICKETS ONLINE

[HTTP://CACNIAGARA.ORG/PAGE/UPCOMING_EVENTS](http://CACNIAGARA.ORG/PAGE/UPCOMING_EVENTS)

\$50 ENTRANCE + FOOD + PLAY FOR 4

\$5 SINGLE ACTIVITY

\$25 ENTRANCE + FOOD FOR 4

\$2 SINGLE ADMISSION

\$7 ADDITIONAL PERSON PER PACKAGE LISTED ABOVE

OFFICIAL SPONSOR

**Penner
building centre**

DEVELOPERS



SPONSORS & PARTNERS



2014

Annual Report



Kristen French
Child Advocacy
Centre Niagara



a safe place to help, heal, end child abuse

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Who We Are

Kristen French Child Advocacy Centre Niagara is **a safe place to help, heal and end child abuse** for Niagara's children and youth who have been physically abused, sexually abused, become the targets of internet luring, or were the unwilling witness of violence. Our home-like Centre is child-focused and a family's privacy is always respected. Children speak about their experience of abuse to specially trained teams that investigate and conduct forensic interviews. These video recorded interviews are proven to be effective in gathering valuable information to help both the child and the justice system. Counselling is provided at no cost and without a wait list through Family Counselling Centre Niagara.

In September 2014, Kristen French CACN celebrated 6 years of helping children and youth in Niagara who have experienced abuse.



Kristen French
Child Advocacy
Centre Niagara



FCC
Family Counselling
Centre Niagara

Centre de
counseling familial

Executive Message

As an Executive, one of our most significant changes this past year was the renaming of our facility to the Kristen French Child Advocacy Centre Niagara. The renaming honours Kristen's memory and is a tribute to the French family. It reminds us as a Niagara community of the tragic loss and trauma caused by violence and abuse towards children. Going into our seventh year of operation, this challenges us all to do our part to help abused children. Help, is being a knowledgeable voice about child abuse in your community, sharing your own stories and letting people know there is a safe place at our Centre to talk about their experience. Working collaboratively with our service partners, Niagara Regional Police Service (NRPS), Family and Children's Services Niagara (FACS) and Family Counselling Centre Niagara (FCC), children are able to receive caring, cooperative support in a one-stop location that is child-focused and helps families begin their recovery journey.

Since opening in 2008, close to 1900 child/youth victims and adult witnesses have been interviewed at the Centre. Sexual abuse has been the most common form of investigation (60%) followed by physical abuse (34%). With Statistics Canada reporting in 2013 that there was a 30% increase in predators who actively seek out children on the internet for purposes of sexual assault, there is clearly much more work to be done.

As part of our focus this year on outcome measures, we completed our Data Scorecard, which evaluates progress against the organization's Strategic Plan. Our target was an overall 90% score on achievement of sustainable funding, raising awareness, meeting community needs and paralleling the National Children's Alliance Standards. The results came in at a score of 89%! I believe this tool is invaluable for planning our vision forward, as evaluation has always been important to the Board of Directors enabling us to reflect on lessons learned and inform our actions for the future.

Unlike our partners, NRPS and FACS, Child Advocacy Centres (CACs) are not a mandated service. There are 24 CACs operating or under development across Canada that offer a proven model that reduces trauma for young victims of child abuse. Government at this point, however, has not committed to sustainable funding for the CAC model across Canada. This means that we continue to rely on the generous support of NRPS and FACS to fund our partnership. As this does not cover our ongoing costs... grants, community investments and individual donations keep the Centre and its key programs running year over year.

We know there are competing priorities for funding in the Niagara region, all for good causes. We ask only that you do your part to help child abuse victims and their families in your community by making a monthly or annual donation commitment. We have also introduced a Legacy Program that enables those who choose to leave a portion of their estate to the Center. What better way to ensure that our most vulnerable citizens, "our children" will be helped in future generations to come!

In closing, I wish to extend my personal appreciation to our Executive Director, the staff, my fellow Board members and to our committed volunteers for their dedication and hard work, and for willingly and creatively addressing the many challenges we have encountered this past year. To those founding members who are moving off the Board, I extend our gratitude for your insight, your passion and your support. Your daily involvement will be missed and you will continue to be our fountain of inspiration.

Lynn Jerchel

President of the Board of Directors

2014-2015 Board of Directors



Shafee Bacchus and **Marlene De Rose** were the two longest serving members on our 2014 Board of Directors. Having worked for over 12 years from the inception of the CAC vision to the Centre's opening and then on the Board of Directors, together they remain deeply committed to forwarding the cause of child abuse awareness, prevention and response in the Niagara region. They leave the Board in 2015 having created a solid organizational base for us all, built upon their wealth of knowledge, leadership, and integrity. Shafee having served as senior advisor to the 2014 board will continue to support the Centre providing his leadership and expertise to the newly established legacy program. Marlene will remain as Chair of the Program Committee for the Centre and will become the senior advisor to the board. We thank them for their dedication and continued commitment to fundraising, governance, programming, and the future of the Centre.



Front row (L to R): Kelly Morpew (Vice President), Kris Sweet (Treasurer) Cathy Horn, Andrea Jack, Deborah Elliott, Marlene DeRose, Lynn Jerchel (President), Shafee Bacchus (Senior Advisor) Back row (L to R): Peter Nicholson, Cathy Buis (past President), John Harding

Executive Director's Message

Every time children walk through the Centre's doors we are asking them to "trust" outside the box; outside the box of their known experience of abuse, to trust an adult to redirect the course of what is happening in their lives. This past year we asked partners and ourselves to also "trust" outside the box; to review and renew the original vision that built this place, (some say on a wing and a prayer), trusting that a CAC in Niagara would move the cause of abused children significantly forward. How did we do as partners in this very important endeavor?

Trust can be measured I think in the ability to stick with the important conversations and on that score, we made some critical decisions together. The investigation process is under greater scrutiny as new legislation impacts the sentencing of sex offenders. Consequently we worked as a partnership to address the role of the Family Advocate ultimately moving that role to a post-investigation position on the Centre team to protect the integrity of the investigation process. Our federal grant continued to support our Family Advocate position and the Family Advocacy Program while allowing us to critically examine the function and form of this role within the whole partnership. On a forward looking note this has laid the ground work for an array of post investigation support programs in the coming years. NRPS and FACS partners continued their contributions through partner funding and in-kind support. The partnership affirmed their commitment to provide a made-in-Niagara CAC solution emphasizing non-duplication of services and greater collaboration on programming and fundraising efforts. The Ontario Trillium grant allowed the Community Outreach Coordinator to continue organizing our partner-led awareness and education Teen Connect Program to grades 7 to 9 youth. To meet the needs of our families, we continued to provide funding for a no-wait policy on counselling through the generosity of the May Court Club of St. Catharines and the Branscombe Family Foundation. With our Family Counselling Centre Niagara partner we provided the Pathways to Healing support group for caregivers.

