

2009

**E4C**  
Changing Lives  
Growing Community



ANNUAL  
REPORT

# 2009



9321 Jasper Avenue  
Edmonton, AB T5H 3T7  
email [info@e4calberta.org](mailto:info@e4calberta.org)  
[www.e4calberta.org](http://www.e4calberta.org)

ph (780) 424-7543  
fax (780) 425-5911



## E4C Services Include

### Nutrition and Community Services

- Make Tax Time Pay
- School Lunch Program
- Snack Programs

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### Early Learning

- ArtStart
- Clareview Head Start
- Early Head Start
- Northeast Community Program

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### Transitional Services

- Crossroads Programs
- Elizabeth House
- Mosaic Centre
- Women's Emergency Accommodation Centre (WEAC)
- Women Moving Forward

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### Affordable Housing & Mental Health Services

- Case Management Team
- GC Place
- Gold Nugget Suites
- Holmes Place
- McCauley Apartments
- Meadow's Place
- Our Place
- Our Other Place
- Sorensen Place
- Stollery Place

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### Social Enterprise

- Kids in the Hall Bistro Program
- Financial Management Program

Founded in 1970, E4C is a registered charitable human services organization.  
Charitable Registration # 13155 8140 RR0001

# ANNUAL REPORT

# 2009

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# ANNUAL REPORT

2009 was a year that was marked by both challenges and achievements.

This is the first year that I have authored a report separate from our Board President. Our Board has worked with enthusiasm to address not only its ongoing stewardship but also to develop a strategic vision for the organization. President Kristin Morra's report addresses the significant work undertaken by the Board in the past year. It has been my pleasure to serve under Kristin and with a Board of talented, thoughtful and dedicated people whose contributions serve to support the values of E4C. More personally, I experience our Board Members as wise advisors, as knowledgeable leaders in their professions and their communities, and as supportive colleagues in crafting and guiding the life of E4C.

Equally, I am fortunate to work with agency personnel who are among the leaders of the charitable sector. Our Senior Management Team are composed of talented, insightful, committed people who ensure that E4C programs and services provide important, timely, accessible and effective services. They are leaders in their professional fields and represent a wealth of talent and commitment to nothing less than changing the world for people experiencing jeopardy, loss and barriers. My colleagues are clear in their values and beliefs, unilaterally supportive of their staff and volunteers, innovative problem solvers, fundamentally dedicated to developing inclusive, healthy communities, committed collaborators and partners.

This past year, E4C was buffeted by the economic rollercoaster and by the constraints felt by the individuals, families, businesses, foundations, service clubs, and congregations that serve as our financial donors. This restraint occurred simultaneously with an increase in need – unemployment, reduced working hours and wages exacted a toll on individuals and families. Shelter, food, clothing and health care all became more precious and for many, much more tenuous. During the year, E4C programs and services aided thousands of children, youth, families and people who could not keep a roof over their head or find adequate food for their bodies. As an example, E4C's child nutrition services (School Lunch and Snack Programs) fed thousands of children—providing essential nutrition when there just wasn't food at home. E4C did this even though we lost over \$125,000 in donations in 2009.

We fed the children because we made a promise—one that could not be explained away by our loss of funding. Hungry children must be fed—without food they cannot learn, they cannot grow.

During 2009, we kept our promises and delivered essential services through our many ongoing programs. E4C crafted new partnerships and collaborations—providing needed services in creative and effective ways. E4C launched services that empowered sister charities—helping them achieve efficiencies and effectiveness in meeting the needs of their service users.

E4C continues to collaborate with business, orders of government, communities and sister charities. We actively contribute to the richness of issue identification and decision making. Advocacy and integrity are an essential part of our values and the work we do and often our work gives a voice to those in need who are not heard. E4C always seeks to develop and maintain integrity in its service, in its relationships, in advocacy and in its role as a charity.

2010 promises its share of opportunities and challenges. Next year, E4C celebrates 40 years of service excellence, we invite others to join with us in building stronger and healthier communities. We make a promise to those who fall along the way—we will not leave anyone behind. E4C will continue to be a source of safety, a wellspring of hope, a creator of opportunity and a partner in a future of possibilities.



Michael Farris — Chief Executive Officer



## AND THE BOARD PRESIDENT

It's hard to believe that it has been 39 years since four inner-city Edmonton churches came together in an innovative way to help Edmontonians in need. Not only was this a ground-breaking way of delivering human services, it was so unique that it was featured in the New York Times. For almost 4 decades, this group of churches has not wavered in their commitment to those in need.

Two years ago, the Board of E4C asked those same churches to review their commitment and involvement in E4C and to help us look at how we can poise ourselves to go forward into the future. The churches—without exception—renewed their commitment to E4C and endorsed the need for growth and change at the governance level.

E4C has grown immensely in these past years. We are no longer an agency with one program or focus. We are a multi-faceted organization that reaches so many Edmontonians in so many ways. Our budget has topped \$12 million and we employ over 300 people. With an organization of this size and complexity, the Board knew that we too had to mature and grow.

For two years, we have been carefully examining our governance structure, looking at ways to improve our services to those that rely on E4C. We have examined many different options and models of governance and we have developed a comprehensive Board Policy Manual to guide us.

We know that our six member churches may not have the resources to continue to fill the Board with candidates that could commit the time needed and provide the expertise we now require. We know that there are other organizations and faith communities that are interested in joining the work of E4C. And we know that the financial needs of E4C need to be better supported by Board activity.

The Governance Committee has worked through endless scenarios, looking for a model that would best suit this diverse and exciting organization. We have developed and nurtured a committee structure that allows us to be participants in many areas of this complex agency. We have held workshops and sessions to facilitate growth as a Board. We have committed to E4C's growth and change.

Now, we are coming to you, our members, partners, friends and supporters with our plan for E4C's Board Governance. We have embraced growth and change while recognizing the roots of this great organization—the founding churches. We have not wavered from our goals and values yet have found a structure that we feel will take E4C to its 100th anniversary.

