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Our Mission

Uniting vulnerable children, youth and families

About Closer to Home

We believe everyone deserves a place to call home.

Strong families equal strong communities, where basic needs are met, where families know how to access resources and supports, where people are safe and connected to one another, where there is a feeling of community and everyone is welcome. Everyone deserves to belong to a strong family and have a place to call home.

We preserve the strength and sense of home in families:

Using the best practice model called the “Teaching-Family Model”, we:

- Deliver programs, services and activities in Calgary, Airdrie and surrounding areas
- Build resiliency in families
- Ensure safe home environments
- Deliver culturally appropriate services
- Build community and social supports
- Give families the parenting skills and tools they need to make positive changes
- Provide 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 permanent family environment
Message from the Board Chair & Executive Director

Home is where our story begins...

and where we want to end up... as an agency, as a community, as a family. We are united in our mission to keep kids home and to keep families strong.

A strong home and family are the foundations for healthy relationships that can last a lifetime. Closer to Home’s (CTH) mission is centred on strengthening the family home, and bringing children and parents back together. Whether it’s helping families stay together during troubled times or reunifying families that circumstances have torn apart, our goal is to ensure all children, youth and families have a safe place to call home.

Our agency has worked very hard on many levels to prepare CTH to take on new challenges and services. We have updated and upgraded all our financial and client information systems and are building new infrastructure to support our work, including systems to help with human resources, fund development and program innovation. Funders and foundations are supporting us at higher levels than ever before and are helping us build program and agency capacity for the future.

Sustainability and measured growth will positively impact families and communities in the future. In our Family Preservation programs, 95% of children were kept with their families and more than 60% of our children in foster and group care were reunited with family or kin. Through hard work and change, many children went home to their biological families. There were also several successful adoptions and permanent families found for children who had no other options.

We work with children and families who are separated because of issues that put the children at risk of harm. Even though we work diligently to give children alternative supportive home environments, they are only short-term solutions. We need to give both parents and children hope that someday they can and will be together again. In some situations we need to focus on educating and enhancing parenting skills, and in other situations the needs of a child are so challenging that parents need very technical, supportive strategies to live harmoniously with their
child and become a cohesive family again. The families we work with are navigating difficult and complex situations. Many of our most important breakthroughs come from the field, where our practitioners have daily successes working with the families we serve. During this past year we have seen success stories that reinforce our belief that these parents and children have many strengths and abilities to build upon.

We are fortunate to be in the company of many talented and committed people who all believe in the same family and community values. We want the Calgary community to come to know and understand the work we are doing at CTH. Our staff and foster parents work tirelessly to change lives and give kids a chance at living at home with their families. CTH staff members build amazing relationships with families and children and continually create opportunities that translate into new and hopeful futures. We are humbled by the daily opportunities we have to journey with families.

We see an amazing number of successes and changes in the families we work with, even those facing challenges that seem insurmountable. What we do at CTH works and makes a difference. Individual donors and corporate Calgary join us in keeping kids at home and building stronger families. And we, as an organization, need champions for the vulnerable and often marginalized children and families in our community. When our society places a high value on the importance of supporting families, we can solve or impact a lot of other problems as well, such as youth crime, homeless/street youth, gang involvement, poverty and dropout rates. Children who have a strong sense of belonging can develop and grow into the people they are meant to be. Their family home must be the place where they are nurtured, parented and encouraged.

As we watch these children and families growing together, developing their skills and relationships, and who now have the necessary tools to be successful, we know that home can and should be the place where the story of every family is written. Please enjoy the stories in this report that reflect the challenges and triumphs of creating homes for so many children and families this past year.

Karen Olivier, Executive Director & Kate Andrews, Board Chairperson
Strategic Directions

Closer to Home is a vibrant and growing agency that is focused on a mission of keeping families together and reuniting families wherever possible.

Within a context of effective organizational strategies and a commitment to excellence, amazing outcomes with challenging family situations are possible. This report reflects many of the stories and life changes of those children and families who require both help and hope at critical points in their lives.

To keep us focused on providing consumer driven, high quality services, the Closer to Home Board and Executive Management invests time and energy in developing clear goals and outcomes accompanied by timely strategies and plans. Highlights from the 2012-13 year include:

- **Strengthening the continuum of Aboriginal services to the community:** Closer to Home aims to provide culturally relevant services for vulnerable First Nations families through family reunification programs, positive parenting programs and in-home supports for new mothers. The commitment of local Elders to working with the programs and leading traditional ceremonies as well as securing federal and local foundation grant money to enhance program offerings, have supported and strengthened services in this area.

