

WHO WE ARE

Founded in 1970, E4C is a charitable human services organization providing a range of services to Edmontonians in need. What started as a cooperative effort between four city centre churches has grown into a diverse organization that works to achieve effective and collaborative efforts in response to social needs and emergent issues within our community.

E4C exists to limit, alleviate and ultimately eliminate poverty. In our vision, E4C is an active, supportive and empowering presence in a time of individual, family and community need. We create opportunities for people to become self-supporting and lead in the growth of inclusive, caring communities. Dedicated to program and service excellence, we place high priority on developing collaborative partnerships, incorporating inclusive transparent operations, promoting public awareness and building broad community support.

In more than 40 years, E4C's services have grown to over 20 programs, operating in four quadrants of the city and having an impact on over 10,000 people every year. Through the expression of E4C's values – courage, compassion, connection, commitment – our programs and services address the fundamental causes of vulnerability for children, youth, families, individuals and communities.

We focus our current work in four areas: food security, housing and shelter, education and skill development, and community and connection. The following pages will describe how E4C supports an individual's journey through our focus areas.

REPORT FROM THE BOARD PRESIDENT

E4C experienced significant change in 2012. In September, our Chief Executive Officer Michael Farris departed E4C after seven-and a-half years. Our Chief Operating Officer Kourch Chan stepped in to be interim CEO. In the process, he is testing his seemingly endless energy reserves. Such change often challenges an organization both inside and out. It is a testament to the senior and agency leaders and the 250 plus full- and part-time staff that our programs continue to be delivered seamlessly and with the standard of excellence that has come to define this diverse organization.

As a preamble to recruiting our new CEO, the Board engaged a consultant to conduct an organizational review of E4C. We received frank feedback and clear recommendations which we believe will position us well over the ensuing years. Of note, we heard that a high degree of cohesiveness exists within the organization. That fills me with optimism. Now, more than ever, the ability to engage in effective collaboration with donors, stakeholders and volunteers will be of utmost importance. An organization which is not cohesive internally cannot engage in the effective collaboration needed to affect our community.

So, while change can bring challenges, it can also be energizing and invigorating. This past year, E4C became the managing partner of Inner City Youth Housing Project (ICYHP), a joint venture with the Bissell Centre and Boyle Street Community Services. This change has provided E4C with the opportunity to critically assess this valuable program, which provides some 20 high risk youth with both shelter and stability. It also allowed E4C to reaffirm and rejuvenate our relationship with our partners in our venture.

Speaking of renewal and rejuvenation, several years ago, E4C amended its bylaws to allow for membership of other faith communities. We are committed to moving forward in this regard. We have realized, however, that we must first take steps to reaffirm and renew our relationships with our existing member churches. While we have strong participation on our Board, much can and should be done to enhance lines of communication and create meaningful opportunities for engagement.

It is an exciting time to be part of E4C and many good things are in store for 2013.

- Dawn Pentelechuk





An example of empowering food security in children is E4C's Young Chefs program. The program provides opportunities for children to develop skills in meal preparation, food safety, kitchen clean-up and team work. The children also enjoy eating the snacks and meals they have prepared. Two teachers, Wayne and Linda, from the grade 5 classroom at St. Francis of Assisi School, discuss the impact of the program.

"The Young Chefs program opens students' eyes to better choices," states Linda, educational assistant for the grade 5 class. Volunteer facilitators from the nutrition program at the University of Alberta work to set weekly outcomes for the students. Some of the outcomes include: following a recipe, using knives safely and using the stovetop and oven. What the students learn goes home with them. The food is eaten on site, but recipes are shared at home, as well as new tips the students have learned on safety around the kitchen.

Learning the skill of cooking is a basic life skill. Linda

People living in poverty are more likely to experience food insecurity due to their lack of access to sufficient and nutritious food. E4C increases food security by providing essential support, such as supplying three meals a day in our emergency shelter, providing children with a nutritious lunch or snack at school and building knowledge and skills around food access and nutrition.

describes, "Lots of the kids don't have snacks when they get home from school, nor dinner. So this is huge for them." Upon touring the kitchen at St. Francis of Assisi, Linda reflects, "Sometimes I think of this school as more of a school of life skills, rather than an elementary curriculum."