As we move forward, we will be inviting other faith communities to join us in delivering exemplary services to those in need. We will be welcoming greater involvement from our founding churches and we have invited our community representatives on the Board to become full, voting members.

I believe E4C's innovative founders would be pleased with this new direction. I believe they would applaud the continued involvement of the founding churches and would welcome the addition of any new faith community in joining us in delivering exemplary services to those in need.

We look forward to the future. We welcome the growth and change this new structure will allow. And we look forward to your continuing involvement and support.

On behalf of the entire Board of Directors



*Kristin Morra — Board President*







E4C commits to change lives for the better and to growing stronger communities:

We shelter the homeless

We care for people in need

We feed hungry people

We provide a range of affordable and supportive housing

We increase the capacity of individuals, families and the community

We build family strength and child success through parenting and early education, training, classes and supports

We offer diverse services, providing people with skills, personal competency and capacity growth and connections in the community

We strengthen the charitable network and expand its capacity

**E4C is a diverse, vital, proactive, creative and innovative organization.**

We focus on people. E4C is present and active at a time of need, providing a range of programs and services. These services extend through a full range, beginning with comfort and care, extending to innovative and transformative services that lead to positive change, and increasing capacity. Our efforts are defined by **courage, compassion, connection and commitment.**

We make positive life changes happen by working in partnership with people, interest groups, sister organizations, mandated authority and the community at large.

### OUR PROGRAMS

Since 1970, we have been working with people in Edmonton to meet their basic needs, build on their strengths and move towards a better life. Our diverse, innovative programs help families and individuals of all ages, backgrounds and life situations.

All E4C services and programs are guided by our belief that everyone is entitled to a full measure of dignity, respect and compassion. Together with our program participants and our partners, we are building positive, vital lives for individuals, families and communities.

### OUR PHILOSOPHY

We accept each person at their respective starting point.

Each person is entitled to a full measure of dignity and respect.

People have the right to be involved - to the greatest degree possible - in the decisions that affect them.

We plan (for) and work with individuals and build on their strengths and assets.



## OUR MISSION

E4C values live strongly in our services. We accept people at their starting point and create transformational potential that changes lives.

E4C builds strength, capacity, inclusivity and understanding.

## OUR VISION

E4C is an active, supportive and empowering presence at a time of individual, family and community need.

E4C creates opportunities for people to become self-supporting.

E4C leads in the growth of an inclusive, caring community.

E4C is dedicated to ongoing improvement of current services and responds to emergent need by implementing new and creative services in our areas of expertise.

E4C ensures the excellence of our current programs through inclusive and transparent operations, promoting public awareness and with broad community support.

E4C actively seeks opportunities for service development.



*Growing Community*



## OUR VALUES

**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.

E4C operates from a simple premise—we want and expect to make a difference in our community.

## EARLY LEARNING SERVICES

E4C's Early Learning Programs focus on young children and their families.

Through early intervention, children living in vulnerable situations are given the chance to reach their full potential.

Making and strengthening community connections are essential to enhancing the literacy development of children and their families. The program's Family Literacy Coordinator has been working hard with our partners and the community to develop literacy-friendly environments in all Early Learning Programs.

## EARLY HEAD START

Early Head Start believes that the family is the primary educator of children in their formative first 3 years. By focusing on each family's strengths, we help parents to set/achieve goals and promote success and independence by building positive relationships between parents and their children, and providing a safe environment where children are prepared socially and academically to begin a successful school experience. All of these factors contribute to the growth of healthy, productive families and therefore healthy communities.

This early intervention occurs through regular home visits and weekly parent/play groups for families with children aged 0 - 3 ½ years at four sites throughout the city. The support provided includes parenting information, assessments, referrals and transportation.

One of the greatest strengths of Early Head Start is the ability to adapt and learn as the needs and demographics of the community change. Currently, the families being served are predominantly new Canadians, making our groups very multicultural. Only 38 of 106 families identified as being Canadian-born with the remaining coming from 20 different cultures and speaking 17 different languages.

This has necessitated building some new partnerships to enhance our support and understanding of other cultures, and to reach out to more families. We forged a new partnership with the Africa Centre where we co-facilitate parenting groups in addition to Early Head Start programming. We continue to work closely with Multicultural Health Brokers and the Edmonton Mennonite Centre for Newcomers.

In 2009, we served 106 families consisting of 411 parents and children. There are currently 62 families on our waiting list.



**Our Early Learning programs take a holistic approach to addressing a variety of needs which:**

- Build on the participants' strengths
- Guide the growth and development of each child or youth
- Prepare children for a positive academic experience
- Help parents play a positive and active role in their child's or youth's learning
- Support families with a multitude of complex issues that result from poverty
- Provide exposure to the arts

*An Early Start is the Right Start*





## CLAREVIEW HEAD START

Clareview Head Start offers support and early intervention for a minimum of 96 children (aged 3–5 years) and their families in the Clareview community. We continue to have an average of 30-40 children and families on the waiting list at any given point throughout the year. Each child attends four half days per week. Curriculum and learning plans are designed to enhance the development of each individual child in preparing them for their school years.

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. We provide programming related to physical, emotional, social, creative and intellectual development for all children enrolled.

Partnerships with health and children's mental health organizations allow the program to provide consultation, assessment and treatment services where indicated. Speech and language assessment and occupational therapy by trained professionals is provided when required.

### Facts:

- English is a second language for 31% of our families.
- Over 90% of our families rely on free transportation to be able to access the program.
- 77% of our families have an annual income of less than \$30,000.

## ARTSTART

ArtStart is Edmonton's only multi-disciplinary arts program for children 5-14 from low-income homes. The students take classes in art, drama, dance, music and creative writing; and go on field trips to local artistic events. The exposure to the arts gained through ArtStart, also allows them to give back to the community through art shows and performances. Many of the young minds nurtured through this program have gone on to receive scholarships for further artistic education. In 2009, the program had 134 participants and serve 8040 snacks.

