

# Leadership

**WATERLOO REGION**  
*community leadership development*

REPORT TO  
THE COMMUNITY 2011



*Join us in the journey!*

# Leadership

WATERLOO REGION  
*community leadership development*

## Vision

To be the definitive provider of leadership development in our community – educating, inspiring and sustaining people on their leadership journey.

## Mission

We provide experiential leadership development, challenge people to view their community through a different lens, and foster connections with active and emerging leaders creating positive change.

Our Charitable Registration Number is  
88782-2617 RR0001

## Values

We value the diversities inherent in our community.

We believe that a strong community requires strong leadership.

We value that collaboration builds capacity.

We commit to continuously developing our programs to meet the ever changing needs and expectations of our community.

We value the community that supports us.

*Join us in the journey!*

*Join us in the journey!*

## Founding Partners



## Leadership Waterloo Region – Bridging the Gap

As a generation of senior leaders retires, new leaders are required to take their place. Today's fast-paced lifestyles make it difficult for emerging leaders to find the time to develop the leadership skills required for the demands of a changing world. Launched in 2001, Leadership Waterloo Region is a social-profit organization that delivers an educational experience to a diverse range of individuals in the community. We give people the opportunity to learn and practice leadership skills. According to Dr. David Walker, Dean of the Faculty of Health Sciences at Queens University: “we can't expect leaders to 'pop-up'; they have to be nurtured through a culture that values leadership, promotes good leaders and gives them opportunities to burnish their skills.”

Leadership Waterloo Region addresses these needs through the delivery of carefully tailored programs – the Core Program for adult emerging leaders, the Youth on Board program for young leaders ages 18 to 23 and the K-W Multicultural Centre's Healthy Lifestyle Ambassador program delivered in partnership with that agency, the Volunteer Action Centre and the City of Kitchener aquatics department.

It is our 10-month Core Program that we are best known for. Using the community as a canvas, Leadership Waterloo Region encourages participants to realize their leadership potential by teaching them about local challenges and the skills they need to rise above them effectively. When they complete the training, they join a network of more than 300 established leaders in our region.

# Message from the Chair



Debbie Adare  
Board Chair

As we celebrate the achievements of the past year we acknowledge our community's commitment to ensuring leadership succession planning at a community level.

Our Core Program, tailored for busy professionals, continues to garner the interest and respect of established leaders from all sectors. Our program graduates, now involved in more than 500 community organizations and committees, are catalysts for change, and the leadership network they are cultivating will ensure that this region continues to be a shining star.

Our Youth on Board program – for young leaders 18 to 23 years of age – continues to grow and the feedback we have received from young leaders, their mentors and the agencies they have served has encouraged us to continue to deliver the program.

This year marked the second year of the Healthy Lifestyle Ambassadors program and we were very pleased to have the opportunity to work again with the K-W Multicultural Centre. This program has several objectives: increase the number of newcomer youth from local ethno-cultural communities who are employed as lifeguards by the City of Kitchener, prepare the participants for volunteering in the community and teach leadership skills and increase self and community awareness for the participants. This program doubled in size in 2011 and we were excited to have the opportunity to work for several months with 16 truly outstanding youth ages 13 to 19.

We gratefully acknowledge the support we receive from all three sectors – business, government and social-profit – for without this inter-sectoral support, Leadership Waterloo Region's work would not be possible. Indeed, it is the inter-sectoral nature of the leadership network that makes it so dynamic and valuable to our region.

We thank each of the more than 200 volunteers who annually commit time and expertise to developing leadership skills and increasing community awareness in emerging leaders. And, we thank our staff of three – Kristen Drexler, Karen Cross and Anne Lavender – for their outstanding dedication. They are the glue that holds us all together and keeps us moving in the right direction. They harness our energy and enthusiasm and make our efforts more effective by their guidance, cheerleading and experience.

As we ready ourselves for the coming year, we look forward to reporting back on a strategic review of our Core Program curriculum and of our organizational strategic planning process. We thank you for your support of Leadership Waterloo Region as we continue our own leadership journey.

