



Charity Intelligence Canada

Top Picks

2011

How You Can Give Effectively

Performance-based giving is a radical departure from traditional giving – writing cheques to unknown charities from across Canada with whom we have no relationship, relying on rational analysis rather than emotional pitches from friends and social acquaintances.

If you are looking for impact from your giving, or perhaps simply wanting to know that your donation goes to a really good charity, try donating through Charity Intelligence Canada (Ci). Understandably you already have favourite charities you support. We do not expect that you will give all your charitable giving through Ci, but rather that you experiment. Try allocating a small portion of your charitable giving to impact giving... and we hope to win you over with the results.

And we will get back to you with the results. Ci will hold our Top Pick Charities accountable. We will monitor these charities and assess how they have spent your money and evaluate the results they achieve. For the charities, being a Top Pick Charity is a challenge but, nearly unanimously, it is a challenge they relish. They too would like to be judged by their performance in getting results for clients, rather than glossy brochures and emotional appeals.

In 2008, Ci itself became a registered charity. This enables Ci to make it easier to donate to the Top Pick Charities. Donors can write one cheque to Ci which will be forwarded to the Top Picks according to the donor's instructions. For example, a donor may want to give to a few Top Picks that are of particular interest, or with one cheque support all the Top Pick Charities. We hold ourselves accountable to processing these donations cost-efficiently and in a timely manner, striving for a 3 business day turn-around. Furthermore, you can either have all your money go to your designated charities or, if you wish, you can provide a stipend to support Ci's on-going research. Your money, your choice.

Ci believes that now more than ever is the time to give intelligently. With the money you can afford to donate, see that it goes where it can do the most good. Please, before giving, check out the charities you donate to, request their audited financial statements, and understand how they spend your money. This does take time and a little financial literacy, but there are no shortcuts. Ci believes your generosity is worth it.

Be **Informed**. Give **Intelligently**. Have **Impact**.

Ci's Process or How Ci Chooses its Top Picks

At Ci, we take giving seriously. We are funders who give to charities and wish that we had more to give, but our financial means are finite, making charitable donations a scarce resource. We value our money and care about how this money can be best used to help those in need. Ci seeks to direct generosity where we believe it can have the greatest impact in helping Canada.

Perhaps we were invited to one too many charity fundraising galas. At one of those events we began asking: how much of what we paid for in tickets actually goes to the charity, what exactly does this charity do, and does our giving do any good? To answer these questions we applied investment analysis techniques which are, by no means, the best tools, but are the only ones we knew how to use. We found the answers startling.

The Ci team believes that giving is good, but if the charities we had been supporting were mediocre at best, which charities should we give to? We began turning the tables on charities, asking hard questions to those who asked us for donations, and calling charities across Canada to look for excellence.

To find excellence, Ci researches and assesses charities. Our assessment extends far beyond just the numbers, looking at a charity's mission, theory of change, history of results, outcomes rather than just outputs, and management. However, since Ci began in 2006, the greatest interest in our work has been in the numbers, maybe because it is the first time that donors have seen this kind of assessment of charities. While we believe that the numbers are important, number crunching is only a minor portion of the evaluation process Ci undertakes on a charity.

Overview of 2011 Charities Assessed

237 charities contacted

93 charities submitted audited financial statements

77 in-depth analyses of charities

33 charities recommended

Ci's Evaluation Process

Ci sifts charities through a 4-step process of ever-tightening screens, looking for those charities that we believe offer the highest-impact giving opportunity.

1. Transparency and Accountability – The Basics

We review the charity's audited financial statements, checking for red flags and doing financial analysis. We evaluate whether the charity needs funding, assessing its balance sheet, the capital available to fund programs, its sources of revenues and revenue diversification. We calculate administrative and fundraising costs using a consistent methodology.

2. Program Evaluation – The Hard Part

Ci reviews the charity's programs, what it seeks to change and the evidence-based need for this change in Canada, how the charity works with Canadians in need, and the impact of its work.

3. Benchmarking – Measuring Up

We compare a charity with other charities that provide a similar service and/or work with similar clients, looking for charities that offer the best results at the lowest cost. We believe that these organizations offer donors the biggest bang for the buck.

4. The Selection Committee

Five volunteers with extensive and diverse experience review the charities nominated by Ci's research department. These volunteers select those charities that need only funding to be able to help more clients and offer the highest potential for impact.

Their selected charities are Ci's Top Pick Charities.