Cooking together reinforces habits of kindness and respect. During the sessions, the students are taught to rely on teamwork in the kitchen. They work together regardless of gender, culture or friendships outside the classroom. They rotate roles around the kitchen and quickly learn the pros of working as a team. They realize that if they share the responsibility, they are efficient and the dish is ready faster. "They learn about the role of sequence in cooking," states Wayne, the grade 5 teacher.

The Young Chefs program has structure and clear outcomes, but it is also fun. After each session, when the students share the meal they have prepared as a group, they critique the flavours, like a set of food critics. Reviews are passed through the halls, creating food culture around the school.

Learning these skills in elementary school resonates with the kids throughout their lifetime. Wayne explains, "Some students wouldn't get this exposure until Home Economics classes in high school, if they choose to take it. In Young Chefs, they start in grade 4 and continue until grade 6. These three years of learning will resonate. They'll think about their experience when they're getting their first apartment or buying groceries with their first paycheque."



16 groups of students in the Young Chefs program learned to make

1136 MEALS Dear Young Chefs,

I am really glad you guys taught me how to cook. It gave me time to think what I wanted to make my mom for Mother's Day. I'm going to make her potato pancakes with French toast. I think my mom will really like it. Young Chefs gave me time to try new food. I really liked when we make weird things. Then we got to try them. My grandma liked the recipe with all of the vegetables. My grandma can't eat meat. I wish you could teach us all year long. Then we could keep on trying new food. Thank you Teresa, Candace and Arlene.

Love Victoria



HOUSING AND SHELTER

Having a home is essential to a person's wellness and quality of life. E4C provides a range of housing services such as emergency shelter, interim housing, affordable housing, permanent supportive housing and supports to get permanent housing and staying housed.

E4C's Crossroads Outreach offers support to homeless and sexually exploited women. Through partnership with the Housing First initiative, Crossroads Downtown offers interim housing to women who have multiple barriers that hinder their chances of obtaining permanent housing. Jaimie shares the story of her journey from homelessness to shelter, respite and hope.

Jaimie had known Hannah Cully, Crossroads Outreach Team Leader, for five years. The consistency of their relationship had resulted in trust. So, when Hannah visited the storage closet Jaimie was living in, Jaimie accepted Hannah's invitation to move into Crossroads Downtown.

It was in a tough time in Jaimie's life. She was dealing with trauma, addictions and mental health issues, and she was pregnant. Jaimie was a tough personality and had uncontrollable anger. Knowing that,

the staff at Crossroads Downtown made a conscious effort to work with Jaimie's personality instead of against it. If Jaimie was having a bad day, they would leave her be. The space they gave her was the support she needed.

The staff watched her change little by little. She steadily gained respect for the staff. As her respect grew, so did the consciousness of her actions. She developed skills to manage her anger, she regained trust and she found stability. She became more patient, polite and respectful. She started to connect with family members, spending more time talking with them and helping them, rather than blaming them for the past.

Jaimie lived at Crossroads Downtown for five months, staying there until almost the end of her pregnancy. She moved out into an apartment two weeks before she had her beautiful baby girl. The staff at the hospital worked with Jaimie so she was able to bring her baby to her new home after being released from the hospital.

She became clean, and five months later, she is still in her apartment with her baby daughter. Eliviah is Jaimie's third child. Jaimie describes her bond with Eliviah as something different. Through the skills she learned and the

bond she has with her baby, Jaimie says, "She broke me. She broke my bad habits. All the bad I had was suddenly gone. She's like me in a bundle. And I have to protect her."

Reflecting on Jaimie's journey,
Crossroads Downtown Manager, Catia
Lima concludes, "How many times
in our lives have we felt lost and
alone and feel that nobody cares?
We are thankful that we can provide
hope, support and compassion
for women going through a truly
difficult time in life. And through
that, we help them to succeed."

19 moved from Crossroads
Downtown into permanent housing



EDUCATION AND SKILL DEVELOPMENT

Education presents one of the pathways out of poverty. E4C works across the lifespan to help people develop their potential: providing children with an early advantage to be successful in school, assisting youth to overcome training and employment barriers and working with vulnerable persons to develop life skills and make positive life changes.