- **Resourcing a Fund Development strategy to build a sustainable organization that can help families well into the future:** A major goal is to purchase a building that will house Early Intervention programs for families and their children. Building on the work of the past 18 years in the southwest communities of Calgary, Closer to Home will partner with others in order to bring an array of much needed services to a high profile location in the community. Programs serving Aboriginal people, new Canadians and other families with social risk factors will provide a “one-stop” referral approach to accessing resources and receiving timely help.

- **Securing grant money to better evaluate Closer to Home programs and services outcomes:** Aligning program evaluation outcomes to broader National Outcome Measures ensures that services are achieving measurable results. Continuing to develop more sophisticated evaluation processes supports Closer to Home in its desire to be a “learning organization” that is focused on continuous quality improvement. Ensuring that families are achieving their goals, reuniting with their children and requiring less system intervention is a critical mandate for the agency.
West Central Resource Centre (WCRC)
 Welcoming and user-friendly, the WCRC delivers services and programs that help to strengthen families. Staff members provide families with an individualized approach to accessing services and resources to meet their needs and mitigate Child Protection concerns.

Clients had a 91% satisfaction rate with having more knowledge that helped address a problem or issue as a result of their contact with WCRC.

ECD (KIDS)/Family Diversionary (FCSS) – Targeting families with children aged 0-6 years old, KIDS provides parent training and support groups to support parents and caregivers in providing the best possible environment for children to grow and develop. Family Diversionary delivers social programs to promote and enhance well-being among individuals, families and communities.

Critical Hours (FCSS) – Homework Club is an integral part of this program, where students in grades one through six can access homework help, develop pro-social skills, and get to know other children in their neighbourhoods during after-school hours when many parents are not home to supervise. It provides them with the tools to reach their full potential, personally, academically and at home.

Domestic Conflict Response Team (DCRT)
 A unique collaboration of major service systems, including CTH, Calgary and Area Child and Family Services Authority, HomeFront and Calgary Police Services, the DCRT program addresses unresolved domestic conflict situations in an effective way. Program participants generally experience a decrease in or cessation of violence in their home lives, while increasing feelings of empowerment. Children are positively impacted by improved family functioning, allowing them to stay with their families, succeed in school, and interact with their peers in a healthy way.

Family Matters
 Family Matters is an intensive family support program that helps children who are at-risk of leaving their homes due to parent/child conflict and other risk factors. Parents learn positive parenting strategies, conflict resolution techniques, effective decision making and developmentally appropriate expectations for their child.
Aboriginal Services

Kiwehtata Parenting Program: Teaches Aboriginal parents how to provide the best possible environment for their babies and young children (age 0-3) to grow and develop to their potential. Kiwehtata combines parenting classes and in-home support for parents. Issues addressed include parenting, child development, housing, education, poverty and other relevant concerns.

Pekewe Family Reunification House: Offers an opportunity and safe environment for Aboriginal parents to reclaim their children who are currently in the care of a Delegated First Nations Authority. Through cultural teachings, parenting classes and daily living support, parents are prepared for successful re-entry to the community with their children in their care.

After being involved in the Pekewe program this year, 12 children were reunited with family.

Healthy Families: Provides support to parents with newborns and very young children who are experiencing at-risk circumstances. Home visits allow services to be easily adapted to suit the individual needs of a family. Services are voluntary and can be intensive, long or short-term depending on the needs of the family.

Foster Care

The focus of Foster Care is to help the child maintain a sense of belonging in a family-like setting and to support their return home as soon as possible. Foster Care is focused on preserving the family and/or extended family and maintaining the child’s familial, cultural and community connections. 60% of Foster Care discharges were to permanent placements such as home, relatives or adoption.

Community Teaching Homes

Each teaching home focuses on helping youth learn skills that will support a transition to a less restrictive environment. Professional Teaching Parent couples live in the home and create a community-based, family-style environment for youth in care. The youth’s families are encouraged to visit and work with the Teaching Parents as often as possible to move the intervention forward with hopes of family reunification.

Specialized Community Supports (SCS)

Individualized programs are created to meet the needs of clients currently receiving services through

The AP1 and GAP Teaching Homes saw 75% of the youth discharged to a less restrictive placement.

The Airdrie Teaching Home saw 100% of youth move to a less restrictive environment.
the Child and Family Services Authority and who require long-term, specialized support. Employees work intensively with youth and families, who otherwise could not remain together, to assist in the development of independent living skills, address medical needs and teach daily living skills.