**DEBBIE ADARE**  
Board Chair

*Join us in the journey!*

## Board of Directors 2010-2011

### CHAIR

**Debbie Adare**  
Perimeter Institute for  
Theoretical Physics

### VICE-CHAIR

**Jennifer Burnham**  
Union Gas Ltd.

### TREASURER

**Bob Denton**  
TD Business Banking

### SECRETARY

**Paul Rabb**  
Region of Waterloo

### PAST CHAIR

**Joanne McQuiggan**  
Lions Quest Canada

### Jacinda Reitsma

PricewaterhouseCoopers

### Mark Eamer

Hemmerich, Flanagan,  
Kratz, Eamer & McRae,  
LLP

### Mark Miyasaki

COM DEV

### Mark Kreller

K-W Oktoberfest

### Anne Paterson

Empowered Wealth Canada

### Lynn Cameron

Libro Financial Group

### Naveen Rakkar

COM DEV

### Chris Sellers

Lutherwood

### Kathie Must

Mosaic Counselling &  
Family Services

### Lou Khoubesserian

The Osborne Group

## Guests to the Board

(Ex-Officio)

### Ken Seiling

Region of Waterloo

### Brenda Halloran

City of Waterloo

### Burhan Ali Aydar

Youth on Board Participant

## Committee Chairs

### Alumni Council:

Lisa Talbot, KidsAbility Foundation and  
Richard Arsic, Sevran Automation

### Curriculum Committee:

Kathie Must, Mosaic Counselling & Family Services

### Marketing Committee:

Chris Sellers, Lutherwood

### Selection Committee:

Terry Wichman, Dubé & Cuttini

### Development Committee:

Mark Kreller, K-W Oktoberfest

## Curriculum Advisory Group

**Bianca Bitsakakis**, Pace Homecare Services

**Erica Brandl**, Consultant

**David Carter**, University of Waterloo

**Judy Cavill**, At the Turning Point

**Lamine Diallo**, Wilfrid Laurier University

**John Doan**, On the Threshold

**Diana Drackley**, Drackley Livingstone & Associates

**Christine Dwyer**, Junior Achievement of  
Waterloo Region

**Ginette Lafreniere**, Wilfrid Laurier University

**Rosemary McGowan**, Wilfrid Laurier University

**Maureen Nummelin**, Conestoga College

**Rosemary Pell**, Pell & Pell Systems Inc.

**Rob Straby**, LifeWorks by Design

**Heather Woroszcz**, Consultant

# Class of 2011



**Nicole Ariss**  
The Economical  
Insurance Group



**Amy Atkinson**  
St. Mary's General  
Hospital Foundation



**Lori Bordessa**  
TD Waterhouse  
Private Banking



**Lianne Buchanan**  
The Economical  
Insurance Group



**Janet Campagnaro**  
L'Oreal



**Steve Cole**  
Region of Waterloo



**Debhora Da Costa**  
Wilfrid Laurier  
University



**Bonnie Dion**  
Cambridge Self-Help  
Food Bank



**Stacey Duggan**  
Prior Resource Group



**Jeanette Gallant**  
COM DEV



**Wieslawa Hyzyk**  
Crawford and  
Company Canada



**Kate Jessop**  
University of Waterloo



**Jennifer Jordan**  
Our Place Family  
Resource Centre



**Chris Kirby**  
Christie Digital  
Systems



**Sue Lockett**  
Cambridge Memorial  
Hospital Foundation



**Scott Macleod**  
Libro Financial  
Group



**Brent Mayled**  
Region of Waterloo



**Tim McCargar**  
Cowan Insurance  
Group



**Trent McLeod**  
Deloitte



**Colin Mickie**  
City of Waterloo



**Jennifer Ormston**  
City of Waterloo



**Michelle Ruston**  
Lutherwood



**Kevin Schimus**  
Union Gas



**Jonathan Scott**  
Waterloo Region  
Record



**Mary Jo Shearer**  
Lutherwood

Profiles for all our Core Program alumni can be viewed at [leadershipwaterlooregion.org](http://leadershipwaterlooregion.org) – just click on the Leadership Network link on the homepage menu.



