Mission

Empowering Families to Stay Together

Vision

Closer to Home (CTH) is committed to contributing to a future where every child will belong to a family and feel valued and secure. Through the use of evidence-based practices and innovative solutions, CTH will strive to preserve, reunify and build stronger families who can care for their children and contribute meaningfully in their community. CTH will provide a broad array of strength-based and family-centred services that teach, coach and support families to create new possibilities and achieve better futures together.
Principles

Diversity
Flexible practices promote tolerance and are sensitive to individual cultures, traditions and lifestyles.

Individualized Approach
Interventions are strength-based, child and family-centred, flexible and solution-focused.

Effective Services
Integrated quality assurance systems provide the necessary feedback to improve services and create a continuous learning environment.

Outcome Focused
Meaningful outcomes for children and families are achieved with integrity, excellence, and accountability.

Humane Practices
Interactions with children and families are respectful, dignifying and positive. Children living with caregivers are safe, their opinions valued and their choices respected.

Client Satisfaction
Services solicit the opinion of all participants and are responsive to needs and concerns.

Collaborative and Inclusive
Participation in partnerships that offer value added services to children and families.

Strategic Directions

1. Expand organizational capacity to ensure that children and families have the services they need to successfully stay together.

2. Build an evidence-based organization that exemplifies excellence and delivers outcomes that meet the needs of children, youth and families.

3. Enhance the organization’s competence working from an Aboriginal worldview.
Twenty years ago, Closer to Home Community Services (CTH) was incorporated as a society in July and opened the doors to its flagship program, the West Central Community Resource Centre in Westbrook Mall on Dec 1, 1995. It was the birth of a new agency that was committed to providing family-centred, community-based services in Calgary. With an initial staff of five people, there was a deep desire to build a Teaching-Family organization that was steeped in evidence-based best practices and one that could evolve and adapt to meet the changing needs of children and families. CTH grew quickly and expanded services to support children in group care, foster care, family-based and early intervention services. It is staggering to know that in the past 20 years CTH has served over 50,000 individuals—and that is a conservative number!
And now

From a fledgling organization in 1995, CTH has now fully matured into a dynamic agency that has the resources and capabilities to develop and maintain high quality programs, train and support excellence in its staff, be a significant contributor in collaborations, meet the highest level of accreditation standards, and help other agencies develop their practice internationally. CTH’s single most significant achievement has been to stay true to its mission-driven culture for the past 20 years. Supporting families to stay together, bringing children home to parents, creating family environments for children and showing them how to achieve a positive future has been—and continues to be—the goal of every person working at CTH.

There have been so many achievements and successes over the years, it would be difficult to list them all, but each child’s story and each family’s journey is part of our collective memory. The outcomes we want are simple: we must work fiercely to keep children home with their parents and in their own family, and failing that, rebuild families, and failing that, create new families that will invest in children and be there for them.

Our staff have facilitated change in the lives of so many people, and have become part of their stories as well. For many of us, the children and families we have touched stay in contact in small ways, allowing us to have a glimpse of how the work we do makes a difference down the road. There is no greater reward than to feel that all the hard work and perseverance through difficult times resulted in positive change for a child or family. And we can never thank enough, all those staff who have given so much to so many children and families who needed their skills and expertise at a difficult time in their life.

We are also very grateful for the community members, funders, and volunteers who have supported the work of CTH over the years and who continue to envision happy, healthy families as foundational to a thriving society. We have accomplished much over the past 20 years and we are excited about a future that continues to build on what we know, new learnings and a continued legacy of hope for those who need services “close to home”.

Photograph by: Grady Hamilton Photography

Karen Olivier, CEO
“... making a difference for families – so kids can stay home and families can stay together.”

Arlene Oostenbrink, Associate Director of Closer to Home
“... even though they’re not your brothers and sisters, they’re your family. They are my family.”

