



*Uniting vulnerable children, youth and families*

2010/2011 Annual Report



## Messages

On behalf of the Board of Directors, I would like to thank everyone involved with Closer to Home for their hard work and dedication. The organization and staff have again demonstrated that Closer to Home is an amazing asset to our community, able to meet any challenge.

### *Message from the Chair*

The children and families we serve are strengthened because of the work of our staff and volunteers who always stay true to our mission of “Uniting vulnerable children, youth and families.” Using the Teaching-Family Model, we provide holistic, family-based services that make a difference in children’s lives.

In a year that has seen many changes, we are happy to report the outcomes of these changes have left the organization stronger and well prepared for a long and successful future.

Closer to Home’s finances have been well managed and controlled as evidenced in our year-end audit. The agency continues to source out new means of funding, which will only enhance and grow our programs. As this year comes to an end, we are preparing to kick off our Capital Campaign in order to fund a new building for our community programs and administrative offices.

The Board of Directors looks forward to another exciting year with the organization we believe in so strongly. We are indeed fortunate to have such a strong team of people with an abiding passion for helping our community’s children. Thank you.

*Marilyn McMillan*

Marilyn McMillan  
Board Chair

### *Message from the Executive Director*

To reflect on a year at Closer to Home always brings feelings of pride, humility and inspiration. Pride in the achievements of the children, young people and the families that we are privileged to serve. Humility in the face of overwhelming obstacles and challenges that are part of the journey of every child and family. And inspiration in the dedication of every staff member who travelled awhile with a child who needed a parent, a young person who needed a friend or a family who needed a mentor and a teacher.

Our collective lives at Closer to Home continue to be defined by the daily experiences of working together toward a common goal. This year I have been privileged to witness passion for what we do, strength of character to embrace the winds of change, and determination to keep building a stronger and more effective organization.

Our model of continuous improvement demands that we focus energy on our practice, our organizational systems and our outcomes. However, our mission and focus must stay future forward to allow us to evolve our services to serve more families, engage more community members and continue making progress every day. Thank you for your part in making Closer to Home an agency that continues to make a difference every day!

*Karen Olivier*

Karen Olivier  
Executive Director

# About Closer to Home Community Services

## Our Mission **Uniting vulnerable children, youth and families**

**Goals and Values** • **Humane Practices** (*safe, respectful, positive*) • **Effective Systems and Outcomes** (*integrity, excellence, accountability*) • **Individualized Approach** (strength-based, child and family-centered, flexible) • **Diversity** (*cultural sensitivity, dignity, tolerance*) • **Consumer Satisfaction** (*family-centered, inclusive, responsive*)

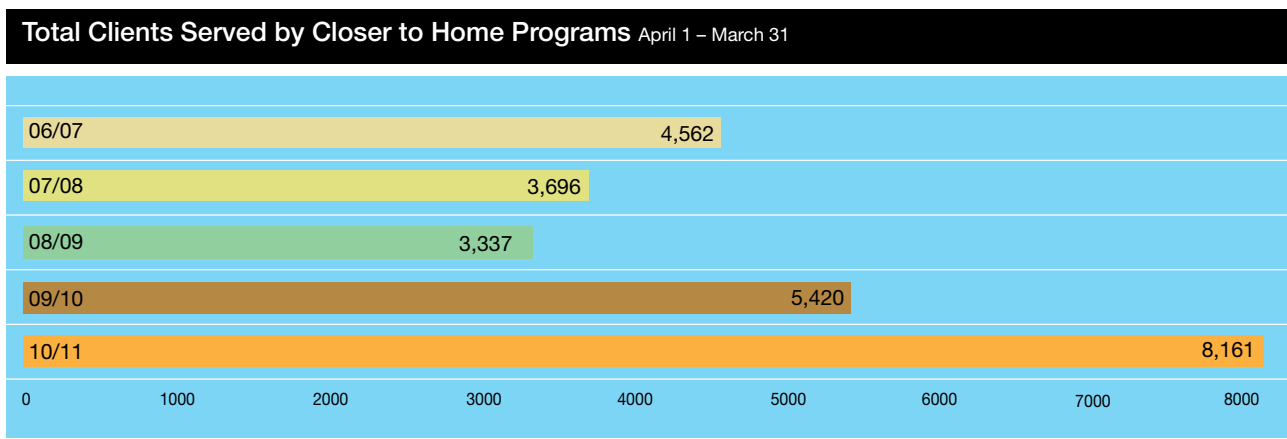
### WHO WE ARE

Closer to Home Community Services provides at risk children and vulnerable families with a comprehensive continuum of services that embraces the values of respect and dignity for each person. We believe that children and families should be afforded every opportunity to live together in a safe, secure and nurturing environment and are committed to “uniting children, youth and families”, by developing services to respond to the unique circumstances, needs, voices and choices of these families.

