



Walk alongside me  
on this journey.

Annual Report 2016–2017



Seeing people not poverty.



"The day Joseph picked up and threw a ball was a milestone. It seems like such a natural thing for a 4-year old to do. But not for Joseph. Joseph is non-verbal and he hadn't been interacting with others. Throwing a ball was a huge step forward, he was so excited when it happened. Today he's able to sit at our snack table and be part of our e4c Head Start school community. He still can't interact much, but we're slowly building a relationship with him. His peers can help him now and he knows he's part of the group."

*Early Education Teacher*

**This is success.**

# Our vision is ultimately to eliminate poverty.

**e4c has seven Head Start and Early Head Start locations in Edmonton, serving more than 500 low income and vulnerable families in Edmonton.** Young children (0–5 years old) are provided with early education, nutrition, health and family involvement programming. Children like Joseph receive wrap-around programs and services that meet their individual needs, focus on their strengths and help to build resiliency.

Working with vulnerable children involves meeting complex and multiple needs; there is no single approach or solution. The same is true for ending poverty. Moving a person or a family into long-term stability requires a community-wide effort, providing multi-dimensional responses. At e4c we use comprehensive approaches that are person-centred, trauma-informed, and based in harm reduction. We're building relationships with the people we serve and with partners and focusing on community development.

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**e4c is one of Alberta's largest and oldest not-for-profit agencies. We've been serving people and families in the Edmonton area for 48 years, to end the cycle of poverty.**

**In 2016–2017, we worked with more than 21,700 children, youth, adults and families. We address people's most urgent needs without judgement. We listen and get to know the people we serve.**

**Where others see poverty, we see resilience, strength and hope.**

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**"I'm often asked what's unique about e4c? First, our community history. e4c began with four church congregations wanting to respond to need they saw on our city streets: people who were living in poverty, without a home, without knowing where their next meal would come from. Now, almost 50 years later, what sets us apart is the range of services and programs we offer in our four focus areas: housing and shelter, food security, education and skill development, and community and collaborations. We are taking a truly integrated approach alleviating and ultimately ending poverty."**

**John Cotton,**  
*e4c Board Chair*



2016–2017: An Intentional Shift

# Human Rights

Our work at e4c has always been relationship based; with the people we serve, with our partners and our generous volunteers, donors and funders. But 2016–2017 marked a deliberate move in how we think about and deliver our programs and services. We adopted the human rights lens to view poverty: every person who lives in poverty is denied multiple human rights. Thus, everything we do—planning, programming, partnering and investing—should advance human rights for the people and communities we serve.

# Success is...

"The small wins. A child saying a word and our staff coming into the staff room being so excited. Or a child who wouldn't come to circle time, one day sitting down and staying in circle for three minutes. Big achievements and outcomes are important, but the small wins are so important for our families and a big win for us."

*Manager, Early Learning*

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## Holistic

In 2016–2017 we adopted the Sustainable Livelihoods framework approach, which means we foster individuals' and communities' long-term well-being by building on their underlying assets—physical, financial, social, personal and human - so that in the future they're able to withstand and work through life crises, stresses and challenges.

Using the Sustainable Livelihoods approach, e4c has identified four focus areas through which we consider all the work we do:

food security    shelter & housing    community & collaborations    education & skill development

Every program and service we offer now integrates each of these focus areas. So, a woman who seeks shelter at e4c WEAC (Women's Emergency Accommodation Centre) is connected, if she desires, to educational opportunities such as financial literacy training. She can learn about healthy eating, and how to budget for her family. And she can start to build healthy, positive relationships with a community that will support her.

## Community-based

Eliminating poverty can only be done through collaborative community efforts. On a small scale, we focus with the people we serve on making connections, building relationships and becoming part of healthy communities. On a large scale, e4c is expanding contributions to community-based end-poverty initiatives; offering educational and training opportunities, learning more about effective community development approaches, contributing to work being done by other agencies, organizations and levels of government, and helping develop a body of knowledge on effective poverty reduction approaches to share across Canada.

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"Our youth housing program is a safe place to live and to get meals. But youth there are also learning skills like food prep, budgeting and how to shop. Through this they're learning about nutrition. When they go out to shop they're starting to feel like they belong to a healthy community. We also take them to festivals and events."