*Join us in the journey!*



# Leadership Days – The Building Blocks

Leadership Waterloo Region's Core Program is designed to easily fit into the demanding schedules of busy participants. Using the community as a backdrop, the eight monthly Leadership Days, and the opening and closing workshops focus on particular community challenges while enhancing leadership skills. The curriculum is planned and delivered by a panel of faculty and advisors with expertise in the fields discussed, with sessions held across the Region.



## 2010-2011 Leadership Days

Day	Skills & Community Focus	Venue
Day 1	<b>Project Management</b> Poverty in our Community	City Hall, Cambridge
Day 2	<b>Media Relations &amp; Media Risk Management</b> Understanding Social Profit Governance	Lions Arena, Kitchener
Day 3	<b>Understanding and Leading Change</b> Appreciative Inquiry and Asset Mapping	RIM Park, Waterloo
Day 4	<b>Leadership and Innovation</b> Value of freedom of expression & co-creation as a leadership skill	Hacienda Sarria, Kitchener
Day 5	<b>Engaging Diversity</b> Mental Models, diversity of ideas & thoughts	St. Peter and St. Paul Greek Orthodox Church
Day 6	<b>Systems Thinking and its significance in Community Leadership</b>	New Dundee Community Centre, Wilmot Township
Day 7	<b>Emotional Intelligence</b> Peer Coaching and Mentoring	Hespeler Memorial Arena
Day 8	<b>Managing Community Growth</b> Enhancing Communications Skills	Region of Waterloo Council Chambers



## Leadership Projects

Each year, the Core Program class is divided into smaller teams of five or six people who tackle a project for a local social-profit organization. These projects provide hands-on experience and the team becomes a “learning laboratory” for group process. To date, 50 projects have been completed for various social-profit organizations across Waterloo Region.

One of this year’s projects was with Community Justice Initiatives. The group was asked to create awareness for their sports mediation service, but they went above and beyond the initial scope. By the end of the project, the Leadership Waterloo Region team had helped Community Justice Initiatives launch a provincial sports mediation program.

*“Leadership Waterloo Region’s “Team Onside” worked with us to develop a Sports Mediation Program for our Community Mediation Service. They developed a needs analysis tool and identified and engaged sports organizations interested in the mediation service, and at the end of their program, they opted to continue to work with us as an Advisory Committee to assist in the interpretation of the data. Community Justice Initiatives is grateful for the opportunity to work with the team and for the successful outcome of this partnership.”*

WENDY MEEK  
Community Mediation Service Coordinator

Organization	Task
Community Justice Initiatives	Create awareness of, and increase interest in, the Sports Mediation Service created by CJL.
CNIB	Create a diversity training module for agency staff and volunteers.
M-S Society of Canada	Research and recommend a new fundraising project/event and suggest ways in which to maximize it over the next 3 years.
Steckle Heritage Farms	Raise the level of awareness and promote the organization’s mandate through the development of a marketing & communications plan.
Skills International	Develop a communications plan that would assist the organization to market its services across Canada.

# A Hand Up – Youth on Board Program



Youth on Board connects emerging youth leaders with established leaders in our community. Youth leaders aged 18 to 23 years are matched with mentors who serve on local social-profit Boards of Directors. The program, made possible by a grant from Libro Financial from October 2008 to June 2011, provides the opportunity for young leaders to learn and participate in the governance of a local social profit organization. In a survey of youth and mentor participants, 100 per cent said that this program was a positive experience.



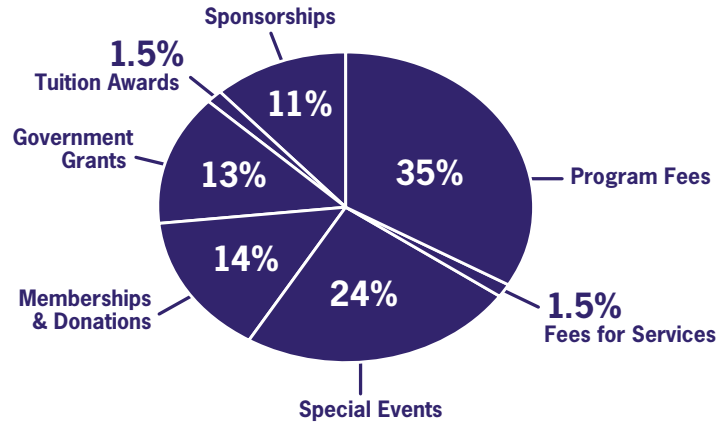
Elena Remers, Youth on Board Participant, and Jan Bockmaster, Youth on Board Mentor from the YWCA of Kitchener-Waterloo