Closer to Home is a community-based agency that develops collaborative relationships with both formal and

informal systems to best support each child and their family in their own community. We operate within a culturally sensitive framework that incorporates all program and treatment strategies in ways that respect and affirm each person’s particular culture, traditions and beliefs.

All services provided use a best practice model called, the “Teaching-Family Model”, an evidence-based model of treatment interventions. Using this model, our focus is to do everything possible to preserve and strengthen the family. When a child is unable to remain with their family, alternative family-like settings are provided until the child is safely reunified with their family, finds a “forever family” or reaches emancipation.



# Our Continuum of Services

## WEST CENTRAL RESOURCE CENTRE

A continuum of early intervention services for families:

- Walk-in community resource centre with crisis support
- Basic needs referrals
- Community programs for parents, youth and children
- In-home family support
- Critical Hours programs for vulnerable youth

## DOMESTIC CONFLICT RESPONSE TEAM

Specialized support for families experiencing domestic conflict:

- Works in collaboration with CFSA Southwood Office, HomeFront, Calgary Police Services and Calgary Counselling Services
- Provides an integrated response to interrupt patterns of abuse and violence in families
- Diverts families from child intervention services involvement by providing support, guidance and resources

## FAMILY MATTERS

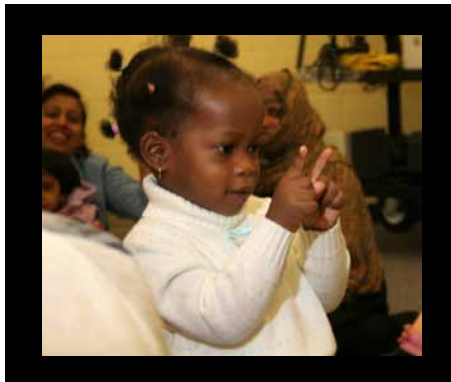
In-home family support in Airdrie and rural communities surrounding Calgary with a focus on:

- Intensive, short-term interventions
- Addressing issues that put children and youth at risk
- Preventing family breakdown
- Diverting families from involvement with child intervention services

## ABORIGINAL SERVICES

A continuum of culturally sensitive services, including:

- Early intervention programs
- Temporary out-of-home placements for children in high-risk situations
- A specialized family reunification home



## FOSTER CARE

Temporary family settings for children who are unable to live with their families with an emphasis on:

- Family reunification
- Permanency through kinship or adoption
- A sense of family and belonging
- Skill development for children and families

## COMMUNITY TEACHING HOMES (GROUP HOMES)

Temporary specialized treatment for youth with complex needs, in a family setting with a focus on:

- A therapeutic approach to facilitate change
- Family reunification
- Permanency through kinship or adoption
- Skill development and advocacy for children and families
- Community involvement

## SPECIALIZED COMMUNITY SUPPORTS

Individualized programs developed to meet the needs of specific children and families:

- Serves children and families with complex needs who are referred by Calgary and Area Child and Family Services Authority (CFSA) and who are in need of highly specialized supports
- Offers individualized, flexible programs designed around the specific needs of these children and their families
- Develops effective and sustainable solutions to support long-term success



*One of the 8,161 individuals who received support from Closer to Home Community Services.*

# Keeping Families Together

Closer to Home's Mission is to unite vulnerable children and families, which starts with keeping families together. Therefore, all of our programs are designed to help bring resolution to families who are experiencing conflict, poverty, neglect, isolation, domestic violence and other complex challenges.