On the sustainability front, we gained a stronger voice with governments as we further developed the Ontario Network of Child and Youth Advocacy Centres. The federal government turned to our network to lay the ground work for national standards and guidelines for all Canadian CACs. We organized our fundraising needs into four areas of pursuit: sustainability, ongoing programs and operations, the maintenance of the building and made an investment in the future through the Niagara Community Foundation. Corporate sponsors and individual donors continued to support our mainstay fundraising efforts through our various events and campaigns remaining faithful to their 5 year sustainability commitments. We began a renewed awareness effort with the deeply meaningful renaming of the Centre to the Kristen French Child Advocacy Centre Niagara. We have had many changes on the staffing front and I want to acknowledge the staff that moved on and those who joined us as they continue to support the children, youth, families, donors and community groups that intersect with our Centre in various ways.

Everyone who has been part of interviewing a child knows that delicate moment when, having done all we can to help a child feel safe, we wait for them to share their own understanding of their experience. The Centre atmosphere and the professional

investigations teams who work here, dovetail to reduce the fear that might otherwise drive that experience underground again. This makes it possible in this very special setting, built just for children, to move a child abuse investigation forward and perhaps, with excellence in practice change the course of a child's life for the better.

In a very real sense, it is the child, taking his or her first step to trust outside the box, who is our first partner in our efforts to prevent, bring awareness to and respond to child abuse. Our commitment to this youngest of partners draws us forward into continual improvement, innovation and to build upon the excellent first steps we have made here in Niagara. We ask children to muster all their courage to speak past the fear, pain and secrets they have been forced to carry alone. They are the ones who deserve our very best efforts in the present to make the CAC experience a successful reality for all the children who, because someone cared enough to report suspected abuse, will find their way to our front door.

Janet Handy
Executive Director, 2014

2014 Kristen French CACN Statistics

259 Interviews at
Kristen French
CACN

GENDER

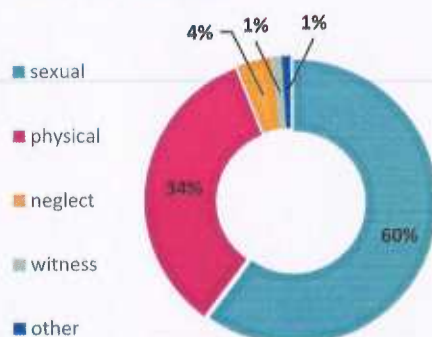


RELATIONSHIP TO CHILD



Of the alleged perpetrators only 18% of total cases interviewed were unspecified (13%) or unknown (5%) to the victims interviewed while a full 82% are known to and/or trusted by children

TYPE OF ABUSE



AGES INTERVIEWED



Governance Highlights

The Kristen French Child Advocacy Centre Niagara has an administrative Board of Directors, consisting of volunteers from the community. Meeting monthly, the Board is the decision-making body for Kristen French CACN and sets policy that governs the Centre's operations.

All board members, staff and volunteers are required to provide a satisfactory police clearance, including vulnerable sector screening and adhere to the Confidentiality, Code of Conduct and Conflict of Interest policies.

In 2014 board members participated on committees, assisted with fundraising and acted as ambassadors throughout the Niagara Region with all levels of government. Committees included: Executive, Finance, 4 Campaign Fundraising Areas with Oversight, Personnel, Program and Building. All committees met monthly or as needed and consisted of board members, staff and volunteers. The Executive Committee was responsible for overseeing administrative matters and recruiting new board members when vacancies arise. New board members participated in a formal orientation program that outlined their responsibilities, the history of the Centre, policies and procedures as well as the strategic plan.

The Board of Directors by-laws were reviewed and updated in June 2014. The Board also conducts a year end audit of financials.

“What I liked best about the service was the caring way we were handled and the constant communication throughout the process.”

- Caregiver of child

Teen Connect Program

Teen Connect is a group education and awareness presentation led by our Centre and delivered to Niagara students in grades 7-9 with involvement from the District School Board of Niagara, Niagara Catholic District School Board and Niagara Region Public Health. Students hear from a panel of experts including Kristen French CACN's Family Advocate, a Detective with Niagara Regional Police Service and a Child Protection Worker with Family & Children's Services Niagara. The program is designed to create awareness about child abuse and the different forms it takes; speakers inform students of the importance of disclosing abuse for themselves as well as someone they know. This program gives students knowledge about personal safety, internet and cell phone use, and the supportive and caring help available within their community.

School staff learn how to respond to disclosures and how to support children and youth once a disclosure has been made.



**Teen
Connect**

The Teen Connect Program is supported by a grant from the Ontario Trillium Foundation.

Teen Connect Stats

**In the 2014/2015 school year,
the Teen Connect presentation was
viewed by 400+ students and
160+ educators at 4 different
schools across the region.**

THE ONTARIO
TRILLIUM
FOUNDATION



LA FONDATION
TRILLIUM
DE L'ONTARIO

“The Centre was always there when needed
and a terrific recourse.”

- Caregiver of child

Family Advocacy Program

Our Family Advocacy Program provides individualized support to children, youth and caregivers post investigation in a confidential, non-judgmental way and is available until support is no longer needed.

Follow up phone calls are made to ensure everyone is doing well since visiting or contacting the centre. The Family Advocate can discuss the family's needs and assist them in connecting with resources such as counselling from the Family Counselling Centre Niagara (FCC); referrals to support groups and other services available in the community; and provide accompaniment or transportation to groups, appointments, or criminal court if requested. Focus is maintained on the needs of the family with emphasis on safety and creating a healthy support system.



The Family Advocate also co-facilitates a psycho-educational group with the Family Counselling Centre Niagara therapist.

Pathways to Healing is a four-week workshop series available for caregivers whose children have been sexually abused. The workshop provides caregivers with information and resources to better support their children.

Services may include follow up telephone calls, referrals to counselling or other community services, as well as accompaniment or transportation to groups, appointments.

Through our fundraising efforts, the Kristen French CACN helps fund therapeutic counselling that is provided immediately to children, youth, and their caregivers by FCC. All Family Advocacy Program services are delivered sensitively, confidentially and are free of charge.

The Family Advocacy Program is supported by grants from Justice Canada and The Branscombe Family Foundation.

“The knowledge facilitators shared with us, the way the group was directed, the way questions were addressed with respect, patience and understanding.”

- Pathways to Healing group participant

Volunteers



In 2014, 52+ valuable volunteers committed 1,525+ hours to providing a safe place to help, heal and end child abuse.



Kids Golfing for Kids



“In 2014 our Niagara junior golfers raised \$8000 on their own in pledges to support other kids that come to the Centre. Thank you to these great young supporters.”