Volunteer based programs require the support of skilled, dedicated volunteers. Without their hard work, this program for young artists would not be possible. Their roles as mentors and instructors have necessitated more professional development and skill instruction for their own interests and a renewed appreciation for their valuable time. The Program Manager developed a three semester program giving students more purposeful work that builds their skills in a variety of classes before advancing them to the next stage. The three shorter semesters also accommodate the personal schedules of the volunteers increasing their commitment to the program.

## NORTHEAST COMMUNITY PROGRAM

The Northeast Community Program engaged 38 elementary school aged children in safe, positive activities by offering recreational and prevention-based programming. In 2009, we changed from a drop-in site to a preventative outreach program at Bannerman School. The program focuses on teaching children important life and social skills that build resiliency and healthy relationships. We also teach them to take responsibility for their actions and strive to make positive choices and to help them understand that they are a part of their community.



## SCHOOL LUNCH PROGRAM

The School Lunch Program was formed with the support of the Child Poverty Action Group 16 years ago with two schools feeding 300 children. Today the School Lunch Program feeds 2,300 students in 12 high-need Public and Catholic schools. The students are provided with a hot, nutritious meal each school day. In the 2008-09 school year, the program served approximately 418,600 meals to students from Kindergarten to Grade 9.

By providing a well-balanced lunch to children, the program is helping them to concentrate on their schoolwork and not on their hunger. We positively influence student behaviors, attendance, morale, concentration and learning ability, eating habits and the social climate in the school.

*"We are so glad to be in [the] lunch program. It gives us healthy and good food. If we didn't have the lunch program we would not be eating healthy. Thank- you so much for the wonderful and delicious lunch and breakfast and snack. The food I get here is waaayyy better then anything I could have made at home!!.... you put so much effort into the food so I want to say thank you soooo much!! The food is so good..."*

- Kyle, Chance and Diana

## SNACK PROGRAM

Our Snack Program provides a nutritious mid-morning snack each school day to 5,763 elementary school students and breakfast to 342 junior high students in 32 high-needs schools in the Edmonton area. This helps to ensure the healthy functioning of active young minds and bodies. The Snack program serves 1.5 million snacks and over 62,000 breakfasts to students each year.

*"Healthy food gives your body a lot of strength and makes you grow faster and makes you smart."*

-Tiana

## SUMMER SNACK PROGRAM

The Summer Snack Program was initiated in 1997 to 'fill 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 Green Shack Playground Program at high-needs locations. Children receive a variety of healthy snacks including foods from two of the four food groups. Nutrition education activities for children have also been incorporated into the program. In 2009, 1,655 children registered for the program. An average of 500 snacks were prepared and served to children each weekday in July and August. The program is currently offered in nine playgrounds and has grown to include 41 locations.



Hunger Makes Learning Harder





## YOUNG CHEFS

The 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. In the 2008-09 school year, 205 students in Grades 4-6 participated in the program. At Young Chefs, children are developing basic skills that they will continue to use in the future.

*"The best part of Young Chefs was making spaghetti and meatballs. I also like making fruit kabobs too. I enjoyed chopping the mushrooms and rolling meatballs with my hands. I loved the taste of the meatballs. Young Chefs is wonderful."*

-Jennifer

## COMMUNITY GARDEN

The 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. In the summer of 2009, 14 individuals and four families participated. Gardeners have commented on the benefits of belonging

to a community garden including reducing their grocery bill, relieving stress, connecting with the land/nature and meeting new people. We also support a healthy environment at our garden through organic gardening practices, composting and rain water collection.

## COLLECTIVE KITCHEN

Since 1997, we have organized Collective Kitchens where small groups of adults meet once a month to plan and cook meals to take home to their families. By cooking together both time and money are saved. Participants have the opportunity to learn and improve basic cooking skills, share ideas and exchange recipes. In the 2008-09 school year, participants cooked for an average of 18 family members at each session. The cost is \$3 per person cooked for and our program matches the participant's contributions.

*"This is such an asset to my life. It helps me with having some meals already prepared and when I am not feeling well it is very nice to have something nutritious to eat. I have learned about meal planning, cooking different vegetables and how to cook some ethnic recipes."*

- Collective Kitchen participant

## MAKETAXTIME PAY

In September 2009, the Make Tax Time Pay program was transferred from Vibrant Communities Edmonton, who had operated the program from its inception, to E4C. The 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 during each tax season.

During the 2008-09 campaign tax clinics and volunteers assisted over 1750 clients with tax returns and benefit information. Its success relies on the long list of committed volunteers, community and government partners, and the support of the many new and returning clients served.



*A Full Tummy is Good to Think on*



## CROSSROADS

Crossroads offers 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.

Since 1992, **Crossroads House** has provided housing for disenfranchised youth. Currently it has the ability to house up to five youth at a time. Its services relate to youth who are or have been sexually exploited or are at imminent risk of being sexually exploited to ensure best practice standards are achieved. Services include on-site education, addiction supports and psychological intervention.

In the past year we have provided support for 40 youth. Some have rethought their destructive lifestyle and decided they want something different, others have begun the journey towards rehabilitation while some are still struggling between the world of the streets and mainstream society. These individuals maintain contact with us so we can be there for them when their moment arrives.

The **Crossroads Outreach** program serves individuals who are at risk of or are currently being sexually exploited. We are able to work with people immediately while they are in crisis, needing transportation, emotional support or advocacy. We work in collaboration with other community programs that aid the same demographic to make sure that our service users' needs are met. We provide food, protection and a safe space free of judgment.

Since the program's inception in 1989, we have had contact with over 5000 children and adults involved in prostitution. In 2009, Crossroads Outreach made 2971 contacts through street outreach, telephone calls, office visits and community outreach work. 742 of these were specifically with a group of 25 women who worked with Crossroads continuously throughout the year. Of these 25 women five were reunited with their children, four were successfully housed through the Crossroads Downtown program and three were housed through E4C's Case Management Team. The Crossroads Outreach van went out in the community 156 times in 2009 averaging 15 contacts per shift.