The Youth Leader	The Mentors	The Boards
Scott Rankin	Debbie Adare	Alzheimer Society of Kitchener-Waterloo
Jay Shah	Richard Arsic	Cambridge Self-Help Food Bank
Elena Remers	Jan Bockmaster	YWCA of Kitchener-Waterloo
Mike McCauley	Christopher Corrigan	The Food Bank of Waterloo Region
Katerina Dimitropoulou	Ken Cressman	Grand River Hospital Volunteer Association
Jillian Marquardt	Patricia Johnson	Lang's Farm Village Association
Janelle Blackman*	Peter Meier	Kitchener-Waterloo Multicultural Centre
Abhilash Jayakumar	Jeff Henry	The Canadian Mental Health Association-Grand River Branch
Alex Hogeveen Rutter	Jasminka Klacar	The Multicultural Theatre Space
Victoria Suen*	Deaun Moulton	YWCA of Kitchener Waterloo
Leif Erickson	Andrew Pearen	Our Place Family Resource & Early Years Centre
Rose Eelman	Chris Sievert	AIDS Committee of Cambridge, Kitchener, Waterloo and Area
Sarah Voegeli	Terry Wichman	Child Witness Centre
Burhan Aydar	Mark Miyasaki	Leadership Waterloo Region

*Join us in the journey!*

## Financial Strength

In 2010-2011, 35 per cent of our revenues were generated from tuition fees and the remaining funds raised through special events, donations, memberships, grants and sponsorships. As we grow, we continue to work towards becoming self-sustaining through increased participation in our Core Program and through the development of tailored programs for other groups.



## Supporters

### Visionary (\$5000+)

Christie Digital Systems  
City of Kitchener  
Libro Financial Group  
Region of Waterloo  
Research In Motion  
Union Gas Ltd.  
Wilfrid Laurier University

### Innovator (\$2,500+)

The Economical  
Insurance Group

### Partner (\$1,000+)

City of Cambridge  
Crawford and Company Canada  
Deloitte  
Delta Elevator  
Hemmerich Flanagan, Kratz,  
Eamer & McRae LLP  
jpb photography  
Miller Thomson  
PWC  
Prior Resource Group  
Stantec Consulting Ltd  
The Walter Fedy Partnership

### Builder (\$500+)

Debbie & Ian Adare  
Robert Astley  
Maureen Crawford  
Robert Denton  
David Graham  
Paul Rabb  
Naveen Rakkar

### Ambassador (\$250+)

Lynn Cameron  
Community Justice Initiatives  
Susan Costigan  
Mark Eamer  
Roger Farwell  
Andrew Friedel  
Fern Greb  
Tim Jackson  
Steve and Eve Menich  
Michael Murray  
Anne Paterson  
Carmen Robert  
Karin Voisin  
Susan White

### Friend (\$100+)

Beverley Allan  
Dian Bell  
Wilda Bostwick  
Ryan Chen-Wing  
Paula Costa  
Jeff Darroch  
Mary Dever  
Simon Dowrick  
Colleen and Craig Haney  
Jim Kilgour  
Katarina Loncar  
Wendy MacIntosh  
Joanne McQuiggan  
Mark Miyasaki  
Kathy Mostardi  
Kathie Must  
Rose Noonan  
Teresa Norris-Lue  
Terry O'Keefe  
Renata Rusiniak  
Christie Schellenberger  
Ken Seiling  
Chris Sellers  
Kendra Siddall  
Social Planning  
Council of K-W

Judy Staats  
Judith Stephens-Wells  
Lisa Talbot  
Carol Taylor  
Shevaun Voisin  
Jacqueline Watty  
Randy Warren  
Terry Wichman  
Glen Woolner