## *West Central Resource Centre*

- ♦ Walk-in support and resources
- ♦ Crisis support
- ♦ Emergency basic needs
- ♦ Youth programs
- ♦ Parenting programs
- ♦ In-home family support
- ♦ Counselling
- ♦ Referrals to other community resources

## *K.I.D.S (Kids in Dayhomes Services)*

- ♦ Focuses on children ages 0 to 6 years
- ♦ Strengthens non-regulated dayhome services in the community
- ♦ Provides parenting training and support groups for parents and caregivers

## *Critical Hours Program*

- ♦ Runs between the critical hours of 3 pm and 6 pm when many parents are working and youth are unsupervised
- ♦ Provides opportunities for vulnerable youth to connect with positive peers
- ♦ Teaches critical life and social skills
- ♦ Offers exciting and challenging activities in the community

## *Domestic Conflict Response Team*

- ♦ A collaboration with Calgary and Area Child and Family Services' Southwood Office, Home Front, Calgary Police Services and Calgary Counselling Centre
- ♦ Integrated response to interrupt patterns of abuse and violence in families
- ♦ Diversion of families from Child Intervention Services

## *Family Matters Program*

- ♦ Based in Airdrie; serves families in rural communities
- ♦ Intensive, short-term in-home support
- ♦ Aims to resolve issues that put children at-risk in their homes
- ♦ Strength-based and family-driven

## *Reunification Services*

Closer to Home's Community Teaching Homes (Group Homes) and Foster Care programs strive to reunify children with their families. When this is not possible, the options become kinship or adoption. These programs focus on:

- ♦ Effective relationships between staff and family members
- ♦ Teaching parenting skills and matching skills between parents and youth
- ♦ Providing family advocacy and support
- ♦ Developing creative solutions that fit the family

## Our Outcomes

*Our Social Return on Investment shows that for every \$1.00 spent on the Family Matters Program, there is a \$3.22 return on investment.*

### Family Matters

Served **53** children in **29** families

**100%** of youth decreased risk factors

**89%** of children remained with parents or family at discharge



### West Central Resource Centre (WCRC)

**7,607** contacts were made with the WCRC last year

The families of **84** children and youth received intensive in-home support services

**144** families were referred by Child Protection Services and schools

**95%** of families reported an increased knowledge of community resources after attending WCRC

## Aboriginal Family Services

Closer to Home provides a continuum of programs and services, developed and run by Aboriginal staff, using a culturally sensitive approach. These programs help families develop parenting skills, decrease risk factors and connect to community resources.

### *Pekewe Family Reunification Home*

- A 10-bed facility with the capacity to serve up to three families at a time
- Reunites parents with children who are in foster care or other out-of-home placements
- Teaches parenting skills through cultural teachings, parenting classes and daily living support
- Provides post discharge in-home support in the community

### *Home Visitation*

- Supports more than 40 mothers of newborns who are identified as vulnerable
- Provides in-home support that can continue until the child enters school
- Is the Aboriginal component of a six-agency partnership called the Healthy Families Collaborative

### *Kiwehtata Parenting Program*

- An Early Childhood Development program serving Aboriginal parents with children ages newborn to three years
- Offers two-week “hands on” parenting classes including transportation, childcare and meals
- Provides follow-up in-home support upon completion of the parenting program

### *Aboriginal Services across Closer to Home Programs*

All Aboriginal children in programs including Foster Care and Community Teaching Homes have access to:

- Traditional activities and teachings
- Aboriginal ceremonies
- Elders



*“Thank you so much for being supportive in all the areas of parenting. You have been such a wonderful instructor, as well as a beautiful example of strength, courage, wisdom.”*

*(Kiwehtata Parenting Program participant)*

## Our Outcomes



### Pekewe Family Reunification Home

Served **38** Aboriginal children and their families

**71%** of parents improved overall functioning

**88%** of children were discharged to family

### Home Visitation

Provided in-home support to **78** Aboriginal families with **142** children

**Half** of these were single parent families

### Kiwehtata Parenting Program

Provided services for **161** Aboriginal parents and **138** children

*Our Social Return on Investment shows that for every \$1.00 spent on the Kiwehtata Parenting Program, there is a \$4.26 return on investment.*



## Developing Community

It takes a village to raise a child and we believe that all children and youth deserve to live in the community in a family setting.

By providing family-style programs, children and youth are able to attend local schools and develop friendships in their community. Closer to Home strives to help children and their families establish a sense of belonging by facilitating community integration through exposure, advocacy and partnerships.