**Crossroads Downtown** is a housing first initiative that works with homeless women and transgendered individuals 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, and once people have a stable home environment it becomes easier to address the issues that were keeping them homeless. In 2009, the program helped to house 18 people.

*Support and Hope*





## ELIZABETH HOUSE

**Elizabeth House** is a 24-bed transition house for homeless women. Our residents work on individual goals that include maintaining sobriety and/or seeking counseling for mental health issues or escaping situations of domestic violence. No drugs or drinking are allowed on the premises. Our residents are referred from the Women's Emergency Accommodation Centre (WEAC) when they are ready to enter a stable environment and continue pushing for more independence.

During the past year Elizabeth House has steadily increased occupancy through referrals from WEAC, past residents, other community agencies and some Edmonton area hospitals. On average 28 intake interviews are completed each month and over 100 women at Elizabeth House. Over the past year there has been 20 women transitioned successfully to their own accommodation.

The Elizabeth House building was refurbished with its rooms being painted through the United Way Day of Caring and new flooring through the REALTORS Community Foundation.



*"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

## WOMEN MOVING FORWARD

**Women Moving Forward** assists homeless women living at WEAC and Elizabeth House to gain employment or return to school. We accept service users with no preconditions and utilize a client-centered approach to case management. We offer thematic workshops on a variety of issues from building self-esteem to relapse prevention in order to educate, inform, and support service users. We also assist service users with a full progression of employment readiness tools such as: training courses, resume building, job search and job interview coaching. After service users have gained a measure of independence, we help them obtain furniture, food from the food bank, accompany them to appointments and home visits.

*"Sonia told me about a new program that E4C started called Women Moving Forward (WMF) and I checked it out. I told her how I didn't finish Class 1 Training that Student Loans funded me for, and how I would like to finish it. She told me not to be discouraged and there were other places to get funding."*

*I moved to Elizabeth House and WMF there helped me with the application process, driving me to my appointments, writing referral letters and giving me support. I was approved in July and by the time I started my first day at school, I had found a place and moved out.*

*I started my training in August and completed it in September. In that time, WMF bought me some kitchen stuff for my new place and supplied a bus pass for me. When it was time for my road test, WMF paid for my doctor's appointment, the road test and the upgrade for my license after I passed my road test, I am now working as a driver for a meat company delivering to restaurants and enjoy it very much.*

*I am still in touch with the people at WMF. They supported me after I finished my training until I found a job and still are supporting me now. This is a GREAT program and I hope they keep going on and help someone else. Thank you so very much for helping me become a Professional Class 1 Truck Driver."*

- Janet



*Building Positive Relationships*

## TRANSITIONAL SERVICES

## WOMEN'S EMERGENCY ACCOMMODATION CENTRE (WEAC)

WEAC provides food, shelter, respite, referrals, hospitality and support in a non-judgmental, safe environment to women and transgendered individuals in need. This secure, supervised facility in the Gibson Block can house up to 66 residents and operates 24 hours a day, 365 days a year.

The women who access WEAC face many barriers that prevent them from finding the appropriate help they need. Although we have a three month maximum residency, that limit can be extended when we see someone making progress. Our duty is to support and guide each person regardless of the time frame.

The total number of women who accessed WEAC in 2009 was 937 and the occupancy rate averaged 88% for the year. The kitchen served 45,557 meals and provided 2,945 bagged lunches to women who were either going to school or working.

WEAC is also home to a satellite healthcare clinic from the Boyle McCauley Health Centre. Having a women's clinic on site has met the challenges of providing medical services to our transient residents.

Through generously donated funds we are able to provide a basic care package to women moving out which includes bedding, linen, a pillow, personal hygiene products and a food hamper. Outreach Workers provide on-going support and advocacy in helping women find accommodations.

We operate on the principle that women's lives will improve if we affirm their humanity, dignity and support them in bringing their life improvement plans into action. We will continue to strive for success in order to help make a difference in the lives of each and every woman affected by homelessness. Through our program we have seen many lives changed for the better.

*"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."*

*"The staff are very friendly and treat us very kind even though I'm homeless, I really don't mind."*

*"Thank you staff at WEAC cause I have no where to go they give me food and shelter and nice new clothes."*

*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*

*Caring for those in need*



## MOSAIC CENTRE

**Mosaic Centre** is a collaborative partnership between Emmaus Lutheran Church, Trinity Christian Reformed Church, Steele Heights Baptist Church and E4C. It opened in November 2009.

Church groups, community groups, concerned businesses and volunteers came together to offer services essential to people living in poverty. This collaboration came about by the growing need that was identified in the Fort Road area. The Mosaic Centre strives to build relationships with people and connect them to available resources so they can become contributing members of the greater community. The alleviation of poverty benefits everyone in the community by lowering rates of homelessness, vagrancy and crime.

Mosaic Centre is a warm and friendly environment, in which people are not judged but accepted for who they are. We offer a cup of coffee, conversation and friendship. Once relationships are established we are able to guide people towards setting goals and accessing services that will help them meet their needs, desires and dreams. These relationships continue beyond these steps as we mentor our friends and stand alongside them through their growth.

Our services include housing placement assistance, resume development and job search support. People can do their laundry, get haircuts, foot care and basic toiletries. We also give them access to a phone, fax and computer access, computer skills support, tax preparations assistance, conversation and compassion.



*"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 friend's places. I can say if not for the help of the ladies at Mosaic Centre, especially Kelly and Linda, 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, thanks to Megan. 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, 46, Friend of Mosaic Centre



Ending Poverty Together



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 those of modest incomes can have a safe, affordable place to call home.

### CASE MANAGEMENT TEAM

The **Case Management Team (CMT)** uses a housing first model and provides comprehensive supports to assist chronically homeless individuals to attain and maintain long-term affordable housing. Service users are assisted with accessing essentials such as financial supports, medical attention, legal advice, employment opportunities or public transportation. This gives individuals a foundation on which they can make informed decisions to advance their lives towards self-sufficiency, feel better about themselves and become more effective participants in their communities.