Early in 1995, Closer to Home’s founders were inspired to create a new agency that effectively addressed the needs of children and families by bringing early intervention and prevention programs right into the neighbourhoods being served. They envisioned a vibrant neighbourhood Community Resource Centre specializing in providing community outreach services to empower the most vulnerable families to stay together. Operating out of rented office space in a Southwest Calgary mall, the newly-formed agency’s board of directors developed a vision to offer a continuum of services that would build strong and healthy families, keep vulnerable children at home with their parents, and help communities better realize their ability to support families. Over the next twenty years, CTH grew into a respected agency offering a wide range of innovative programs and high-quality services to meet the shifting needs of local families. “It’s important to adjust to things but still know who you are,” says Associate Director Arlene Oostenbrink as she reflects on the changes she’s witnessed over the years, “if you aren’t clear you can end up adrift, but because we’re very clear we’ve kept responding to the changing environment around us.”

Over the past twenty years, Closer to Home has evolved into an essential community and family support provider. The agency now offers a continuum of services including early intervention and early childhood development, supports for parents experiencing family violence and parent-child conflict, and programs that provide out-of-home care until family reunification is feasible. Closer to Home also provides specialized services for Aboriginal families and children with mental health and complex behavioural issues. Underpinning the development of all of Closer to Home’s programs and services is an unwavering commitment to empowering children and families to make positive changes and achieve their full potential. Minoush Rafie, who has served with Closer to Home since its inception and now works as the West Central Community Resource Centre Program Coordinator, describes the organization’s unique approach: “Every program Closer to Home offers is more than a one-time stop. We don’t fix their problem—we teach them how to fix their problems through the tools and resources we provide...The best is when we see a family moving forward, seeing the change and keeping the family together.”
During its first five years, Closer to Home established four out-of-home programs serving vulnerable children and youth with funding support from Alberta’s Children’s Services Ministry. These programs included a foster care program for children across Calgary and surrounding areas, an independent living program for older teens, a six-bed teen-parenting home, and a group home for six youth in the city of Airdrie. With the opening of the Achievement Place 1 & 2 group homes in Southwest Calgary in 2000, Closer to Home’s services were extended to meet the needs of youth working towards reunification with family following residential placements. A fourth group home, the Glamorgan Achievement Place (GAP), opened its doors in 2001. These homes provide a safe place for children and youth to call home in the event they are separated from their families. Chris Wilson, who spent thirteen years in Closer to Home’s group care, keeps in touch with the staff and volunteers and describes his experience in terms of the strong sense of family created at Closer to Home’s programs: “Even though they’re not your brothers and sisters, they’re your family. They are my family.”

All of Closer to Home’s out-of-home programs offer ongoing therapeutic support and are connected to the ultimate goal of bringing families back together.

Family preservation has always been intrinsic to Closer to Home’s programs and services. “My best memories are always when families can stay together or be reunited…when we’ve been able to teach them the skills they need to keep the family together,” says Arlene. In 2003, Closer to Home launched the Family Matters program, an in-home program focused on providing immediate supports to families at risk of being separated to allow them to recover from crisis and build positive skills for the future. This successful program also seeks to help reunify youth placed in the Airdrie Teaching Home with their families. Over the years, Closer to Home has expanded its family preservation programs to include the Domestic Conflict Response Team, which provides a rapid and wholistic response to families experiencing domestic violence in partnership with Calgary Police Services, Children’s Services and HomeFront, as well as several Aboriginal-focused programs.

“We are part of a strong community. Ultimately, community members working together can solve issues and change can happen. Closer to Home’s role in the community is to help support and guide the
process. We respect community’s needs and their voice. This makes a huge difference,” says Minoush. In 2003, Closer to Home responded to the need for specialized support for the Aboriginal community and began offering an individualized Aboriginal continuum of services with funding from the federal Early Childhood Development Initiative. Closer to Home’s first achievement with this program was opening the Kiwehtata Parenting Program and the Healthy Families Home Visitation in-home support program for new mothers and babies. Closer to Home’s Teen Parenting Program was replaced with Pekewe House Aboriginal Family Reunification Services, which offers a service approach in keeping with Aboriginal cultural traditions. Pekewe House is a unique family home that is set up to provide a safe, nurturing, and highly supported environment for Aboriginal parents working to reclaim their children who have been taken into the care of Child and Family Services. A recent participant describes her experience at Pekewe saying, “to know that we were a family again... That was the big thing that was amazing about being there.” Although no families currently live in Pekewe House, the home is still used flexibly for Aboriginal programs.

True to its reputation for positively assisting those that are most vulnerable and those confronting the most challenging situations, Closer to Home identified a gap in services for children with mental health and complex behavioral issues. In 2009, it began offering the highly specialized and individually-tailored Specialized Community Supports program to help children and families facing these challenges successfully navigate community living. “Our programs have grown exponentially to meet the changing needs of youth and families,” remembers Jo-Ann O’Hara, who has worked in various roles for Closer to Home over the past 17 years, “but what’s been so neat is that it hasn’t changed the sense of community we have here”. That sense of community extends through every aspect of Closer to Home’s activities, from interactions with clients, to collaborative problem solving among the staff, and even sharing expertise with other agencies.

“We are part of a strong community. Ultimately, community members working together can solve issues and change can happen. Closer to Home’s role in the community is to help support and guide the process. We respect community’s needs and their voice. This makes a huge difference.”
Looking back over the agency’s two decades working with vulnerable youth, Jo-Ann explains, “some of the clients we’re working with today are more complex. The kids we’re serving now are younger, and the issues can be more challenging.” Closer to Home continues to operate at the forefront of its field, at once agile and responsive to the people they’re serving and grounded in a clear and consistent model of best practices. Arlene explains that since inception, Closer to Home’s primary challenge has always been the same, “developing and delivering really effective programming that meets the current need, is delivered with the best practices possible, and is highly individualized to serve and meet the needs of the people in front of us right now.” To ensure it consistently meets this high standard, all of Closer to Home’s programs are accredited by the international Teaching-Family Association and by the Commission on Accreditation of Rehabilitation Facilities (CARF). “The Teaching-Family model keeps our knowledge and expertise current for the families we serve,” says Arlene. A recognized leader, Closer to Home mentors other agencies throughout North America and abroad, helping them achieve Teaching-Family Association accreditation. “Through this, our reach is even greater and the impact is even bigger,” explains Arlene.

Looking to the future, it is clear that the same passion that brought Closer to Home into existence in the first place will be the key to their successful future. All of Closer to Home’s staff, volunteers, and supporters share a relentless commitment to their mission of empowering families to stay together. Arlene describes this passion, saying, “even when it looks unlikely [for a family], we get creative, we use our resources to find the key that makes it all work.” As part of the executive team, Arlene is excited to see this level of commitment and creative problem solving developing in a new generation of Closer to Home volunteers and staff, she says, “the agency continues to build up expertise, maturing in our ability to look at where we’ve been, pay attention to the journey, and learn and grow from it.” But it is clear that this exciting future belongs to the community and the clients as much as the agency. After twenty years working with Closer to Home, Minoush is delighted to witness the ongoing impact the agency’s programs have had on youth and families, “we are seriously making a change in the youth. We see the change. They [the youth we have helped] will in turn volunteer and care for others in the community, putting the skills they learned into practice.” It is a legacy of positive change, and a testament to the hope we all share for a future where every child has a place to call home and a family to call their own.
“The first thing is getting kids to believe that change is possible.”

Jim Evans, CTH Teaching Parent
Practitioners of the Year  Jim and Koral Evans

It takes someone truly special to be a Teaching Parent\(^1\). For Jim and Koral Evans, this work is their passion. It is what they describe as a ‘lifestyle’, one filled with deep purpose. Being Teaching Parents is how they choose to say ‘yes’ each day to their calling.

Not only are Jim and Koral exceptional Teaching Parents, they are also recipients of the 2015 Practitioners of the Year Award. This Agency Award recognizes their years of exceptional work with youth who live at Closer to Home’s Achievement Place 2 (AP2).

As Teaching Parents at AP2, Jim and Koral live in the Teaching Home\(^2\) and provide a nurturing, loving and structured home environment for five children and youth. They are highly skilled in facilitating significant growth and progress and they do so with genuine care and concern for each youth’s well-being and future success.

“It really feels like we are a family” Koral says. “We spend so much time laughing and joking. We like to go hiking, swimming and camping. The more we do these activities together, the bond becomes tighter, and the kids are more receptive to our teaching and role-modeling.”

In the early 1990s, Jim and Koral transitioned their careers from the corporate sector in order to become Teaching Parents. “Earlier on we were looking for ways to make an impact and it has grown to be much more about modeling what a loving family can be. Living with kids on a daily basis gives us the connection we were seeking,” Koral explains.

Jim and Koral have followed their sense of call to support vulnerable youth – even crossing state borders in the United States and now into Canada to work in group care settings – and they credit the Teaching-Family Model for helping children and youth succeed in their care.

“It works,” says Koral. “At AP2 we have two brothers who have transformed in a short period of time.” Jim adds,

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1) A highly skilled professional providing intensive treatment for up to six youths in a family-style environment. 2) A family-style, community-based group home.
“When they use the skills of the Teaching-Family Model, the boys recognize that the world treats them in a different, more encouraging way.”

“The first thing is getting kids to believe that change is possible. That can be the biggest hurdle. But when kids have a lot of competency and consistency in the Teaching Home, they see that there is something to count on every day. There is a softening in how kids view the world.”

“We love working at Closer to Home. It’s a world-class organization. This is the best agency we have worked for as far as support, commitment to the Teaching-Family Model, and to children and their families,” Jim says.

“Kids must have their needs met on a consistent basis and it can be extremely stressful,” explains Koral. “We have understanding, caring staff who support us so we can do the best job that we can do for these children.”

When asked what this Award means to Jim and Koral, they remarked that it helps them strive to continue to improve as Teaching Parents. “It’s nice,” says Jim, “and it’s also back to work so we can continue to try to give kids the services they deserve.”

In November, 2015, Jim and Koral will participate in the Teaching-Family Association Annual Conference. Closer to Home is proud to recognize Jim and Koral for their hard work through the Practitioners of the Year Award.

Congratulations to you both, Jim and Koral!
Volunteer of the Year  Renate Vaughan

Renate Vaughan is the kind of person who will do anything to help, no matter the task. On any given day, she could be cleaning out office cupboards, sorting donations, or even taking in orphaned animals.

“The last bunch was two guinea pigs on my doorstep,” she says, “with a note that said, ‘Don’t want, give them a good home.’”

It seems Vaughan has made it her mission to donate her time and energy to others—all in an effort to make life a little bit easier for everyone else. As a volunteer with Closer to Home’s West Central Community Resource Centre (WCCRC) since March 2003, she has contributed more than 700 hours of her time to our various programs. She has managed family clothing donations, assisted with childcare, organized and maintained the Resource Centre family food support program, all while keeping the WCCRC clean, organized and filled with beautiful plants.

“I can walk through there and I feel at home...”

Renate makes the Resource Centre look and feel inviting and engaging for vulnerable families. Her contributions are invaluable.

“I’m more of a doer than a thinker,” she says when asked what drives her passion for volunteering, adding, “you need me, I’m there. Don’t ask me why, I’ll do it. That’s how I operate.”

Vaughan credits her childhood for her frugality and sense of community, explaining, “you managed with what you had and any help you could get was more than welcome.”
“I grew up very, very poor,” she says, adding that her mother could only afford to educate her brother, not her. “I’ve always been super thrifty—I can share and I can give.”

It may be why she pursued a life of volunteer work after leaving her job with the government in the 1990’s. There isn’t much she wants for, other than a sense of belonging and purpose.

“I can walk through there and I feel at home,” she says of Closer to Home. “I would be able to get up, clean the house, go over there and I could have a coffee and clean the cupboards or whatever needs doing. It was sort of like I could just do things and everything was just right for them. It’s a wonderful feeling.”

That camaraderie has made Closer to Home like a second home for Vaughan. Along with her brownies and muffins, she brings a welcome sense of humour and an incredible work ethic. She takes away little stresses so people can focus on other tasks. Without really knowing it, she has become a sort of mother figure around the Centre: she is kindhearted, humble and generous and like many mothers, she’s always willing to clean out the kitchen fridge.

“I feel like family when I’m there,” she says, “It’s like the family I left behind.”

“Renate gives of her time, her warmth and her enthusiasm so generously to Closer to Home. Her commitment to supporting families in the community and her desire to volunteer at the Centre makes all the difference for those who need a helping hand.”

– Karen Olivier, Chief Executive Officer
Andrew McQuiston has become somewhat of a rarity in this city. Not only was he born and raised here, he still lives in the same neighbourhood where he grew up.

“It’s a great community,” he says, “Growing up here, there were lots of like-minded families around and kids to play with.”

As he grew older and had a family of his own, Andrew started to better appreciate the value of that foundation. Now, through his involvement with Closer to Home, he’s hoping other children in Calgary get the chance to form similar bonds.

“Children are vulnerable,” he says. “Children don’t get to choose their parent or their environment. All of that’s pre-selected. So whenever we have a chance to help in a meaningful way and hopefully give these children better opportunities in life, or at least provide them with the potential for a safer, more constructive environment to grow up in, that resonates with us.”

Andrew’s relationship with Closer to Home began as many people’s do, through word-of-mouth. After speaking with his neighbour and Closer to Home board member, Marilyn McMillan, he started to look into the Adopt-A-Family initiative. He, his family, and his teammates at RBC Dominion Securities came together to support two families, buying gifts and essentials to help them through what can often be a stressful and expensive season.

“I think the majority of society takes for granted that a basic need can often be the best gift,” he says. “It was great to see a balance on the wish lists between practical gifts like socks and underwear and fun gifts like toys.”

“...we have a chance to help in a meaningful way and hopefully give these children better opportunities in life...”
Andrew says the idea to adopt families began as an unconventional way to show appreciation to clients at Christmastime. Two years later, McQuiston Executive Wealth Group is now the headline sponsor for the program. McQuiston says the designation has given him a chance to learn more about Closer to Home from the inside, gaining a deeper understanding of our mission: Empowering families to stay together.

“You meet some of the people inside the organization and understand how they’re trying to help people in different ways, particularly families with children,” he says. “The more we’ve learned, the more we feel a connection to them.”

“It all comes down to the environment these families are able to create for the benefit of the children.”

In every aspect of his life, whether it be personal, professional or philanthropic, Andrew is focused on the foundation of the family, with the welfare of children especially top of mind. That connection to family and community is likely why Calgary has remained his lifelong home.

“As Calgary grows, the hope is that everyone has opportunities. If they are in trouble or if there are issues within the family unit, there are places they can go and backstops in place to be able to support and help them.”

He says organizations like Closer to Home are helping create a better environment for children and their families, and a better city overall.

“At the end of the day, what I want for my community is an understanding out there that Calgary is a great place to come to live and to thrive.”
Closer to Home values the incredible support from its primary funders including Calgary & Area Child and Family Services, the City of Calgary’s Family and Community Support Services and Homefront, totaling more than $4.71 million.

We are also extremely grateful for fundraising revenue received from individuals, organizations and community groups, government, foundations and corporations in fiscal year 2015.

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20 years strong THANKS TO CONTINUED SUPPORT FROM DONORS LIKE YOU

Closer to Home’s donors and funders are committed to empowering families. Your support is welcome and appreciated.

Fun Ways to Support Closer to Home:

1. Share our Cause
   Follow us on @CloserToHomeYYC
   Look us up on and (Closer to Home Community Services)

2. Switch to Sponsor Energy
   Whether you are a residential or small business customer, Sponsor Energy will make a donation of 50% of its profits on your electricity usage to Closer to Home each month.

3. Host a Community Fundraiser
   Host an event and donate funds raised to Closer to Home.

4. Adopt-a-Teaching Home
   Sponsor a teaching home in your community.

5. Adopt-a-Family, presented by McQuiston Executive Wealth Group
   Donate gifts and basic necessities to a family in need during the Christmas season.

6. 20th Anniversary Donation
   Please consider supporting Closer to Home in its 20th year by making a one-time gift or by becoming a monthly donor. Visit our website, or complete the donation form on page 21.

For information or to sign up for any of the above, please visit www.closertohome.com.
NOW, AND INTO THE
next 20 years
YOUR DONATION WILL:

1. Provide Family & Community Support
   Programs and services offered through CTH’s West Central Community Resource Centre designed to prevent stress, crisis and family breakdown.

2. Preserve Families
   Programs like In-Home Parenting Support and the Domestic Conflict Response Team, designed to assist families to recover from crisis and to preserve the family unit and build new positive skills for the future.

3. Reunify Families
   Programs like Teaching Homes and Foster Care that help care for and bring resolution to children and families after experiencing severe challenges beyond their ability to manage.
Yes, I would like to make a **20th anniversary gift** to empower families in our community now and into the future.

**HERE IS MY MONTHLY GIFT OF:**  
- $10/mth  
- $20/mth  
- $100/mth  
- Other $________/mth

**OR, HERE IS MY SINGLE GIFT OF:**  
- $75  
- $200  
- $500  
- Other $_______

**Name** ____________________________________________________________
**Company** __________________________________________________________
**Address** __________________________________________________________
**City** ___________________________ **Province** ___________________________ **Postal Code** ___________________________
**Home Ph** _______________ **Work Ph** ___________ **Email** ________________

**PAYMENT METHOD OPTIONS:**

- Please call me. I would like to become a Monthly Donor (Ph______________________).
- My cheque payable to ‘Closer to Home’ is enclosed.
- I prefer to pay by Credit Card. *(For credit card donations, we will call you to verify information and to complete your donation using Canadahelps.org).*

**Card Number** ___________________________ **Expiry Date** _______ / _______
**Name on Card** _________________________________________________________
**Phone Number** ___________________________ *(so we can call you to process your donation)*

- I would like to remain anonymous, please do not recognize my name in the Donor Recognition section of CTH publications.

**YES, PLEASE CONTACT ME:**

- I would like to make a donation over the phone.
- I am interested in hosting a community fundraiser.
- I would like someone from Closer to Home to speak to my group.
- I am interested in becoming an Adopt-a-Family donor.

**Questions?**

Contact the Fund Development Department at (403) 543-0550 ext. 250.
Thank you!
From financial donations and gifts in-kind to unique philanthropic endeavours spearheaded by caring and innovative supporters, our donors play a vital role in fulfilling our mission. Through your generosity, we continue to empower families to stay together. Thank you for your support!

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Bones, Barks N’ Baths
BluEarth Renewables Inc.
Calgary Sun
Code Hunter LLP
Cornerstone Law Group
Electronic Recycling Association
Employees of ATCO Power
Employees of Twin Butte Energy
First Calgary Financial
Glamorgan Bakery
Glenbow Museum
Goro + Gun
Grand West Electric Ltd.
H2Safety Services Inc.
John L. Stewart Architects Ltd.
Marriott International, Inc.
McQuiston Executive Wealth Group

( Adopt-a-Family Presenting Sponsor )
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Rangeland Engineering Ltd.
RefineCo Inc.
Shaganappi Point Golf Course
Shaw Business
Simon Lift Systems
Sponsor Energy

Stantec Planning and Landscape Architecture
The Phone Experts
Townsite of Redwood Meadows
Unisync Group
Winsport

**Organizations and Foundations:**
ABES College
AE Cross School
Align Association of Community Services
Calgary Academy
Calgary Inter-Faith Food Bank
Cenovus Employee Foundation
Emmanuel Christian Reformed Church
EnCana Cares Foundation
Glamorgan Church of God
Henry Wise Wood High School
Kids Up Front Foundation
RBC Foundation
Robert Warren Junior High School
Samaritan Club of Calgary
Samaritan’s Purse
Scarboro United Church
Shaganappi Health Clinic
The Calgary Foundation
The Excellence in Literacy Foundation
The Happy Birthday Project
Trinity Lutheran Quilters
Unisync Group
United Way of Calgary, Donor Choice Program

**Government:**

Government of Alberta
Office of Councillor Evan Woolley
The City of Calgary

**Individuals:**

Layl Alnawwab
Ali Al-Saleem
Carpenter/Babakhanian Family
Ryan Hoult and Kate Andrews
Steven and Christa Arseneault
Trevor and Mary Axworthy
Suzanne Barnhill
Ken Bouwman
Kayti Coughlin
Amber Cornington
George Demitropoulos
James and Christine Dewald
Robin Dezall
Donald and Linda Druska
Jim and Koral Evans
Julia Field
Beverly and Larry Flug
Beth and Gordon Forbes
Cristin Forbes-MacFarlane
Carolyn Furey
Heather Geni
Tom Gilmore
Andrea Gleason
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James Lytle
Jytte Maleski
Blair and Marlene Mason
Marianne McKay
Geoffrey and Marilyn McMillan
Andrew McQuiston
Kaitlin Nelson
Julie O’Brien and Family
Karen Olivier
Erin O’Reilly
Margaret Pankhurst
Pamela Pizarro and Family
Amber Quarrington
Jan Racicot-Huska
Minoush Rafie
Nick Rafie
Katherine Reiffenstein
Sarah and Campbel Sinclair
Leona Schaap
Justin Senft
Laura Sletmoen
Prakash Thapaliya
Danial Thomas
Laurie Anne Wilson
Lora and Terry Wyman
and many who wish to remain anonymous

**Partners:**

CTH is proud of our community partnerships including: Brown Bagging for Calgary’s Kids, Calgary Housing Company, churches and faith groups in SW Calgary and many more.
### Balance Sheet as at March 31, 2015

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</tr>
<tr>
<td></td>
<td>1,716,725</td>
<td>1,959,726</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>510,962</td>
<td>521,311</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>33,461</td>
<td>33,461</td>
</tr>
<tr>
<td>Current portion of mortgages payable within one year</td>
<td>62,370</td>
<td>339,401</td>
</tr>
<tr>
<td>Current portion of mortgages payable after one year</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>606,793</td>
<td>894,173</td>
</tr>
<tr>
<td><strong>Mortgages payable</strong></td>
<td>1,128,194</td>
<td>911,453</td>
</tr>
<tr>
<td><strong>Deferred capital contributions</strong></td>
<td>121,252</td>
<td>126,870</td>
</tr>
<tr>
<td><strong>Deferred contributions</strong></td>
<td>68,869</td>
<td>181,144</td>
</tr>
<tr>
<td></td>
<td>1,925,108</td>
<td>2,113,640</td>
</tr>
<tr>
<td><strong>Deficiency of net assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>(208,383)</td>
<td>(153,914)</td>
</tr>
<tr>
<td></td>
<td>1,716,725</td>
<td>1,959,726</td>
</tr>
</tbody>
</table>

The attached financial information is extracted from the March 31, 2015 audited financial statements. A complete set of audited financial statements is available upon request.
## Statement of Operations for the year ended March 31, 2015

<table>
<thead>
<tr>
<th></th>
<th>2015 ($)</th>
<th>2014 ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contract and service fees</td>
<td>4,710,456</td>
<td>5,120,676</td>
</tr>
<tr>
<td>Grants, donations and donations in kind</td>
<td>260,213</td>
<td>256,436</td>
</tr>
<tr>
<td>Rental</td>
<td>-</td>
<td>6,205</td>
</tr>
<tr>
<td>Interest</td>
<td>4,920</td>
<td>5,846</td>
</tr>
<tr>
<td></td>
<td>4,975,589</td>
<td>5,389,163</td>
</tr>
<tr>
<td><strong>Program expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and benefits</td>
<td>3,026,397</td>
<td>3,203,777</td>
</tr>
<tr>
<td>Counsellor per diems and Individualized Supports</td>
<td>588,215</td>
<td>627,490</td>
</tr>
<tr>
<td>Service delivery</td>
<td>353,449</td>
<td>442,948</td>
</tr>
<tr>
<td>Facility</td>
<td>255,429</td>
<td>311,121</td>
</tr>
<tr>
<td></td>
<td>4,223,490</td>
<td>4,585,336</td>
</tr>
<tr>
<td><strong>Administrative expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and benefits</td>
<td>428,117</td>
<td>476,626</td>
</tr>
<tr>
<td>Office and other administration</td>
<td>150,090</td>
<td>177,860</td>
</tr>
<tr>
<td>Vehicle</td>
<td>57,985</td>
<td>65,862</td>
</tr>
<tr>
<td></td>
<td>636,192</td>
<td>720,348</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loss on sale of capital assets</td>
<td>-</td>
<td>3,910</td>
</tr>
<tr>
<td>Amortization</td>
<td>75,280</td>
<td>86,602</td>
</tr>
<tr>
<td>Capital campaign expenditures</td>
<td>95,096</td>
<td>142,439</td>
</tr>
<tr>
<td></td>
<td>170,376</td>
<td>232,951</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>5,030,058</td>
<td>5,538,635</td>
</tr>
<tr>
<td><strong>Deficiency of revenue over expenses</strong></td>
<td>(54,469)</td>
<td>(149,472)</td>
</tr>
<tr>
<td>(Deficiency) net assets – Beginning of year</td>
<td>(153,914)</td>
<td>(4,442)</td>
</tr>
<tr>
<td><strong>Deficiency of net assets – End of year</strong></td>
<td>(208,383)</td>
<td>(153,914)</td>
</tr>
</tbody>
</table>

The attached financial information is extracted from the March 31, 2015 audited financial statements. A complete set of audited financial statements is available upon request.
### Statement of Cash Flows

as at March 31, 2015

<table>
<thead>
<tr>
<th></th>
<th>2015 ($)</th>
<th>2014 ($)</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>Deficiency of revenue over expenses</td>
<td>(54,469)</td>
<td>(149,472)</td>
</tr>
<tr>
<td>Items not affecting cash</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loss on sale of capital asset</td>
<td>-</td>
<td>3,910</td>
</tr>
<tr>
<td>Amortization</td>
<td>75,280</td>
<td>86,602</td>
</tr>
<tr>
<td></td>
<td>20,811</td>
<td>(58,960)</td>
</tr>
<tr>
<td>Changes in non-cash working capital</td>
<td>143,690</td>
<td>256,847</td>
</tr>
<tr>
<td></td>
<td>164,501</td>
<td>197,887</td>
</tr>
<tr>
<td><strong>Investing activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds on sale of capital assets</td>
<td>-</td>
<td>1,500</td>
</tr>
<tr>
<td>Purchase of capital assets</td>
<td>(10,435)</td>
<td>(8,805)</td>
</tr>
<tr>
<td>(Purchase) Sale of short term investments, net</td>
<td>300,000</td>
<td>331,263</td>
</tr>
<tr>
<td></td>
<td>(310,435)</td>
<td>323,958</td>
</tr>
<tr>
<td><strong>Financing activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deferred capital contributions</td>
<td>9,988</td>
<td>-</td>
</tr>
<tr>
<td>Repayment of mortgages payable</td>
<td>(60,290)</td>
<td>(58,912)</td>
</tr>
<tr>
<td>Increase in deferred contributions</td>
<td>(112,275)</td>
<td>156,223</td>
</tr>
<tr>
<td></td>
<td>(162,577)</td>
<td>97,311</td>
</tr>
<tr>
<td><strong>Increase (decrease) in cash for the year</strong></td>
<td>(308,511)</td>
<td>619,156</td>
</tr>
<tr>
<td><strong>Cash – Beginning of year</strong></td>
<td>661,918</td>
<td>42,762</td>
</tr>
<tr>
<td><strong>Cash – End of year</strong></td>
<td>353,407</td>
<td>661,918</td>
</tr>
</tbody>
</table>

The attached financial information is extracted from the March 31, 2015 audited financial statements. A complete set of audited financial statements is available upon request.
Thank you to Closer to Home’s primary funders:

Credits
Thank you to staff, volunteers and writers who helped compile this year’s Report to the Community.