Agency Development Services

As part of our Agency Development Services, Closer to Home has been working closely with Youth Horizons, a child serving organization based in Auckland, New Zealand.

Bringing the Teaching-Family Model (TFM) to a new agency is an intensely collaborative process to create new ways of working with children and families. In the past year, Youth Horizons has converted four of its residential group care programs into Teaching Homes and is piloting two new intensive TFM foster care programs located in Whangarei and the Bay of Plenty. The on-site visits are focused on the training, development and supervision of Teaching-Family Practitioners who have embraced the model for its ability to create positive changes for youth.

Adapting the TFM into the Maori culture has been an exciting process rich in cultural ceremony and traditions. The Maori Elders have provided strong leadership in all the training aspects of the Model and provide cultural feedback within the context of the program changes. Maori family values and teachings have been incorporated within the group home setting to better reflect the indigenous culture and to engage families in reclaiming their children.

Youth Horizons has embraced the Teaching-Family Model for their “youth in care” programs to add to their array of evidenced-based services.
CLOSER TO HOME COMMUNITY SERVICES

Strengthening Family

Family Matters

Closer to Home has a number of In-Home Family Support programs that are designed to provide family preservation and reunification services. We also offer less intrusive services that support families in learning skills necessary for them to more effectively meet the needs of their families and life situations.

The Family Matters program is one that provides intensive support services to children, youth and families in Airdrie and the Rockyview Region. A Closer to Home Family Specialist works with a family extensively mentoring parents as they learn how to set family goals, implement plans to achieve those goals and maintain successes long-term. They empower parents by teaching them to communicate more effectively, to address inappropriate behaviour with confidence and to manage crises.

Here is one family’s success story. Single mom, Janet*, and her adolescent daughter, Amy*, were referred to the Family Matters program with the goal of successfully reuniting the family. Amy was initially placed in one of our Community Teaching Homes because Janet was having difficulties managing her daughter’s behaviours. In preparation for Amy’s return home, a Family Specialist helped Janet develop her parenting skills, which gave her confidence in dealing with Amy’s challenging behaviours.

Since Janet and Amy completed the Family Matters program, Amy has learned to accept her mother’s role as the parent and they are able to work out conflicts when they arise. Coming a long way from when she was placed in the Teaching Home, Amy now likes to spend time with friends, participates in a choir during the school year and is a youth advocate in her school and community.

Janet has come a long way since then too. She has worked hard, seeking out the supports she needed to become a stronger parent and remains consistent in her parenting strategies. Janet has taken control of her life and her family, becoming a confident parent and an excellent role model for her daughter.

Through the program, Janet and Amy created a family statement that begins, “United we are stronger.” Janet is confident that they have built the foundation of a strong and loving home, stating:

Home is your safe place; it is the one place where you can truly be you.
“Our foundation in our home is unconditional love, trust and respect for each other... With the help and support from Family Matters I have achieved self-confidence. I see my parenting skills getting stronger and stronger and... I know I have the skills for future challenges...”

Janet says the most challenging part of this process was adjusting her whole mindset and believing that things could change. She feels her biggest accomplishments since completing the Family Matters program are “believing in myself and being consistent, and applying and accessing the parenting skills I was taught to use.” Together, Janet and Amy have learned to appreciate each other’s uniqueness and use their strengths to work through their challenges.

“The family statement reflects what we all hope for when a family reunites. Through the Family Matters program, both Janet and Amy have learned how to come together and use their strengths to achieve their family goals and become a united family once again.” – Closer to Home Family Specialist

*Names have been changed

**Working Towards Reunification**

Closer to Home’s group care services (Community Teaching Homes) stand out in terms of achieving exceptional outcomes, including positive behavioral changes and family reunification outcomes.

Permanency plans are developed to align with the best interests of the children and families we serve and are implemented so that identified outcomes will be achieved. The following is a story about a plan in progress:

Tyler* came to one of our Community Teaching Homes about two years ago but he has been “in care” since he was four years old; he is now 12. When he was removed from his mother’s home, she and Tyler’s father had already been separated and Dad was unable to maintain contact with his son. Tyler had been in a number of foster homes, group care placements, residential treatment, however since coming to Closer to Home, he has remained in the same Community Teaching Home.