Since opening in 2008, staff have housed 86 adults and 14 children and continue to make great strides in assisting a portion of our community which is often neglected.

*"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."*

-CMT Participant

### SUPPORTED HOUSING

**McCauley Apartments** has fostered an interdependent housing model where our tenants are encouraged to become active contributing members of the McCauley community. We meet each tenant at their respective 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.

We have 37 two-bedroom suites with one additional suite used as the office for tenant support. The office is open to tenants for socializing four hours a day. One third of the suites are designated for persons with low income while the remaining two thirds are designated for persons with a history of mental illness. The program is a partnership between E4C and Capital Region Housing Corporation.

Some of the programs we are involved in have seasonal 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.



Innovative Housing Alternatives





**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** 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 meets with staff to determine what they would like to achieve in the following year and creates a realistic

plan to accomplish them. Some of the goals include getting more exercise, learning how to cook, doing volunteer work, learning how to do chores and anger management.

We work to instill a sense of confidence in the residents so they can be key contributors to their community. Staff collaborate with the residents and their community nurse 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 that run Monday to Friday. We see a lot of positive change in the client's mental health as they become more active.

### AFFORDABLE HOUSING

**G-C Place** is a two-storey building containing 12 bachelor suites for low income persons.

**Gold Nugget Suites** offers 10 self-contained bachelor suites for low income singles.

**Holmes Place** is a long-term, third stage supportive housing project with 10 one-bedroom units.

**Our Other Place** contains nine self-contained suites for women.

**Sorensen Place** is a 17-unit apartment facility that provides affordable housing for people with a history of mental illness who are capable of independent living.

**Stollery Place** is a two-storey building which offers 18 bachelor suites for low income persons.



*Places to Call Home*

## 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.

*Offering Service Excellence*



## FINANCIAL MANAGEMENT PROGRAM

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

The Program, a three year pilot project, plans to be self sufficient by the end of its third year of operation. Highly skilled staff will understand the needs of funders and provide reports to funding partners

that are of excellent quality and delivered on time. Staff will be able to assist a variety of charities 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.

**Financial Management Services offered:**

- 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

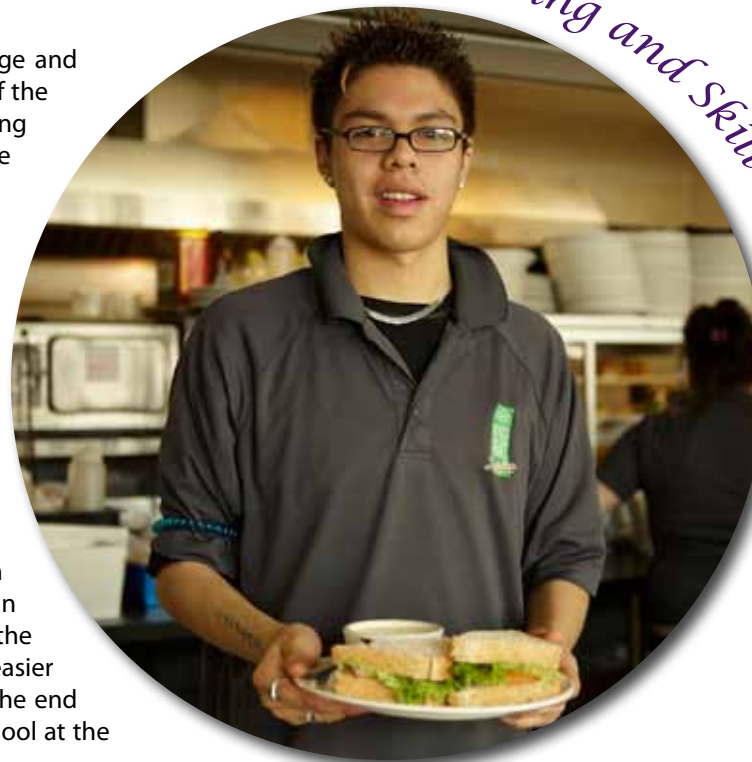
As one of the most diverse human services organizations in North America, E4C serves a broad population of people challenged by poverty, hunger, inadequate housing, illiteracy, addictions, high-risk lifestyles, cultural barriers and isolation.

## KIDS IN THE HALL BISTRO PROGRAM

The **Kids in the Hall Bistro Program** helps at-risk youth 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 understandings 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, we are able to spend more time on youth and skills development. In 2009, our partnership with the Edmonton Catholic School Board's Fresh Start Outreach High School continued. The site was moved to the bistro from the workshop. Three mornings a week our in-house teacher meets with program and outreach youth. There has been an increase in both the number of youth attending and the number of courses completed. This site allows for easier access to school for youth working in the Bistro. By the end of 2009, 70 students had registered and attended school at the Bistro; 10-15 students attend school here each day.



*Training and Skill Development*

### Noted trends for the year include:

- A rise in the number of youth with depression and FASD. These youth require more long term engagement and individual programming which affects employment and education efforts.
- The high unemployment rate of youth and a lack of funds from the Student Finance Board for people to attend academic upgrading classes.
- 75% of youth accepted into employment training were aboriginal.
- 225 youth accessed KITH outreach, 70 attended Fresh Start, 47 took part in employment training at the bistro, with 67% moving on to work or school and 11 still active in the program.





Hello, my name is Adolph. 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.

This time returning here is different for me; I have recently been diagnosed with colon cancer that has spread to my liver. I chose to come back home to Meadows because I knew in my heart that I would receive outstanding care, good nutrition, compassion, understanding and respect. It feels good to see all the friendly faces again and the support from the staff is incredible. 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. They have been allowed to stay with me on numerous occasions and special holidays.

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.



My name is Jenae, I moved into Elizabeth House August 2009 and moved out Feb 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 only because I made the decision to ask for help from the staff. 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 and gave me shelter until I burned all my bridges. My stay at Elizabeth House has changed my perspective, especially learning to be positive and helped 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.