E4C's Clareview Head Start (CHS) is a comprehensive preschool and family support program for families with low incomes. Each child attends the program for four half days per week. A team of professionals, including teachers, key workers, family support workers, speech pathologists, occupational therapists, and other health professionals, work with the child and family to enhance growth and development. Parents are involved in setting goals for themselves and their child over the course of a year. Susan shares her story of how she and her children benefitted from their participation with this program.

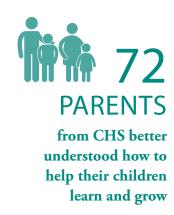
Susan's son, Joseph, started going to CHS in September. Joseph had moderate delays in his fine motor skill development, and Susan was concerned about him entering kindergarten the following year. Through his experience at Clareview Head Start, Joseph made remarkable progress and he is now confident in his fine motor abilities. Joseph has been a quiet and shy child, and through CHS, Susan is learning about his personality and his learning style. She

is better able to understand how he processes information, and, therefore, better equipped to communicate with him at home.

CHS became an even larger part of Susan's weekly routine when she joined the Parent Group and her daughter became enrolled in Early Head Start. Her daughter, McKenna, is two years old and has improved in her speaking and social skills. McKenna now understands about sharing her possessions, and she has developed an appreciation of crafts. Her speech skills have improved so much that she knows all the words to songs during circle time. As an added bonus, when the clean-up song is sung around her home, she starts cleaning up without a fuss!

Clareview Head Start staff describes Susan as a role model for fellow parent participants, through her actions and how she parents her children. Susan has volunteered to be the secretary on the Parent Advisory Committee and she is "counting pennies" to fundraise for CHS' new playground. Susan says, "If it wasn't for this program, my kids wouldn't be progressing as they are. For everything they've been given, it is worthwhile for me to give back what I can."

When thinking ahead five years down the road, Susan sees her kids succeeding in school. She suspects that her son would have been lost and in the principal's office if not for interventions at CHS. Education is important to all generations of her family, and she's happy that her kids are learning the value of it early and that they are excited to get on the school bus each day.





Healthy communities come from healthy relationships between community members. E4C works to grow community capacity through supporting people's participation within their community, grassroots community projects and collaborative ventures with other community organizations.

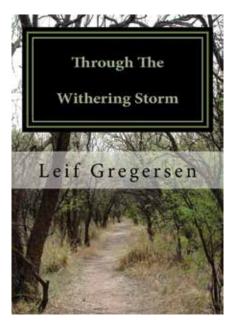
"Well, another year has passed at Meadow's Lodge and I have to say that this year finds me in better mental health than a few years before. I first came to Meadow's in 2001, when I was 29, and moved in right on New Year's Eve. Despite being a newcomer, I was invited to the New Year's celebration. It was great to feel welcome. It seemed everything my former place lacked, my new place had. I was put into a comfortable room in a large house. I was made welcome by three roommates and others from the other houses.

"As anyone can imagine, being in the hospital for six months takes a lot out of a person. Meadow's gave me the chance to start slowly and build my life back up. If I were to summarize in one word what Meadow's means to me, I would say 'community'. When I am here, people don't judge me or say I have something wrong with me. They have issues of their own to deal with, and they understand that I do too. If I need some time and space to do my writing, I can always find a quiet area. If I have mental health issues, I talk to the staff. I also get my medication with far more regularity and dependability. The staff and residents seem to all work together for mutual benefit.

So, what have I accomplished in 11 years since I first came here? I have been able to put together and complete four books. I have written newspaper articles that have put my name in national and international circles. I have taken guitar lessons, art classes, acted as a board member for Boyle-McCauley News, and I've had a chance to play sports and keep myself in shape. How could one ask for more?"

-- Leif





Through the Withering Storm is one of the books Leif has authored. On the back cover, Richard Van Camp praises the novel: "Every once in a blessing while, a voice comes out of nowhere that astonishes you with its vulnerability and courage ... I pray that it finds its way to those grappling with mental illness so they can see that they are not alone and that there is support out there. This is a book I will return to time and time again for empathy and humility."



"By making those first few glides, that's a moment the kids will remember forever. That feeling. That initial feeling of... I can do it! That's a feeling they'll take with them when they apply for school and try for jobs. It'll be built into them."