Kathryn and Brad have been Teaching Parents with Closer to Home for about a year and a half and when they started with Closer to Home, Tyler did not have an assigned social worker or very many people advocating for him. “Out of all the kids we’ve worked with,” Kathryn says, “Tyler was, hands down, the most challenging. He was the kid that would wake up in crisis and go to bed in crisis every single day. I think what he needed in his life was a relationship and a family. He had a brother that we knew of but it seemed that no one could find any other family.” A new social worker
connected him with Wednesday’s Child, a cooperative initiative between Alberta Human Services and CTV Television, that features some of the children in Alberta who are ready to be adopted, and from that came some potential adoptive families. With this new development, he was transferred to a permanency planning worker. It was this worker who was able to go back through all 11 volumes of Tyler’s file and found a phone number for Dad. It was an eight year old number and it was a long shot but she thought she might as well just try it. When Dad picked up the phone, he said to her, “I have been waiting for this call for eight years. I have not changed my phone number, I have been waiting for this call and I knew it would come one day.”

“This all came at the perfect time in Tyler’s life”, Kathryn says. “He was starting to stabilize, he was in a really good place, his behaviour had leveled off and so it was a really good time for him to meet Dad, who lived in (another town).”

She continues, Tyler would tell us stories all the time about ‘My Dad took me to Burger King across the street from where we lived when I was three, and we would say ‘Tyler, no, there’s no way you can remember that, you’re making up stories.’ And when we met with him, his Dad said ‘The last time I saw Tyler, I took him out for his birthday at Burger King!’

“He looks just like his Dad. It is really touching that they look alike and they have the same mannerisms even though they have not seen each other in eight years. So now Tyler has got Dad in his life, he has a new step-mom, some step-siblings and everyone has just really accepted Tyler into their family.”

“The saddest and the sweetest thing I’ve ever heard,” says Kathryn, “is that Tyler is Dad’s only child; he could’ve had more but he said ‘I didn’t want to have any more children when I couldn’t be with the one that I already had’. He’s so dedicated and you can tell that it pains him so much to know that he has missed out on eight years of Tyler’s life. And he didn’t want to put that into another child until he could give that to Tyler. The goal is for Tyler to move home with Dad in (another town) and I think we have a strong team working together to make that happen. Everyone is really on the same page.”

Brad says, “The most important thing is making sure that Tyler is ready to be in a setting like that. The last thing we want to do is send him home and not have him be able to thrive in that environment, so making sure that he is ready to take this next step is the key to success of this whole situation.”

Kathryn adds, “It’s not just a healing process for Tyler, it’s a healing process for Dad too. Every time Tyler has a challenging behaviour, Dad feels that it’s his fault. So as much as we communicate, we also have to be very mindful of the guilt that he feels and not approach in a way that might add to that. You can tell he really did the absolute best he could do; he didn’t change his number for eight years!”

In addition to working extensively with Dad on parenting skills, they are also working with Tyler on life and social skills and they have seen him stabilizing; he is now able to form relationships, maintain them and reciprocate care and love. Kathryn states “These are things that if you would have asked me a year and a half ago ‘Do you think Tyler will ever be able to do that?’ I probably would have said no. He’s come that far.”

The plan is to have Tyler reunited with Dad and his new family within the next year. “Dad really loves Tyler and Tyler wants to be with Dad. All those other issues, we’ll work them out, we’ll get there.”

*Names have been changed*
A New Home

Cameron* came to the Airdrie Teaching Home when he was nine years old. At the time, Nicole* and her husband Kevin* were Teaching Parents there. Cameron had been living with them for eight or nine months when they made the choice to change careers within Closer to Home from Teaching Parents to Coordinators, and moved out of the home. That is when they first realized that they wanted to become a more permanent fixture in Cameron’s life.

When Cameron first came to Closer to Home, he had never really done well in any previous placements. “We just had a really good connection,” Nicole says. “In fact, his therapist had come to the group home after Cameron had been living there for a few months to see what we were doing with him, and to see the house, because the therapist couldn’t understand why Cameron was doing so well…he really craved that kind of family atmosphere.”

Cameron and the family now live together under a Kinship Care placement, which is a family home that is approved to care for a specific child in need because of a family connection or significant relationship to the child. Along with their son Jackson*, five, Nicole says she, Kevin, and Cameron, now 11, “spend a lot of time together, we do a lot of activities together; we go camping, we just hang out, we treat each other kindly.”

Nicole continues on to say that “In the eight months since he came to live with us, he has changed… he’s not aggressive anymore, he’s able to be more independent, and he requires less supervision.” About the developing relationship between Jackson and Cameron, she says that Jackson “is very happy that (Cameron) is there but at the same time there is a natural sibling rivalry. The boys have gone from fighting about 70% and getting along 30% of the time, to fighting 30% and getting along 70%. It just takes some time for everyone to adjust when you blend someone into your family.”