*Supervisor, Youth Housing*

"At e4c we walk our talk. We make ourselves vulnerable, and open to learning and growing. We don't always have to be the experts; the people we serve are often a source of information and education. We're modeling courage, compassion and how to be in a positive relationship."

*Site Manager, Inner Ways Housing*



2017

over **6000**  
children received a daily  
meal or snack at one of  
26 Edmonton partner  
schools

**15**

summer playground/  
camp programs receive  
snacks for children  
and youth

## Food Security

Food is a basic human right, as defined in the United Nations Universal Declaration of Human Rights. But hunger is still a reality for thousands of Edmontonians each day. e4c is committed to increasing food security through school nutrition programs, helping children, youth and adults learn how to shop for, cook and eat healthy foods, and offering nourishing meals in our emergency shelter and youth and supportive housing. In 2016–2017, we served over 1,000,300 meals and 2,247,400 snacks in various programs. And the sharing of food offers opportunity for more; offering food is, in most cultures, a show of hospitality. It's a time to talk, to bond and for many to feel a sense of belonging.

# Success is...

"Snack is such an important time for us. It's a purposeful time because we sit with the children, encourage conversation, we eat with them. We try new foods. The children are hungry, and they can focus on talking one-on-one with us. We use this to build relationships."

*Operations Manager, Early Learning*

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## 2016–2017 highlights

- Our school nutrition program is now using a fresh food model, which means all snacks and meals are prepared at the school as opposed to being delivered by a central food preparation company. This gives students and families far greater choice; for example a student who only has a sandwich for lunch can now add vegetables, fruit and milk to their lunch from the food nutrition program. It also means that snacks and meals can be customized to the school community. One school has a high population of Hindu students, so beef has been removed from their school nutrition program.
- e4c is providing school nutrition programs at five All In For Youth demonstration schools. All In for Youth is a new collaborative, prevention initiative led by United Way of the Alberta Capital Region, working with children and youth to set them up for academic success.
- Edmonton Public Schools invited e4c to be part of the Alberta Education School Nutrition Program Pilot at two city schools, providing a meal or snack with students also learning about food choices and preparation. This pilot project demonstrates increasing recognition of the link between children's nutrition and success in school.



**Young Chefs**—children from vulnerable communities gather weekly to learn how to make healthy snacks and meals, and to work as a team preparing and then sharing their culinary creations.

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"Snack time offers so much education and learning all in one sitting. Children are learning about new foods, about why it's important to eat healthy foods. They're learning colours from oranges, bananas, apples. They're developing manual dexterity as they peel the banana. And when snack is done, they're no longer hungry, so they can go on to learn even more during their days."

*Manager, Early Learning*

"We do monthly meal schedules. Everyone who lives at Meadows Place or Our Place cooks and cleans up. We encourage people to bring their own recipes. It's an opportunity to develop life skills, to learn to work together and very importantly to build relationships so people feel part of our home community."

*Manager, Meadows Place and Our Place*

"For some of our families, school lunch is the difference between whether they can maintain housing, because sending lunch every day is expensive. For others, school meals and snacks can be the reason kids actually come to school. And once they are there, and have had enough to eat, they can learn and be part of the school community."

*Director, Community Services*



"The foundation of our practice is relationships and connecting with people. As staff we use our own experiences and vulnerabilities. We specifically hire people who have similar lived experiences as the people we serve, because they bring insights into programming and policies that are invaluable. We support people through problem-solving, standing alongside them, being mindful and using language that is strengths-based."

*Site Manager, Inner Ways  
Transitional Housing*

## Shelter & Housing

e4c has, since its start almost 50 years ago, been helping our city's most vulnerable people find a home. Safe and reliable housing is critical to a person's health, well-being and stability and is often the starting point for positive change. In 2016–2017, we offered a range of shelter, transitional and supportive housing, permanent affordable housing and housing supports to more than 1410 children, youth and adults. Integrated into our shelter and housing programs are opportunities to access other resources and learning opportunities people need for their long-term success.