- Janet Handy, Executive Director

“The way counsellors talked with my child and helped me as a parent was very helpful and understanding.”

- Caregiver of child

2014 Financial Highlights

Kristen French Child Advocacy Centre Niagara has in 2014 successfully met its financial stewardship obligations. The Auditors have attested that our financial statements were presented fairly in accordance with Canadian accounting standards for not-for-profit organizations.

The Centre's net income of \$83,237 for 2014 reflects the hard work of our fundraising initiatives, our continued efforts to control expenditures and the continued support of our partners and donors.

Our statement of cash flows indicates a closing cash position of \$309,490. The Board set up an endowment fund in 2014 to safeguard the 2013 sums already invested in the Kristen French CACN and to strengthen its investment portfolio and fundraising capacity.

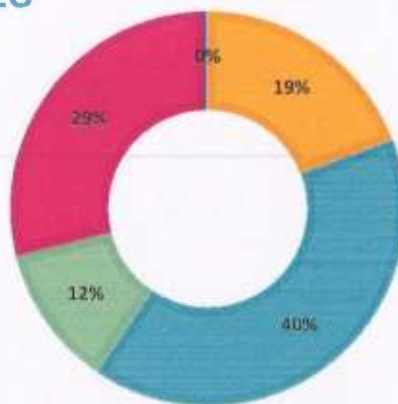
The Mortgage on the facility at 8 Forster Street continues to be CACN's major debt, which at the end of 2014 stood at \$80,327. The Kristen French CACN anticipates that the debt will be satisfied in 2017. Completion of this commitment is expected to improve cash flow.

In 2014 the Board undertook a reorganization of its fundraising goals and developed a case for support which focused fundraising in four areas: government sustainability, mortgage and building operations, programs and services, and future legacy, in order to ensure it fulfills its mandate to serve children both now and in the future.

Kris Sweet
Treasurer 2014-2015

2014 REVENUE SOURCES

- donations
- grants
- fundraising events
- partner support
- in-kind donations / interest income



Financial statements for the year ending December 31, 2014

Statement of Financial Position

Current Assets

Cash	\$309,490	
Investments	-	
HST Receivable	6,334	
Grant Receivable	86,846	
	<u> </u>	402,670
Endowment Funds	35,786	
Long-Term Investments	35,989	

Capital Assets

Land	128,056	
Building	655,694	
Equipment	10,488	
		<u>794,238</u>
Less: Accumulated Amortization	(184,463)	
		<u>609,775</u>

Liabilities

Account Payable and Accrued Liabilities	7,237	
Government Remittances Payable	4,219	
Deferred Contributions	-	
Current Portion of Long Term Debt	34,000	
		<u>45,456</u>
Long Term Debt	46,327	
		<u>91,783</u>

Equity

Surplus - General fund	427,203	
Endowment	35,786	
Investment Capital Assets	529,448	
		1,084,220.00

Statement of Financial Activities

Revenue

Donations	\$ 75,823	
Grants	157,131	
Fundraising Events	45,602	
Partner Support	112,000	
Interest Income	393	
In Kind Donations	519	
		391,468

Expenses

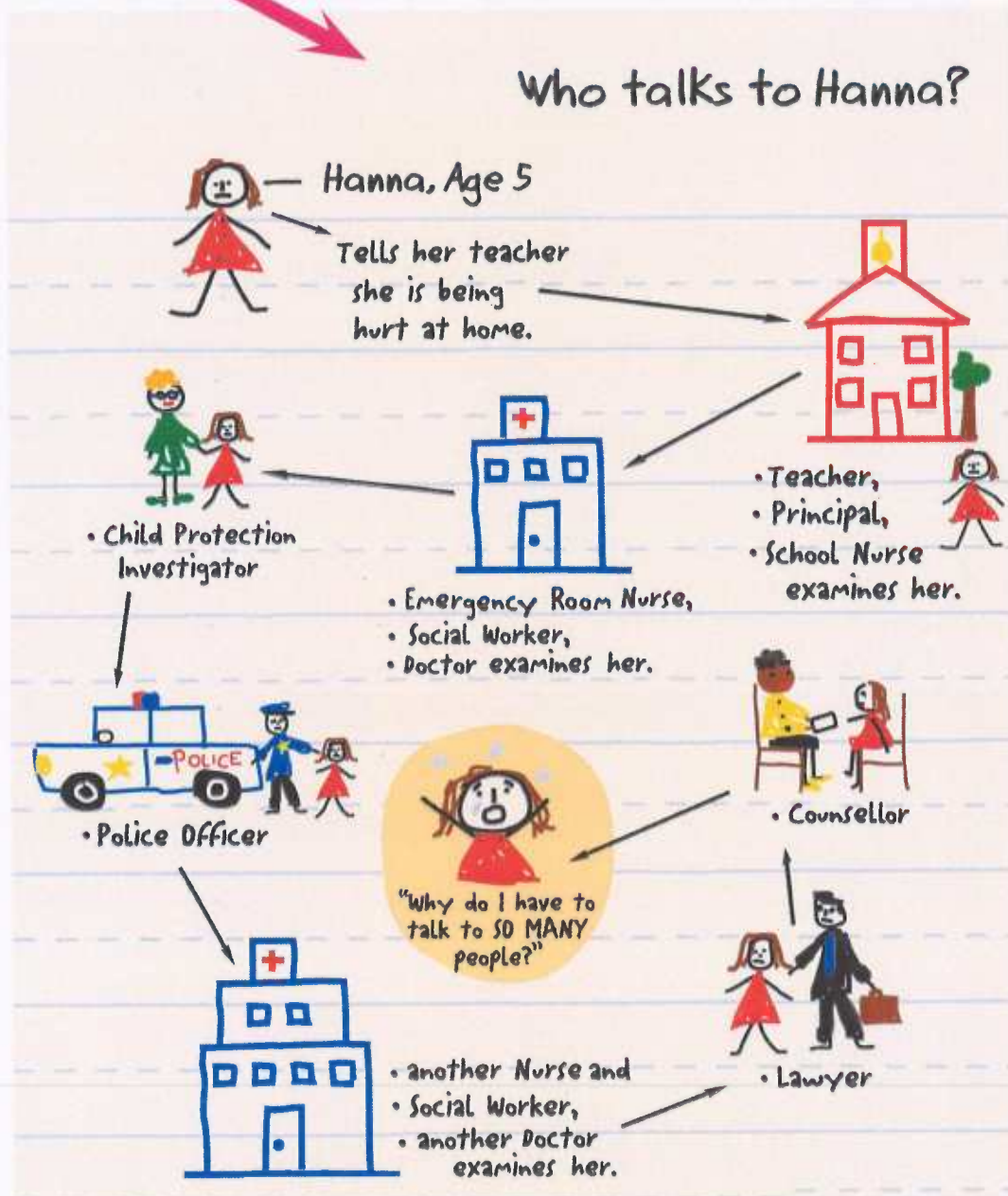
Advertising & promotion	5,447	
Bank Charges	870	
Amortization	20,544	
Fundraising	13,104	
Insurance	5,471	
Interest on Long-Term Debt	3,944	
In-Kind Donation	519	
Office	17,570	
Professional Fees	11,069	
Repairs and Maintenance	15,543	
Travel	4,650	
Utilities and Telephone	10,361	
Wages and Counselling Services	199,139	
		<u>308,231</u>

Excess of revenue over expenditures

83,237

An Improved Process - Kristen F

Before children would have to tell their story, on average **7** times.