As for Cameron’s adjustment to his new forever home, things are going very well. Nicole says that communication plays a very big part in their family dynamic. “We just talk a lot about the fact that we chose to have him there,’ she says, “and it doesn’t mean that just because he’s part of our family…that he doesn’t have another family…his heart is big enough for everyone.”

*Names have been changed
Certifications

We celebrate the exceptional commitment and perseverance of our practitioners who have been certified in their implementation of the Teaching-Family Model and recognized by the international Teaching-Family Association.

April 1, 2012 – March 31, 2013

**First Annual Certification**
- Amanda Reid *(Family Support Worker)*
- Amber Perkins *(Family Specialist)*
- Ashley Adair *(Family Specialist)*
- Carolyn Turning Robe *(Family Support Worker)*
- Jan Tailfeathers *(Program Facilitator)*
- Jennifer Bradley *(Coordinator and Outreach Worker)*
- Katie McArthur *(Family Support Worker)*
- Marsha Hanson *(Family Support Worker)*

**Second Annual Certification**
- James & Renee Gillespie *(Foster Parents)*
- Marla Unger *(Foster Parent)*
- Nelsy Ferrerosa & Andres Torres *(Foster Parents)*

**Ninth Annual Certification**
- Betty & John Mostert *(Foster Parents)*
- Margaret & Walter Stockton *(Foster Parents)*

**Eleventh Annual Certification**
- Gwen Stewart *(Foster Parent)*
Awards Recipients

Practitioner of the Year

The 2012 Practitioner of the Year at Closer to Home Community Services is Katie McArthur. Katie was awarded this honor in response to her more-than-exemplary service to the children, families and other valued clients of Closer to Home. The positive feedback from parents, as well as the overall community, regarding Katie’s efforts to improve the lives of children and families in distress is what spurred the leadership team at Closer to Home to name her Practitioner of Year.

There are three qualities that define Katie’s tenure here at Closer to Home: her humility, her strong sense of altruism and her seemingly unending reserve of energy. In addition to her regular duties at the West Central Resources Centre, like facilitating the Shaganappi Homework Club, Katie can often be found filling in at Teaching Homes, taking kids to appointments, providing in-home support for families in need of help, and doing more than her share of community engagement.

She does these things because she enjoys them and because these additional activities allow her to see the Teaching-Family Model in a different light. These activities also give her the opportunity to develop her skills. Quite a few people, however, would attribute her actions to an overall sense of humanitarianism and generosity.

One of Closer to Home’s volunteer journalists recently interviewed Katie about her Practitioner of the Year award and asked her what she liked most about her job. She said, “I find it incredibly rewarding to work with kids. I (also) like the fact that I often have the opportunity to reunite families and give them the opportunity to stay together, and this often gives children the opportunity to develop in a happy and healthy environment.”

It’s obvious that Katie’s Practitioner of the Year award is well deserved. The principles and practice she adheres to seem to embody perfectly those of Closer to Home, and that is exactly why Closer to Home has decided to recognize and reward her for all her efforts. Congratulations Katie and thank you for all your hard work!
Volunteer of the Year

It often seems there are not enough hours in the day to do everything that we need to do. We all have many obligations that can be tough to juggle between work, school, family and community. Closer to Home is privileged to work with many volunteers who selflessly contribute their time to help run the programs we offer. Every year we recognize one person who has gone above and beyond their traditional role and duty as a volunteer and it is our pleasure to name Colette De Jordy as the recipient as our 2012 Volunteer of the Year award.

Colette has been volunteering with us for more than five years and has supported many of our West Central Resource Centre (WCRC) programs. She has tutored children at our Homework Clubs, become involved with the Bow Trail Resource Group, assisted families at the WCRC with basic needs, and updated and organized the community data and resource information that we provide to clients accessing the WCRC.

Colette has been a model volunteer. In fact, both staff and clients that she has worked alongside have given feedback that highlights her many strengths.

Minoush Rafie, WCRC Coordinator, talks about working with Colette. “While tutoring students, she was able to address not only the presenting issues and challenges, but also those that the student would be sure to face next.” “She has a patient and nonjudgmental manner that puts the families, children and youth she works with at ease and in a position of learning. Colette’s ability to build relationships has facilitated opportunities for meeting goals and achieving the desired short and long-term outcomes.”

Colette, like most people, has a busy schedule, but that doesn’t stop her! “I am able to make a contribution in my own community and have contact with a diverse group of clients.” She continues, “It has always been a pleasure working with the staff at the Resource Centre, they are a very caring group of people. I am able to volunteer in a way that is very flexible with my own work schedule.”
Colette enjoys interacting with people from a variety of cultures and as a result of some of her work at the WCRC, she is aware of just how many resources are available to community members who need them. “The City of Calgary has a wide range of agencies and programs serving new Canadians and those in need; the West Central Resource Centre is a safe place for clients to meet with someone who can help them find the best programs to meet their unique needs.”