Community Programs including Teaching Homes, Foster Care and Specialized Community Supports facilitate community integration by:

- Involving children in community activities including sports, arts and social groups
- Working closely with schools

- Supporting youth in finding and maintaining employment
- Connecting children and families with community resources
- Developing specialized community placements and programs for families whose children would otherwise reside in residential treatment facilities

Closer to Home cannot achieve our outcomes without established and committed partnerships with community organizations. These partnerships help us provide the best possible services and resources for the children and families we serve.



*“They always help me see both sides of an issue so that I can make good choices”*

*(Teaching Home Youth)*

## Our Outcomes

**45** youth received intensive treatment in Teaching Homes

### Airdrie Teaching Home

**83%** of youth were discharged to less restrictive environments

**80%** of youth improved or maintained their school functioning

### Calgary Teaching Homes

**100%** of youth were discharged to less restrictive environments

**91%** of youth improved or maintained their school functioning



### Foster Care

**95** children were provided temporary placement with a Foster Family

**96%** of children decreased risk factors

**86%** of children were discharged to parents, kin or adoptive families

*"She tucks me in at night and spends time talking to me."*

(Foster child)

## Awards Recipients



*“A volunteer is a person who believes people can make a difference and is willing to prove it.”*

**Volunteer of the Year**  
Mike Yungwirth



**Donor of the Year**  
Calgary Academy

Whoever described a volunteer as “a person who believes people can make a difference and is willing to prove it” was likely talking about Mike Yungwirth, this year’s Volunteer of the Year. Mike has volunteered with the West Central Resource Centre since March 2011. He has a very big heart, a delightful sense of humor and he makes a significant difference for families and individuals in need.

Mike has spent many hours assisting the staff at the West Central Resource Centre with their grueling Thursday Food Bank runs, hauling loads of food for distribution to low income and high risk families. Mike brings an exceptional level of commitment and dedication to his volunteer work and frequently demonstrates his passion for helping others. Not only does Mike ensure he never misses a Thursday Food Bank run, he has also taken it upon himself to gather other donations that support the Resource Centre.

Mike has truly made a meaningful difference to staff and the families who visit the Resource Centre. Without volunteers like Mike, Closer to Home would struggle to provide the level of support and assistance our families require. Thank you Mike, for helping Closer to Home help children and families in need.

Calgary Academy became involved with Closer to Home in 2009 with the launch of the “Cool Kids Care” initiative. This program began with the pairing of Grades 2, 3 and 4 students with a child in one of Closer to Home’s programs to ensure that every child in need received a Christmas gift from someone who cared. The response from students and staff was overwhelmingly positive. They went above and beyond by donating necessary items such as food, household items and gift cards for other families at Closer to Home who needed assistance during the Christmas season. The Calgary Academy proudly showed that cool kids do care.

In true Christmas spirit, Calgary Academy has continued to expand their involvement with the “Cool Kids Care” program every year since its inception. To-date, Calgary Academy has involved Grades 2,3,4,5,6,7,9, along with their very generous and committed teachers in the “Cool Kids Care” and “Adopt a Family” programs, with plans to involve even more grades this year.

The impact that the Calgary Academy’s involvement has had on families and children is immeasurable. For families and children to know that there are people who give, expecting nothing in return except the satisfaction of doing a good thing, is as close to a miracle as many of these families experience.



*“She was there when I needed her.”*

## Practitioner of the Year Megan Pelletier

This simple quote from a parent truly reflects the work Megan Pelletier does with families. Megan always makes time to provide support to vulnerable Aboriginal parents and to demonstrate her endless passion for children and families.

Megan has worked as a Home Visitor in the Healthy Families Program for more than two years. This program supports Aboriginal families with newborns and accepts referrals up until infants are three months old. Public health practitioners refer families to this program when the family members present as vulnerable, isolated, abused, addicted and/or lacking financial security, parenting skills, support and resources.

Many of the young families Megan’s worked with have seen change, growth, knowledge, opportunities and hope. Since Megan started her position as a Home Visitor in May 2009, she has demonstrated a unique ability to adapt the Teaching-Family Model to fit the cultural context of Aboriginal families. Megan has skilfully developed and implemented teaching agendas in a manner that is both culturally appropriate and effective for the families she is

servicing. The interventions with these families contain a wide variety of goals and skills that address the family as a whole, with a focus on developing and sustaining success for the entire family.