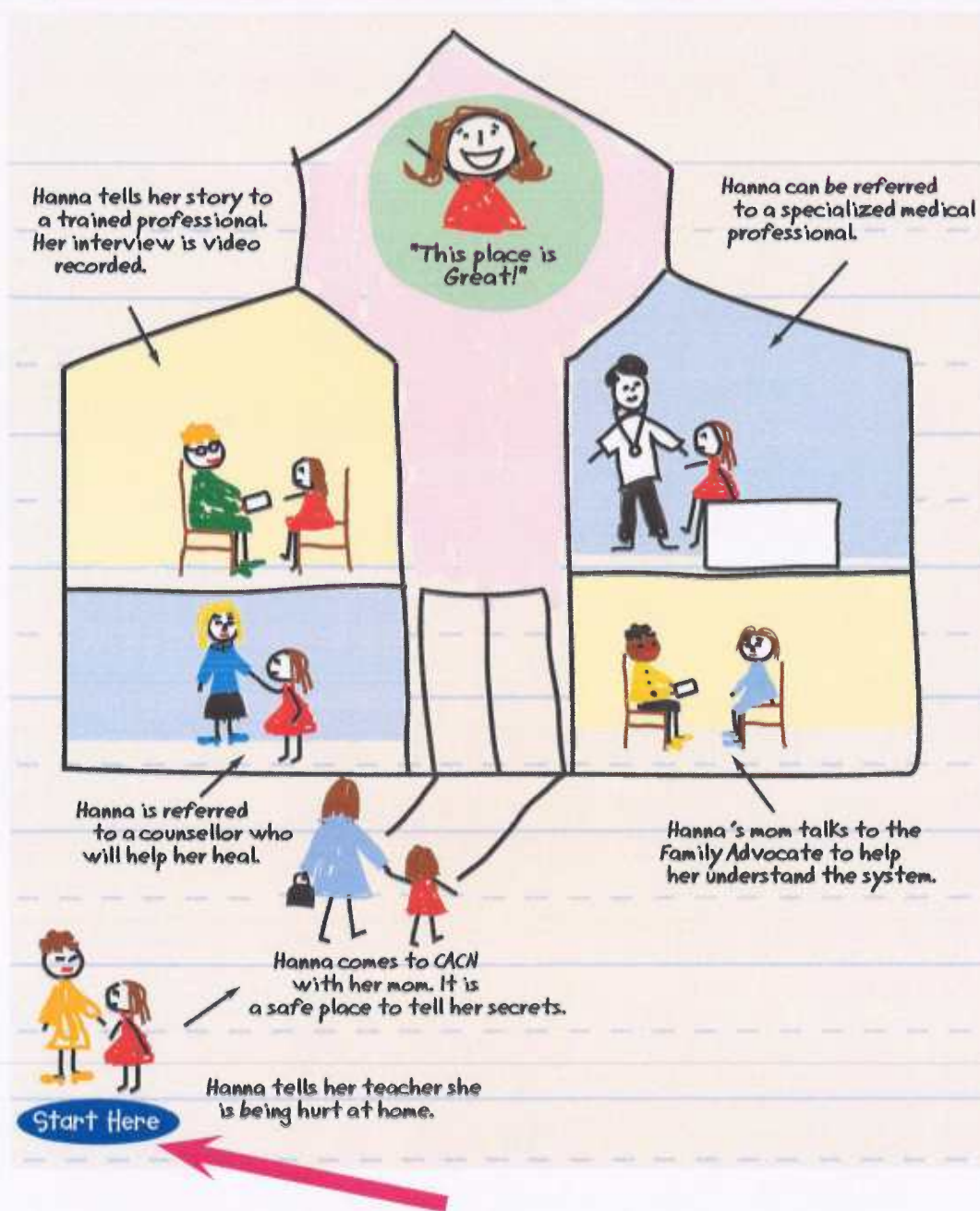


Adapted from "Robin's Story" Midwest Regional Children's Advocacy Centre

French Child Advocacy Centre Niagara

“There was caring, constant communication.”

- Caregiver of child



At Kristen French CACN children only have to tell their story ONCE.

Kids Golfing for Kids

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- NRPS
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- Pastoral Care Committee
The May Court Club of
St. Catharines
Town of Pelham
United Way of Greater Toronto

United Way of St.Catharines
& District
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Gift in Kind

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Bev Lenchyshyn
Niagara Square Cinemas
Stokes Seeds Ltd.
The Frosted Cake
The Watering Can Flower Market

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Ken & Joanne Atkinson
Nicole Beaulieu
David Bergen
Tony & Mary Blaikie
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Todd Bright
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Clarice West-Hobbs
Patricia Whitehead



Protect a Child

Donate Today

Kristen French Child Advocacy Centre Niagara receives no fixed government funding. We depend on grants, partners and community support in order to provide programs and services for children and youth in Niagara who have experienced abuse. Please consider making a monthly or annual gift!

Here is how you can donate to the Kristen French CACN

- By completing the form below and returning it to the Centre
- By cheque made payable to the **Kristen French Child Advocacy Centre Niagara**
- Online through Canada Helps at www.kristenfrenchcacn.org
- By calling 905-937-5435 x 7000
- By naming Kristen French Child Advocacy Centre Niagara in your will



Yes!

