Uniting vulnerable children, youth and families

Closer to Home Community Services
2009–2010 Annual Report
Messages

Closer to Home’s Board of Directors are continually amazed at the focused work accomplished by the organization’s staff and volunteers, who are able to respond quickly and thoughtfully to any situation. Whatever the child’s or family’s struggle, the team at Closer to Home comes together to determine what is needed to make the situation better.

Message from the Chair

Our mission is “Uniting vulnerable children, youth and families.” From administration to hands-on care or international dissemination, our staff and volunteers are mindful of what will best serve these vulnerable children and families by using the Teaching-Family Model, which emphasizes holistic, family-based services.

Closer to Home’s finances, the key to any sound organization, have been extremely well-managed and controlled, as evidenced in our year-end audit. As well, the agency has been accessing new means of funding, which has allowed us to enhance and grow our programs.

There are, and will continue to be, many challenges in the year ahead. The Board of Directors is confident our organization has the leadership, infrastructure, training and determination to continue to serve our community’s children, youth and families so well.

On behalf of the Board of Directors, I thank everyone for their dedication and hard work for the people we serve. We are privileged to be part of the Closer to Home family.

Marilyn McMillan
Marilyn McMillan
Board Chair

Executive Director Message

This year has been one of insight, wonders and accomplishments. Closer to Home had the privilege of working with 5,420 vulnerable children and families. Regardless of the challenges these people face, they inspire us with their hope, their willingness to change and their acceptance of help.

Closer to Home’s robust outcome evaluation process is in place to determine the extent to which our services impact the people who access them. This year, our evaluations revealed that more families are at-risk of breakdown and are having difficulty making ends meet. This evaluation process, along with the stories children and parents tell, allows us to conclude that Closer to Home’s programs are effective and help change lives.

In the upcoming year, we look forward to expanding our continuum of services and further developing our research and evaluation systems, ensuring that our outcomes reflect best practices. We are excited about changes to our organization that will enable us to offer more flexible services to the people who need our help. We look forward to this work, and to uniting more vulnerable children, youth and families in the years to come.

Diane Jaeger and Karen Olivier
Diane Jaeger and Karen Olivier
Co-Executive Directors
About Closer to Home

Our Mission
Uniting vulnerable children, youth and families.

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

Who we are
Closer to Home is a Calgary-based charitable society. We are passionate about keeping families together and providing individualized, effective services. Closer to Home was founded in 1995 as a grassroots organization and is governed by a volunteer Board of Directors.

What we do
Closer to Home
- Provides programs designed to meet the needs of vulnerable children and their families
- Delivers culturally appropriate services where and when families need help
- Builds community and social supports, teaches parenting skills and gives families the tools they need to make positive changes
- Provides a therapeutic family environment for at-risk children in crisis situations until they are able to return home with their parents, or move to a normalized family environment

Who we serve
Closer to Home serves vulnerable children and their families, many of whom are at risk of family breakdown and require supportive intervention services. We have evolved into an essential community and family support service offering programs in Calgary, Airdrie and surrounding rural areas.

Total Clients Served by Closer to Home Programs
April 1 – March 31

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Clients</th>
</tr>
</thead>
<tbody>
<tr>
<td>05/06</td>
<td>4,814</td>
</tr>
<tr>
<td>06/07</td>
<td>4,562</td>
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<tr>
<td>07/08</td>
<td>3,696</td>
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<tr>
<td>08/09</td>
<td>3,337</td>
</tr>
<tr>
<td>09/10</td>
<td>5,420</td>
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</table>
Our Services

West Central Resource Centre
Providing a continuum of early intervention services for families, including:
- Walk-in community resource centre with crisis support
- Community groups for parents, children and youth
- In-home family support

Family Matters
Providing in-home family support in Airdrie and rural communities surrounding Calgary with a focus on:
- Intensive, short-term interventions
- Addressing issues that put children and youth at risk
- Preventing family breakdown
- Diverting families from involvement with child intervention services

Consumer Satisfaction

Average Rating

<table>
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<tr>
<th></th>
<th>Parents</th>
<th>Children/Youth</th>
<th>Social Services</th>
<th>Schools</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Rating</td>
<td>6.6</td>
<td>6.7</td>
<td>6.6</td>
<td>6.6</td>
</tr>
</tbody>
</table>