A Basic Introduction to Analyzing a Charity¹

Increasingly, funders are looking for greater transparency and accountability from charities. With billions of dollars going to charities, the need for this is real. Funders need help in knowing what methods to use to ensure that their generosity is well spent. Ci believes that the right metrics can provide great insight when they measure meaningful data, but in this emerging field of charity analysis, no one knows what these metrics are. Charities lack generally-accepted accounting policies, cost-allocation guidelines, and accepted “investment ratios.” However, we have been analyzing charities since September 2006 and would like to share our insights with you.

In each of the charity fact sheets included in this report, the second page contains the charity’s numbers and ratios that Charity Intelligence uses in its analysis. Ci has organized the data into three sections:

1. **Program Data** – This section presents information that is specific to the charity’s operations, the number of clients, volunteer hours, etc.
2. **Charity Analysis** – This section gives funders insight into a charity. It shows relevant ratios using the financial and operating numbers and makes vital adjustments. This section shows a charity’s cost efficiency, the scope of service, and sources of inputs (Charity Value).
3. **Audited Financial Statements** – This is the basis of transparency and accountability and contains the key aspects of each charity’s finances. From a charity’s financial statements, these are the financial numbers that Ci uses.

Ratios That Matter

We would like to introduce funders to the key concepts and ratios used in our analysis of charities. As stock market investors can quickly capture a sense of an investment opportunity through a P/E ratio, debt:equity, and dividend yield, our hope is to advance meaningful ratios that funders can use in making their giving decisions. These ratios focus on assessing a charity’s need for funding, cost efficiency, and scope of service.

“Giving money away is easy. Giving money away well is fiendishly difficult.”

– Warren Buffett

¹ Updated by Greg Thomson
Director of Research
October 2011

Originally written by Kate Bahen, CFA
Managing Director
October 2007

“Many [non-profits] keep raising funds because they can, not because they can't meet foreseeable needs.”

– Bill Bradley, Paul Jansen, Les Silverman
Harvard Business Review

Does a charity need funding?

This is the first question every funder should ask before making a charitable donation and the answer is relatively straightforward. The ratio of funding reserves to annual program costs shows whether a charity has funds that exceed its annual needs. Ci calls this ratio “program cost coverage.” Think of a charity’s program cost coverage ratio as a body-mass index (BMI) used by doctors to measure our weight. The BMI looks at our weight relative to our height. Ci’s program cost coverage ratio does the same, looking at how much cash reserves a charity has relative to its annual program spending. The program cost coverage ratio shows whether a charity is lean or fat.

Program Cost Coverage

As noted by Bill Bradley, et al, in their Harvard Business Review article, “Nonprofit Sector’s \$100 Billion Opportunity,” some charities fundraise not because they need money but because they can, and this results in a hoarding of scarce dollars. Ci’s focus is to find charities where we believe donations can have high impact. If you want your donation to have impact, you must start by giving it to a charity that actually needs money.

Every charity needs some financial assets as a cushion in case of unexpected events, but if this cushion is too big, donations will sit in an investment account rather than going to charitable work where they have social impact. Ci looks for charities that have a program cost coverage ratio of between 25% and 100%. This range means that your donation will be used to deliver charitable works within a year. For charities whose ratio exceeds 100%, your donation will likely sit in a bank account for the immediate future. Here your “returns” will likely be the same as treasury bill returns, with no social return over the year.

Where the program cost coverage ratio exceeds 100%, funders need to assess whether the charity is in a capital campaign, perhaps to build new facilities. To prepare for this, a charity does need to fundraise and build its capital reserves.

Where a charity’s program cost coverage ratio is below 25%, funders need to separately consider financial risk. A low ratio indicates that the charity is underfunded. Funders need to be aware that this level of under-funding presents a higher investment risk, a financial risk. This charity may not be able to continue operations. Similar to a company with a weak balance sheet, this charity may fail. Here funders should assess the different sources of revenues – is there core funding that will allow their programs to continue?

Funders should note that a low program cost coverage ratio does not mean that a charity is a poor performer. To date, Ci has found an irrational disconnect in the charitable sector between results and a charity’s ability to fundraise.

Administrative Costs

Funders focus on administrative costs. Ci believes that administrative costs draw the attention of funders because they are seeking ratios. Administrative costs to revenue is the most familiar ratio, as it is identical to a business operating margin. This attention to administrative costs draws criticism from charities and academics, who argue that a charity needs a base level of administration to grow, develop, and meet clients' needs. Ci believes that the debate should focus on what is the optimal level of administrative costs, rather than pressing charities to eliminate them entirely. This optimal level will be found through analyzing a charity's results.

In Ci's analysis of administrative costs in 2006, in many cases we found administrative costs higher than expected. Puzzled by this, we explored administrative costs through management interviews. The charities typically use administrative staff to do all the necessary tasks of running the office, while the staff and an army of volunteers run the programs and provide the service. Yet volunteer time was "off the books" and not recorded in the financial statements. This needs to be addressed, so Ci introduces to funders the concept of Charity Value.