I would like to donate to the
Kristen French Child Advocacy Centre Niagara

Name _____

Address _____

City _____

Postal Code _____

Province _____

Phone number _____

\$ _____

Donation amount

☐

Visa / MasterCard

☐

Cheque payable to:

Kristen French Child Advocacy Centre Niagara

Payment method

Card No. _____

Expiry date _____

Signature _____

Email address _____

Please return to

Kristen French Child Advocacy Centre Niagara

8 Forster St., St. Catharines, ON L2N 1Z9

Registered Charity Number 865196406RR0001

Kristen French Child Advocacy Centre Niagara

					FORECAST 2015	FORECAST 2,016
<i>Budget 2015</i>	July 2015	YTD 2015 (July 31)	BUDGET 2015	Dec 31st 2015	Budget 2016	
REVENUES:						
RESTRICTED:						
Counselling Services (Maycourt)		3,000.00	3,000	3,000	3,000	
Planned Giving income		1,544.40	1,550	2,544	1,544	
Facility / Building Operation			3,500	4,000	10,000	
Annual Giving	1,786.00	2,590.00	15,000	12,000	12,000	
Reserve: NCF Endow intr, 2% Fundraising income	-	738.77	12,500	21,730	21,730	
Fundraising sources (Still to be determined)					125,192	
	1,786.00	7,873.17	35,550	43,274	173,466	
Grants & Partners:						
Building Improvements				2,540		
Canada Summer Jobs		5.00	7,500	6,871	7,000	
Justice Grant		55,399.00	71,298	69,000	20,000	
Partner Support: (F.A.C.S)	1,000.00	7,000.00	12,000	24,000	24,000	
Partner Support: (N.R.P.S)	8,335.00	58,335.00	100,000	100,000	50,000	
Project Specific Funding	1,300.00	17,270.00	-	17,270	3,000	
Ontario Job Creation Grant		-	2,000	-	2,000	
Branscombe		25,000.00	25,000	25,000	25,000	
Ontario Trillium Foundation		-	30,000			
United Way		-			2,293	
Total Grants & Partners	10,635.00	163,009.00	247,798	244,681	106,293	
TOTAL RESTRICTED INCOME	12,421.00	170,882.17	283,348	287,955	279,759	
UNRESTRICTED:						
Miscellaneous Income	1,050.00	6,860.00	11,264	11,000	10,000	
Hanna/Kristen Helpers		700.00	8,000	7,500	7,500	
Interest Income (GIC)		238.21	700	240	240	
Operating Income		1,500.00	2,000	1,500	1,500	
Gift in Kind Income			4,170	4,170	3,000	
	1,050.00	9,298.21	26,134	20,240	22,240	
Fundraising Events:						
AGM	-	720.00	650	720	720	
Amazing Race - NEW	1,725.00	5,309.07	5,050	9,620	10,000	
Build for the Future NEW	-	4,381.90	10,000	4,341	3,000	
Golf Tournament (KGK)	3,900.00	12,500.00	25,000	24,914	24,500	
Meat Fundraiser	-	4,593.00	4,400	4,593	4,500	
Dodgeball	-	1,430.00	-	1,430	1,430	
Third Party Events - Other	830.75	11,456.25	15,300	18,647	15,000	
Total Fundraising Events	6,455.75	31,334.72	60,400	64,265	59,150	
TOTAL UNRESTRICTED INCOME	7,505.75	194,343.72	86,534	84,505	81,390	

TOTAL REVENUES	19,926.75	365,225.89	369,882	372,460	361,149
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EXPENSES:

Administration

Annual General Meeting	-	630.08	650	630	650
Bank charges	3.95	124.70	200	210	215
Contract services	-	250.00	2,500	2,200	2,000
Credit Card Service Charges	41.16	432.31	900	750	1,000
Fund Raising Expense	-	-	530	500	500
Internet	69.59	488.51	700	840	850
Meals	42.59	333.16	600	500	500
Meeting expenses	19	65.72	500	200	250
Mileage	698.57	1,974.67	2,300	2,400	2,520
Office Supplies & Upgrades	28.08	1,075.66	3,000	3,000	3,000
Postage and Delivery	179.14	446.08	600	600	650
Print / Photocopy	488.57	3,626.49	4,700	5,400	5,600
Printing-Annual Report (grant)	-	623.39	1,010	623	-
Professional Memberships	-	197.49	200	250	300
Telephone	-	387.81	800	800	816
Training & Development: Board	-	192.50	750	300	1,000
Training & Development: Staff	-	128.47	2,500	600	2,000
Travel	-	714.14	3,000	2,000	3,000
Wage Benefits (Health Plan)	425.58	2,141.57	5,700	4,300	5,400
Wages	19,323.49	112,372.63	204,643	197,952	202,000
Wages Expenses (CPP/EI)	1,330.41	8,649.81	6,850	13,650	13,925
TOTAL ADMINISTRATION	22,650.13	134,855.19	242,633	237,705	246,176

Event Expenses

Amazing Race	69.31	2,722.57	1,000	1,500	1,000
Build for the Future	-	1,811.40	4,000	1,811	1,000
Golf Tournament	897.9	1,088.91	3,500	2,998	3,100
McGregor Meats Fundraiser	-	3,689.04	3,500	3,689	3,500
Reverse Draw	-	-	-	-	-
dodgeball	-	671.00	-	671	650
Third Party Events Expenses	-	-	500	-	500
TOTAL EVENT EXPENSES	967.21	9,982.92	12,500	10,670	9,750

Program Expenses

Evaluation-JG	-	16,630.40	730	16,630	-
MDT Training-JG	-	4,073.98	2,530	4,074	-
Program Expenses-JG	-	3,294.95	1,500	3,295	-
Psycho-Education Program-JG	-	628.43	1,650	628	-
Travel-JG	-	3,385.42	645	3,385	-
Family Advocate Program 2016-2018	-	-	-	-	17,400
United Way Group (2018-2018)	-	-	-	-	2,293
Counselling Service (Maycourt) (2016-18)	-	-	3,000	-	-
Advertising & Promotion	-	232.32	1,010	1,000	1,000
Teen Connect Expense	-	360.00	350	360	-
Ontario Job Creation Expenses	-	-	2,000	-	2,000
Volunteer Expenses	27.17	40.64	200	200	200
Legacy Program	-	500.00	4,000	6,000	6,000
Awareness Campaign	-	1,047.88	4,300	4,300	4,000
TOTAL PROGRAM EXPENSES	27.17	30,194.02	21,915	39,873	32,893