STAFF PROFILE

Every December at E4C, our program managers gather and share their highlights of the year. Stories range from letters from students to stories about women whom they have worked and grown with. This year, Dan Glugosh, Our Place Manager, brought his Queen Elizabeth II Diamond Jubilee medal for all to see. The medal symbolizes 10 years of growth; it encapsulates the story of McCauley rink and Dan's dedication to the seeing it through.

McCauley rink, located on 96th street (Church Street), has the downtown skyline framing the sideboards.

However, the rink was once littered with mattresses and needles, and is still next to a liquor store.

A number of years ago, Dan Glugosh had worked for McCauley Apartments, another E4C program. Part of his job was to build community for the residents of McCauley Apartments and to contribute to McCauley community development. Dan started offering weekly programs at the rink. It became a regular part of his job, but eventually became a part of his life as

a community member and father. Dan began volunteering outside of work and although he does not manage McCauley Apartments any more, he still volunteers at the rink every day in the winter.

Each winter night, an average of 30 kids come to the rink. Due to the demographics of the neighbourhood, a lot of the kids have not skated before. Many Canadians can recall the feeling of skating on fresh ice, the sounds of blades carving out movements. "When a kid learns to do this in their neighbourhood," Dan describes, "it is a confidence builder. By making those first few glides, that's a moment the kids will remember forever. That initial feeling of ... I can do it! That's a feeling they'll take with them when they apply for school and try for jobs. It'll be built into them."

On Family Day, there was a skating party that saw 300 people come to the rink. Dan's two boys are often there with him, as pictured in the photo. It is down the street from their home, and residents of all neighbourhoods are welcome. "On Family Day, when

my kids get a call from their south side friends asking if they can spend Family Day at McCauley, I'm proud of that. Because it wasn't long ago that people were scared to come here. I'm proud of the rink. It's a part of the community, and we invite anyone down."

Dan has been with E4C for 15 years. The legacy of his work is his dedication. Sheer commitment to a project translates to a value system that is shared on the ice and taken into the futures by community members.



IN 2012



Total number of people who benefited from E4C's programs and services

FOOD SECURITY



95%

of children in the School Lunch Program increased their attention span in the classroom