**87%**  
of Housing First  
participants remained  
housed after 12  
months (intensive case  
management supports).

# Success is...

"People feeling they've found a home and don't have to be afraid anymore—afraid of losing their home or living in a place where they are judged. Some of our transgender tenants have been turned down for housing time and time again. Here they know they have a permanent home. It helps them heal and move forward."

*Property and Program Manager,  
Affordable Housing*

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## 2016–2017 highlights

The Inner Ways Transitional Housing project began as a partnership with Alberta Health Services in 2016, offering housing for people during critical transition times such as leaving a corrections institution or hospital.

Inner Ways houses:

- 41 men and women who are homeless or at risk of homelessness, at Inner Ways Transitional Housing for three to six months.
- 6 women dealing with complex trauma, mental health challenges and addictions at Inner Ways Women's Transitional Housing for varying time periods.
- 6 young adults (ages 16–24) with complex mental health and addiction challenges, live at Emerging Adults Transitional Housing for up to one year.

Youth Housing First began in 2016 as a pilot project by e4c in partnership with Homeward Trust Edmonton and the Edmonton John Howard Society. In 2017 it became a permanent program helping youth and young adults (ages 13–24) at risk of homelessness move into an apartment or alternative housing option on their own. Initially, they're given intensive wrap-around supports, but they're eventually encouraged to find people in their lives who will be natural supports and the youth workers start to step back. By the end of the nine-month program, youth workers are involved at a minimal level.

- 67 youth moved into their own housing in 2016–2017.
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"There are critical moments that come up, when a youth will catch you off guard and start talking about something really tough. They'll ask if anything like that has ever happened to you. It is an opportunity to have a trusting but purposeful, beneficial conversation about what's important to them."

*Supervisor, Youth Housing*

"We're listening. We're taking time to hear people and have conversations. To meet them where they're at, and work holistically with each person at their own pace. We have real and honest conversations that require our team to be culturally aware and very knowledgeable in harm reduction. It is about passion and empathy as we walk alongside."

*Manager, Intensive Case Management*



# Community & Collaborations

Building community connections and working collaboratively are integrated into all we do at e4c, whether we are working with a woman who's left an abusive marriage to build trusting relationships and find a healthy community where she feels she belongs, or are offering skill development and community connection workshops, or working with multiple agency and government partners on large-scale initiatives.

**62%**  
of students who helped  
with lunch program  
at their school shared  
feeling more connected  
to their school.

# Success is...

"e4c WEAC (Women's Emergency Accommodation Centre) was historically a place women went to disappear. Not to be connected. But in the last few years we've really encouraged connection. We bring in people who can help the women with their taxes, with mental health issues, finding a health care provider or housing. Success here is opening doors to opportunities for all the women who come in."

*Outreach Worker, WEAC*

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## 2016–2017 highlights

- Over the past two years more than 6300 households, including 400+ newcomers paying Canadian taxes for the first time, received help from e4c Make Tax Time Pay. This program works with partners at 29 different sites in the city, where 275+ volunteers help people file their income taxes. In 2017, this resulted in households receiving \$10.19 million in tax refunds, credits and child tax benefit payments.
- e4c Make Tax Time Pay was set up at four year-round sites.
- Seven public schools partnered with e4c to offer e4c ArtStart to 560+ children and youth from low income families (up from three schools in 2016). Visual arts, drama, music, photography and creative writing are the gateways to helping children and youth build self-esteem, become part of a team, and learn about different things like nutrition, bullying and even environmental stewardship.
- Over 650 community connection sessions were offered for the people we serve, offering classes on topics like how to be a good renter, or health and nutrition, and connecting them to events in the community
- Collaboration with business community members, and generous donors helped transform the Kids in the Hall education/social enterprise program into an enhanced youth employment training program with a newly renovated restaurant, The Hallway Café and Takeaway.

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"As e4c's Board of Directors, we're intentional about developing e4c's variety of community partnerships. This is reflected in our new work with Alberta Health Services on mental health and housing. We're also focusing on our role in larger community initiatives, including EndPovertyEdmonton and the City's Plan to End Homelessness. And of significant importance is our commitment to a human rights lens; ensuring this is embodied in all we do at e4c."