				17,958	
<u>Building Expenses</u>					
Building maintenance / repairs		1,644.00	5,000	2,900	4,000
Building Renovations (grant)		-	-	2,540	-
Building supplies		200.00	1,000	500	500
Maintenance - janitorial	426.15	2,985.00	5,000	5,117	5,200
Maintenance - lawn/garden		895.86	2,000	1,751	1,800
Maintenance - snow removal	285.83	2,111.01	1,500	2,396	2,400
Security system & services	109.14	461.52	500	500	600
<u>Utilities:</u>					
Hydro	-	4,748.56	7,000	7,700	7,800
Gas	100.65	1,566.72	1,725	2,267	2,320
Water	-	427.94	515	828	850
TOTAL BUILDING OPERATIONS	921.77	15,040.61	24,240	26,499	25,470
<u>Computer</u>					
Repairs & Maintenance	259.85	1,870.92	1,950	3,207	3,210
Web Maintenance/ rebuild 2015 /hosting (2016-2018)		2,137.63	5,500	9,000	300
Software		-	200	-	210
TOTAL COMPUTER	259.85	4,008.55	7,650	12,207	3,720
<u>Insurance</u>					
Property insurance		2,508.30	4,750	5,017	5,325
Directors Insurance		405.00	1,250	810	870
TOTAL INSURANCE	-	2,913.30	6,000	5,827	6,195
				173.40	
<u>Mortgage:</u>					
Amortization		-	20,000	20,000	19,000
Mortgage Interest	404.89	2,711.03	4,000	4,000	3,200
TOTAL MORTGAGE	404.89	2,711.03	24,000	24,000	22,200
<u>Other & Professional Fees:</u>					
Gift in Kind Expense		-	2,639	2,640	3,000
Life Insurance Premium Expense		1,544.40	1,544	1,544	1,545
Bookkeeping	632.99	4,340.52	7,000	7,350	7,200
Accounting		4,144.08	4,500	4,144	3,000
TOTAL PROFESSIONAL FEES	632.99	10,029.00	15,683	15,678	14,745
TOTAL EXPENSES	25,864.01	209,734.62	354,621	372,460	361,149
				17,838	
NET SURPLUS/(DEFICIT)	- 5,937.26	155,491.27	15,260	0	0

THE KRISTEN FRENCH CHILD ADVOCACY CENTRE NIAGARA
(A CORPORATION WITHOUT SHARE CAPITAL)

FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2014



Thomas Galbraith

Chartered Accountant

INDEPENDENT AUDITOR'S REPORT

To the Members of The Kristen French Child Advocacy Centre Niagara

I have audited the accompanying financial statements of **The Kristen French Child Advocacy Centre Niagara**, which comprise the statements of financial position as at **December 31, 2014**, and the statement of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audits. I conducted my audits in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair representation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

In common with many organizations, the organization derives revenue from the public, the completeness of which is not susceptible of satisfactory audit verification. Accordingly my verification of these revenue was limited to the amounts recorded in the records of the organization and I was not able to determine whether any adjustments might be necessary to revenues, excess of revenues over expenses, current assets and net assets.

Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of **The Kristen French Child Advocacy Centre Niagara** as at **December 31, 2014**, and the results of its operations and its cash flows for the year then ended, in accordance with Canadian accounting standards for not-for-profit organizations

St. Catharines, Ontario
June 24, 2015



CPA, CA, Licenced Public Accountant

THE KRISTEN FRENCH CHILD ADVOCACY CENTRE NIAGARA

STATEMENT OF FINANCIAL POSITION AS AT DECEMBER 31, 2014

	2014	2013
ASSETS		
CURRENT		
Cash	\$ 309,490	\$ 370,668
Investments	-	71,383
HST receivable	6,334	4,669
Grant receivable - note 11	86,846	2,000
	<u>402,670</u>	<u>448,720</u>
Endowment funds - note 6	35,786	-
Long-term investments - note 5	35,989	-
CAPITAL ASSETS (Note 2)		
Land	128,056	128,056
Building	655,694	655,694
Equipment	10,488	10,488
	<u>794,238</u>	<u>794,238</u>
Less: accumulated amortization	(184,463)	(163,919)
	<u>609,775</u>	<u>630,319</u>
	<u>\$1,084,220</u>	<u>\$1,079,039</u>
LIABILITIES		
CURRENT		
Accounts payable and accrued liabilities	\$ 7,237	\$ 5,145
Government remittances payable	4,219	7,451
Deferred contributions - note 9	-	43,500
Current portion of long-term debt - note 8	34,000	33,000
	<u>45,456</u>	<u>89,096</u>
LONG-TERM DEBT - note 8	46,327	80,743
TOTAL LIABILITIES	<u>91,783</u>	<u>169,839</u>
SURPLUS		
General fund surplus	427,203	392,624
Endowment	35,786	-
Invested capital assets	529,448	516,576
	<u>\$1,084,220</u>	<u>\$1,079,039</u>

Signed on behalf of the board:

3

see accompanying notes

THE KRISTEN FRENCH CHILD ADVOCACY CENTRE NIAGARA

STATEMENT OF CHANGES IN NET ASSETS
FOR THE YEAR ENDED DECEMBER 31, 2014

	Invested in Capital Assets	Endowment Fund	Unrestricted	2014	2013
Balance, beg of year	\$516,576	\$ -	\$392,624	\$909,200	\$828,101
Excess (deficiency) of revenue over expenses	(20,544)	-	103,781	83,237	81,099
Repayment of long-term debt	33,416	-	(33,416)	-	-
Allocation to endowment	-	35,786	(35,786)	-	-
Balance, end of year	\$529,448	\$35,786	\$427,203	\$992,437	\$909,200

see accompanying notes

THE KRISTEN FRENCH CHILD ADVOCACY CENTRE NIAGARA

**STATEMENT OF REVENUE AND EXPENDITURES GENERAL FUND
FOR THE YEAR ENDED DECEMBER 31, 2014**

	2014	2013
INCOME		
Donations	\$ 75,823	\$ 57,750
Grants	157,131	185,911
Fund raising events	45,602	72,613
Partner support	112,000	62,000
Interest income	393	597
In-kind donations	519	11,804
	<hr/> 391,468	<hr/> 390,675
EXPENSES		
Advertising and promotion	5,447	340
Bank charges	870	799
Amortization	20,544	21,519
Fund raising	13,104	13,712
Insurance	5,471	4,895
Interest on long-term debt	3,944	5,251
In-kind donation	519	11,804
Office	17,570	10,788
Professional fees	11,069	6,130
Repairs and maintenance	15,543	13,794
Travel	4,650	1,142
Utilities & telephone	10,361	8,179
Wages and counselling services	199,139	211,973
	<hr/> 308,231	<hr/> 310,326
EXCESS OF REVENUE OVER EXPENDITURES	<hr/> \$ 83,237	<hr/> \$ 80,349

THE KRISTEN FRENCH CHILD ADVOCACY CENTRE NIAGARA

STATEMENT OF CASHFLOW FOR THE YEAR ENDED DECEMBER 31, 2014

	2014	2013
CASH FLOWS FROM OPERATING INCOME (EXPENSES)		
Excess of income over expenses for the year general fund	\$ 83,237	\$ 80,349
Excess of income over expenses for the year capital fund	-	750
Non cash expenditures: Amortization	20,544	21,519
Changes in working capital components	(131,543)	41,884
Cash used by operating activities	(27,762)	144,502
FINANCING ACTIVITIES		
Advances (repayment) from mortgages& loans payable	(33,416)	(32,111)
Cash contributed (used) by financing activities	(33,416)	(32,111)
INVESTING ACTIVITIES		
Cash used by investing activities	-	-
INCREASE (DECREASE) IN CASH POSITION	(61,178)	112,391
CASH POSITION, beginning of year	370,668	258,277
CASH POSITION, end of year	\$ 309,490	\$ 370,668
BREAKDOWN OF CASH POSITION		
Bank	\$ 309,490	\$ 370,668
CASH POSITION, end of year	\$ 309,490	\$ 370,668

THE KRISTEN FRENCH CHILD ADVOCACY CENTRE NIAGARA

NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2014

1. STATUTES OF INCORPORATION AND PURPOSE OF THE ORGANIZATION

The corporation is incorporated under the Corporations Act by letters of patent on October 23, 2003. This not-for-profit corporation operates to act as an advocate for the children of the Niagara Region as relates to physical and/or sexual abuse.