HOUSING AND SHELTER

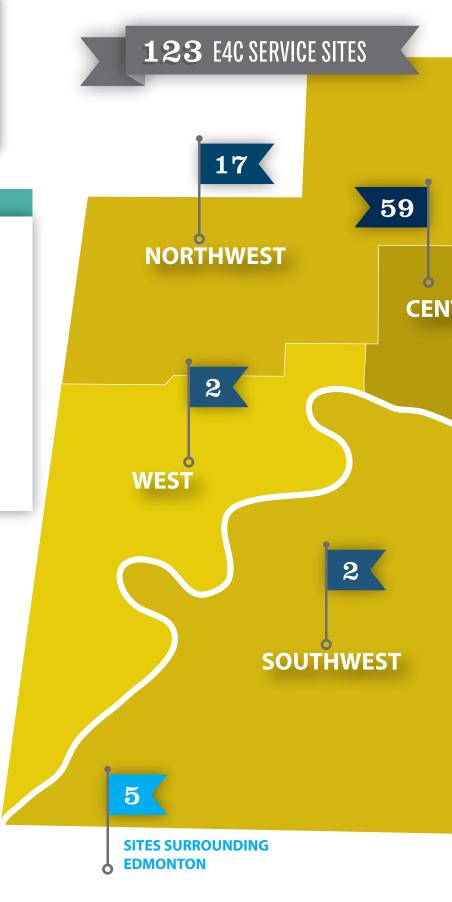
Over 1.252

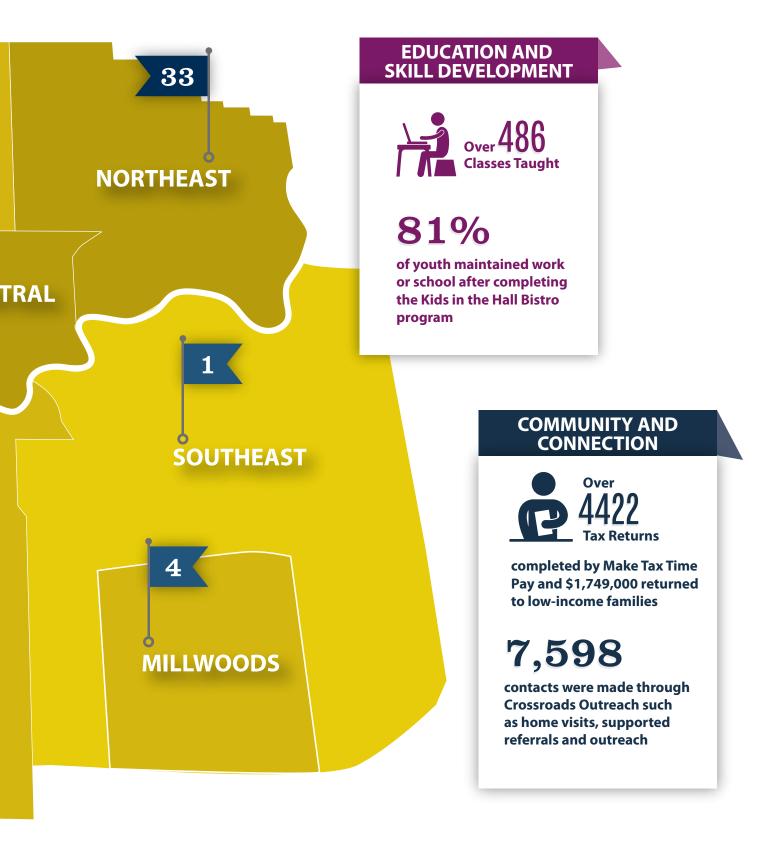


individuals were housed through permanent supportive, affordable, interim housing and shelters

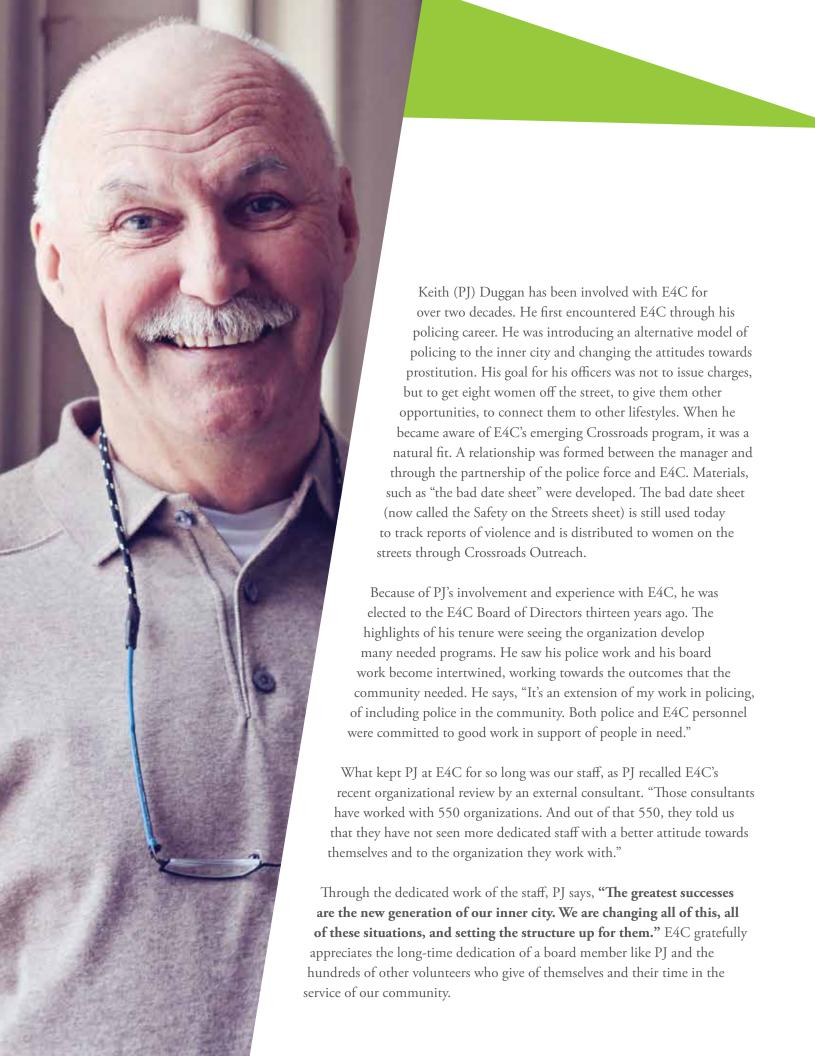
63

women in Elizabeth House successfully transitioned into independent housing





PROGRAMS AND SERVICES



VOLUNTEERS

Volunteers are an essential part of the work we do at E4C. Volunteers demonstrate courage, compassion, connection and commitment in their service to change lives and grow community.