Foster Care
Providing temporary family environments for children who are unable to live with their families with an emphasis on:
- Family reunification
- Permanency through kinship or adoption
- Creating a sense of family and belonging
- Skill development for children and families

Community Teaching Homes (Group Homes)
Providing temporary specialized treatment in a family setting with a focus on:
- Family reunification
- Permanency through kinship or adoption
- Skill development and advocacy for children and families
- Involving children in their communities

Aboriginal Services
Providing a continuum of culturally sensitive services, including:
- Early intervention programs
- Temporary out-of-home placements for children in high-risk situations
- Family reunification
Strategic Plan Goals (2009 – 2014)

Closer to Home is committed to aligning our services and goals with the National Outcomes Measures and the Alberta Children’s Ministry’s stated outcomes for children.

Our Goals:

Governance

• Effective leadership
• Innovative and responsive approaches
• Financial due diligence

Operations

• Quality programs and services that effectively meet the needs of vulnerable children and families
• Innovative programs and services to meet the diverse needs of vulnerable children, families and communities
• Evidence-based practices

Alliances

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

Positioning

• Increase current capacities to manage the responsibilities of Outcome-Based Service Delivery
• Financial resources that support effective, innovative programs and services
• Integrated promotion and marketing program that meets fundraising targets noted in Table 1:

<table>
<thead>
<tr>
<th>Year</th>
<th>Capital</th>
<th>Operations</th>
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<tbody>
<tr>
<td>1</td>
<td>$97,000</td>
<td>$397,500</td>
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<tr>
<td>3</td>
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<td>5</td>
<td>$4,000,000</td>
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<tr>
<td>Total</td>
<td>$5,817,000</td>
<td>$437,500</td>
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Agency Development

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

“Closer to Home was instrumental in our development as a Teaching-Family site. They are obviously passionate about the Model and will do whatever is necessary to help other sites learn and develop the necessary systems in a timely manner. They were committed to ensuring our success as a developing agency.”

Ginger Sunbom, Director of Clinical Services
West Tennessee Family Solutions

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

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

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

Closer to Home has sponsored and supported two agencies though the certification process:

**West Tennessee Family Solutions, Memphis, TN**
- Achieved certification in the spring of 2010
- Provides supported living homes for adults
- Serves up to 60 adults with developmental disabilities

**The Children’s Home of Cincinnati, Cincinnati, OH**
- Recommended for certification following their initial on-site review in September 2010
- Provides intensive day treatment through school-based programs
- Serves more than 700 children and youth with behavioural, social, emotional and mental health challenges

Closer to Home is currently sponsoring two agencies through the change management process:

**Tennessee Family Solutions, Nashville, TN**
- In the development phase of certification
- Provides Teaching-Family homes for adults with severe developmental disabilities

**North Slope Borough Department of Health and Social Services, Children and Youth Services, Barrow, AK**
- In the development phase of certification
- Provides behavioral rehabilitative services and crisis stabilization
- Serves up to 14 children from newborn to 18 years
**New Initiatives**

*Critical Hours Program (September 2009)*
- Operates between the critical hours of 3 pm and 6 pm when parents are often not home
- Provides opportunities for vulnerable youth to develop positive peer relationships
- Teaches essential life and social skills
- Offers exciting and challenging activities for youth to participate in the community

*Specialized Community Supports (May 2010)*
- Serves children and families referred by Calgary & Area Child & Family Services Authority (CFSA) in the area of specialized supports for children with complex needs
- Offers highly individualized, flexible programs designed around the specific needs of these children and their families
- Develops effective and sustainable solutions to support long-term success

*Domestic Conflict Response Team (July 2010)*
- Provides an integrated response to interrupt patterns of abuse and violence in families
- Diverts families from child intervention services
- Works in collaboration with CFSA Southwood Office, Home Front, Calgary Police Services and Calgary Counselling Centre
KEEPING FAMILIES TOGETHER

Closer to Home believes that children belong with their families. Therefore, all of our programs are designed to help bring resolution to families who are experiencing conflict, domestic violence, poverty, neglect, isolation and other complex challenges.