### Other Donors

Mary Anderson  
Lisa Brackenridge  
Jennifer Burnham  
Robert Cruickshank  
Jeffrey Darroch  
Ronald Doyle  
John Loughheed  
Kate Phillips  
Jacinda Reitsma  
Trans-Logic Executive Search  
Group Limited  
Ross Wells  
Russell Wong  
Linda Zensner

# Employee Sponsors

Advanced Benefits Consulting  
Alzheimer Society of Kitchener-Waterloo  
Assante Financial Management Ltd.  
Barrday  
Big Brothers Big Sisters of Waterloo Region  
Bottomline Resource Group  
Brava! Special Events and Arts Management  
Business & Education Partnership of Waterloo Region  
Cambridge Memorial Hospital Foundation  
Cambridge Self-Help Food Bank  
Canada Revenue Agency  
Canada's Technology Triangle  
CCAC of Wellington-Dufferin  
Centre in the Square  
Christie Digital Systems  
City of Cambridge  
City of Kitchener  
City of Waterloo  
Clarity Connects  
COM DEV  
Community Justice Initiatives  
Cowan Insurance Group  
Crawford and Company Canada  
Creative Events  
Damselfly Solutions  
Deloitte  
Denison Print  
Doyle Investment Corp  
Economical Insurance Group  
Electri-Tech Services Inc.  
Extend-A-Family  
Faith Life Financial  
Family Counselling Centre of Cambridge & North Dumfries  
Fergus Scottish Festival  
Food Bank of Waterloo Region  
Future-Focus  
Grand River Conservation Authority  
Grand River Hospital

Greenway-Chaplin Community Centre  
Guelph General Hospital  
Habitat for Humanity Canada  
Hospice of Waterloo Region  
HSBC Bank Canada  
Independent Living Centre  
Impact Events Groups  
Jennifer Roggemann Law Office  
Kara Smart Foods  
KidsAbility Foundation  
KidsLINK  
Kin Canada  
Kitchener-Waterloo Symphony  
Kuntz Electroplating Inc.  
KW Counselling Services Inc.  
K-W Habilitation Services  
L'Oreal  
Libro Financial Group  
Lutherwood  
Madnetter Computing  
Manulife Financial  
Mark Eamer, C.A.  
Medicalis  
Melloul Blamey Construction Inc.  
Menno S. Martin Contractor Ltd  
Mosaic Counselling and Family Services  
Motivair Canada Ltd.  
OTIP/RAEO  
Our Place Family Resource Centre  
Peerless Turfcare Inc.  
Performa Financial & The Perpetual Success Program  
Personal Edge Training Inc.  
Pine River Cheese Co-operative  
Planning and Engineering Initiatives Ltd  
PricewaterhouseCoopers PWC  
Prior Resource Group  
Project READ Literacy Network  
PRYDE Youth Services  
Pursue Associates Inc.

Raytheon Canada Ltd.  
RBJ Schlegel Holdings Inc  
Research in Motion  
Region of Waterloo  
RBC Royal Bank  
Rockway Mennonite Collegiate  
Sandvine  
Septimatech Group Inc.  
Sevran Automation Group Inc.  
Shad International  
Smart Creations  
Social Innovation Generation  
Social Planning Council of K-W  
St. John Ambulance  
St. John's Kilmarnock School  
St. Mary's General Hospital  
St. Mary's General Hospital Foundation  
Straight Street Event Services  
Stantec Consulting Ltd.  
Steckle Heritage Farm  
Sun Life Financial  
TD Waterhouse Private Banking  
The Beat Goes On  
The DATA Group of Companies  
THE KID ZONE  
The Walter Fedy Partnership  
Thrive!  
Township of Woolwich  
Trans Logic Executive Search Group Ltd.  
Trinity Village Care Centre  
Union Gas  
United Way of Cambridge & North Dumfries  
United Way of Kitchener-Waterloo and Area  
University of Waterloo  
Waterloo Region Record  
Waterloo Regional District School Board  
Waterloo Regional Labour Council  
Waterloo Regional Police Service  
Wilfrid Laurier University  
York International

# Demonstrating Impact

In 2010 Leadership Waterloo Region alumni became involved in a new event called DIG IN, a new one day food drive to stock the shelves at The Food Bank of Waterloo Region and its member agencies in preparation for the typical summer hiatus in donations.