	/ VOLUNTEER HOURS	/ VOLUNTEERS
ART START	 500	n 85
CLAREVIEW HEAD START	 759	• 81
CROSSROADS OUTREACH	<u> </u>	n 19
EARLY HEAD START	 352	p 6
ELIZABETH HOUSE	O 244	p 6
ICYHP	<u> </u>	p 2
KIDS IN THE HALL BISTRO	 124	p 6
MCCAULEY APTS	Ō 1836	n 106
MOSAIC CENTRE	Ō 1050	† 70
MAKE TAX TIME PAY	O 2280	n 324
OTHER	Ō 826	p 21
SCHOOL LUNCH AND SNACK	Ō 129	n 68
SUMMER SNACK	 287	n 115
WEAC	0 876	n 16
YOUNG CHEFS	 755	n 18
GRAND TOTAL	0 10906	† 943



E4C is a registered non-profit charitable organization with an independent Board of Directors. Six member churches form the partnership at the core of E4C:

All Saints Anglican Cathedral Augustana Lutheran Church Christ Anglican First Baptist Church McDougall United Church St. Joseph's Basilica Pictured above:

Back row: Roger Thomson (Treasurer), Orest Myroon, Patricia Bounds, Claire Redpath, Peter Prinsen, Edward (Ted) Hill, (Secretary), Keith PJ Duggan

Middle row: John Cotton (Vice President), Jan Pierzchajlo, Sharon Schnell, Bonnie Tejada, Bob Hiew, Jeff Grobman

Seated: Dawn Pentelechuk (President), Tara Graham

Missing: Marney Mustard and Ross Lizotte (Honourary lifetime member)

DONORS AND **SUPPORTERS**

E4C programs and services are funded in part by:

Government of Canada

- Canada Mortgage and Housing Corporation
- Human Resources and Skills Development Canada
- Public Health Agency of Canada

Government of Alberta

- · Alberta Advanced Education and Technology
- Alberta Culture
- Alberta Education
- Alberta Health Services
- Alberta Human Services
- Alberta Justice
- Alberta Municipal Affairs

City of Edmonton

• Family and Community Support Services

Metis Nation of Alberta

Rupertsland Institute

Regional Authority and Bodies

- Capital Region Housing Corporation
- Edmonton and Area Child and Family Services Region 6
- Homeward Trust Edmonton
- United Way of Alberta Capital Region

Annunciation Catholic Women's

League

Anonymous

Apache Pipeline Products

The Association of Professional

Engineers and Geoscientists of Alberta

(APEGA)

ATCO Electric EPIC

ATCO Gas EPIC

ATCO I-Tek

ATCO Pipelines

Augustana Circle of Service

Augustana Evangelical Lutheran

Church

Augustana Evangelical Lutheran

Women

Austin S. Nelson Foundation

B & R Auto Service

Beaumont Columbus Alberta

Association

Bennett Jones LLP

Bentall Kennedy

Bert's Tire Service Ltd

Bethel Christian Reformed

Community Church Diaconate

Beverly Alliance Church

Biamonte Cairo & Shortreed LLP

Bistro La Persaud

Bluebird Hills Farm

Bryco Foods Ltd

Burke Group

Buttler Family Foundation

Call the Kettle Black

Canadian Online Giving Foundation

Canadian Pension and Benefits

Institute AB

Regional Council

Carol Blair and Associates Inc

Carpenters Local Union No. 1325

Catholic Parish of Assumption

Centre to End All Sexual Exploitation (CEASE)

Centre for Spiritual Living Edmonton

Century Casino

Chapel of St. Luke & St. John

(Protestant)