Megan takes on each new intervention with enthusiasm and determination. With her support, families have achieved what they never thought possible. Babies and children are growing up in healthy, safe and stimulating environments with parents who are much more confident, skilled and supported than they ever would be without Megan. Parents are going back to school, finding financial security and taking good care of their children’s physical and emotional needs. Families are connected to cultural activities, elders and spiritual advisors, all of which are significant influences that can positively impact the families in the future.

Megan exemplifies the values of Closer to Home through her creativity, knowledge and commitment to children and families. She is truly appreciated by her peers, supervisors and especially the many families she has supported through the years.

## Strategic Plan Goals (2009/2014)

Closer to Home is committed to aligning our services and goals with the National Outcomes Measures and the Alberta Children's Ministry's stated outcomes for children by working toward the following goals:

### *Governance*

- ♦ Effective leadership that supports our Mission and Vision
- ♦ Innovative and responsive policy and decision making
- ♦ Financial due diligence to sustain and enhance programs, services and facilities

### *Operations*

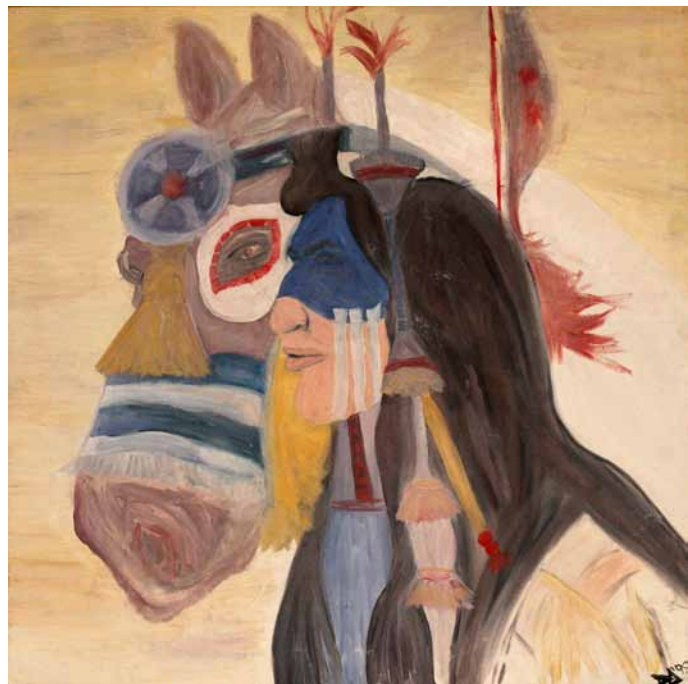
- ♦ Quality programs and services that effectively meet the needs of vulnerable children and families
- ♦ Innovative programs and services that flexibly meet the culturally diverse and complex needs of vulnerable children, families and communities
- ♦ Evidence-based practices

### *Positioning*

- ♦ Increase current capacities to manage the responsibilities of Outcome Based Service Delivery
- ♦ Ensure financial resources that support effective, innovative programs and services
- ♦ Integrate promotion and marketing programs that meet fundraising targets and support the Capital Campaign

### *Alliances*

- ♦ Strong and sustainable partnerships
- ♦ Participation in provincial and local policy initiatives
- ♦ Quality assurance including Teaching-Family Model and CARF accreditation



## Fund Development - We are Family

Family. That is the word that describes our donors, funders and volunteers. And, our family, consisting of individuals, corporations, foundations, community organizations and government, has reached out to help strengthen and reunite other families in our community.

We thank you for your continuous and ongoing support. Your donations this past year have helped us to:

- Expand services in southwest Calgary through the Family Matters Program
- Provide much-needed upgrades and maintenance to our facilities, including our Pekewe Reunification Home
- Provide basic needs to vulnerable families

In addition to raising funds for operations, Closer to Home, with leadership from the Board, has started the preliminary steps of a Capital Campaign to move towards our goal of purchasing a building for administration and community programs.