2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations.

Method of fund accounting

The corporation uses the restricted fund method of accounting for certain contributions. The corporation has three funds:

- General fund - Used for day to day management of operations
- Endowment fund - shall be held in perpetuity and the annual distributable earnings of the fund shall be used to carry out the charitable purposes
- Invested in capital assets - amount invested in capital assets

Use of Estimates

The preparation of financial statements in accordance with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amount revenues and expenditures during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future.

Capital Assets

The Corporation follows the practise of capitalizing capital expenditures for the office equipment, building and land. Depreciation is calculated as follows

Building	4%
Equipment	20%

Net Additions in the year are subject to one-half of the above rates.

Foreign currency transactions

The company uses the temporal method to translate its foreign currency

Monetary assets and liabilities are translated at the rate of exchange in effect at year end. Other assets and liabilities are translated at their historic rates. Items appearing in the income statement, except for cost of depreciation, are translated at average year rates. Exchange gains and losses are included in the income statement.

THE KRISTEN FRENCH CHILD ADVOCACY CENTRE NIAGARA

NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2014

Financial Instruments

(i) Measurement of financial instruments

The The Kristen French Child Advocacy Centre Niagara initially measures its financial assets and financial liabilities at fair value adjusted by, in the case of a financial instrument that will not be measured subsequently at fair value, the amount of transaction costs directly attributed to the instrument.

The The Kristen French Child Advocacy Centre Niagara measures all its financial assets and financial liabilities at amortized cost. Changes in fair value are recognized in the statements of operations, in the period incurred.

Financial assets measured at amortized cost includes cash, accounts receivable and fixed income investments.

Financial liabilities measured at amortized cost includes accounts payable and accrued liabilities.

(ii) Impairment

At the end of each reporting period, the The Kristen French Child Advocacy Centre Niagara assesses whether there are any indications that a financial assets measured at amortized cost may be impaired. Objective evidence of impairment includes observable data that comes to the attention of management including but not limited to the following events: significant financial difficulty of the issuer; breach of contract, such as a default or delinquency in interest or principal payments; or bankruptcy or other financial reorganization proceedings.

When there is an indication of impairment, the The Kristen French Child Advocacy Centre Niagara determines whether a significant adverse change has occurred during the period in the expected timing or amount of future cash flows from the financial asset.

When the The Kristen French Child Advocacy Centre Niagara identifies a significant adverse change in the expected timing or amount of future cash flows from a financial asset, it reduces the carrying amount of the asset to the highest of the following

- i) the present cash flows expected to be generated by holding the asset discounted using a current market rate of interest appropriate to the asset;
 - ii) the amount that could be realized by selling the asset at the statement of financial position date; and
 - iii) the amount the The Kristen French Child Advocacy Centre Niagara expects to realize by exercising its rights to any collateral held to secure repayment of the asset net of all costs necessary to exercise those rights.
- Impairment of Long-lived Assets

THE KRISTEN FRENCH CHILD ADVOCACY CENTRE NIAGARA

NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2014

2. SIGNIFICANT ACCOUNTING POLICIES - cont.

Long-lived assets are tested for recoverability whenever events or changes in circumstances indicate that their carrying amount may not be recoverable. An impairment loss is recognized when their carrying value exceeds the total undiscounted cash flows expected from their use and eventual disposition. The amount of the impairment loss is determined as the excess of the carrying value of the asset over its fair value.

The carrying amount of the asset is reduced directly or through the use of an allowance account. The amount of the reduction is recognized as an impairment loss in the statements of operations.

When the extent of impairment of previously written-down asset decreases and the decrease can be related to an event occurring after the impairment was recognized, the previously recognized impairment loss is reversed to the extent of the improvement, directly or by adjusting the allowance account. The amount of reversal is recognized in the statements of operations in the period the reversal occurs.

Invested in capital assets

The invested in capital assets records the transaction cost of the original purchase of land and building less accumulated amortization and mortgage payable..

Donated Services

The Corporation does not record the value of donated services

Financial instruments

Credit risk arises from the potential that a counterparty will fail to perform its obligations. The Corporation provides credit to its members in the normal course of its operations. It carries out on a continuing basis, credit checks on its members and maintains provisions for contingent credit losses.

The fair value of cash, accounts payable and accrued liabilities, mortgages payable and loan payable is equal to their carrying value given their maturity date

THE KRISTEN FRENCH CHILD ADVOCACY CENTRE NIAGARA

NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2014

3. FINANCIAL INSTRUMENT RISK

The The Kristen French Child Advocacy Centre Niagara manages its exposure to the risks associated with financial instruments that have the potential to affect its operating and financial performance in accordance with its Risk Management Policy. The objective of the policy is to reduce volatility in cash flow and earnings.

Cash flow risk

The Kristen French Child Advocacy Centre Niagara is exposed to cash flow risk resulting from the possibility that future cash flows associated with a monetary financial instrument will fluctuate in amount. The exposure of The Kristen French Child Advocacy Centre Niagara to cash flow risk arises from certain of its interest bearing assets. The Kristen French Child Advocacy Centre Niagara has no interest bearing liabilities. The Kristen French Child Advocacy Centre Niagara manages its exposure to the cash flow risk of its cash by maximizing the interest income earned on excess funds while maintaining the minimum liquidity necessary to conduct operations on day-to-day basis. Fluctuations in market rates of interest on cash do not have a significant impact on The Kristen French Child Advocacy Centre Niagara results of operations.

Credit risk

The Kristen French Child Advocacy Centre Niagara is exposed to credit risk resulting from the possibility that parties may default on their financial obligation, or if there is a concentration of transactions carried out with the same party or if there is a concentration of financial obligations which have similar economic characteristics which could be similarly affected by changes in economic conditions. The Kristen French Child Advocacy Centre Niagara does not hold any collateral assets security for financial obligations.

Cash and investments: Credit risk associate with cash and term deposit is minimized substantially by ensuring that these assets are invested in financial obligations of financial institutions that have been accorded investment grade ratings by a primary rating agency; and/or credit-worthy parties.