Charity Value

Charities are significantly different from companies in one key respect: a charity receives donations and companies do not. A charity can receive three types of donations: money, time, and goods. The financial statements record donated money and occasionally donated goods. Funders need to make adjustments in their analysis to include all donated time and goods. The combination of donated money, time, and goods is what we call Charity Value.*

Charity Value = Donated Money + Donated Time + Donated Goods

In doing charity analysis, it is vital to include the value of donated time and goods. Charities often do not count volunteer hours or donated goods because their accountants do not demand them for reporting purposes. However, from an operational perspective, many charities would grind to a halt without volunteers and donated goods. These "inputs" are just as important as donations and should be recorded, accounted for, and managed.

Ci values each volunteer hour at \$15. This monetary value is based on figures from Imagine Canada's volunteer hourly wage data. Funders can use whatever dollar value they feel is more appropriate, but volunteer hours need to be counted and given value.

*Within Charity Value, donated money includes all sources of revenue, excluding interest income and investment gains and losses. This levels the comparison between lean charities and foundations with large endowments.

“Scandals tend to be about pay and perks, but the real scandal is how much money is pissed away on activities that have no impact. Billions are wasted on ineffective philanthropy.”

– Dr. Michael Porter
Harvard Business School

“It takes money to raise money...but the question is how much does – or should – it take?”

– Bill Bradley, Paul Jansen, Les Silverman
Harvard Business Review

Fundraising Costs

Charity Intelligence believes that funders need to pay greater attention to fundraising costs. In 1999 in the US, 18% of every dollar donated went to fundraising costs. Recently in Canada, there have been some large fundraising campaigns with significantly higher fundraising costs which absorbed over 40% of donations. This creates a vicious marketing cycle, prompting all charities to raise their profile in a crowded market and spend more on fundraising to attract a scarce resource.

From a charity's perspective, it is rational to spend on fundraising as long as the marginal dollars raised are higher than the marginal dollars spent. It is worth spending \$90 on fundraising to receive \$100 in donations.

From a funder's perspective, however, fundraising costs “dilute” donations. High fundraising costs lead to great dilution for funders, with less of their donations actually going to charitable work.

Ci calculates fundraising costs as a percent of donations and fundraising revenues, not as a percent of total revenues or charity value. This is an important distinction. The purpose of fundraising is to raise donations, rather than increase a charity's other sources of revenue, such as fees for service, government funding, or interest and investment income.

As well, it is important to include gross rather than net fundraising revenues. Some charities report net fundraising revenues (net of the fees and expenses associated with generating those revenues) in their income statement, with the details in financial notes. This is an accepted accounting practice, but a funder is not interested in the marginal dollar that a charity has received, but rather the total dollars donated by funders.

Local Ownership

At Ci, we are allocating capital to charities across a vast country. Here we believe, particularly in smaller communities, there is local knowledge; residents know which charities are the “go to” organizations that achieve results. Similarly, there is local knowledge about which executive directors' lights are on late, and which organizations are the hardest working. Perhaps the local residents have a family member or neighbour who has been served by the charity. Ci is seeking a way to measure this local knowledge and identify organizations that have high levels of “community ownership.”

Our work in this area is initiated by Michael Porter's comment that in the whole history of the tourism industry, nobody ever washed a rented car. Similarly, Bill Draper finds that in funding projects in developing countries, funders should seek projects where the funding is supported and contributed to by local residents, so the funding is not seen just as

a gift bestowed by others. A similar ownership indicator is used in the stock market where investors monitor how much of the shares are owned by management. Investors find companies attractive where management has high “skin in.” sharing the same risks and returns as investors.

At Ci, we are seeking a similar ownership measure. We assess how much of the funding is from local sources (local donors and foundations, local United Ways and Community Foundations, local municipal governments) believing that these funders close to the community will have a more intimate knowledge of the charity. As such, we separately assess local support, broken out from all funding received. This local support, divided by the local population, creates the local ownership measure: how much each man, woman, and child in the community gave to the charity.

The local ownership metric appears to break down in larger communities where the population exceeds 200,000. In these larger towns and cities, there is less local knowledge, with funders dependent instead on making giving decisions based on a charity's marketing profile. As well, in larger cities, it is often impossible to determine the "catchment area" of the charity, thus the local population is overestimated.

Program Costs: A Caution

In the research reports on Top Pick Charities, Charity Intelligence presents funders with the charities' operating data. Assessing a charity's program cost efficiency is important, however, comparisons between charities can be misleading. Charity Intelligence is continuing to search for unit measures that are comparable and meaningful. When examining charities across a given sector where we have a number of organizations seeking similar goals, we can use our program efficiency metrics to better understand the differences in how the charities operate. However, in cases where charities operate in very different ways, this data becomes less meaningful. Ci therefore advises funders not to rely heavily on program cost efficiency data for funding decisions.

Management

At Ci we believe that a key driver of results in a charity is its management team. As in the for-profit world, management matters. We have found that management that has passion along with an extensive background in the social issues that it is tackling is far more likely to produce excellent results. In his book *Good to Great*, Jim Collins examines for-profit businesses that achieved great success in order to determine the factors that lead to success. He found that the most important factor in creating a “great” organization is the strength of its management. We have found this to be true in charitable organizations as well.

“ [The best] leaders are fanatically driven, infected with an incurable need to produce sustained results. They are resolved to do whatever it takes to make the company great, no matter how big or hard the decisions. ”

– Jim Collins

In order to understand the strength of the management team, and using *Good to Great* as a framework, Ci has created two measures. First, we look at the experience and length of time, both at the charity itself as well as in the related industry, of the five key individuals at the charity. Second, our in-depth management interviews give our analysts insights into how the management team operates. Do they have a strong grasp of the issues that they are dealing with? Do they have personal experience with their work, perhaps as a survivor or an alumnus, which offers deep understanding of what drives results? Do they have a “learning orientation”, seeking out best practices to better understand how they can serve their clients? Do they measure their performance and then act on the results? As well, we ask about succession planning to make sure that the knowledge of the charity does not reside solely in one individual, and could thus be lost if that person were no longer involved at the charity.

These measures give Ci a good indication of the strength of the management team and thus a good indication of the likelihood of success of the organization.

We have also looked for charities that have a core strategy of focusing on their area of expertise, practicing the “hedgehog” concept introduced by Jim Collins. Their operating strategy is founded on a deep understanding and core competency, in order to deliver top results for clients. Typically these top-performing charities are highly collaborative with other agencies in their communities. They work with and hand off clients to this network of agencies rather than operating in competitive silos. As Warren Buffet identified, top-performing charities may “stick with what they understand and let their abilities, not their egos,” determine the scope of their programs. Ci analysts repeatedly identified Top Pick Charities having a near manic focus on client results, regardless of who gets the credit or funding, as long as the client outcomes are achieved.

Continuous Improvement

At Charity Intelligence we continually strive to improve our process in order to best serve our clients. More information on our metrics and methods of analysis are detailed on Ci’s website, www.charityintelligence.ca, for those who find this area interesting. And please, your feedback is always appreciated. It is what drives Ci forward to look for answers in new areas.

All of Ci’s findings in this emerging field of charity analysis would not be possible without the assistance of the charities who help us understand their work, share their data, answer our incessant questions, and provide frontline insights. Ci is privileged to work with an elite group and we are grateful for their generosity.

Ci’s analysis methods are simply the product of using our professional expertise to look through a different lens at all the work others have already done in this field.

“We found that there wasn't enough information produced in a hardheaded, independent, high-quality way, made available to all.”

– Gavyn Davies
Co-founder New Philanthropy Capital

Ci Top Pick Charities 2011

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CHILDREN'S COTTAGE SOCIETY OF CALGARY

Sector: At-Risk Youth

Location: 845 McDougall Rd. N.E.
Calgary, AB T2E 5A5
Website: www.childrenscottage.ab.ca

Charitable registration number: 10691 4534 RR0001

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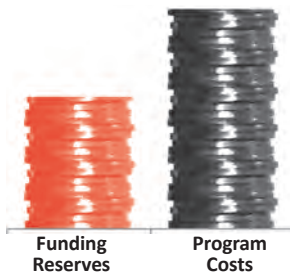
July 24, 2011

Financial Transparency



Audited financial statements available only upon request

Program Cost Coverage



Spending Breakdown



Full-time Staff # 47

Avg. Compensation \$50,175

Top 10 Staff Salary Range

\$350k +	
\$300k-\$350k	
\$250k-\$300k	
\$200k-\$250k	
\$160k-\$200k	
\$120k-\$160k	
\$80k-\$120k	2
\$40k-\$80k	8
< \$40k	

Information from most recent CRA Charities Directorate filings for F2010.

Mission Statement: "Preventing harm and neglect to all children and strengthening families through crisis, respite and support services."