Members of the Leadership Waterloo Region class of 2008 met several times to brainstorm ideas to assist The Food Bank of Waterloo Region with this new initiative. Their ideas, contacts and willingness to take on the challenge played a key role in the event's successful development. Other alumni became involved in hosting donation sites, recruiting volunteers, raising food, sorting food and helping to build community awareness.

In 2011 – the second year of the event – the Cambridge Self-Help Food Bank joined in, expanding the impact of the one-day drive to the 30 food programs they serve in addition to the more than 70 served by The Food Bank of Waterloo Region. Leadership Waterloo Region alumni and staff were instrumental in planning as well as in taking the lead for innovative components such as the Mayor's Kick-off event in 2010, the media food sorting challenge in 2011, Manitou's Got Drive (filling a Coach Bus with donations from Manitou Drive with WRPS escorting the delivery), Battle of



The 2011 Healthy Lifestyle Ambassadors DIG IN – May 2011

the Bands, Healthy Lifestyle Ambassadors Youth Drive through the K-W Multicultural Centre, photographing the event, coordinating teams of volunteers at donation sites, providing donation sites and transportation as well as ensuring the word was spread throughout the Region. The success of DIG IN meant that our region's food banks were able to meet the need for approximately 25,000 lbs of non-perishable food each week so that local agencies could continue their good work throughout the summer.

**RUTH FRIENDSHIP-KELLER, Class of 2008**  
The Food Bank of Waterloo Region



# Join Us

Leadership Waterloo Region continues to develop its network of alumni and supporters. Join us on the journey of leadership as a participant, sponsor, donor, member or volunteer.

- ◆ Participate in the Core Program to develop your leadership potential or become a mentor for our Youth on Board program.
- ◆ Sponsor an employee to participate in the Core Program.
- ◆ Donate to assist selected participants who are unable to pay the full fee.
- ◆ Become a corporate or individual member.
- ◆ Volunteer and lend your expertise to one of our committees or special events.



For more information about these opportunities, visit [leadershipwaterlooregion.org](http://leadershipwaterlooregion.org), e-mail [info@leadershipwaterlooregion.org](mailto:info@leadershipwaterlooregion.org) or call 519-742-7338.

# Applying to Our Core Program

Leadership Waterloo Region offers the only comprehensive community leadership development program in Waterloo Region, but we're not doing it alone. We are grateful to all individuals and businesses whose support of our organization has assisted us in our work. We encourage you to consider joining us on your leadership journey.

## Participate in the Core Program if you...

- ◆ Have work experience and want to develop your leadership skills.
- ◆ Want to gain in-depth knowledge of the challenges facing our community.
- ◆ Want to learn more about becoming a leader.
- ◆ Have an interest in volunteer leadership roles.
- ◆ Want to connect with other leaders to make a meaningful contribution to your community.

## Program Benefits

### PARTICIPANT:

- ◆ Increase leadership capacity and knowledge of regional issues.
- ◆ Develop a network of diverse colleagues for community and business problem solving.
- ◆ Refine personal values and mission.

### EMPLOYER:

- ◆ Enhance leadership skills and knowledge of employees and leverage them to achieve greater organizational effectiveness.
- ◆ Create networking opportunities that can help with business solutions.
- ◆ Position employees as community leaders who are committed to improving the quality of life in the region.
- ◆ Understand diversity.
- ◆ Retain employees (retention rates rise among employees who are connected to their community).

Applications are accepted year-round, but for the 2012-2013 program, applications must be submitted by May 1, 2012.

Visit [leadershipwaterlooregion.org](http://leadershipwaterlooregion.org) for details.

Special thanks for our Visionary supporters

**CHKISTIE**



**uniongas**  
A Spectra Energy Company



**Wilfrid Laurier  
University**



Leadership Waterloo Region  
519-742-7338 | [info@leadershipwaterlooregion.org](mailto:info@leadershipwaterlooregion.org)

[leadershipwaterlooregion.org](http://leadershipwaterlooregion.org)



LeadershipWR

Special thanks to:

