



Changing Lives • Growing Community

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**TO OUR FUTURE**

## E4C Services Include

### **Early Learning Services**

Early Head Start  
Clareview Head Start  
ArtStart  
Northeast Community Program

### **Nutrition and Community Services**

School Lunch Program  
Snack Program  
Summer Snack Program  
Young Chefs  
Community Garden  
Make Tax Time Pay

### **Transitional Services**

Crossroads Programs  
Women's Emergency Accommodation Centre (WEAC)  
Elizabeth House  
Intensive Case Management Team  
Women Moving Forward  
Mosaic Centre

### **Housing and Mental Health Services**

Meadow's Place  
Our Place  
McCauley Apartments  
GC Place  
Stollery Place  
Gold Nugget Suites  
Holmes Place  
Our Other Place  
Sorensen Place  
95 Street House  
Chipman

### **Social Enterprise**

Shared Financial Services  
Kids in the Hall Bistro Program



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Founded in 1970, E4C is a registered  
charitable human services organization.  
Charitable Registration  
# 13155 8140 RR001





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## C O N T E N T S

# PATHWAYS TO OUR FUTURE

## WORDS FROM THE CEO

Michael Farris – Chief Executive Officer



### Persevere, Innovate and Achieve

2010 was a multi-faceted year – a year of recovery, a year of new service development and implementation and of adaptation of existing service, and a year of remarkable achievement.

A renewal of support from donors and funding partners and efforts in gaining new support were critical for 2010. As you will read in this report, E4C was successful in these efforts. We owe a debt of gratitude to all those who both share our vision for a better, stronger, more inclusive community and to those who recognized the needs of those in jeopardy.

We are thankful to the City of Edmonton, to the Province of Alberta, to the United Way and to many, many others who made extra efforts to ensure that programs and services were not cut and that people in need were supported.

Our efforts in 2010 for financial recovery met with good success and E4C is well on its way to restoring its capacity to weather

the erratic economy of the early 21st century. We will continue efforts to build E4C's capacity to be an agent of change for people in jeopardy and a source of hope and opportunity for those in need. We empower people to take control of their lives in a positive way. We are determined to grow into a stronger agent of change – we have a vision of our community that is one where people are positive, healthy and contributing to a rich fabric of life.

During 2010, E4C continued to develop its programs and services to best serve the vulnerable and the weak and to work collaboratively in building a stronger, more resilient and inclusive community. We refined our Housing First efforts to best house the homeless and create a starting point for the rebuilding of healthy, productive lives. We continued to find better ways to both feed the hungry and to achieve food security. At the request of the community, we began to develop new services for children and youth. New efforts in community development were started, laying the groundwork for activities continuing into 2011.



Building on the direction set by our members in 2009, the E4C Board continued to develop its policies and practices, resulting in both revitalization and in setting the stage for a growth in participation. Please refer to the report of the Board President. During 2010, our Board took on significant challenges and achieved remarkable success. I am indebted to the members of the Board for their contributions to E4C success and to their collegial approach to our mission.

I enjoy the distinct privilege of working with Senior Leaders, Agency Leaders (program managers) and a staff who are intelligent, resourceful, determined and creative. Further, I have the privilege of serving a Board who are equally talented and committed. The partnership between staff and Board provides enormous strength to E4C. Together we have found a vision for a community characterized by strength, health, safety and inclusiveness.

Together we are determined to bring that vision to reality – a reality where people have safe, affordable housing, where the hungry are fed and can feed themselves, where opportunity for education and employment is realized, where people are safe, healthy, active and contributing to the fabric of a vibrant Alberta.

As I begin my seventh year with E4C, I look forward to the success, the potential and the changes we make in working together, building on our respective strengths. E4C does make a real difference. We create opportunity. We build potential and possibility. We open doors from hope to action to achievement.

Michael Farris, MS  
Chief Executive Officer  
March 2011



# PATHWAYS TO OUR FUTURE

## WORDS FROM THE BOARD PRESIDENT

Ross Lizotte - Board President



### Another Great Year!

It is my privilege to report to the membership of the corporation and to the public on the actions and outcomes of the Board of E4C over the past year and to provide you with an overview of the accomplishments of E4C.

2010 was our 40th year! It was a year to celebrate and to move enthusiastically into the future. E4C has become one of the largest community benefits organizations in Alberta and one of the most diverse in North America. I say with confidence that E4C is also one of the best run, most effective organizations around. Our business practices are sound, the Board is active and attends to due diligence as a normal part of ongoing business, is conscientious in strategic planning and is a steward for our membership. E4C services and programs are innovative, effective and efficient.

E4C is a vibrant, creative and collaborative organization. We are in the forefront of innovation, working with sister organizations in partnerships and joint ventures. We add

value to the sector through shared services and programs. We began the adoption of social media to ensure connection with the broader community and we are developing a capacity for the bold engagement of volunteers and communities. Our work affects thousands of people in positive ways.

In 2010, E4C developed and operated new services involving other organizations and with congregations and community groups. We found ways to put E4C values to work to build stronger, more inclusive communities. Our work included the ongoing refinements to our work in Housing First, Early Learning, Kids in the Hall Bistro and other programs and joint ventures. We added value to the sector through the Shared Financial Services project, providing a full accounting service to sister charities – aiding in their operations and effectiveness.

Early in the year, we launched our next cycle of strategic planning and continued through the year to develop our vision and our plan. The Board has followed the creative direction set by the E4C membership in revitalizing



our policies and our relations with the community – laying the groundwork for significant new member recruitment. The strategic vision reflects our solid approach to governance and business planning that characterizes our way of working.

The Board and membership are ready and eager for the welcoming of new Board members. We are recruiting and selecting new members with specific skill sets and expertise that will serve in guiding E4C, one of Edmonton's most valuable assets. We have revitalized our Board roles, structures and operations –ensuring E4C leadership and good governance.

We seek more opportunity to work in collaboration with orders of government, sister charities, the business sector and with Edmonton's communities in creating a city that can continue to be a great place to live and work. We commit to ending the root causes of jeopardy and to aiding those in need to achieve independence.

During 2010, I moved to the role of President following the change in roles at E4C for Kristin Morra. Kris was a creative and determined Board stalwart who served for many years in numerous capacities within the Board. This year we also say goodbye to Margaret Wanke and to Al Kosak, who have contributed their services and talents for many years. Both have played key roles in taking E4C into a new and vibrant stage. They will be missed on the Board but we know that they will continue to be both friends and supporters.

It has been my pleasure to work with my colleagues on the Board and with E4C's senior staff and to provide leadership to E4C over the past year.

Ross Lizotte  
Board President  
March 2010



# PATHWAYS TO OUR FUTURE STRENGTHENING THE WAY WE DO BUSINESS



## Our New, Strong Mission

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As part of E4C's 2011 Strategic Planning, the Board of Directors set an ambitious path, wholly endorsing and adopting a new mission statement. This affirmation of our work with a strong mission statement will set the tone for years to come.

***E4C exists to limit, alleviate and ultimately eliminate poverty.***

## Our Vision - Changing Lives - Growing Community

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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 collaborative partnerships, inclusive transparent operations, promoting public awareness and building broad community support. We are responsive to emergent needs, and continuously seek new and creative opportunities to improve and develop our services in our areas of expertise.





## Our Values that Live in our Work

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**Courage** - Overcoming adversity requires real courage. We recognize courage in people and support them in making lasting change.

**Compassion** – Compassion grows from understanding. We believe in the value of each person and demonstrate compassion in every aspect of our work.

**Connection** - Everyone needs to belong. We work in partnership to help people make positive connections and build healthy relationships.

**Commitment** - Lasting change takes time. We honour our commitment as partners in change with people and the community.

## Under our Umbrella - Our Philosophy and Focus for Programs

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E4C's Programs and services are targeted and address the fundamental causes of vulnerability for children, youth, families, individuals and communities. We focus our energy and programs on working with people at their starting point to enhance their strengths and abilities. We work to improve self-reliance, resiliency and wellness. We strengthen the inter-connection of people within their community and build community capacity. And we address the root causes that our communities face.



# PATHWAYS TO OUR FUTURE REFLECTING ON A GREAT YEAR



## What a difference a year makes!

Last year, E4C was still reeling from the economic downturn that hit the charitable sector hard. We were dealing with depleted reserves and a sizeable deficit that challenged our ability to offer exemplary services to those in need.

In 2010, the generous community around us responded to our need and our financial situation has started to rebound. Generous individuals, corporations and foundations donated over \$1.6 million to E4C and its programs.

Last year, the Board of Directors was working hard, examining E4C's membership and governance. Ultimately the result was a strong set of Board policies and changes to E4C's Articles of Association, opening membership up to other faith communities, passed at last year's Annual Meeting.

This is a ground-breaking change. Not unlike the formation of E4C over 40 years ago, this embraces working together to "do good" - something the founding fathers would ap-

plaud. The continued involvement of the founding churches and the welcoming of any new faith community in joining us in delivering much-needed services to those in need is what this organization intended 40 years ago.

Following the Annual Meeting last year, the Board embarked on that mission. Committees were formed to plan and prepare for increased membership. Discussions were had on what membership might mean and how this might affect Board structure. Conversations were had with potential new member faith communities.

The face of the Board of Directors changed. Ross Lizotte took on the role of President when Kris Morra, long-time Board member took a staff position with E4C.

## Pathways to our future are being laid.

Staff at E4C continue to have opportunities to learn and grow. Quarterly Agency Leaders meetings and many workshops and conferences offer opportunities for personal and professional growth. Alberta Health Services has partnered with E4C to offer a series of workshops on various issues facing our clients. The response has been extremely positive and all workshops have been full.



E4C staff continue to be involved in partnerships and collaborations - strengthening our ability to deliver high-quality, relevant and effective programs and services to those most vulnerable.

We continue to be seen as a leader in the charitable sector and our place at many key tables indicates the strength of our work. Our work with all orders of government on the many issues in our community has affected noticeable change.

Our continued role in the Province's 10-year Plan to End Homelessness has led to a larger presence of Housing First in our programs and services. This model has also been endorsed by Capital Region Interfaith Housing Initiative. We also continue to work with the Mayor, the City, other orders of government and local developers on the development of affordable housing. E4C recognizes that in order to move forward on the many new initiatives and elements of the Strategic Plan, internal capacity needs to

be enhanced. Work has begun on this initiative and programs are shifting services and staffing to better align with E4C's renewed focus of positive transformation.

**Under our umbrella - strengthening the E4C brand.**

In the past few months, E4C has begun intensive work on corporate identity, bringing all E4C programs back "under our umbrella". If E4C programs are to remain strong, E4C as an agency must be strong. Advertising and promotional materials are re-enforcing our collaborative work that allows clients and service users to access any number of programs and services under our umbrella.

We are optimistic about the future. We are eager to be resilient and change where needed. We have a better understanding of the issues facing our community. **Pathways to a strong future are being laid.**





# UNDER OUR UMBRELLA OUR CORE SERVICES

## E4C exists to limit, alleviate and ultimately eliminate poverty

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To that end, our core services fall under the following:

-  Housing in all its forms: emergency shelter, interim housing, supportive affordable housing and affordable housing.
-  Services helping people to get into housing and keeping them housed by providing case management and community support.
-  Services addressing hunger, illiteracy, mental illness, addictions and homelessness.
-  Services helping to strengthen individuals and families and build capacity for school success such as child nutrition and early learning programs.
-  Services helping people to acquire and practice skills to obtain and keep employment such as job training and employment programs for youth.
-  Services helping to build the quality of life and create potential such as social, cultural, artistic and community development.
-  Advocacy and education towards social justice.



## UNDER OUR UMBRELLA EARLY LEARNING SERVICES

One in six children live in poverty. The highest rates of poverty are in families with children under five years old. These early years are the most critical time in a child's development. Early experiences at home and school are the foundations for child's future educational and life successes.

E4C's Early Learning Division consists of a variety of programs that provide support and services to children and their families within their own community.

The goals of the Division are to provide high-quality services to vulnerable children and their families, to work with the broader community to create places where children are seen as valued and contributing members of our society and to streamline and strengthen E4C's existing Early Learning Resources to integrate these services into the larger E4C family of programs.

### Early Head Start

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**E4C's Early Head Start** program believes that birth to 3 ½ are the most formative years in a child's life and that families are a child's first and most important teachers.

This unique program provides weekly play groups, parent groups and regular home visits to families who live in poverty and may be socially isolated and lack support. Providing parenting information, developmental screenings of children, referrals to professional supports and other community programs helps to build capacity and positive relationships within families and within the community. Building on families' strengths promotes success and independence.

This year's focus was on nutrition, meeting basic needs, financial literacy and addressing the complex issues faced by immigrant/refugee families settling in Edmonton. Currently 2/3 of our 94 families are new Canadians. Promotion of family literacy plays a large part in all of Early Head Start's programming. 96% of EHS parents report that they are now doing more to keep their child healthy. 83% report that their family is less isolated as a result of being involved with Early Head Start.



## Clareview Head Start

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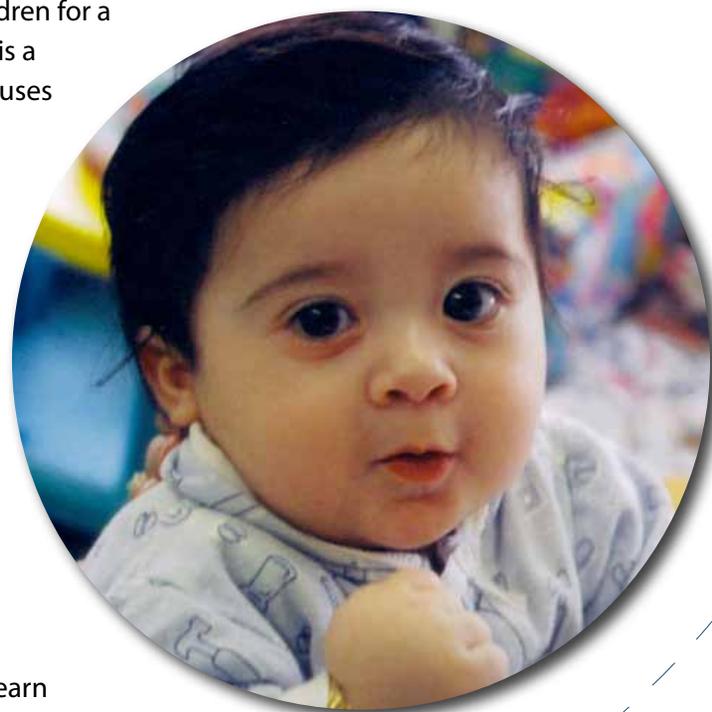
**E4C's Clareview Head Start** is a positive introduction to school experiences and a bridge linking children and families to community resources. The goal of this program is to prepare children for a successful educational experience, in partnership with their family. Clareview Head Start is a comprehensive preschool and family support program for families with low income that uses a "learning through play" philosophy.

Clareview Head Start believes that children learn best with family and community strength. We believe in building on strengths to achieve success. We believe that building trusting relationships is the key to healthy growth and development. We believe in respecting and reflecting the diversity of our community.

Certified teachers, early childhood development staff and key workers support the children in their preparation for kindergarten and beyond. Parents are encouraged to participate in parent groups and volunteer their time to build a support network, learn about community resources and spend quality time with their child or children in the program.

In 2010, Clareview Head Start provided programming to over 170 children and families. 86% of families stated that Head Start taught them how to help their child develop and learn and 95% said Head Start helped their child be ready for kindergarten. In 2010, Clareview Head Start expanded to a second site at Bannerman School.

*We believe that we can have the greatest impact by starting early and giving children and parents a good start to a successful future.*



# UNDER OUR UMBRELLA EARLY LEARNING SERVICES

## ArtStart

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**E4C's ArtStart** is Edmonton's only multi-disciplinary arts program for children 5-16 from low-income families. Children are given the opportunity to express their creativity and learn from real artists, performers and teachers in both individual and group classes. All programming is led by a team of volunteer professionals and students with a background in the arts. The investment in the lives of children inspires confidence as well as creativity. Art classes are often given as the reason some children stayed in school. Not because the arts are easy – they are not – but because they allowed these students to blossom in different ways. They gave them more self-confidence and increased their self-esteem. ArtStart is supported by Telus and the Alberta Foundation of the Arts. Programming runs from September to June out of two inner city locations.

In 2010 ArtStart worked with over 170 children in 87 group and individual lessons. Over 20 volunteers provided these lessons each semester.

## Northeast Community Program

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**E4C's Northeast Community Program (NECP)** at Bannerman School offers school-aged children safe, positive activities through recreational and prevention-based programming. The program focuses on teaching children important life and social skills that build resiliency and healthy relationships. Children are also taught to take responsibility for their actions and strive to make positive choices in their lives. Our program works to introduce and integrate children into their community. NECP participants organized a litterless lunch and the 96 students at Bannerman School all participated. In 2010, NECP worked with 36 children between the ages of 8 and 13. 80% of NECP participants reported that they had identified ways of coping with stress, had worked on healthy hygiene or had developed positive problem solving strategies.



# UNDER OUR UMBRELLA NUTRITION AND COMMUNITY SERVICES

## School Lunch Program

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The School Lunch program was formed with the support of the Child Poverty Action Group in 1993. The program began with 2 schools feeding 300 children. This school year, over 2,300 students from 12 high-needs Public and Catholic schools participated in the program. Students are provided with a hot, nutritious meal each school day. In the 2009-2010 school year, the program served approximately 418,600 meals to students from Kindergarten to Grade 9.

By providing a well-balanced lunch to children, E4C's School Lunch Program is helping children to concentrate on their schoolwork and not on their hunger. **E4C's School Lunch Program** positively influences student behaviors, attendance, morale, concentration and learning ability, eating habits and the social climate in the school. We also facilitate E4C's Snack Program, Summer Snack Program, Young Chefs, and the Community Garden.

## Snack Program

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**E4C's Snack Program** provides a nutritious mid-morning snack each school day to 5,094 elementary school students and a breakfast to 473 junior high students in 27 high-needs schools and programs. This helps to ensure the healthy functioning of active young minds and bodies. The program has a highly beneficial impact on the children because the hunger of students is satisfied and they are better able to learn and focus. E4C's Snack Program served approximately 927,108 snacks and 86,086 breakfasts to students in the 2009-2010 school year.

## Young Chefs

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**E4C's Young Chefs Program** teaches children cooking skills, food safety, kitchen clean-up and team work. Children enjoy eating the food they have prepared at each session and often take the recipes home to share with their families. At Young Chefs, children are developing basic skills that they will continue to use in the future. In 2010, Young Chefs had 216 participants in five schools and offered 76 sessions. 79% of children improved their knowledge of nutrition and used safe food handling processes more often.

## Summer Snack Program

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**E4C's Summer Snack Program** was initiated in 1997 to address the gap left by the absence of school snack and meal programs in the summer. Nutritious snacks are prepared by volunteers and delivered to children participating in the City of Edmonton's Summer Playground Program at high-needs locations. Children receive a variety of healthy snacks including foods from at least two of the four food groups. Nutrition education activities for children have also been incorporated into the program. In the summer of 2010, 1,579 children registered for the program. An average of 500 snacks were prepared and served to children each weekday in July and August.

## Community Garden

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**E4C's Community Garden** was planted on the Alex Taylor School grounds in 2004 to serve as a food security resource for E4C programs and local community residents. Each garden member plants and maintains their own garden space while working collectively with others on common areas in the garden. Every season brings a wonderful mix of vegetables, herbs, fruit and flowering plants. Gardeners have benefitted from belonging to the community garden. They have reduced their grocery bills, have experienced stress relief and have met new people. E4C also supports our environment through organic gardening practices, composting and rain water collection.

*I can't express how much E4C has helped kids who might not get much food at all. Thank you, thank you, thank you for all that you do.*



# UNDER OUR UMBRELLA NUTRITION AND COMMUNITY SERVICES

## Make Tax Time Pay

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**E4C's Make Tax Time Pay** program, which has operated in Edmonton since 2006, provides free income tax preparation and benefit application assistance to low income individuals and families at various community tax locations across Edmonton during March and April.

During the 2009 - 2010 campaign, MTTP tax clinics and volunteers collectively filed over 4,100 tax returns, helping our service users access over \$1.1 Million in total anticipated tax refunds. In 2009 - 2010, over 1,300 government benefit and subsidy applications were also completed. The program's success relies on committed volunteers, dedicated community tax site locations, like schools, churches, colleges, non-profits, as well as the support of community and government partners. MTTP sees many individuals and families returning year after year.

*Last year, I did the taxes for this family. This year, they were excited to introduce me to their new baby. It made me realize that even though I only spent 30 minutes with them, I had a lasting impact on their lives. Realizing this has had a lasting impact on my life.*





## UNDER OUR UMBRELLA TRANSITIONAL SERVICES



**E4C's Crossroads programs** offer support and hope to sexually exploited youth and adults dealing with issues surrounding addictions, abuse, poverty and homelessness. Crossroads' programming is customized in accordance with each individual's needs. Aside from meeting immediate basic needs, service users are given the tools to address physical and mental health issues, addictions, unemployment, homelessness, poverty and exploitation. Crossroads recognizes that change takes time and offers ongoing support to aid a person in acquiring new behavioral skills and to reconnect with family, community and other support systems in a positive way. Crossroads' programs consist of three related services, each with a distinct focus.

### Crossroad Outreach

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**E4C's Crossroads Outreach** program works with individuals who are at risk of or are currently being sexually exploited. Our staff work with people while they are in crisis and when they need emotional support or advocacy. Our street-based program works in collaboration with other community programs to ensure that all needs of our clients are met. Crossroads Outreach continues to meet the challenge of finding appropriate supports for women who are victims of violence. We provide food, protection and a safe space free of judgment. Our program has three major areas of practice: community support, office drop-in and our street outreach van.

Since the program's inception in 1989, Crossroads Outreach has been a strong presence on the streets of Edmonton. In 2010, Crossroads Outreach made over 3000 contacts through street outreach, telephone calls, office visits and community outreach work. We connected with over 400 participants, providing supported referrals and community appointments. Our staff of four along with the 23 dedicated volunteers ensured that our strong relationship with our clients and service users continued to grow. In 2010, Crossroads Outreach launched a Facebook page to stay connected with clients and we hosted Christmas and Spring parties which had large attendance and received good feedback.

## Crossroads House

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Since 1992, **E4C's Crossroads House** has provided housing for disenfranchised youth. Crossroads House was established to provide transitional housing services to sexually exploited youth, those at imminent risk of being exploited and youth who are in situations of high risk. The program focus is person-centered and strength-based within a harm reduction model. Crossroads House is a safe and stable, home-like atmosphere for youth who are dealing with addictions, exploitation and abuse. Services include on-site education, addiction supports and psychological intervention.

In the past year we have provided support for 33 youth, most of which were aboriginal. Half of the youth returned to school. 25% found employment. 64% reconnected with positive supports and resources.

## Crossroads Downtown

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**E4C's Crossroads Downtown** is a Housing First initiative that works with homeless women and transgendered women who have multiple barriers that hinder their chances of obtaining permanent housing. Housing First programs provide homeless people with quick access to housing without any pre-conditions, such as completion of addiction or mental health treatment. Crossroads Downtown also serves as interim housing and participants can stay in the program for up to 3 months while they explore housing opportunities. Once in housing, they are supported through home visits using a client centered approach. We focus on maintaining their housing stability by providing community resource connections, referrals to treatment, options for education, income support and advocacy. This approach fosters self-efficiency and independence, as once people have a stable home environment it becomes easier to address the issues that were keeping them homeless.

In 2010, Crossroads Downtown housed 26 individuals with 93% of participants successfully living in their independent housing.



# UNDER OUR UMBRELLA TRANSITIONAL SERVICES

## Women's Emergency Accommodation Centre (WEAC)

**E4C's Women's Emergency Accommodation Centre (WEAC)** is a secure, supervised shelter facility located in the historic Gibson Block that can house up to 66 women who have nowhere else to go. WEAC provides food, shelter, referrals, hospitality and support in a safe, non-judgemental environment to women and transgendered women in need.



*Intensive Case  
Management  
Team*



Elizabeth  
House

The women accessing WEAC face many barriers that prevent them from finding the help they need. All women are living in poverty and are facing homelessness and many of them are working on the streets and are engaged in addictions and mental illness. In our new model of service, each person is assigned a case worker who will work one-on-one to help each person with their life goals.

E4C's WEAC operates on the principle that women's lives will improve if their humanity and dignity are affirmed and support them in putting their life goals into action. We accept each person at their starting point, and work with them to change the circumstances they are in. We strive to make a difference in the lives of each and every woman affected by homelessness.

The Centre was closed for 2 days after a fire in April. Fortunately, no one was hurt in the incident. Extensive repairs were completed to the third and fourth floor as well as the roof by late August. During this time for more than four months, WEAC operated at 50% capacity.

In 2010, WEAC sheltered over 570 women. Our 25 staff and 11 volunteers helped ensure that WEAC is a vibrant part of the community. Our outreach team placed 36 service users in their own apartments. In 2010, WEAC installed lockers in each room and replaced all of the radiators.

*We all live together and try to get along, encourage one another till all our fears are gone.*

*I'm thankful for the friends I've made for these life's trials I'll never trade.*

*I've learned so much while living here, had so many people say, "it will be ok dear!"*

*Thank you staff at WEAC that we have somewhere to go ... It's way too cold outside to be sleeping in the snow.*

*From all the ladies that have been helped in their time of need when we live in a world that's so full of greed.*

*Thank you*

*- Anonymous*

## Elizabeth House

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**E4C's Elizabeth House** is a 24-bed residence for women. This warm, inviting home provides essential needs and a supportive program for residents. Elizabeth House supports residents who are taking steps from homelessness to independence.

The residents at Elizabeth House live in a calm, quiet environment, allowing them to pursue positive life goals. E4C staff support women as they build on their strengths. The 24-hour staffing model at Elizabeth House provides support and referrals to community resources. Over time, residents gain and build the necessary skills to move out on their own and E4C continues to support them through our Housing and Housing First programs.

In 2010, the Elizabeth House staff of 14 worked with 294 homeless women. We also replaced all flooring and received a donation of 26 computers.

## Intensive Case Management Team

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As part of Alberta's 10-year plan to end homelessness, E4C is able to provide housing assistance and security deposits as well as the provision of a long-term housing subsidy. **E4C's Intensive Case Management Team (ICMT)** works to identify homeless individuals who desire housing and provide targeted services which include the location of available housing, relationship development with clients and landlords and up to 12 months of follow-up support. Clients choose an apartment from a variety of locations and neighborhoods throughout the city. E4C's Intensive Case Management Team offers services with varying levels of intensity following a housing placement to ensure successful clients remain housed. Follow-up support services are typically offered for up to a year. In many instances, services are focused to help stabilize the individual or family in housing and develop a support network of community resources and service agencies that can be responsive and attentive to any subsequent crisis.

E4C's values support the practice of Housing First. The Intensive Case Management Team is responsible for promoting client choice within Housing First. Harm Reduction techniques are particularly useful and effective once housing is established. Success in housing creates an optimal environment for clients to begin to address other factors which may have contributed to their homelessness in the past. Clients are supported in finding housing based on "need", not their "readiness".

ICMT provided support services to 59 previously homeless persons to find and reside in independent housing in 2010.



# UNDER OUR UMBRELLA TRANSITIONAL SERVICES

## Women Moving Forward

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**Women Moving Forward (WMF)** works with homeless women living at WEAC and Elizabeth house to help them gain employment or return to school. WMF offers workshops on a variety of issues from building self-esteem to relapse prevention in order to educate, inform and support clients in their life goals. Staff also assist service users with a full range of employment readiness tools such as training courses, resume building, job search help and job interview coaching. Our case management approach supports service users throughout the process of moving into their own home and gaining employment. In 2010, Women Moving Forward worked with 43 women and successfully found employment for 33 who are still employed to date. Women Moving Forward also found stable, affordable housing for 32 women.

## Mosaic Centre

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**Mosaic Centre** is a warm and friendly environment, in which people are not judged but accepted for who they are. Mosaic Centre is a collaborative partnership between Emmaus Lutheran Church, Steele Heights Baptist Church, Trinity Christian Reformed Church and E4C.

Individuals who come to Mosaic Centre are guided towards setting goals and accessing services that will help them meet their needs, desires and dreams. These relationships continue beyond these steps as clients are mentored and supported through their growth.

Mosaic Centre services include housing placement assistance, resume development and job search support. People can do their laundry, get haircuts and access foot care and basic toiletries. Mosaic also offers access to a phone, fax and computer and can connect individuals and families to the community support they need.

This past year, Mosaic received funding from Homeward Trust to operate as a winter warming centre. Mosaic Centre's winter warming site has seen an average of 17 visitors daily since opening in November 2010.



# UNDER OUR UMBRELLA HOUSING AND MENTAL HEALTH SERVICES

E4C believes that everyone deserves more than just a roof over their head. We are committed to providing and advocating for a range of affordable housing alternatives where individuals and families of modest income can have a safe, affordable place to call home.

## Meadow's Place

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**E4C's Meadow's Place** offers hope and safe assisted living for adult males with mental health issues to achieve and maintain a high level of personal growth, well-being and independence.

Meadow's Place and its four satellite houses offer long-term housing to 20 males over the age of 18 diagnosed with varying types of mental illness. Meadow's Place is the main house accommodating six residents and is staffed 24/7. The residents are provided with assistance in improving living skills, gaining entry into programs, complying with medication or other treatment programs, informal counseling, social support, recreational opportunities and securing meals.

## Our Place

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**E4C's Our Place** offers long-term support and comfort to ten women with a history of ongoing mental illness in a warm, relaxed home. Our Place combines ten private rooms with communal dining and living rooms and quiet rooms. It is wheel-chair accessible. The program offers 24-hour staff support with daily living skills, medication and recreation.

Each resident works with staff to develop individual service plans, outlining goals for the upcoming year. Some of the goals include getting more exercise, learning how to cook, doing volunteer work, learning how to do chores and anger management.

Our Place staff work to instill a sense of confidence in the residents so they can be key contributors to their community. Staff collaborate with the residents to break the cycle of loneliness, hopelessness and isolation. Some of the residents at Our Place have enrolled in Pathways, a Capital Health program, where they learn baking, arts and crafts, YMCA fitness, weekly planning and many other activities. Staff see a lot of positive change in the client's mental health as they become more active. In 2010, Our Place had only one vacancy.

## McCauley Apartments

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**E4C's McCauley Apartments** is an interdependent housing model where tenants are encouraged to become active, contributing members of the McCauley community. We meet each tenant at their starting point and provide individualized support with respect to each person's goals and needs. We achieve this model by hosting and engaging in volunteer activities in the community and creating community development initiatives.

E4C's McCauley Apartments has 37 two-bedroom suites with one additional suite used as the office for tenant support. One-third of the suites are designated for individuals with low income while the remaining two-thirds are designated for individuals with a history of mental illness. The program is a partnership between E4C and Capital Region Housing Corporation.

McCauley Apartments is involved in community activities such as the McCauley Community Clean Up, the Family Day Skating Party and Learn to Skate programs for neighborhood kids. We also participate in regularly scheduled activities such as coordinating the city centre depot for the Wecan Food Basket Society, free community guitar lessons, Sunday games day and free Karate classes for both adults and children.

McCauley Apartments was also involved in coffee houses, skating programs and other programming.

*We live like a family and staff accept you for the person you are. Change takes time and you need support to make positive changes in life.*



# UNDER OUR UMBRELLA HOUSING AND MENTAL HEALTH SERVICES

## Affordable Housing

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**E4C's housing facilities** are designed to provide independent housing to single, low-income individuals.

**GC Place and Stollery Place** - these two complexes in the inner city are designed to provide supportive housing to single, low-income individuals who may be exhibiting signs of mental health issues and need supportive living, or for individuals who are at risk of being homeless. GC Place is a two-storey building containing 12 bachelor suites and is located the Boyle Street community. Stollery Place is also a two-storey building containing 18 bachelor suites and is located in McCauley.

**Gold Nugget Suites** - in the heart of the inner city, consists of ten self-contained bachelor suites for low-income singles. In partnership with Edmonton Housing Trust Fund, the old Gold Nugget Cafe was renovated to address the need for affordable housing.

**Holmes Place** has 10 one-bedroom units.

**Our Other Place** has 9 self-contained suites.

**Sorensen Place** is for people with a history of mental illness capable of independent living. Its subsidized suites include various designs to meet needs, including adaptations for those with limited mobility.

**Other housing projects include the 95th Street house and affordable housing in Chipman.**



# UNDER OUR UMBRELLA SOCIAL ENTERPRISE PROGRAMS

**E4C's Social Enterprise Programs** apply an entrepreneurial approach to addressing social need and creating community capacity. Social enterprise combines social intent and private sector business models and practices. The programs generate revenue by selling products or services in the marketplace to create social value for our community. Sales revenue contributes to sustain the ongoing operation of these programs.

## Shared Financial Services

**E4C's Shared Financial Services** offers human service charities professional financial services at a reduced rate, allowing non-profit organizations to put the savings towards their core mission. This service fills the gap between the need for quality professional financial services and the cost of these services for charities. To be eligible, an agency should be a locally registered charity, have an organizational leadership committed to community participation and receive or be eligible for FCSS funding.

Highly skilled staff understand the needs of funders and provide reports to funding partners that are of excellent quality and delivered on time. Staff assist a variety of charities to develop budgets, understand their cash needs and read their financial statements.

The Financial Management Program is an innovative shared services initiative involving E4C, the Province of Alberta, the City of Edmonton, the Edmonton Community Foundation, and the United Way of the Alberta Capital Region.

- Bank reconciliation
- Cash flow analysis
- Audit assistance
- Accounts payable
- Funding partner reporting
- Accurate & timely reporting
- Improved governance & planning
- Invoicing & accounts receivable
- Payroll & benefits management
- Budget preparation & analysis
- Statutory remittances & reporting



E4C's Shared  
Financial Services



## Kids in the Hall Bistro Program

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**E4C's Kids in the Hall Bistro Program** helps at-risk youth ages 16-24 gain the knowledge and skills necessary to be successful in an educational or employment setting. Many of the youth enrolled in the program come from unstable home environments and are facing multiple barriers to success. Graduates leave with concrete work experience, life skills, competency in various food service industry roles and basic understanding of business practices. They are also taught to take responsibility for their own career development, increased self-esteem and a higher sense of self-worth.

Restructuring of the bistro and catering operation has created a leaner business model with increased efficiency reducing the workload on bistro staff. As a result, Kids in the Hall is able to spend more time on youth and skills development. Our partnership with Fresh Start Outreach High School continues and the site was moved to the bistro from the workshop. This allows for easier access to school for youth working in the Bistro. Three mornings a week our in-house teacher meets with program and outreach youth.

In 2010 KITH had an opportunity to participate in the 2010 Grey cup festivities.

33 youth entered employment training at the Kids in the Hall Bistro in 2010, 17 of which attained employment or returned to school or training following the program. 220 youth accessed Kids in the Hall outreach and 76 youth earned credits with the Fresh Start schooling run out of the Bistro.



## PATHWAYS TO THE FUTURE SEEING THE DIFFERENCE WE MAKE



*Before Crossroads, life for me was just chaos. I was on the streets, living day by day, very deep into my addiction. I was working on the streets and was in and out of the shelters. Then I heard about the Crossroads Downtown program. I was very excited when they told me I could move in. The program was a wonderful experience. I lived in the house for a few months, and I was scared at first to leave the security of the house to move out on my own. Staff thought I was going to go into a total panic melt down at just the thought of moving out of Crossroads. But they were there for me every step of the way. Now, I have lived on my own since March 2010. I have had some setbacks, but now I'm happy. I'm always trying to make the right choices to improve my future.*

- R. T.

*I have lived at Meadow's Place off and on for the past 8 years. I continue to come back as I consider this place to be home where I am treated with love and respect. I have recently been diagnosed with colon cancer that has spread to my liver. I chose to come back home to Meadow's because I knew in my heart that I would receive outstanding care, good nutrition, compassion, understanding and respect. I have built a very good friendship with the fellows and the staff who are near and dear to my heart. I have two children whom Meadow's Place has always welcomed in with open arms. I knew if I returned I would have the courage to fight this disease with the support from the staff as well as my friends here. They have all shown me compassion, understanding and have been treating me with the utmost dignity and respect. Here I feel like a normal person and not inferior.*

- Adolph

*I moved into Elizabeth House August 2009 and moved out February 2010. I used to live on the streets. When my son was born he was apprehended by child welfare. I had nowhere to live but the streets. I was afraid and felt that my last resource was to get back into Elizabeth House. I had an interview and was accepted right away. What I learned most was that I needed to focus on myself and work hard to achieve my goals. The staff at Elizabeth House helped me by supporting me. It wasn't easy looking at myself and my faults. I used to blame others for what was going wrong in my life, especially my family who helped me until I burned all my bridges. My stay at Elizabeth House has changed my perspective, especially learning to be positive and helped me to transition to a better place in my life. I now know there is help out there and Elizabeth House and the wonderful staff helped me help myself. I am still doing well.*

- Jenae

*We appreciate the opportunity ArtStart gives to our child. Our daughter has been able to be involved in dance, art and music year round. Something I could never provide. Things have been so tough this past year, and the feeling I get being able to bring my child to something she loves is so important to me.*

*- ArtStart Parent*

*The best requirement is to be honest with yourself and the case worker... E4C will help you with any appointments that you might need to go to, they will drive you there and bring you back. They will set you up in a place to live, help out with furnishings, groceries, bills and bus tickets. If it wasn't for E4C I wouldn't be where I am today.*

*- Intensive Case Management Team Participant*

*So many children in our city have inborn gifts and talents that are never recognized. In a time when school cuts are resulting in fine arts programs being slashed, the ArtStart program offered by E4C gives children the ability to widen their horizons with an introduction to art, music, drama and dance. No other program in this country offers so much to its city's children and I know as these children grow and become the leaders of our city, province and country, the skills and character traits they developed participating in a program like ArtStart will make them a force to be reckoned with.*

*- Brandy*

*Three years ago I lost my house and my family and then got sick. I have had seven heart attacks in less than a year. I was living in my truck until I lost that, then in a seven foot camper with no heat, no water and no door, until I lost that. I was basically on the street except for the odd night at a few friends' places. I can say if not for the help of the ladies at Mosaic Centre, I would have ended my life. They treated me like family and four months later I have a roof over my head and usually something to eat. I am waiting for surgery and have, because of Mosaic Centre, updated my courses and have joined a union. As soon as my surgery is done I will have a real shot at getting my life back. Forever thankful to this place they call the Mosaic Centre. I call it my home. Thank-you girls. You are amazing.*

*- Dan*

*I have had a great experience with the help from Women Moving Forward at WEAC and Elizabeth House. I learned a great deal about myself and my past, present and my future. I have had a great deal happen to me, but everyone has helped me overcome my fears and taught me to be independent. Thank you so much for everything. I will continue to work with Candace and the Women Moving Forward program.*

*- Laurie*

*They help us as much as they can, they even try to understand. We all come from different places - they help us put back all the pieces.*

*- WEAC Client*



## PATHWAYS TO THE FUTURE PARTNERING TO DO OUR JOB BETTER

In our commitment to growing stronger communities, E4C is active in a number of partnerships and collaborations to address established and emerging community need. E4C also serves as a facilitative and empowering body for emergent services to develop and operate, thereby strengthening and expanding the capacity of charitable network. In 2010, E4C played a collaborative role to administer, operate and/or facilitate the following major projects:

### Innercity Youth Housing Project

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The Inner City Youth Housing Project is a joint venture partnership between E4C, Bissell Centre, Boyle Street Community Services and Youth Emergency Shelter Society. The Project provides safe housing and support services to homeless or street involved youth, and has a capacity to house up to 29 youths in six different homes across five central Edmonton communities.

### Housing Support Services Hub

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The Housing Support Services Hub works in collaboration with mainstream service providers, supporting homeless individuals and families by helping them locate, secure and retain permanent housing. The Hub also provides money management and financial administration services for individuals unable to manage their finances independently. The Hub is a collaboration of 13 Edmonton human service agencies, on the basis that the accumulated expertise of all partnering agencies is greater when utilized in a coordinated way. Through resource sharing and collective knowledge building, the Hub presents a model on how to foster a culture of collaboration to improve housing outcomes for families and individuals who face multiple barriers to stable housing. E4C is the project's sponsoring organization, responsible for financial administration, human resources and chairing the Hub Agencies' Council that oversees the work of the project. Homeward Trust is a major financial supporter.





## Innercity Agencies Foundation

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The Inner City Agencies Foundation (ICAF) is a joint initiative that combines the efforts of seven inner city agencies to fundraise for and provide a network of services to alleviate poverty-related problems such as housing, addiction, healthcare, nutrition and education in Edmonton. ICAF members include Bissell Centre, Boyle McCauley Health Centre, Boyle Street Community Services, E4C, Edmonton Inner City Housing Society, Edmonton People In Need Shelter Society and Operation Friendship Seniors Society. ICAF initiates three major events: Inner City Awareness Week, which runs the third week of March, the Inner City Roast Beef Dinner, which provides a warm meal to over 500 inner city residents each year and the Mac and Cheese Luncheon which provides awareness and support to ICAF's member agencies.

## Edmonton Head Start Project

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Edmonton Head Start Project is a collaboration between E4C, ABC Head Start and Oliver Centre to provide half-day Head Start programming in 16 locations in the city of Edmonton. Edmonton Head Start Project serves over 520 children and their families each year representing over 20 cultural and language groups. E4C is the sponsor organization, handling project financial administration and chairing the project Steering Committee. The three agencies forming Edmonton Head Start also work together within a larger Interagency Head Start Network inclusive of a continuum of Head Start programs: Early Head Start, Aboriginal Head Start and Full-day Head Start.



## PATHWAYS TO THE FUTURE GIVING BACK TO THE COMMUNITY



**Volunteers are a critical part of the work that we do at E4C. Over 4000 hours of dedicated service was provided by our volunteers.** The number of volunteers actively involved in demonstrating courage, compassion, connection and commitment to the service users and to the organization is truly amazing. E4C would like to extend our deepest gratitude and appreciation for all of the work that you do.

**ArtStart** is a program that is made possible only by the goodwill, time and support of volunteers. Many dedicated volunteers offered over 600 hours of instruction in music, drama, visual arts and other art classes to students.

**Crossroads Outreach** has a group of 33 dedicated volunteers that provided over 300 hours in the street outreach van connecting with sexually exploited women.

**Early Learning Programs** count on volunteers for support to play with the children and ensure their safety while parents attend programming. Over 45 volunteers provided almost 100 hours at Early Head Start and Clareview Head Start programs.

Thirty volunteers provided over 500 hours preparing thousands of snacks for children at our **Summer Snack Program** sites.

**WEAC** has 35 volunteers providing over 1,900 hours of comfort, care and guidance to women in need. They also provide food and access to clothing donations and volunteers assist in building maintenance and upkeep.

**Elizabeth House** relied on volunteers from KPMG to paint several rooms at the residence. A dozen of so employees of KPMG gave their time as part of the United Way's Day of Caring.

At **Mosaic Centre**, volunteers are key members of front line staff. Every day, volunteers from the three partner faith communities are the friendly, reliable faces that clients see every day. Mosaic Centre has a volunteer who is hard of hearing who comes weekly to sort and organize clothing and donated items. Volunteers are even planning Mosaic's first wedding.



# PATHWAYS TO THE FUTURE OUR GENEROUS FRIENDS AND SUPPORTERS

## Our Partners - E4C Member Churches:

E4C continued its partnership with All Saints' Anglican Cathedral, Augustana Lutheran Church, First Baptist Church, McDougall United Church, St. Joseph's Roman Catholic Basilica, and The Anglican Parish of Christ Church.

Together they contributed towards E4C's annual budget, as well as provided willing volunteers and faithful supporters of our programs.

Each member church nominates members for the E4C Board of Directors.



# Thank You

## E4C programs and services are funded in part by:

Alberta Advanced Education and Technology  
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Carolyn Zimmerman  
Thomas Zitkus

## PATHWAYS TO THE FUTURE CHANGING, EVOLVING, REACTING

Most people can look back over the years and identify a time and place at which their lives changed significantly. Whether by accident or design, these are the moments when, because of a readiness within us and a collaboration with events occurring around us, we are forced to seriously reappraise ourselves and the conditions under which we live and to make certain choices that will affect the rest of our lives (Frederick F. Flack). What a profound statement.

Key research and documents such as the LaPiana document called Convergence, have suggested that the community benefit sector is headed for monumental change. Collaborations such as Mosaic Centre and Hub seem to be the tip of the iceberg as the sector evolves to remain grounded and current. There are now 83,000 charitable organizations in Canada - will that remain? What might our sector look like in five, ten, fifteen years?

"If you don't like something, change it; if you can't change it, change the way you think about it," wise words from Mary Engelbreit, author of the Home Companion.

### **As we embrace change, E4C will:**

- Strive to look for ways to change the root causes of jeopardy and find innovative ways to bring about effectiveness.
- Continue to advance the Municipal and Provincial plans to end homelessness through the development of affordable and supportive housing that promotes healthy, diverse and inclusive neighbourhoods.
- Continue to advance Housing First principles and delivery of effective services that help overcome the causes of homelessness.
- Innovate the way we feed hungry children and at the same time increase our work to address the root causes of hunger by working with families, schools and neighbourhoods.
- Seek opportunity to demonstrate an Early Learning Centre partnership that would offer wrap around Head Start, child care and parent support services congruent with latest evidence-based research and reflecting the community's movement toward aligning early learning and care.
- Expand the provision of shared financial services to non-profit organizations to enhance the non-for-profit sector's efficiency and effectiveness.
- Continue to deliver and develop programs and services, within collaborations and partnerships or through E4C initiatives, that work to diminish the breadth and depth of poverty and that build a stronger, healthier community.
- Renew our governance model to enable growing community involvement, participation and membership in our efforts to create positive social change.



# Edmonton City Centre Church Corporation

## Statement of Operations

Year Ended December 31

	<u>Unrestricted</u>	<u>Restricted</u>	<u>Invested in Capital Assets</u>	<u>Total 2010</u>	<u>Total 2009</u> (Restated) (Note 2)
<b>Revenues</b>					
Contract income (Note 12)	\$ -	\$8,693,908	\$ -	\$8,693,908	\$7,999,335
Donations and grants (Note 17)	207,817	2,249,065	110,983	2,567,865	2,520,095
Bistro operations	-	320,955	-	320,955	415,465
Rents and client fees	-	844,175	-	844,175	796,681
Other	45,361	60,431	-	105,792	106,312
Member contributions	21,188	-	-	21,188	47,370
Interest	5,860	4,540	-	10,400	20,835
	<u>280,226</u>	<u>12,173,074</u>	<u>110,983</u>	<u>12,564,283</u>	<u>11,906,093</u>
<b>Expenditures</b>					
Wages and benefits	876,915	6,310,371	-	7,187,286	6,911,666
Client and other	603,882	2,258,232	-	2,862,114	3,012,492
Contracted supplies	-	921,677	-	921,677	863,973
Amortization of capital assets	-	-	439,685	439,685	474,842
Headstart expenditures	-	659,954	-	659,954	626,895
Professional fees	70,696	62,518	-	133,214	157,868
Mortgage interest	-	127,031	-	127,031	153,110
Nutrition snack school payments	-	210,222	-	210,222	212,615
Administration fees and recovery (Note 14)	(1,324,913)	1,324,913	-	-	-
	<u>226,580</u>	<u>11,874,918</u>	<u>439,685</u>	<u>12,541,183</u>	<u>12,413,461</u>
	53,646	298,156	(328,702)	23,100	(507,368)
Inner City Youth Housing Project (Note 5)	-	6,161	-	6,161	918
Excess (deficiency) of revenues over expenditures	\$ 53,646	\$ 304,317	\$ (328,702)	\$ 29,261	\$ (506,450)

E A C F I N A N C I A L S T A T E M E N T



## PATHWAYS TO THE FUTURE KEEPING STRONG GOVERNANCE



The E4C Board of Directors is comprised of elected individuals from each of the Member Churches as well as from the community at large. The Board of Directors meets monthly and is supported by the work of several Board Committees.

### **E4C 2010 - 2011 Board of Directors**

From Left to Right: Dawn Pentelechuk - *Vice-President*, John Cotton, Ross Lizotte - *President*, PJ Duggan, Marney Mustard, H. Pat MacDonald, Margaret Wanke, Roger Thomson - *Treasurer*, Ted Hill, Ary DeMoor, Claire Redpath, Michael Farris - *CEO*, Tom Kieren

Missing: Al Kosak, Peter Prinsen - *Secretary* and Bonnie Tejada

2010



Edmonton City Centre Church Corporation operating as E4C is a registered non-profit charitable organization and has an independent Board of Directors. All donations to E4C are tax-deductible.

E4C is owned by its member churches: All Saints Anglican Cathedral, Anglican Parish of Christ Church, Augustana Lutheran Church, First Baptist Church, Mcdougall United and St. Joseph's Roman Catholic Basilica.

Charitable registration Number: 31355-8140-RR0001

This report was created and designed in-house by Kris Morra, Fund Development and Communications Manager. Photos were taken by E4C staff and by NAIT photography students.

For copies of the Annual Report, contact us at (780) 424-7543 or [funddevelopment@e4calberta.org](mailto:funddevelopment@e4calberta.org).

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**ANNUAL  
REPORT**



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