West Central Resource Centre
This resource centre, based in southwest Calgary, provides:
• Walk-in support and resources
• Emergency basic needs
• Youth programs
• Parenting programs
• In-home family support
• Counselling
• Referrals to other community resources

K.I.D.S (Kids in Dayhomes Services)
• Focuses on children from newborn to six years
• Strengthens non-regulated dayhome services in the community
• Provides parenting training and support groups for parents and caregivers

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

Reunification Services
Closer to Home’s Community Teaching Homes (Group Homes) and Foster Care programs strive to reunify children with their families. When this is not possible, the options become kinship or adoption. These programs focus on:
• Developing relationships between staff and family members
• Teaching parenting skills
• Providing family advocacy and support
• Designing creative solutions that fit the family

Julia* is one of the 87% of youth contacted for 12 month follow-ups who remained with her parents after their Family Matters intervention.

*Names and photos of children have been changed throughout to protect confidentiality.
West Central Resource Centre (WCRC)

5,033 contacts were made with the WCRC last year
55 families received intensive in-home support services
93 families were referred by Child Protection Services and schools
222 Aboriginal families were served
86% of families reported an increased knowledge of community resources after attending WCRC

“As parents who have ‘knocked’ on what seems to be every agency’s doors for help with our son, the experience with [these parents] was exactly what we needed. Their patience, knowledge, positive attitude and consistency helped us get through what has been the toughest situation we have experienced.”

Our Outcomes

Family Matters

90% of families decreased risk factors
76% of youth decreased risk factors
87% of youth remained with parents at discharge

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

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

Pekewe Family Reunification Home

- A 12-bed facility with the capacity to serve up to three families at a time
- Reunites parents with children who are in foster care or other emergency placements
- Teaches parenting skills through cultural teachings, parenting classes and daily living support
- Provides post-discharge in-home support in the community

Home Visitation

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

Kiwehtata Parenting Program

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

Aboriginal Services in other Closer to Home Programs

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

- Traditional activities and teachings
- Aboriginal ceremonies
- Elders

Sam* is one of the 63% of children who were discharged to family from the Pekewe Reunification Home.
Our Outcomes

Kiwehtata Parenting Program
Served 47 families of Aboriginal descent
77 of the 96 children (80%) had Child Intervention Status

The program was run in 4 locations city wide to facilitate access.

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

Pekewe Family Reunification Home
72% of parents decreased or maintained risk factors and improved overall functioning

“[She] taught my family many positive and workable parenting strategies that were culturally appropriate.”

“I was completely satisfied with the program, it taught me a lot of new skills to use with my children and I’ve seen improvements in myself and my children.”
Developing Community Connections

We believe that all children deserve to live in their own communities in a family setting. All of Closer to Home’s out-of-home programs are located in residential neighborhoods in either Foster Homes or parented Teaching Homes.

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

Community programs, including Teaching Homes, Foster Care, Independent Living and Individualized Placements, facilitate community integration by:

- Involving children in community activities including sports, arts and social groups
- Working closely with schools
- Supporting youth in finding and maintaining employment
- Connecting children and families with community resources

We know it takes a village to raise a child. That’s why Closer to Home establishes committed partnerships with community organizations, to provide the best possible services and resources for the children and families we serve.

Joey* is one of the 80% of children in foster care who were discharged to parents, family or friends.
Airdrie Teaching Home

100% of all youth with parental contact were discharged to their parents.

At three and six month follow-ups 100% of these youth remained with their parents.

80% of youth were involved in positive community activities.

Calgary Teaching Homes

85% of youth were discharged to less restrictive environments.

100% of youth were involved in positive community activities.

“Our Outcomes

Foster Care

89% of children decreased risk factors.

Zero placement breakdowns.

Our Social Return on Investment shows that for every $1.00 spent on the Foster Care Program, there is a $1.06 return on the investment.

“When I first came to the Teaching Home I was nervous but almost immediately became friends with everyone. While living here I have worked on skills such as accepting criticism and following instructions. Best of all we are treated fairly. It’s like we are family.”

“At the beginning of the year I had no friends. They gave me tips to get along well with others.”
**Awards Recipients**

"Volunteers don’t necessarily have the time, but they have the heart.”

Anonymous

This quote certainly describes Renate Vaughan, the Closer to Home Volunteer of the Year for 2010. Renate has a very BIG heart for her work at the West Central Resource Centre. Over the last seven years, Renate has spent innumerable hours doing the many things that make the Resource Centre a welcoming place for community members. By doing so, Renate supports the staff in assisting the many families who go there for help and resources.