**John Cotton,**  
*e4c Board Chair*

"We don't forget that our landlords are part of our community as well. We work to gain understanding and trust with them. We'll always have evictions, but we have honest conversations with them, and they understand we'll do our best to deal with situations and leave a positive imprint on the community as a whole."

*Manager, Intensive Case Management*

"Community connection is such a huge part of our program. If we can find one person to help a newly-housed youth get groceries, one teacher they can connect with, one landlord or one neighbor down the hall, we're helping them build a community of people who they can call on if we're not there."

*Manager, Youth Services*



# Education & Skill Development

If you're worried about where your family's next meal will come from, or where you'll sleep tonight, that's where you'll focus all your energy and time. As e4c works with people and families to ensure they have enough nutritional food, and a home where they feel safe, we integrate opportunities for learning. This opens doors in people's lives, presenting opportunities people never thought they'd have, and the potential to achieve their goals. Education and skill development are an essential element of every e4c program. Men and women living in supportive housing learn how to plan and prepare meals. Youth learn how to budget for living on their own.

**77%**  
of e4c Head Start  
parents learned ways  
to provide a nurturing  
environment for their  
children.

# Success is...

"e4c is about meeting people where they're at. We don't know everyone's best interests. We need to hear it from them. Any success they have is one to be celebrated."

*Manager, Early Learning*

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## 2016–2017 highlights

- e4c, in partnership with Bissell Centre and the Institute for the Advancement of Indigenous Women, is one of five Financial Empowerment Champions across Canada. This project funded by Prosper Canada aims to improve the financial well-being of 30,000 people in Edmonton over a five-year period. All e4c program staff will receive core financial literacy training that reflects the uniqueness of Edmonton's communities, so that we can intentionally integrate financial empowerment as an element of all e4c programs.
  - e4c Early Learning fostered physical and cognitive development of over 600 very young children (0–5 years).
  - Over 440 youth connected with e4c Kids in the Hall for outreach support, job skills training, learning about teamwork, setting personal goals, mental health and addictions supports, and for some, taking outreach high school classes.
  - In 2017 Empower U launched a third program site in Clareview to work primarily with mothers of children in e4c Head Start at the Lila Lee Centre. Empower U teaches women financial literacy and matches each participant's monthly savings through a partnership with ATB. e4c's Empower U facilitator also attends community and house meetings at e4c WEAC and Inner Ways Transitional Housing to tell women about the program.
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"Through 2016–2017, we have 290 voluntary trust accounts at the e4c Financial Management Hub. We work with people who've experienced homelessness or have a complex history of mental health issues and addictions, to help them learn how to manage their money. This is critical if they're going to have stability in their lives. And it gives hope. People realize over time they have assets they can use to pay for something special: a computer or maybe a visit to their family out of town."

*Chief Strategy Officer*

"It took a year to gather in-depth feedback from experts and community members on what the core content of Financial Empowerment Champions should be. We needed to understand how to ensure it's relevant and accessible to people who are precariously or newly housed, or new to Canada and struggling with English, or who may not have finished school and have never in their lives had control of money. So, we've adapted the core curriculum to make sure that our staff will have the skills to meet the unique needs and desires of Edmontonians."

*Director, Community Services*

"Our work is about helping these little brains become forever life-learners. This is a huge part of ending poverty. At e4c we have such a wide gamut of offerings, and as early learning educators we're passionate about working together with other programs at e4c, so together we can offer our early learning families the resources they need for all-around success."

*Operations Manager, Early Learning*

"The best part of Empower U is witnessing the women embrace, encourage and support each other. They share resources and suggestions to make sure everyone is cared for. It's also amazing to see their passion and determination once they realize they have the tools to take control of their financial circumstances."