During the next five years, with your help, we plan to:

- Continue meeting the needs of vulnerable children, youth and families through evidence-based programs and services

- Build our Family Assistance Fund for those accessing emergency support through our West Central Resource Centre
- Purchase one 15 passenger van for our Kiwehtata Parenting Program to help get families with young children to and from the program
- Reach out to even more families needing support  
Closer to Home has raised funds through various activities including:
  - Adopt-a-Family and Adopt-a-Child programs during the holiday season
  - Website, newsletter and annual report donation forms
  - Grants and sponsorships
  - Invitations for support from those in the community

***We are family. Please help us to strengthen more families by completing the form below and mailing it back with your donation, or by visiting our website at [www.closerthohome.com](http://www.closerthohome.com).***

**Enclosed is my gift to help children and families in need.**

Donor Name \_\_\_\_\_ Amount \$ \_\_\_\_\_

Visa       MasterCard       American Express       Cash       Cheque

Please Specify:     One-time     Monthly     Quarterly    First Billing Date \_\_\_\_\_ (Month/Year)

Credit Card # \_\_\_\_\_ Security Code \_\_\_\_\_ Expiration Date \_\_\_\_\_

Signature \_\_\_\_\_

Donor's Name (as on credit card) \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ Prov \_\_\_\_\_ Postal \_\_\_\_\_ Phone \_\_\_\_\_ Email \_\_\_\_\_

If you would like to contribute in another manner please contact the Fund Development Department at 403 543-0550 ext. 235.

Closer to Home would like to recognize your donation in our publications. Please check to indicate your permission to publish your name.

# Certification

We celebrate the exceptional commitment and perseverance of our practitioners who have been certified in their implementation of the Teaching-Family Model and recognized by the international Teaching-Family Association:

January 1, 2010 – March 31, 2011

## **1st Annual Certification**

Sonia Lopez (*Foster Parent*)

Nancy & Timothy Beke (*Foster Parents*)

Shantie Leyden (*Independent Living Counsellor*)

Kandi Santerno (*Family Support Worker*)

Rufina & Ian Sleight (*Foster Parents*)

Sarah Polson (*Alternate Teaching Parent*)

Sylvia & Edward Boyd (*Foster Parents*)

Bozena Konopka (*Foster Parent*)

Megan Pelletier (*Family Support Worker*)

Cathy & Cory Fair (*Foster Parents*)

Marla Unger (*Foster Parent*)

Renee & James Gillespie (*Foster Parents*)

Adebisola & Adebayo Aina (*Foster Parents*)

## **2nd Annual Certification**

Lynnett & David Wambolt (*Foster Parents*)

Cheryl Hanley (*Family Support Worker*)

Sheri & Andy Lewington (*Teaching Parents*)

## **3rd Annual Certification**

Brandy Bursey & Scott Coulthard (*Teaching Parents*)

## **4th Annual Certification**

Jeremy & Leanne Nay (*Foster Parents*)

Maria & Jaime Hernandez (*Foster Parents*)

## **6th Annual Certification**

Kathy & Chris Marshall (*Foster Parents*)

Minoush Rafie (*Family Support Worker*)

## **8th Annual Certification**

Lori & Don Snell (*Foster Parents*)

Betty & John Mostert (*Foster Parents*)

Margaret & Walter Stockton (*Foster Parents*)

## **9th Annual Certification**

Gwen Stewart (*Foster Parent*)

# Agency Development Services

Closer to Home has the expertise and experience to mentor agencies locally and internationally through intentional change management using the Teaching-Family Model.

Evidence-based and continually improving, the Teaching-Family Model provides an organizational framework that is:

- Innovative and flexible
- Grounded in continuous quality improvement
- Strength-based and consumer-driven
- A best practice framework of integrated practices including training, supervision, evaluation and leadership

To become a Certified Sponsor Agency with the Teaching-Family Association, the agency must be sponsored and supported through the change management process by an experienced Certified Sponsor Site.