Every week, Renate can be found at the Resource Centre, organizing donations, tending to the plants, and tidying up the common meeting areas. She creates a warm and friendly environment where families feel comfortable to seek the support they require. Renate brings an exceptional level of commitment and dedication to her volunteer work as she tirelessly does the many things that make a big difference for families and staff. Renate, you are so appreciated! Thank you for your volunteer efforts. You make such a valuable contribution to the Resource Centre!

Volunteer of the Year
Renate Vaughan

"Never respect men merely for their riches, but rather for their philanthropy; we do not value the sun for its height, but for its use.”

Gamaliel Bailey

E-Jen Huang connected with Closer to Home as a donor in 2009. Since then, she has made other significant contributions to help the children and youth we serve.

E-Jen, along with the stylists at her salon (Signal Hill Angles), has donated Christmas gifts for the youth in our Community Teaching Homes (group homes). She and her stylists consistently provide free haircuts for all of the youths in the Teaching Homes.

Her contributions have made a world of difference to our youth, many of whom never had the opportunity to have their hair cut in a salon. The children appreciate the gifts, time and effort that E-Jen has spent helping them feel important, look their best and above all, improve their self-esteem.

Donors like E-Jen make a real difference in the lives of the children and families that we serve. Closer to Home is pleased to recognize her as our Donor of the Year. Thank you E-Jen!

Donor of the Year
E-Jen Huang

Let no one ever come to you without leaving better and happier. – Mother Teresa
If Ralph Waldo Emerson knows the measure of success, then by all accounts Closer to Home’s Practitioner of the Year, Jody Forsell, has achieved it.

Jody began her work as a Family Support worker with Closer to Home more than two years ago. In these few years, she has worked hard and accomplished much. She participated in a family reunification project where the stakes were high, the challenges great and the barriers many. Jody masterfully used humor, skillful teaching, gentle nurturing and straight-talking feedback to create a context of support and discovery, in which all of the family members learned what, to that point, had eluded them. Jody helped them develop the skills and strategies that enabled them to achieve their ultimate goal – remaining together as a caring and committed family. With this family, Jody achieved the success Emerson spoke of: “...to leave the world a bit better...”

Continuing on as a Community Support Worker in the Resource Centre, Jody provided immediate and brief service to families in crisis situations. Families have expressed their gratitude for Jody and the time, energy, care and genuine concern she has shown each of them. Not one to rest on her laurels, Jody seized the opportunity to take on a new challenge and use her skills for program development. In her current role, Jody coordinates a pilot program identifying families in need of early intervention services due to domestic violence.

It is clear to everyone at Closer to Home that Jody Forsell is an exceptional practitioner who creates successes for families and children. Her dedication and persistence are immeasurable, her sense of humour is appreciated and her skills are impressive. Closer to Home is pleased to recognize her as the Practitioner of the Year for 2010.
Certifications

We recognize the outstanding commitment and hard work of all our Practitioners who have been certified in their implementation of the Teaching-Family Model:

January 1, 2009 – December 31, 2009

1st Annual Certification
Nancy and Timothy Beke (Foster Parents)
Jody Forsell (Family Support Worker)
Shantie Leyden (Independent Living Counsellor)
Sonia Lopez (Foster Parent)
Jennifer and Joe Maxwell (Teaching Parents)
Sarah Polson (Alternate Teaching Parent)
Rufina and Ian Sleight (Foster Parents)

2nd Annual Certification
Cheryl Hanley (Home Visitor)
Sheri and Andy Lewington (Teaching Parents)
Lynnett and David Wambolt (Foster Parents)

3rd Annual Certification
Brandy Bursey and Scott Coulthard (Teaching Parents)
Maria and Jaime Hernandez (Foster Parents)
Leanne and Jeremy Nay (Foster Parents)
Terry and Murray O’Hara (Foster Parents)

4th Annual Certification
Urszula and Stan Dabrowski (Foster Parents)

5th Annual Certification
Minoush Rafie (Community Support Worker)

6th Annual Certification
Erin Lang (Independent Living Counsellor)
Kathy and Chris Marshall (Foster Parents)

7th Annual Certification
Betty and John Mostert (Foster Parents)
Lori and Don Snell (Foster Parents)

9th Annual Certification
Gwen Stewart (Foster Parent)
Accreditations and Memberships

Accreditations

Teaching-Family Association
Closer to Home was initially certified in 2000.
• The Teaching-Family Association (TFA) provides a best-practice framework of integrated practices
• Grounded in continuous quality assurances practices
• Focused on strength-based, consumer-driven services
• Utilizes an evidence-based, cognitive behavioral approach (SAMHSA)