About Children's Cottage Society of Calgary: Founded in 1986, Children's Cottage Society (CCS) helps prevent child abuse or neglect due to overwhelming family crises by giving free childcare, respite and parenting support. The need for CCS's help has doubled since 2008; last year it cared for 2,996 children. The need has outpaced CCS's ability to help. In 2010, CCS's Crisis Nursery was full and had to turn away 1,136 children.

CCS has grown, providing multiple services, including four unique programs. The Crisis Nursery is a 24-hour, 365-day emergency care shelter for children facing family crises. 18 children up to 8 years of age can stay at the two shelter locations. Community Respite offers a break and crisis childcare to families with children up to 12 years of age, including in-home infant support. Healthy Families provides regular in-home visits to parents of newborns, critical in teaching new parents about infant needs and monitoring the growth and development of infants. Brenda's House is a transitional shelter and re-housing program in the SW community of Killarney for families who are currently experiencing homelessness.

Social Results: CCS provides critical help to keep children safe and families together when in a crisis. CCS stepped in and helped families in crisis by taking care of children and supporting parents. In 2010, CCS returned 98% of children to their parents. Parent surveys in 2010 reported 38% found that CCS's Crisis Nursery protected their children from abuse or neglect, 94% reported that its services helped them resolve the family crisis, and 88% felt they would be better parents after receiving crisis care. 97% of parents found that CCS's help better prepared them for parenting. In just over a month, CCS helped 77% of the 162 homeless families using Brenda's House find sustainable housing and helped another 8% move to live with family or friends.

Financial Overview: CCS is a cost-efficient charity with lean overhead; administrative costs are 4% of total charity value and have declined for three years in a row. Fundraising costs represent 11% of donations. Donations have not matched CCS's growth; dipping into funding reserves in order to continue operations has left only enough reserves to operate for 60% of next year.

Investment Highlights: CCS's short-term help stopped many children from entering foster care. It cost CCS, on average, \$1,083 to help each child in 2010, compared with the average cost of \$16,488 for foster care.

CHILDREN'S COTTAGE SOCIETY OF CALGARY

Year ending March 31st

Program Data	2010	2009	2008
Program costs	3,244,028	2,378,199	1,977,830
Program hours	273,399	193,390	127,150
Total volunteers	819	451	361
Volunteer hours	10,454	7,651	7,724
Volunteer turnover rate (%)	n/a	n/a	n/a
Clients served	2,996	2,769	1,518
Program hours / client	91	70	84
Program costs / hour	11.87	12.30	15.56
Program costs / client	1,083	859	1,303

Charity Analysis	2010	2009	2008
Revenues (less interest income)	3,331,684	2,745,682	2,274,040
Value of donated time	156,810	114,765	115,860
<u>Donated goods and services</u>	-	-	-
Charity value	3,488,494	2,860,447	2,389,900
Community support (\$)	1,077,055	1,131,186	1,118,351
Community size (population)	1,193,819	1,164,100	1,135,121
Community ownership (local support \$ / pop.)	\$0.90	\$0.97	\$0.99
Scope of service (clients as % of pop.)	0.3%	0.2%	0.1%
Administrative costs (as % of charity value)	4.1%	7.7%	9.7%
Fundraising costs (as % of donations)	11.0%	13.7%	12.7%
Program cost coverage (%)	60.1%	75.6%	98.8%

Audited Financial Statements	2010	2009	2008
(All figures in \$)			
Donations	806,597	905,001	894,607
Government funding	2,525,087	1,840,681	1,379,433
Interest income	79,193	51,584	122,142
<u>Special events and other</u>	-	-	-
Total revenues	3,410,877	2,797,266	2,396,182
Program costs	3,244,028	2,378,199	1,977,830
Administrative costs	141,827	219,028	232,018
<u>Fundraising costs</u>	<u>88,748</u>	<u>124,192</u>	<u>113,915</u>
Operating cash flow	(63,726)	75,847	72,419
Capital expenditures	80,797	44,354	94,872
Funding reserves	1,949,181	1,798,395	1,953,918

History: Founded in 1986, Children's Cottage Society started as a Crisis Nursery in a small 6-bedroom home in southwest Calgary. The current Crisis Nursery was relocated and built in 1994 with a satellite nursery opening in 2010, community respite began in 1997, and the Healthy Families program began in 2002. In February 2009, CCS became the operator of Brenda's House.

Management: The management team brings together over 80 years of sector experience and they have been with CCS for a combined 35 years.

Community Need: More than 50,000 children have been helped through family support programs since the Society's inception. The Children's Cottage Society provides Calgary's only two Crisis Nurseries.

Funding Need: In order to continue offering high quality services, CCS asks for donations for operations. In 2010, it served 2,996 children – an 8% increase. Due to demand outstripping capacity, CCS will begin looking for funding for a capital campaign to purchase and develop a new facility in 2012.

Investment Risks: CCS appears to be relying more heavily on government funding and less on diversified private revenue sources as seen by the large decrease in donations. A trend that should be monitored given 2010's negative operating cash flow.



EVA'S INITIATIVES

Sector: At-Risk Youth

Location: 215 Spadina Avenue
Toronto, ON M5T 2C7

Website: www.evasinitiatives.com

Charitable registration number: 13223 9013 RR0001

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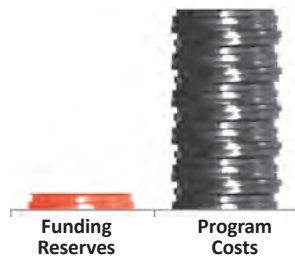
August 4, 2011

Financial Transparency



Most recent audited financial statements available on the charity's website

Program Cost Coverage



Spending Breakdown



Full-time Staff # 88

Avg. Compensation \$24,347

Top 10 Staff Salary Range

\$350k +	
\$300k-\$350k	
\$250k-\$300k	
\$200k-\$250k	
\$160k-\$200k	
\$120k-\$160k	1
\$80k-\$120k	2
\$40k-\$80k	7
< \$40k	

Information from most recent CRA Charities Directorate filings for F2010.

Mission Statement: *"The mission of Eva's Initiatives is to work collaboratively with homeless and at-risk youth to help them reach their potential to lead productive, self-sufficient and healthy lives by providing safe shelter and a range of services, and to create long term solutions for homeless youth by developing and implementing proactive and progressive services."*

About Eva's Initiatives: Eva's provides safe shelter, training, counselling and a wide range of programs and services to help homeless and at-risk youth. Eva's operates three unique shelters which house and feed 114 youth aged 16–24 nightly. Phoenix is a 50-room transitional housing shelter combining employment training and life skills learning with safe, stable housing. Place is a 32-bed emergency shelter with a unique prevention program and Satellite is a 30-bed emergency shelter. Nationally, Eva's works to build innovative & long-term solutions to youth homelessness.

Social Results: In 2010, Eva's provided emergency food and shelter to 1,989 youths and assisted a total of 3,946 residential and non-residential clients. In 2010, 35 youths enrolled in the Employment Program. Upon completion, 25 obtained permanent employment and 5 returned to school, an 86% success rate. Given that 92% of participants did not have a high school education and had less than one year of work experience – combined with 75% living in unstable housing environments – this high success rate is impressive. 146 youth participated in the Mentorship Program in 2010. Six staff and 20 volunteers contributed more than 4,000 hours to the program. 58 youths completed a Peer Mentor Leadership course and 16 took additional Advanced Leadership Training. In 2010, the Family Reconnect Program was able to prevent youths from entering the shelter system with an estimated total savings of \$363,272 (a study completed by York University).

Financial Overview: Administrative costs are 9% of total charity value. Fundraising costs represent 12% of donations, a small decrease from F2009. Eva's funding reserves can cover only 8% of current annual program costs.

Investment Highlights: Eva's has seen program costs per hour drop 25% since F2008 and, despite increasing clients served by 45% over the same period, has had a 21% decrease in program costs per client.

EVA'S INITIATIVES

Year ending March 31st

Program Data	2010	2009R	2008
Program costs	5,936,740	5,708,796	5,108,101
Program hours	56,770	45,416	36,333
Total volunteers	465	315	300
Volunteer hours	2,251	1,182	1,300
Volunteer turnover rate (%)	n/a	n/a	n/a
Clients served	1,989	1,476	1,353
Program hours / client	29	31	27
Program costs / hour	105	126	141
Program costs / client	2,985	3,868	3,775

Charity Analysis	2010	2009R	2008
Revenues (less interest income)	7,512,318	6,809,437	6,285,860
Value of donated time	33,765	17,730	19,500
<u>Donated goods and services</u>	-	-	-
Charity value	7,546,083	6,827,167	6,305,360
Community support (\$)	5,961,451	4,977,212	4,913,025
Community size (population)	5,485,643	5,390,050	5,296,122
Community ownership (local support \$ / pop.)	\$1.09	\$0.92	\$0.93
Scope of service (clients as % of pop.)	<1%	<1%	<1%
Administrative costs (as % of charity value)	9.2%	10.5%	10.7%
Fundraising costs (as % of donations)	12.3%	13.6%	12.9%
Program cost coverage (%)	8.3%	10.8%	17.2%

Audited Financial Statements	2010	2009R	2008
(All figures in \$)			
Donations	3,234,911	2,449,584	2,497,553
Government funding	3,972,862	4,116,180	3,519,376
Interest income	3,748	4,803	29,251
<u>Special events and other</u>	<u>304,545</u>	<u>243,673</u>	<u>268,931</u>
Total revenues	7,516,066	6,814,240	6,315,111
Program costs	5,936,740	5,708,796	5,108,101
Administrative costs	694,289	717,126	674,180
Fundraising costs	433,628	365,334	358,191
<u>Interest costs</u>	<u>-</u>	<u>-</u>	<u>-</u>
Operating cash flow	451,409	22,984	174,639
Capital expenditures	12,218	32,378	-
Funding reserves	489,879	616,649	877,521

History: Eva Smith, a guidance counsellor in North York, noticed in the 1980s that there was a lack of realization that homeless youth existed. She organized and lobbied for aid. In 1994, Eva's Place opened, serving homeless youth aged 16-24. Since then, Eva's Initiatives has expanded from one to three shelters offering a full array of counselling, life and housing supports, and employment programs.

Management: The management team has more than 40 years combined experience within the Eva's organization and more than 50 years of experience in the sector. Eva's is a leader with respect to sharing best practices. Eva's partnered with Choices for Youth to create the first full Eva's Phoenix "replication" that became home to 14 young people in St. John's, Newfoundland. In addition, Eva's management has worked to arrange partnerships with countless organizations through their National Initiative Program that allows them to continue to improve and develop innovative programming to respond to the needs of their clients.

Funding Need: Over the next few years Eva's is focusing on ensuring quality of service. In order to do so, Eva's needs funds to properly staff and resource the three shelters and the core services they provide; infrastructure is critical. In-kind needs are: sheets, towels, food, dishes, new winter clothing, gift cards, TTC tokens, tickets to events, books, DVDs and sports equipment.

Investment Risks: 53% of Eva's funding is government related; if government funding dollars are cut, Eva's runs the risk of not being able to meet its operating funding needs. This is exemplified by the program cost coverage ratio of 8%. Eva's management has expressed that they are focused on diversifying funding sources.



SARNIA-LAMBTON REBOUND

Sector: At-Risk Youth

Location: The DOW Centre for Youth
10 Lorne Crescent
Sarnia, ON N7S 1H8

Website: www.reboundonline.com

Charitable registration number: 13205 7100 RR0001

Greg Stevenson
gstevenson@charityintelligence.ca
Ben Gardent
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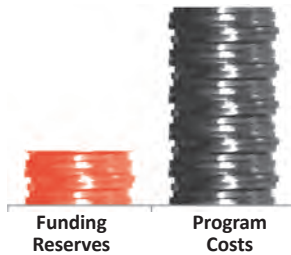
August 13, 2011

Financial Transparency



Audited financial statements for current and previous years available on the charity's website

Program Cost Coverage



Spending Breakdown



Mission Statement: *“Rebound is a volunteer-based organization committed to young people at risk. Our programs encourage youth to develop skills that promote a positive response to self, others and community.”*

About Sarnia-Lambton Rebound: Sarnia-Lambton Rebound (SLR) is committed to helping young people experiencing conflict and difficulties at home, school, and with the law. SLR has developed seven programs using evidence-based practices from research with Canadian youth. The largest program in terms of youth participants is PASS (Positive Alternative to Suspension from School). In F2011, 3,957 students received help with school work and participated in skills development instead of being suspended from class. SLR’s programming also caters to youth experiencing difficulties at home or school (Life Choices), teens at risk of substance abuse (SAFE Choices), young females with aggression issues (STAGE) and children with a history of behavioural issues (STAND). Youth in trouble with the law and their victims can also partake in Youth Justice Forums which give the opportunity for youth to compensate their victims, while being held accountable for their actions. For parents with teens, SLR offers a program that teaches effective communication skills and appropriate discipline techniques.

Social Results: 90% of teens who completed 10 weeks of group sessions for life skills development and substance prevention programs had no further adverse contact with police in F2011. 78% of parents reported an improvement in school attendance and/or grades following their youth’s participation in SLR programming. 27 parents graduated from the Rebound Parenting Program.

Full-time Staff # 9
Avg. Compensation \$37,570
Top 10 Staff Salary Range

\$350k +	
\$300k-\$350k	
\$250k-\$300k	
\$200k-\$250k	
\$160k-\$200k	
\$120k-\$160k	
\$80k-\$120k	
\$40k-\$80k	2
< \$40k	8

Information from most recent CRA Charities Directorate filings for F2010.

Financial Overview: SLR’s funding reserves cover 28% of its annual program costs. Fundraising costs were 20% of donations in F2011, with administrative costs representing 3% of total charity value.