Charis Management Consulting Inc

Chris Page and Associates Ltd

Christian Credit Union

ORGANIZATIONAL DONORS

1217691 Alberta Ltd (Periosmart Ltd)

1340040 Alberta Ltd

1604902 Alberta Corp (Sole Revival)

18 Eagles Property Inc

888193 Alberta Ltd

Abbey Lane Inc

Accuscript Reporting Services

ACE Bakery

Ackroyd Barristers & Solicitors

Air Aid Mechanical Ltd

Al Amira Temple No 157-

Daughters of the Nile

Al Shamal Clown Association

Al Shamal Shriners

Al Shamal Shriners Motor Corps

Alberta Blue Cross

Alberta Building Trades Charitable

Foundation

Alberta Foundation for the Arts

Alberta Synod Evangelical Lutheran Church

in Canada

Alberta Treasury Branches

Alberta Union of Provincial Employees

Albert's Plumbing & Heating Ltd

Alfred's Hair

All Saints' Anglican Cathedral

All Saints' Anglican Cathedral Friendship Guild

Allard Foundation Ltd

Alta-Fab Structures Ltd

Andrew Cave Professional Corporation

FPB Hot Lunch Club Christmas Bureau Of Edmonton Hartnagel Family Fund Church of God of Prophecy Hugh and Madge McColl FPB Insurance Brokers Edmonton English Family Trust Fund Francesco's Hair Design Ltd CI Investments Inc Kathryn and Robert Merrett Fund Frank J. Flaman Foundation City of Edmonton, Donate-A-Ride Lawrence abd Edith McRae Fund Franklin Templeton Investments Clara Tyner School Fraser Milner Casgrain LLP Semchishen Family Fund Cornerstone Insurance Brokers Ltd Shannon and John Dean Fred Katz Photographic Ltd Covenant Health Endowment Fund Friends of Mosaic Centre Coyle & Company William Daly Fund G.R. Professional Corporation CPC Children's Charitable Society Winspear Fund Gamma Chapter DKG Edmonton Area Council of Crosspoint Church Young Men's Society International Group Beta Sigma Phi Gary P. Kwasnecha and Company Ltd Culloden Holdings Ltd Edmonton Catholic Schools Financial Services Group Dacro Industries Inc Edmonton Centre Liberal Grant Thornton LLP Dawn Pentelechuk Professional Constituency Association Hearts of Blue Charity Account Corporation Edmonton Christian School Northeast Heimtal Moravian Church DCP Financial Management Edmonton Coalition on Housing and Women's Fellowship Decore Hotels Homelessness Society Heimtal Moravian Sunday School Devaney Holdings Ltd Edmonton Elks Lodge #11 Highlands United Church Women Diaconal Ministries Canada Edmonton International Airport (EIA) HMCS - Canadian Forces Dinner Optimist Club of Edmonton Edmonton Lodge #22 Royal Purple Central Fund Downtown Business Association Holy Spirit Lutheran Church Association(DBA) Edmonton Millwood's Breakfast Hope Lutheran Church Lions Club Hunt Leasing Inc Dr. Benjamin Doz Professional Corporation Edmonton Oilers IBM Canada Ltd Dr. R. G. Williams Community Foundation Imperial Equities Inc Professional Corporation Edmonton Police Commission Inglewood Christian Duperron & King Holdings Ltd. Edmonton Police Service-Reformed Church International Brotherhood of E. Mirth Professional Corporation North Division Earl Buxton School Edmonton Presbytery United Boilermakers Ebenezer Christian Reformed Church Church of Canada Intervivos Committee Ebenezer United Church Edmonton Public Teachers Interworks Contracting Ltd Ebenezer United Church Women Local No. 37 Iron Spring Consulting Ltd Edmonton Community Foundation Edmonton Regional Institute of Public ISL Engineering and Land and the following funds: Administration of Canada (IPAC) Services Ltd Anne Carmichael Children's Fund Emmaus Evangelical Lutheran Women Italian Appennini Dancers Society Annie Hole Children's Emmaus Evangelical Lutheran Church John H. and Maria Koziak Nutrition Fund Encantos Skin Care Inc Family Foundation Earle and Elsie Hawkesworth **EPCOR Community Essentials** Kolada Consulting Services Family Fund Korean Veterans Association Ed and Rita Foy Memorial Fund Faith Fellowship Christian of Canada Edmonton Chamber of Commerce Reformed Church L. Amanda Bailey Endowment Fund Father Bonner Columbus Club Professional Corporation for Children in Need La Glace Christian Reformed Church Eldon and Anne Foote Fund Field Management Services Ladies Aid of Ansgar Church Feeding Hungry Minds Fund First Baptist Church Ladies Auxiliary of Joyce A. Hendrickson Fund First Christian Reformed Church Skandia Lodge #549 Practicar Car and Truck Rentals

First Mennonite Church

Women in Mission

Les Soeurs De L'Assomption

De La S.V.