Commission on Accreditation of Rehabilitation Facilities (CARF)
Closer to Home’s initial review is scheduled for December 2010.
• CARF is an independent accrediting body of health and human service providers
• Promotes the quality, value, and optimal outcomes of services through a consultative accreditation process that centers on enhancing the lives of the persons served
• Accredits nearly 47,000 programs and services at more than 20,000 locations on five continents

Memberships

Alberta Association of Services for Children and Families
• Works to strengthen member agencies and promotes attitudes, practices and conditions that contribute to quality services for vulnerable children and families

Alberta Home Visitation Network Association
• Supports quality home visitation programs across Alberta for children and families

Calgary Chamber of Voluntary Organizations
• Promotes and strengthens the nonprofit and voluntary sector by developing and sharing resources and knowledge, building connections, leading collaborative work, and giving voice to critical issues affecting the sector

Child Welfare League of Canada
• Provides leadership and support to its members, including timely information on research findings and best practices, and opportunities for networking

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

Foster Family-Based Treatment Association
• Strengthens agencies that support families caring for vulnerable children
Fund Development

In 2008 Closer to Home launched our Fund Development department. The continued need for new programs, basic needs of clients, renovations to facilities and appropriate transportation needs far exceeded the funding for our programs.

The Fund Development department is now in full swing and many organizations, foundations and individuals have provided support to:

- Start a new Family Support program
- Pay for a 12 passenger van
- Create welcome baskets for children on their first night in care
- Meet the financial needs of families who were at risk of being evicted
- Provide children with Christmas presents
- Renovate a facility and much more.

Without these generous donations, vulnerable children and families would be separated. Many of these children would not be able to attend community activities. They would not have the comfort of a welcome basket after being removed from their homes. We want to express our appreciation to our donors for their generosity and support of vulnerable children, youth and families.

Over the next five years, Closer to Home plans to:

- Increase the donations for our Adopt-A-Child and Adopt-A-Family programs for Christmas
- Purchase three new vans
- Raise money for a new Community Resource Centre and Administration building.
## Balance Sheet

**As at March 31, 2010**

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<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$97,381</td>
<td>$100,169</td>
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<tr>
<td>Short-term investments</td>
<td>$422,964</td>
<td>$201,800</td>
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<tr>
<td>Accounts receivable</td>
<td>$200,336</td>
<td>$292,878</td>
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<td>$25,818</td>
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<td></td>
<td>$745,294</td>
<td>$620,665</td>
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<td>Capital assets <em>(note 4)</em></td>
<td>$1,293,939</td>
<td>$1,367,554</td>
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<tr>
<td></td>
<td>$2,039,233</td>
<td>$1,988,219</td>
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<tr>
<td><strong>Liabilities</strong></td>
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<td></td>
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<tr>
<td><strong>Current liabilities</strong></td>
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<tr>
<td>Accounts payable and accrued liabilities</td>
<td>$182,250</td>
<td>$283,236</td>
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<tr>
<td>Portion of mortgages payable within one year <em>(note 6)</em></td>
<td>$69,643</td>
<td>$60,299</td>
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<td></td>
<td>$251,893</td>
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<td><strong>Mortgages payable <em>(note 6)</em></strong></td>
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<td></td>
<td>$1,425,064</td>
<td>$1,261,190</td>
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<tr>
<td><strong>Deferred capital contributions <em>(note 7)</em></strong></td>
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<td></td>
<td>$158,749</td>
<td>$181,457</td>
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<td><strong>Deferred contributions</strong></td>
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<td>$10,281</td>
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<td><strong>Net Assets</strong></td>
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<td>Unrestricted</td>
<td>$193,246</td>
<td>$188,938</td>
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<tr>
<td></td>
<td>$2,039,233</td>
<td>$1,988,219</td>
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*Contingencies and commitments (notes 10 and 11)*

*Approved by the Governance Committee*
# Statement of Operations and Changes in Net Assets