Liquidity risk

Liquidity risk is the risk that The Kristen French Child Advocacy Centre Niagara will not be able to meet a demand for cash or fund its obligations as they come due. Liquidity risk also includes the risk of The Kristen French Child Advocacy Centre Niagara not being able to liquidate assets in a timely manner at a reasonable price.

The Kristen French Child Advocacy Centre Niagara meets its liquidity requirements by preparing and monitoring cash flow from operations, anticipating investing and financing activities and holding assets that can be readily converted into cash.

THE KRISTEN FRENCH CHILD ADVOCACY CENTRE NIAGARA

NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2014

3. FINANCIAL INSTRUMENT RISK - cont.

Price risk

The Kristen French Child Advocacy Centre Niagara is exposed to price risk in the form of currency risk, interest rate risk and market risk.

Currency risk

Currency risk refers to the risk that the fair value of financial instruments will fluctuate relative to the Canadian dollar due to changes in foreign exchange rates

The functional currency of The Kristen French Child Advocacy Centre Niagara is the Canadian dollar. The Kristen French Child Advocacy Centre Niagara infrequently transacts in U.S. dollars. The Kristen French Child Advocacy Centre Niagara does not use foreign exchange forward contracts to manage foreign exchange transaction exposure.

Interest rate risk

Interest rate risk refers to the risk that the fair value of financial instruments will fluctuate due to changes in market interest rates. The exposure of The Kristen French Child Advocacy Centre Niagara to interest rate risk arises from certain of its interest bearing assets

The primary objective of The Kristen French Child Advocacy Centre Niagara with respect to its investment in fixed income investments is to ensure the security of principal amounts invested and provide high degree of liquidity, while achieving a satisfactory investment return.

The Kristen French Child Advocacy Centre Niagara has minimum interest rate risk exposure of its fixed income investment due to the small dollar value of the portfolio.

Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk is comprised of currency risk, interest rate risk and other price risk

4. INCOME TAXES

The Corporation is a non-profit organization, and therefore is exempt from corporate income taxes.

THE KRISTEN FRENCH CHILD ADVOCACY CENTRE NIAGARA

NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2014

5. LONG-TERM INVESTMENT

Long-term investments consist of guaranteed income certificate that has a maturity exceeding 12 months at interest rate of .8%

6. ENDOWMENT FUND

The endowment fund investments are invested long-term investments as determined by the investment policy of the Niagara Community Foundation and may include securities, including mutual funds or other similar securities available from a financial institution.

7. RELATED PARTY TRANSACTIONS

In the normal course of business, members of the Board of Directors provide services to the Corporation as donated services.

8. LONG-TERM DEBT

	2014	2013
TD Bank mortgage payable - interest at prime + 1%, repayable in monthly blended payments of \$3,113 Secured as a 1st mortgage on land & building (carrying value \$ 690,775) and the temporary investment - GIC (carrying value \$ 35,989)	\$ 80,327	\$ 113,743
Less: current portion of long-term debt	34,000	33,000
	<u>\$ 46,327</u>	<u>\$ 80,743</u>

Principal payments in next 5 years:

2015	\$34,000
2016	\$35,000
2017	\$36,000
2018	\$37,000
2019	\$37,000

THE KRISTEN FRENCH CHILD ADVOCACY CENTRE NIAGARA

NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2014

9. DEFERRED CONTRIBUTIONS

In the prior year the deferred government building project grant reported in the General fund represents restricted funding received in the current period that is related to disbursements to be made in subsequent period. Changes in the deferred government capital projects grant balance area as follows:

	Balance beginning of year	Additions	Disbursements	Balance end of year
Government capital projects	\$ 42,500	\$ -	\$ (42,500)	\$ -
Niagara Community Foundation grant	1,000	-	(1,000)	-
	\$ 43,500	\$ -	\$ -	\$ -

10. CHANGE OF NAME

During the year the Board of Directors made the decision to change the name of the organization from the The Child Advocacy Centre of Niagara to The Kristen French Child Advocacy Centre Niagara.

11. GRANT RECEIVABLE

The grant receivable was set up for government contributions to be received to cover the costs incurred under the Justice Grant Program.

Budget Standing Committee
Grant Comparison by year
Dec 15/15

	2015	2014	2013	2012	2011	2010
Unallocated Grants						
Formal Grant Requests						
2010 Masters Rowing			10,000.00	10,000.00	10,000.00	10,000.00
Our Community Food Store				2,500.00		
Waiving of Fees						
Pete Stoutenberg Memorial Hockey Tournament		1,600.00	1,600.00	1,600.00	1,413.91	
Rankin Cancer Run	1,715.67	1,681.50	1,665.22	1,657.93		1,370.96
Horticultural Society Annual Plant Sale	1,743.45	2,000.00	2,000.00	1,762.50		
Jaycees Easter Egg Hunt	1,226.76	2,111.68	1,764.06	2,210.53	2,492.13	43.00
Big Brothers / Big Sisters					2,448.00	
Buskerfest - Lyndesfarne Production - 1st Payment					10,000.00	
Armenian Community Centre - Building Fees, Variance					7,745.40	
Run for the General						179.00
Festival of the Carousel						750.00
Grape and Wine - Grape Stomp						750.00
Canadian Tour Championships						3,000.00
Twinning Association	103.95	214.50	345.33	118.48		
Sponsorship of Commemorative Plaque @ Juno Beach		650.00				
Church Street Closure for WW1 Commemorative		131.20				
Queenston St. Harvest Festival - Centennial Park rental waiving		300.00	294.00	288.00		
Star Gazing Event - Walkers Creek Neighbourhood Assoc	144.38	68.00	66.00			
Pathstone Foundation - Site Plan Application		3,105.00				
Pathstone Foundation - Plumbing Permit		860.67				
National Child Day - Kiwanis Aquatic Centre & Skating		423.55				
Brock Mens Baseball - concession fees				906.00		
Many Hands Project				4,200.00		
Naval Reserve Band				72.00		
Emancipation Day				960.00		
Sports Day - Lakeside Park				147.00		
Grantham Lions Club			444.00			
May Court						575.00
Child Advocacy Centre Niagara			250.00			5,000.00
Niagara Olympic Club	978.93					
One Foundation - rental waiving	306.02					
Father Fest - Totary Club duck race	1,458.42					
Southridge Shelter Community BBQ - waive fees	76.88					
District School Board of Niagara - Road Race	69.38					
Unallocated Grants Paid	7,823.84	13,146.10	18,428.61	26,422.44	34,099.44	21,667.96
Outstanding Commitments						
Pathstone - Building Permits		100,000.00				
Community Living		9,500.00	7,000.00			
Total Unallocated Grants	7,823.84	122,646.10	25,428.61	26,422.44	34,099.44	21,667.96