*Empower U Facilitator*

**e4c STATEMENT OF FINANCIAL POSITION**

Year Ended December 31, 2017

	2017	2016
<b>Assets</b>		
Current	4,058,383	4,689,909
Long Term Investment	979,535	1,271,668
Inner City Youth Housing Project	145,531	220,225
Capital Assets	9,833,126	9,097,557
	15,016,575	15,279,359
<b>Liabilities</b>		
Current	3,915,761	5,006,787
Long Term Debts	2,235,074	2,041,772
Deferred Conditional Grants	40,000	56,000
	6,190,835	7,104,559
Net Assets	8,825,740	8,174,800
<b>Total</b>	15,016,575	15,279,359

**e4c STATEMENT OF OPERATIONS**

Year Ended December 31, 2017

	Unrestricted	Restricted	Invested in Capital Assets	Total 2017	Total 2016
Revenues	602,115	20,207,022	805,402	21,614,539	18,961,574
Expenditures	616,757	19,925,925	421,881	20,964,563	19,266,511
<b>Excess (deficiency) of Revenues over Expenditures before other items</b>	(14,642)	281,097	383,521	649,976	(304,937)
<b>Other items:</b>					
Insurance proceeds	–	78,017	–	78,017	415,210
Gain on disposal of capital assets	–	–	85,534	85,534	453,291
Inner City Youth Housing Project	–	(74,694)	–	(74,694)	4,258
	–	3,323	85,534	88,857	872,759
<b>Excess (deficiency) of Revenues over Expenditures</b>	(14,642)	284,420	469,055	738,833	567,822

\*A complete set of audited Financial Statements are available upon request.

# e4c's mission is to change lives and grow communities.

## Success is...

"In 2010 we were serving 140 families. Today we're serving more than 500 families. That tells me we're doing something right. We're helping people make the changes they want and live the life story they define. They come to e4c and can live our culture of compassion, courage, connection and commitment."

*Manager, Early Learning*



"We don't tell people what to do or how to do it. We walk alongside as they decide what they need to make positive change in their lives, and we build relationships and help find the necessary resources.

We've been invited to be part of people's lives. We have great respect for that."

*Director, Community Services*

"We walk alongside each other internally, as e4c employees, as well as walking alongside the people we serve."

*Outreach Worker, WEAC*

"e4c expects a lot from us in terms of best practice and relationships. I want to rise to and exceed these expectations and that in turn will better serve the people we work with."

*Manager, Inner Ways Transitional Housing*

# Thank you for joining us, in walking this journey.

**Our work at e4c would not be possible without the generous support and commitment of our hundreds of volunteers, as well as our donors and funders.** Together, we are helping and supporting people to identify and make the changes needed to achieve their goals, and live healthier, more stable lives.

"We're making progress toward ending poverty in our city, but we must keep up our focused, strategic approach and ongoing attention. For me, being involved with e4c's work as a Board member and Board Chair has been incredibly gratifying. Our Board brings a background of experiences and skill sets to our stewardship role. And e4c has a wonderful, dedicated staff who embody, on a daily basis, our commitment to walk alongside the people we serve."

**John Cotton,**  
*e4c Board Chair*

## e4c Board of Directors 2017:

<b>Bernard Anderson</b>	<b>Bob Hiew</b>	<b>Marney Mustard</b>
<b>Patricia Bounds</b> <i>Vice-Chair</i>	<b>Ross Lizzotte</b> <i>Honorary Member</i>	<b>Orest Myroon</b>
<b>Jan Buterman</b>	<b>Evelyn Millman</b>	<b>Jan Pierzchajlo</b>
<b>John Cotton</b> <i>Chair</i>	<b>Linda Mabbott</b> <i>Secretary</i>	<b>Beryl Pomedli</b>
<b>Marian Gayed</b>	<b>Wayne McKendrick</b>	<b>Anna Reyes</b> <i>Treasurer</i>
<b>May Han</b>	<b>Aaron Morgan-Jackson</b>	<b>Roger Thomson</b> <i>Past Chair</i>

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**e4c**

Seeing people not poverty.

Follow Us



## Supporting Partners

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**EDMONTON  
COMMUNITY  
FOUNDATION**

**the Stollery**  
charitable foundation

**United Way**

**homeward trust  
edmonton**

e4c respectfully acknowledges we undertake our work on land in Treaty 6 territory, which is a traditional meeting ground for many Indigenous peoples. Edmonton, also known as amiskwaciwâskahikan or Beaver Hills House, has long provided a travelling route and home to the Cree, Blackfoot, and Métis, as it did for the Nakoda, Tsuu T'ina, Chipewyan, and other Indigenous peoples. Their spiritual and practical relationships to the land create a rich heritage for our learning and for our life as a community.