The ArtStart program has been such a blessing to my family. Three years ago when we started with the program I never imagined the difference it would make in my children's lives. As homeschoolers finding a place for my children to meet other kids, learn from other adults and find their passions is extremely important to me. Finding something like that as a low income single parent seemed daunting until I learned about E4C and the ArtStart Program.

In the last 3 years my children have blossomed in a way I never dreamed possible. My oldest two children have various special needs that can make a class setting impossible, but the volunteers with E4C have done so much to help welcome them in the classes and bring out the best in them. My son with severe anxiety disorder, discovered a love of drama, and never wants to quit. My daughter is a natural musician and is learning 2 instruments very quickly. Without ArtStart and E4C we would have never discovered this gift and had an opportunity to grow it. This year my 3rd child started with ArtStart. As a child that has never been part of a class setting I was concerned, but the program and the volunteers associated with it have done so much to help guide him and he is learning so much while participating in the program.

Building Bonds of Friendship and Family





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

Hi again, it's Bobby,

I'm happy to get the chance to write to you again. I've been a resident at Meadow's Place for over a year now and what a year it has been! I've noticed a lot of great things happening over the year. The first thing I've noticed is the personal and spiritual growth that's happened to me. I really have to thank my caregivers at Meadow's Place they deserve the lion's share of credit. It seems to me that no matter how busy they are with their routines they always find time to listen. I have to admit that having someone close by that actually cares and listens to the difficulties you're having is really comforting and this has become one of the first real homes I've actually had. It's not at all institutional here and I've long since forgotten how many times I've been hospitalized, out on the streets or in a shelter. The staff here are like extended family. They are people you can talk to about anything. They are always encouraging us in our endeavors and supporting us when we need it. For me motivation has at times been problematic but staff is there for us encouraging us kindly as opposed to some draconian method of resorting to rigid discipline or harsh words and unkind tones. Really I don't know where the staff gets the patience, endurance or perseverance that they show day in and day out. Suffice to say that the staff here are special people and we really, really try not to take that for granted or in some way take advantage of the kindness shown to us.

I also started other new things in the last year. I've gone on outings to the gym and I've been so fortunate to attend our annual camp at Moonlight Bay which I thoroughly enjoyed. I got to know some of my comrades better and I got the chance to meet new people also something I really hadn't had the opportunity to do in the past. I am less and less a loner now and I enjoy the fellowship that I share with the other residents here.

Another thing I noticed about being here is that both staff and residents began reaching out to me; which at first was something foreign as I had it in my head that people just don't do things like that.

Their reaching out made me feel kind of special and wanted and I try to reciprocate but I realize that I still have some learning and unlearning to do in this department.

We also celebrate festive occasions such as Easter, Thanksgiving, Christmas and New Years which also gives us a real comfortable homey feel. With the efforts of staff for many of us this is home and to some such as myself this is as good as it gets.

I'd like to take a moment to pay respects to my friend Ron Schram also a resident at Meadow's Place who passed away suddenly on December 31, 2009. It was a real pleasure to have Ron in our lives. In talking to Ron I realized that this was his home too. As he like many of us here had led a difficult life.

We love you Ron  
Thank you and God bless you all,  
Bobby



*Personal Growth and Learning*

## KEY PARTNERSHIPS

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 2009, E4C played a collaborative role to administer, operate and/or facilitate the following major projects.

## Edmonton Head Start Project

Edmonton Head Start Project is a collaboration between E4C, ABC Head Start and Oliver Centre to provide half-day Head Start programming across 15 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.

## Inner City Agencies Foundation

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 initiatives comprise 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 800 inner city residents each year; and the Mac & Cheese Luncheon which provides valued support to ICAF's ongoing initiatives.



*Building Partnerships*



### Inner City Youth Housing Project

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. In 2009, E4C supported the Inner City Youth Housing Project with financial management and the development of communication materials.

### Housing Support Services Hub

The Housing Support Services Hub, with funding support from Homeward Trust, and working in collaboration with mainstream service providers, supports homeless persons and families to locate, secure and retain permanent housing. The Hub also provides money management and financial administration services for individuals lacking the ability to manage their finances independently.

The Housing Support Services Hub was conceived as a collaboration of 13 Edmonton human service agencies 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. So far, its work has enabled over 240 homeless persons forming 120 households to become housed. E4C is the project's sponsoring organization, responsible for financial administration, human resources, risk management and chairing the Hub Agencies' Council that oversees the work of the project.

The Housing Support Services Hub received a 2009 ROOPH Award from Homeward Trust in the Partnership for Success category. The project was also awarded the Canadian Mental Health Association – Edmonton Region's Home Award for its innovative work helping to ensure safe affordable housing is accessible to all.



### Housing Manager Receives Men of Honour Award

On April 17, E4C's Facility Manager, Kelvin Ernewein's dedication to supporting tenants was recognized with a Men of Honour award given out by the Prostitution Awareness and Action Foundation of Edmonton (PAAFE).

The Men of Honour Awards were established in 2006 by PAAFE to recognize the significant efforts men make towards the development and the vision of the organization. PAAFE's vision is for "a community where there is hope, respect and transformation for individuals, families and communities affected by sexual exploitation" and it is nice to know that a member of the E4C family has been recognized for his contribution to advancement of that vision.

As E4C's Facility Manager, Kelvin Ernewein's job duties are as varied as E4C's housing services. While he is responsible for taking care of the many houses, apartment buildings and other facilities run by E4C, his job involves much more than just building maintenance and repairs.



E4C's long-term and transitional housing services shelter hundreds of people each year and because many tenants require additional supports, Kelvin has become a familiar face for many of E4C's tenants. For the past 15 years Kelvin has worked in Edmonton's inner city helping the homeless and those living in supportive housing. In that time he has earned a reputation for being non-judgmental and a compassionate listener who is eager to work with tenants to help them stay in healthy housing situations.