**Closer to Home would like to congratulate the three agencies we have recently sponsored through the certification process:**

## *West Tennessee Family Solutions*

- Achieved certification in 2010
- Provides Supported Living Homes for adults
- Serves up to 60 adults with developmental disabilities

## *The Children's Home of Cincinnati*

- Achieved certification in 2010
- Provides intensive day treatment through school-based programs
- Serves more than 700 children and youth with behavioural, social, emotional and mental health challenges

## *Tennessee Family Solutions*

- Achieved certification in 2011
- Provides Teaching-Family Homes for adults with severe developmental disabilities

**Closer to Home is currently sponsoring North Slope Borough Children and Youth Services through the Teaching-Family Model site development process:**

- Located in Barrow, Alaska
- Provides behavioral rehabilitative services and crisis stabilization
- Serves up to 14 children ages 0 to 18 years from Barrow and surrounding villages

*"We have been working together with Closer to Home Community Services for two years as a developing Teaching-Family Model site. I am continuously amazed by the volumes of knowledge every Closer to Home employee shares so freely and graciously. We are enormously fortunate to have Closer to Home as our committed and caring guide."*

Alyssa Terrell, M. Ed,  
Children's Homes of Cincinnati

# Accreditations and Memberships

## ACCREDITATIONS

### *Teaching-Family Association (2013)*

Closer to Home was initially certified in 1999 and recertified annually thereafter.

The Teaching Family Association (TFA) provides a best-practice framework of integrated practices that is:

- Evidence-based and grounded in continuous quality assurance practices
- Focused on strength-based, consumer-driven services
- A cognitive behavioral approach for teaching critical skills

### *Commission on Accreditation of Rehabilitation Facilities (CARF) (2013)*

Closer to Home achieved accreditation for the first time in December of 2010.

- CARF is an independent accrediting body of health and human service providers
- Promotes the quality, value, and optimal outcomes of services through a consultative accreditation process that centers on enhancing the lives of the persons served
- Accredits nearly 47,000 programs and services at more than 20,000 locations on five continents



## MEMBERSHIPS

### *Foster Family-Based Treatment Association*

- Strengthens agencies that support families caring for vulnerable children

### *Child Welfare League of Canada*

- Provides leadership and support to its members, including timely information on research findings and best practices, and opportunities for networking

### *Alberta Association of Services for Children and Families*

- Works to strengthen member agencies and promotes attitudes, practices and conditions that contribute to quality services for vulnerable children and families

### *Family Resource Programs Canada*

- Promotes the well-being of families by providing national leadership, consultation and resources to those who care for children and support families

### *Calgary Chamber of Voluntary Organizations*

- Promotes and strengthens the nonprofit and voluntary sector by developing and sharing resources and knowledge, building connections, leading collaborative work, and giving voice to critical issues affecting the sector

### *Alberta Home Visitation Network (AHVNA)*

- AHVNA supports quality home visitation programs across Alberta for children and families, which focus on strengths and support families by building trusting relationships, teaching problem solving skills, encouraging positive parent-child relationships and supporting healthy child growth and development

# 2010/2011 Audited Financial Statements

## Balance Sheet

As at March 31, 2011

	2011 \$	2010 \$
<b>Assets</b>		
<b>Current assets</b>		
Cash	78,924	97,381
Short-term investments	424,359	422,964
Accounts receivable	271,226	200,336
Prepaid expenses	41,205	24,613
	<b>815,714</b>	<b>745,294</b>
Capital assets <i>(note 3)</i>	1,265,817	1,293,939
	<b>2,081,531</b>	<b>2,039,233</b>
<b>Liabilities</b>		
<b>Current liabilities</b>		
Accounts payable and accrued liabilities	245,615	182,250
Deferred revenue	30,962	-
Current portion of mortgages payable <i>(note 5)</i>	60,317	69,643
	<b>336,894</b>	<b>251,893</b>
<b>Mortgages payable <i>(note 5)</i></b>	<b>1,371,791</b>	<b>1,425,064</b>
<b>Deferred capital contributions <i>(note 6)</i></b>	<b>182,434</b>	<b>158,749</b>
<b>Deferred contributions</b>	<b>12,844</b>	<b>10,281</b>
	<b>1,903,963</b>	<b>1,845,987</b>
<b>Net Assets</b>		
Unrestricted	177,568	193,246
	<b>2,081,531</b>	<b>2,039,233</b>