La Bruyere Fund

Ogilvie Fund

Liliana's Boutique and Fine Art Lloyd Sadd Insurance Brokers Ltd Loan Star Exchange Magna IV Engineering Maple Reinders Inc Maralto Environmental Technologies Ltd Maranatha Christian Reformed Church Martin Equipment Ltd MAXX North America Services Ltd McClure United Church Women McClure United Church Women's Morning Unit McCoy Corporation McDougall United Church Meadowcroft Tenants' Association Michael A. Kostek School Mount Zion Lutheran Church N. McDonald Professional Corporation Northeast Social Wellness Committee Natural Energy Partners Ltd Next Digital Northern Gauge O'Hanlon Paving Ltd Optimax Benefits Oshadhesa Naidoo Professional Corporation Ottewell United Church Ottewell United Church Women Our Lady of Perpetual Help Parish Overland Container Transportation Services Corp Paper Tiger Media Inc Park Homes Ltd Partridge Hill United Church P.E.O Sisterhood Chapter H Periosmart Ltd Petro-Sound Consulting (2000) Ltd Pharmacare Specialty Pharmacy Police Creek Consulting Polish Canadian Women's Society of Edmonton Poulin's Professional Pest Control Services

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St. Paul's Evangelical Lutheran Church

St. Paul's Evangelical Lutheran Church

Ladies Aid

Vicky's Homes

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Thank you for your generous support.

E4C STATEMENT OF OPERATIONS

Year Ended December 31, 2012

	Unrestricted	Restricted	Invested in Capital Assets	Total 2012	Total 2011
REVENUES					
Contract income	\$ -	\$8,788,851	\$ -	\$8,788,851	\$8,881,107
Donations and grants	145,996	2,277,646	53,600	2,477,242	2,743,591
Bistro operations	-	243,916	-	243,916	284,040
Rents and client fees	-	883,696	-	883,696	867,011
Other	94,019	55,381	-	149,400	150,857
Member contributions	28,374	-	-	28,374	44,384
Interest	7,542	11,499	-	19,041	17,616
	275,931	12,260,989	53,600	12,590,520	12,988,606
EXPENDITURES					
Wages and benefits	1,285,452	6,197,549	-	7,483,001	7,306,561
Client and other	668,903	2,242,650	-	2,911,553	3,000,828
Contracted supplies	-	868,092	-	868,092	869,187
Amortization of capital assets	-	-	418,931	418,931	453,321
Headstart expenditures	-	631,314	-	631,314	626,495
Professional fees	62,181	67,182	-	129,363	135,656
Mortgage interest	-	104,771	-	104,771	112,885
Nutrition snack school payments	-	219,412	-	219,412	231,479
Administration fees and recovery	(1,788,648)	1,788,648	-	-	-
	227,888	12,119,618	418,931	12,766,437	12,736,412
	48,043	141,371	(365,331)	(175,917)	252,194
Inner City Youth Housing Project		30,342	-	30,342	4,707
(Deficiency) excess of revenues over expenditures	\$48,043	\$171,713	\$(365,331)	\$(145,575)	\$256,901
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PROGRAMS AND SERVICES

Affordable Housing ArtStart **Clareview Head Start Community Garden Crossroads Downtown Crossroads House Crossroads Outreach Early Head Start Elizabeth House Financial Management Hub Housing Works Intensive Case Management Team** Kids in the Hall Bistro Make Tax Time Pay **McCauley Apartments** Meadow's Place **Northeast Community Program Our Place School Lunch & Snack Summer Snack** Women's Emergency Accommodation Centre (WEAC) **Young Chefs**

> Joint Ventures and Partnerships: Inner City Youth Housing Project Mosaic Centre Night Safety Centre

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