*Volunteers are Vital*



**Volunteers are a critical part of the work that we do at E4C. Over 4000 hours of dedicated service was provided by our volunteers.**

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 outreach van connecting with sexually exploited women on the street.

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.

The number of volunteers actively involved in demonstrating commitment, connection, courage and compassion 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.



At E4C we share the vision that:

- Positive change is possible.
- A caring community is important.
- Individual actions can make difference.
- People want to be part of something meaningful and bigger than any one person.



### My Mosaic Story

Helping those in need is something that is close to my heart. Volunteering at Mosaic Centre has reinforced this feeling. I spend two days at Mosaic every other week. It has only been three months since I began, but I am amazed at the work that is being done. My first few days at Mosaic were quiet, we joked about me being a jinx. "Harold's here, looks like it will be a quiet day," everyone would say. Then one day some amazing things happened. We received a call from Manitoba from a client that had gotten home to his family, with the help of Mosaic volunteers and a social worker, after being hospitalized due to an infected injury. He called to let us know that his brother had just died. I felt sadness, but then felt comfort, because without Mosaic he wouldn't have been able to spend time with his family before his brother's passing. Being homeless, it could have been days or weeks before the news reached him.

That same day we had another homeless client that came in to wash the clothes he was wearing. We gave him some clothes to change into while he washed his clothes and jacket. He came out of the washroom in bare feet. They were in horrible shape. He had been outdoors and his running shoes and socks had been wet for over a week. One of our Mosaic volunteers is a nurse. She provided much needed foot care. If the client had been in his wet runners much longer it would have meant a hospital visit. He received a pair of boots and a fresh supply of clean socks.

A little later in the day one of our regular clients came in from a doctor's appointment. She and her husband both have ongoing health issues. Mosaic volunteers had helped find housing for them in the city, as they were living in a camper out of town and were isolated from readily available health care. Both their lives were in danger as a result. She came in praising Jesus and shared her story of how her tumor had miraculously shrunk 75%. Everyone was emotional as she embraced her husband and wept in joy.

When I went home that day it really hit me how wonderful and important this centre is and the work that is done inside and outside its walls. The amount of support from around the city is incredible. Not every day is as amazing as this one was. But the things that are also done daily at Mosaic Centre fill a basic need that many people in our community require. I am blessed and honoured to be a part of this wonderful place.

Harold, Mosaic Centre Volunteer



*Personal Growth and Learning*

**Member Churches:**

E4C continued its collaboration 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.

**Funded in part by:**

Alberta Advanced Education and Technology  
 Alberta Culture and Community Spirit  
 Alberta Children and Youth Services  
 Alberta Education  
 Alberta Employment and Immigration  
 Alberta Housing and Urban Affairs  
 Alberta Tourism, Parks and Recreation  
 Canada Mortgage and Housing Corporation  
 Alberta Health Services

City of Edmonton  
 Edmonton and Area Child and Family Services  
 Homeward Trust Edmonton  
 Human Resources & Skills Development Canada  
 FCSS (Family and Community Support Services)  
 Métis Nation of Alberta  
 Oteenow Employment & Training Society  
 Public Health Agency of Canada  
 United Way of Alberta Capital Region

**Donors**

Over \$50,000

Anonymous  
 Edmonton Community Foundation  
 The Eldon & Anne Foote Fund at The Edmonton  
 Community Foundation  
 The Muttart Foundation  
 The Stollery Charitable Foundation

\$20,000 to \$50,000

Civic Service Union No. 52 Benevolent Society  
 Frank J. Flaman Foundation  
 REALTORS Community Foundation  
 Royal Alexandra Hospital Employees' Donation Fund  
 The Dianne and Irving Kipnes Foundation  
 Vibrant Communities Edmonton



\$5,000 to \$20,000

All Saints' Anglican Cathedral  
 Anonymous Donation  
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 CIBC World Markets Children's Foundation  
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 D.E. Stollery Professional Corporation  
 John and Ann Dea  
 Department of Electrical and  
 Computer Engineering  
 Edmonton & District Council of Churches  
 Edmonton Elks Lodge #11  
 Edmonton Lodge #22 Royal Purple Association  
 Edmonton Moravian Church  
 Edmonton Oilers Community Foundation  
 Edmonton Police Commission  
 Edmonton Presbytery, United Church of Canada  
 EGM Drywall Systems

Patricia Eidem  
 Rodney Eidem  
 EPCOR  
 Michael Farris  
 First Baptist Church  
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 Mill Woods United Church  
 Moksha Yoga Edmonton Inc.  
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 River Cree Casino Employees  
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 Sisters of St. Joseph of the Diocese of London  
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 Soroptimist International Club of Edmonton  
 St. Augustine's Anglican Church  
 St. George's (Windsor Park) Anglican Church  
 St. Joseph Assembly K of C  
 St. Paul's United Church  
 St. Peter's Anglican Church  
 Steele Heights Baptist Church  
 Students' Union - University of Alberta  
 Robert Swallow  
 TELUS Communications Co.  
 The Birth to Three Society  
 The Children's Emergency Foundation  
 Trinity United Church  
 United Way of York Region  
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 Barbara Varvis  
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Our donors, supporters and  
 partners create the potential for  
 transformational change.

They have the vision, innovation,  
 courage and determination and  
 make our work possible.

Alberta Foundation for the Arts  
 Anglican Parish of Christ Church  
 Blankets for Canada  
 Boilermakers Union Local 146  
 Canada Safeway  
 CTV  
 Edmonton's Food Bank

Edmonton General Hospital  
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 Michelle Rollison

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 Peter Prinsen  
 Riverbend United Church  
 Saint Faiths Church  
 Sobeks  
 Urban Systems

### Supporters Under \$1,000

We wish to thank all of you who gave so generously in 2009, but due to  
 limited space we are unable to list all of our caring donors.



## MOVING FORWARD

40 years in 2010

E4C would have served the people and communities of Edmonton for 40 years in 2010. Throughout 2010, we will continue to grow and apply the lessons we have learned to confront the serious problems facing our community and to look for new and innovative ways to create opportunities for lasting change.