*Contingencies and commitments (notes 9 and 10)*

Approved by the Board of Directors



Director

Director

# Statement of Operations and Changes in Net Assets

For the year ended March 31, 2011

	2011	2010
	\$	\$
<b>Revenue</b>		
Contract	3,787,669	3,599,144
Service fees	1,281,278	857,386
Donations and donations in-kind	106,680	120,819
Rental	15,281	7,803
Interest	2,565	1,547
	<b>5,193,473</b>	<b>4,586,699</b>
<b>Program expenses</b>		
Salaries and benefits	2,690,108	2,389,713
Counsellor per diems	967,274	748,090
Client living ( <i>Schedule 1</i> )	465,365	458,756
Facility ( <i>Schedule 2</i> )	356,144	264,246
	<b>4,478,891</b>	<b>3,860,805</b>
<b>Administrative expenses</b>		
Salaries and benefits	384,473	362,261
Other administration ( <i>Schedule 3</i> )	146,490	115,251
Vehicle	76,673	93,874
Office ( <i>Schedule 4</i> )	51,949	52,989
	<b>659,585</b>	<b>624,375</b>
<b>Other</b>		
Amortization of capital assets	94,615	119,919
Amortization of deferred capital contributions	(23,940)	(22,708)
	<b>70,675</b>	<b>97,211</b>
<b>Total expenses</b>	<b>5,209,151</b>	<b>4,582,391</b>
<b>(Deficiency) excess of revenue over expenses</b>	<b>(15,678)</b>	<b>4,308</b>
<b>Net assets – Beginning of year</b>	<b>193,246</b>	<b>188,938</b>
<b>Net assets – End of year</b>	<b>177,568</b>	<b>193,246</b>

# Statement of Cash Flows

For the year ended March 31, 2011

	2011	2010
	\$	\$
<b>Cash provided by (used in)</b>		
<b>Operating activities</b>		
Excess (deficiency) of revenue over expenses	(15,678)	4,308
Items not affecting cash		
Amortization of capital assets	94,615	119,919
Amortization of deferred capital contributions	(23,940)	(22,708)
	54,997	101,519
Changes in non-cash working capital		
Accounts receivable	(70,890)	92,542
Prepaid expenses	(16,592)	1,205
Accounts payable and accrued liabilities	63,365	(100,986)
Deferred revenue	30,962	–
	61,842	94,280
<b>Investing activities</b>		
Purchase of capital assets	(66,493)	(46,304)
Purchase of short term investments, net	(1,395)	(221,164)
	(67,888)	(267,468)
<b>Financing activities</b>		
Deferred capital contributions	47,625	–
Proceeds from mortgage	–	236,519
Repayment of mortgages payable	(62,599)	(63,301)
(Decrease) increase in deferred contributions	2,563	(2,818)
	(12,411)	170,400
<b>Decrease in cash for the year</b>	<b>(18,457)</b>	<b>(2,788)</b>
<b>Cash – Beginning of year</b>	<b>97,381</b>	<b>100,169</b>
<b>Cash – End of year</b>	<b>78,924</b>	<b>97,381</b>
<b>Supplemental information</b>		
Interest paid	40,992	51,533
Interest received	2,370	1,478

# Donors

Thank you to all of our corporate and individual donors who directly contribute to exceptional outcomes for our children, youth and families. Your financial contributions have enhanced the lives of many people.

## Individuals

Alanna Wall	Geoff & Marilyn McMillan	Karen Olivier	Mike & Karla Yungwrith
Albert & Karen Wagenaar	Heather Stein	Katherine Reiffenstein	Minoush Rafie
Amarjit Heer	Hoskins Family	Kathryn Ward	Morgan Family
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## Grants



CANADA MORTGAGE  
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Airdrie Minor Basketball Association  
Bank of Montreal Employee Charitable Foundation  
Bethany Calgary Facility Management Team  
Bow River Juvenile Girls Team  
Calgary Inter-Faith Food Bank  
Canadian Pranic Healer's Association of Alberta  
Church Of The Good Shepherd  
Emmanuel Christian Reformed Church of Calgary  
Enviromental Health Program Calgary Zone  
FRP Canada  
Glamorgan Church of God  
Joanne Gourley & Foothills 4H District Clubs  
Kids Up Front Foundation  
Rosscarrock Community Association  
Samaritan's Purse  
Scarboro United Church  
St Stephen's Ukrainian Catholic Church  
St. Michael's Catholic Church

The Excellence in Literacy Foundation  
The Nickle Family Foundation  
United Way of Calgary, Donor Choice Program

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