Donor of the Year

“You have not lived today until you have done something for someone who can never repay you.” John Bunyan

Members of Emmanuel Christian Reformed Church of Calgary do just that; they share their food, their time and their love with their community and that is why they have been chosen as the recipient of the 2012 Donor of the Year Award.

“Being so blessed as we are in this country, and this city, we find it is important to share. Also, our Christian mandate is to share what we have. The need is there and obvious and we feel it is important that we have much to give and that we are able to help others less fortunate,” explains Don Plug, Chair of Deacons of Emmanuel Church.

“I think Closer to Home is a valuable part of our community and we support them not only financially, but also in prayer, and to have them in our neighbourhood makes our neighbourhood a better place.”

The church has been donating to Closer to Home for more than five years, and while we are not the only charity that they support, we are one of the smaller, lesser known organizations. Don credits Closer to
Home Executive Director, Karen Olivier, for raising community awareness about who we are and what we do. “Karen has really contributed to our knowledge of this type of need and brought to our attention what Closer to Home does for our community. I also really like the name ‘Closer to Home’. I think it is great because it also represents how we as a church are directing our focus.”

To Don and Emmanuel Church, community does not only include our neighbours, it reaches to the outer edges of our city and beyond. As with many Calgarians and Albertans this summer, several members of the congregation offered their time and money to victims of the recent flooding. They also support local homeless shelters, food banks and even have their own “food pantry” at the church to help fill the need. “If someone comes to us and they need more help than we can give, we know we can call Closer to Home and the West Central Resource Centre to connect them to more resources.”

So, what do they think about being named Closer to Home’s donor of the year? “I think it is a great honor and a privilege to be recognized by an organization we have so much respect for. It is wonderful that you have chosen us. We have 428 very generous members in our church and it’s not only an honor to represent them, it’s a privilege to help charities such as yourself.”

The privilege is all ours Don! We appreciate everything you have done for our agency and we look forward to our future, working together to build and maintain a strong community.
Donation Form

☐ Yes! I would like to help keep families together.

Gift Amount: $_________________

I’d prefer to make a monthly gift of $________________ per month.

Name: ________________________________________________________________

Company: ______________________________________________________________

Address: _______________________________________________________________

City: ___________________________ Province: _______ Postal Code: ____________

Phone: ___________________________ Email: ________________________________

**Payment Method**

Cheque ☐ Cash ☐ Visa ☐ Mastercard ☐

Credit Card Number: _________________________________________________

expiry Date: _______________ Name on Card: ________________________________

**Mail to:**

Closer to Home
Community Services
3507A - 17 Avenue SW
Calgary, AB T3E 0B6
Attention: Fund Development

Should you have any questions, please call (403) 543-0550, ext. 226.

Charitable Registration Number: 89823 5759 RR0001
Closer to Home is grateful for support from our main funders including the Calgary & Area Child and Family Services Authority, the City of Calgary’s Family and Community Support Services and HomeFront, totaling more than $5.4 million.

In addition to these funders, we are thankful for fundraising revenue from individuals, organizations and community groups, government, foundations and corporations.

Building a Sense of Home for Families – Your Donations at Work

- **Kids Recreation** – accessing programs and activities including summer camps, community sports and clubs
- **Kids Education** – giving kids the opportunity to reach their full potential
- **Aboriginal Programs** – connecting Aboriginal youth with their culture and helping them become leaders in our community
- **Building Capacity** – technology upgrades, volunteer resources
- **Family Assistance Fund** – Buying Time program

Fundraising Revenue

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*Does not include funder contributions from CFSA, FCSS and HomeFront.
Making a House a Home – Days of Caring 2012
• Thanks to Imperial Oil Limited, through the Days of Caring initiative, for transforming a house into a home for some very grateful children and youth. Your gift provided a much needed face-lift to our Achievement Place II Community Teaching Home.

Giving the Gift of Comfort – Adopt-A-Family 2012
• 91 donors made Christmas a more festive time for 139 vulnerable families. One family member said “My kids loved the presents they received, so did I. I’m very grateful for the help and everything you have done for me and my children, as well thanks to Pekewe House! I sure am happy to have gotten my children back into my care and my healing is beginning!”

Expanding Services – Your Continued Support is Crucial
Closer to Home is thankful for the support we receive from the community. You are part of our family and we encourage your ongoing support for programs and services as well as our top three priorities moving forward:

1. Aboriginal Services – We are providing expanded and accessible programming and services to Aboriginal families needing support in our community, helping them reach their full potential.

2. Domestic Conflict Response Team – Our team and community partners continue to see positive outcomes with families in two Calgary city districts. Expansion city-wide and serve more high-risk families.

3. Building Campaign – Closer to Home is working to acquire a new community resource centre, including expanded program space, to increase and improve accessibility and visibility in the community.
## Balance Sheet

As at March 31,

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<tr>
<td>Cash</td>
<td>42,762</td>
<td>68,635</td>
</tr>
<tr>
<td>Short-term investments</td>
<td>331,263</td>
<td>377,542</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>285,745</td>
<td>224,533</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>42,917</td>
<td>36,507</td>
</tr>
<tr>
<td></td>
<td>702,687</td>
<td>707,217</td>
</tr>
<tr>
<td>Capital assets</td>
<td>1,138,902</td>
<td>1,189,964</td>
</tr>
<tr>
<td></td>
<td>1,841,589</td>
<td>1,897,181</td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>325,992</td>
<td>247,943</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>37,310</td>
<td>30,960</td>
</tr>
<tr>
<td>Current portion of mortgages payable within one year</td>
<td>63,827</td>
<td>62,043</td>
</tr>
<tr>
<td>Current portion of mortgages payable after one year</td>
<td>667,238</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>1,094,367</td>
<td>340,946</td>
</tr>
<tr>
<td>Mortgages payable</td>
<td>578,701</td>
<td>1,309,851</td>
</tr>
<tr>
<td>Deferred capital contributions</td>
<td>148,042</td>
<td>156,594</td>
</tr>
<tr>
<td>Deferred contributions</td>
<td>24,921</td>
<td>14,119</td>
</tr>
<tr>
<td></td>
<td>1,846,031</td>
<td>1,821,510</td>
</tr>
<tr>
<td>(Deficiency) net assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>(4,442)</td>
<td>75,671</td>
</tr>
<tr>
<td></td>
<td>1,841,589</td>
<td>1,897,181</td>
</tr>
</tbody>
</table>

The attached financial information is extracted from the March 31, 2013 audited financial statements. A complete set of audited financial statements is available upon request.
## Statement of Operations and Changes in (Deficiency) Net Assets

For the year ended March 31

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contract and service fees</td>
<td>5,470,865</td>
<td>5,149,214</td>
</tr>
<tr>
<td>Donations and donations in-kind</td>
<td>158,464</td>
<td>118,690</td>
</tr>
<tr>
<td>Rental</td>
<td>12,730</td>
<td>13,600</td>
</tr>
<tr>
<td>Interest</td>
<td>6,380</td>
<td>5,297</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>5,648,439</td>
<td>5,286,801</td>
</tr>
<tr>
<td><strong>Program expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and benefits</td>
<td>3,266,763</td>
<td>3,110,946</td>
</tr>
<tr>
<td>Counsellor per diems</td>
<td>802,754</td>
<td>765,535</td>
</tr>
<tr>
<td>Client living</td>
<td>508,079</td>
<td>483,906</td>
</tr>
<tr>
<td>Facility</td>
<td>296,453</td>
<td>294,463</td>
</tr>
<tr>
<td><strong>Total Program expenses</strong></td>
<td>4,874,049</td>
<td>4,654,850</td>
</tr>
<tr>
<td><strong>Administrative expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and benefits</td>
<td>467,781</td>
<td>408,036</td>
</tr>
<tr>
<td>Office and other administration</td>
<td>169,168</td>
<td>197,644</td>
</tr>
<tr>
<td>Vehicle</td>
<td>74,207</td>
<td>64,631</td>
</tr>
<tr>
<td><strong>Total Administrative expenses</strong></td>
<td>711,156</td>
<td>670,311</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amortization</td>
<td>84,278</td>
<td>63,537</td>
</tr>
<tr>
<td>Capital campaign expenditures</td>
<td>59,069</td>
<td>–</td>
</tr>
<tr>
<td><strong>Total Other</strong></td>
<td>143,347</td>
<td>63,537</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>5,728,552</td>
<td>5,388,698</td>
</tr>
<tr>
<td><strong>Deficiency of revenue over expenses</strong></td>
<td>(80,113)</td>
<td>(101,897)</td>
</tr>
<tr>
<td>Net assets – Beginning of year</td>
<td>75,671</td>
<td>177,568</td>
</tr>
<tr>
<td>(Deficiency) net assets – End of year</td>
<td>(4,442)</td>
<td>75,671</td>
</tr>
</tbody>
</table>

The attached financial information is extracted from the March 31, 2013 audited financial statements. A complete set of audited financial statements is available upon request.


## Statement of Cash Flows

For the year ended March 31

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<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>Deficiency of revenue over expenses</td>
<td>(80,113)</td>
<td>(101,897)</td>
</tr>
<tr>
<td>Items not affecting cash</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amortization</td>
<td>84,278</td>
<td>63,537</td>
</tr>
<tr>
<td></td>
<td>4,165</td>
<td>(38,360)</td>
</tr>
<tr>
<td><strong>Changes in non-cash working capital</strong></td>
<td>16,777</td>
<td>53,717</td>
</tr>
<tr>
<td></td>
<td>20,942</td>
<td>15,357</td>
</tr>
<tr>
<td><strong>Investing activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchase of capital assets</td>
<td>(47,508)</td>
<td>(13,524)</td>
</tr>
<tr>
<td>Sale of short term investments, net</td>
<td>46,279</td>
<td>46,817</td>
</tr>
<tr>
<td></td>
<td>(1,229)</td>
<td>33,293</td>
</tr>
<tr>
<td><strong>Financing activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deferred capital contributions</td>
<td>5,740</td>
<td>–</td>
</tr>
<tr>
<td>Repayment of mortgages payable</td>
<td>(62,128)</td>
<td>(60,215)</td>
</tr>
<tr>
<td>Increase in deferred contributions</td>
<td>10,802</td>
<td>1,276</td>
</tr>
<tr>
<td></td>
<td>(45,586)</td>
<td>(58,939)</td>
</tr>
<tr>
<td><strong>Decrease in cash for the year</strong></td>
<td>(25,873)</td>
<td>(10,289)</td>
</tr>
<tr>
<td><strong>Cash – Beginning of year</strong></td>
<td>68,635</td>
<td>78,924</td>
</tr>
<tr>
<td><strong>Cash – End of year</strong></td>
<td>42,762</td>
<td>68,635</td>
</tr>
</tbody>
</table>

The attached financial information is extracted from the March 31, 2013 audited financial statements. A complete set of audited financial statements is available upon request.
Accreditations and Memberships

Accreditations

Teaching-Family Association
(TFA – Certified Sponsor Site Accreditation)

Commission on Accreditation of Rehabilitation Facilities
(CARF – Accreditation)

Memberships

Alberta Association of Services for Children
and Families (AASCF)

Foster Family-based Treatment Association (FFTA)

Child Welfare League of Canada (CWLC)

Calgary Chamber of Voluntary Organizations (CCVO)

Canadian Association of Family Resource Programs (FRP)

Calgary Learns Association

Child and Youth Care Association of Alberta
Donors

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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James & Darlice Albers
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Shantell Burnell
Tina Chapman
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Christopher Cottle
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Laurel Friessen
Neil Gidney
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Sara Stewart
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Linda Stock
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Shawna Tiefenthaler
Stuart Turner
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The MacDonald/Wiwchar Family
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Calgary Academy
Calgary Inter-Faith Food Bank
Emmanuel Reformed Church
Epcor Centre for the Performing Arts
Friends Making A Difference
Glamorgan Church of God
Harry & Martha Cohen Foundation
Kids Up Front Foundation
Samaritan Club of Calgary
Samaritan’s Purse
Scarboro United Church
Sisters of Charity of St. Louis
The Mustard Seed
United Way of Calgary, Donor Choice Program

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Baxters Welding
Calgary Honda
Cenovus Energy
The Staff of Crystal Glass
First Calgary Financial
Glamorgan Bakery
H2Safety Services Inc.
Hopewell Residential Communities LP
John L. Stewart Architects Ltd
Media Marketing Group Ltd.
Milestones Southcentre
Mount Royal University
Mulvey + Banani
Nikos Enterprises Ltd.
OrionHealth
Pawsitively Pooched
Pete the Plumber
The Staff at Pulse Seismic Inc
Qualico Communities
Rangeland Engineering Ltd
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Shaw Communications
Sheldon Psychology Group & Family Psychological Center
Siddharth Thakore Professional Corporation
Van Houtte Coffee Services
Vogel LLP
Weichert Relocation
The White Spot Restaurant
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Burns Memorial Fund

Funders

Calgary and Area Child and Family Services Authority

family & community support services

Canada

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Closer to Home Community Services

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Calgary, Alberta T3E 0B6

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