E4C will:

Continue to advance the City 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 initiative, 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.

Join us in changing lives and growing our community!

# 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 2009</u>	<u>Total 2008</u>
Revenues					
Contract income (Note 11)	\$ -	\$7,999,335	\$ -	<b>\$7,999,335</b>	\$7,693,524
Donations and grants (Note 16)	121,309	2,114,875	283,911	<b>2,520,095</b>	2,575,174
Bistro operations	-	415,465	-	<b>415,465</b>	344,554
Rents and client fees	-	660,982	-	<b>660,982</b>	638,455
Other	227,188	162,358	-	<b>389,546</b>	458,518
Member contributions	47,370	-	-	<b>47,370</b>	32,299
Interest	8,536	12,299	-	<b>20,835</b>	59,084
	<u>404,403</u>	<u>11,365,314</u>	<u>283,911</u>	<u><b>12,053,628</b></u>	<u>11,801,608</u>
Expenditures					
Wages and benefits	854,003	6,057,663	-	<b>6,911,666</b>	6,131,984
Client and other	616,014	2,544,013	-	<b>3,160,027</b>	2,905,027
Contracted supplies	-	863,973	-	<b>863,973</b>	870,143
Amortization of capital assets	-	-	692,400	<b>692,400</b>	676,552
Headstart expenditures	-	626,895	-	<b>626,895</b>	619,094
Professional fees	77,782	77,980	2,106	<b>157,868</b>	128,009
Mortgage interest	-	153,110	-	<b>153,110</b>	160,076
Nutrition snack school payments	-	212,615	-	<b>212,615</b>	167,361
Administration fees and recovery (Note 13)	(1,097,975)	1,097,975	-	-	-
	<u>449,824</u>	<u>11,634,224</u>	<u>694,506</u>	<u><b>12,778,554</b></u>	<u>11,658,246</u>
	(45,421)	(268,910)	(410,595)	<b>(724,926)</b>	143,362
Inner City Youth Housing Project (Note 5)	-	918	-	<b>918</b>	2,113
(Deficiency) excess of revenues over expenditures	<u>\$ (45,421)</u>	<u>\$ (267,992)</u>	<u>\$ (410,595)</u>	<u><b>\$ (724,008)</b></u>	<u>\$ 145,475</u>

### E4C FINANCIAL STATEMENT

E4C makes a difference by:

Investing in People

Increasing Food Independence

Promoting Early Learning

Housing the Homeless

Please see  
Note to 2009 Financial Statement  
on page 30

## BOARD OF DIRECTORS 2009 - 2010

### Board Executive



Kristin Morra,  
Board President



Ross Lizotte,  
Vice President



Nikki Allan



Ary De Moor



P. J. Duggan



Ted Hill



Dawn Pentelechuck,  
Secretary



Roger Thomson,  
Treasurer



Tom Kieren



Al Kosak



Sheilagh  
McBride



Catherine  
Molyneux

Photo Unavailable



H. Pat Macdonald



Jean Hutchinson



Peter Prinsen



Margaret  
Wanke



### Ownership and status

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

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

Edmonton City Centre Church Corporation is a charity registered with Revenue Canada and all donations are tax-deductible.

Charitable Registration Number: 13155-8140-RR0001



As one of the most diverse human services organizations in North America, E4C serves a broad population of people challenged by poverty, hunger, inadequate housing, illiteracy, addictions, high-risk lifestyles, cultural barriers and isolation.

# E4C



Changing Lives  
Growing Community

## Note to 2009 E4C Financial Statement

Please find below some additional information to accompany the E4C 2009 Financial Statements. As you will see, 2009 was a financially challenging year for E4C.

As with other charities, E4C was adversely impacted by the severe global economic downturn. Along with some of our funding partners, we were impacted by the decline in general charitable giving. Furthermore, many foundations were seriously affected due to the loss of income on their investments limiting their support to all charities, including E4C.

In addition, during 2009, E4C operated several new programs funded under a claims basis. As such, we incur the operating expense first and later submit our claim for reimbursement. This puts pressure on our cash flow, and we sometimes draw on our reserves while the reimbursement is pending. This is why our previous statements showed a surplus in some areas—we were funded in 2008 but spent the money in 2009.

The Board of E4C, its Executive Committee and its Finance Committee receives detailed financial information each month. Though the Finance Committee, we monitor E4C's financial position on a monthly basis and, in 2009, we made informed strategic decisions to maintain program services through this period of adversity. This meant that we utilized our reserves to maintain full services to our service users. This now means that our financial recovery will require diligence and effort to maintain our current funding and to rebuild those reserves.

Moving forward, in 2010 E4C has undertaken several initiatives to reverse the 2009 revenue shortfall. These actions include work with our contract funding partners and major supporters. Further, E4C agency leadership is closely monitoring all E4C budgets and has looked at cost-cutting initiatives where possible.

It is important to also note that although this was a difficult financial year for E4C, our Auditors pointed out that this was simply a bump in our financial history and gave us a clean audit.

Over the next few months, we, as the Board of E4C, along with senior agency leadership, will continue to review the strategic direction of our organization and the financial viability of each program. In some cases, tough decisions may have to be made, as this Board adopted a policy some time ago that will not allow us to operate programs that sustain ongoing deficit financing. This means we will remain diligent in our review and assessment of each program.

Through all the above measures, we are certain that we will end 2010 on a stronger footing and, ultimately, will continue to grow and expand our programs and services into the future.

Sincerely,

Kristin Morra, Board President

Roger Thomson, Board Treasurer



9321 Jasper Avenue  
Edmonton, AB T5H 3T7  
email [info@e4calberta.org](mailto:info@e4calberta.org)  
[www.e4calberta.org](http://www.e4calberta.org)

ph (780) 424-7543  
fax (780) 425-5911

Photos by E4C staff and  
NAIT Photography students 2009/10 term