For the year ended March 31, 2010

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<tr>
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<th>2009</th>
</tr>
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<td>Rental</td>
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<td>Interest</td>
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<td><strong>Total Revenue</strong></td>
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<td><strong>Program expenses</strong></td>
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<tr>
<td>Salaries and benefits</td>
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<td>Counsellor per diems</td>
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<td>Client living (Schedule 1)</td>
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<td>Facility (Schedule 2)</td>
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<td><strong>Total Program Expenses</strong></td>
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<td><strong>Administrative expenses</strong></td>
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<td>Salaries and benefits</td>
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<td>Other administration (Schedule 3)</td>
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</tr>
<tr>
<td>Office (Schedule 4)</td>
<td>53,989</td>
<td>62,180</td>
</tr>
<tr>
<td><strong>Total Administrative Expenses</strong></td>
<td>624,375</td>
<td>662,757</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amortization of capital assets</td>
<td>119,919</td>
<td>83,438</td>
</tr>
<tr>
<td>Amortization of deferred capital contributions</td>
<td>(22,708)</td>
<td>(17,142)</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>4,501,422</td>
<td>4,580,572</td>
</tr>
<tr>
<td><strong>Excess of revenue over expenses</strong></td>
<td>4,308</td>
<td>50,395</td>
</tr>
<tr>
<td><strong>Net assets – Beginning of year</strong></td>
<td>188,938</td>
<td>138,543</td>
</tr>
<tr>
<td><strong>Net assets – End of year</strong></td>
<td>193,246</td>
<td>188,938</td>
</tr>
</tbody>
</table>
## Statement of Cash Flows

For the year ended March 31, 2010

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash provided by (used in)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Operating activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Excess of revenue over expenses</td>
<td>4,308</td>
<td>50,395</td>
</tr>
<tr>
<td>Items not affecting cash</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amortization of capital assets</td>
<td>119,919</td>
<td>83,438</td>
</tr>
<tr>
<td>Amortization of deferred capital contributions</td>
<td>(22,708)</td>
<td>(17,142)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>101,519</td>
<td>116,691</td>
</tr>
<tr>
<td>Changes in non-cash working capital</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>92,542</td>
<td>(20,803)</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>1,205</td>
<td>19,941</td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>(100,986)</td>
<td>33,145</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>–</td>
<td>(14,492)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>94,280</td>
<td>134,482</td>
</tr>
<tr>
<td><strong>Investing activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchase of capital assets</td>
<td>(46,304)</td>
<td>(79,015)</td>
</tr>
<tr>
<td>Proceeds on disposal of assets</td>
<td>–</td>
<td>1,237</td>
</tr>
<tr>
<td>Purchase of short term investments</td>
<td>(221,164)</td>
<td>(201,800)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>(267,468)</td>
<td>(279,578)</td>
</tr>
<tr>
<td><strong>Financing activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital contributions</td>
<td>–</td>
<td>27,829</td>
</tr>
<tr>
<td>Proceeds from mortgage</td>
<td>236,519</td>
<td>344,378</td>
</tr>
<tr>
<td>Repayment of mortgages payable</td>
<td>(63,301)</td>
<td>(192,658)</td>
</tr>
<tr>
<td>(Decrease) increase in deferred contributions</td>
<td>(2,818)</td>
<td>3,835</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>170,400</td>
<td>183,384</td>
</tr>
<tr>
<td>(Decrease) increase in cash for the year</td>
<td>(2,788)</td>
<td>38,288</td>
</tr>
<tr>
<td><strong>Cash – Beginning of year</strong></td>
<td>100,169</td>
<td>61,881</td>
</tr>
<tr>
<td><strong>Cash – End of year</strong></td>
<td>97,381</td>
<td>100,169</td>
</tr>
</tbody>
</table>

**Supplemental information**

|                                | 2010    | 2009    |
|                                |         |         |
| Interest paid                  | 51,533  | 58,048  |
| Interest received              | 1,478   | 7,980   |
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Thank you to all of our corporate and individual donors who directly contribute to exceptional outcomes for our children, youth and families. Your financial contributions have enhanced the lives of many people.

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Alox Zisman
Alsma Rea
Alyssa Dessario
Amarjit Heer
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Andrea Gleason
Andrea Isfeld
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City of Calgary West Community Neighborhood Services
Community Spirit (Alberta Lottery Fund)
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FRP Canada
Glamorgan Church of God
Glenbrook Elementary School
Kids Up Front Foundation
Kiwanis Club of Northmount
Knox Presbyterian Church
Scarboro United Church
Scouts Canada
The Calgary Foundation
The Excellence In Literacy Foundation
The Harry & Martha Cohen Foundation

The Muttart Foundation
Variety Club
Westside King’s Church

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