Investment Highlights: Recognized with the Volunteer Sector Reporting Awards “Exemplar in Financial Reporting Transparency” for agencies with an operating budget under \$1m. Program cost per hour at \$7.26 and \$170 per client per year represents incredible value for SLR’s services relative to other charities in this sector.

SARNIA-LAMBTON REBOUND

Year ending March 31st

Program Data	2011	2010	2009
Program costs	751,725	673,473	610,802
Program hours (Ci estimate)	103,493	104,037	114,788
Total volunteers (Ci estimate)	5	13	13
Total Volunteer hours	8,841	23,688	23,688
Volunteer turnover rate (%)	n/a	n/a	n/a
Clients served	4,419	4,442	4,915
Program hours / client	23	23	23
Program costs / hour	7.26	6.47	5.32
Program costs / client	170	152	124
Charity Analysis	2011	2010	2009
Revenues (less interest income)	889,520	745,560	743,812
Value of donated time	132,615	355,320	355,320
<u>Donated goods and services</u>	-	-	-
Charity value	1,022,135	1,100,880	1,099,132
Community support (\$)	720,187	803,317	869,132
Community size (estimate pop)	129,449	129,199	128,950
Community ownership (local support \$ / pop.)	\$5.56	\$6.22	\$6.74
Scope of service (cumulative clients as % of pop.)	3.4%	3.4%	3.8%
Administrative costs (as % of charity value)	3.2%	3.1%	3.4%
Fundraising costs (% of donations)	19.9%	15.1%	15.4%
Program cost coverage (%)	27.5%	30.2%	24.1%
Audited Financial Statements	2011	2010	2009
(All figures in \$)			
Donations	202,994	193,119	143,638
Fees for services	2,850	3,150	6,012
Government funding	578,675	466,731	486,821
<u>Special events and other</u>	<u>105,001</u>	<u>82,560</u>	<u>107,341</u>
Total revenues	889,520	745,560	743,812
Program costs	751,725	673,473	610,802
Administrative costs	33,071	34,570	37,211
Fundraising costs	61,204	41,746	38,638
<u>Interest costs</u>	<u>2,226</u>	<u>1,888</u>	<u>1,582</u>
Operating cash flow	41,294	(6,117)	55,579
Capital expenditures	6,876	3,417	23,177
Funding reserves	206,577	203,438	147,093

History: Created in 1984, SLR has successfully helped over 14,000 young people from across Lambton County.

Management: There has been a recent change in management; a new executive director with 18 years of sector experience has replaced Mary Ellen Warren, SLR's long-standing ED. Rebound has received the prestigious Donner Canadian Foundation Award for Excellence in the Delivery of Social Services for 13 consecutive years, was awarded the Peter F. Drucker Award for Excellence in Non-Profit Management, and the Voluntary Sector Award by the Queen's School of Governance for the past three years.

Community Need: SLR provides Extra-judicial Measures Programs under the Youth Criminal Justice Act for Lambton County and The Ministry of Children and Youth. They are the sponsoring agency for the local Youth Justice Committee for Sarnia-Lambton.

Funding Need: SLR is looking to expand the scope of programs catering to children and young teens due to community concerns over emerging issues such as cyber bullying. The organization would also like funding to increase staffing to expand their program evaluation practices.

Investment Risks: Program costs are increasing while the number of clients served is decreasing — while operating income is positive this negative trend should be monitored.



YOUTH WITHOUT SHELTER

Sector: At-Risk Youth

Location: 6 Warrendale Court
Toronto, ON M9V 1P9
Website: www.yws.on.ca

Charitable registration number: 11930 7817 RR0001

Greg Stevenson
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Ben Gardent
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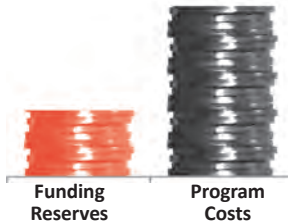
June 24, 2011

Financial Transparency



Audited financial statements for current and previous years available on the charity's website

Program Cost Coverage



Mission Statement: "Youth Without Shelter is an emergency residence and referral agency serving homeless youth. We are dedicated to providing shelter and support programs for homeless youth ages 16-24. We provide an independent shelter, committed to diverse client-focused services, in a safe, non-judgmental environment. Our programs enable youth to live responsibly and independently in society."

About Youth Without Shelter: Youth Without Shelter (YWS) is a 50-bed residential program where youth receive shelter, counselling, referrals, and three daily meals. Monday through Sunday, YWS organizes four hours of programming for shelter residents with the help of 17 partner agencies. Daily workshops feature pre-employment training, life skills development, educational sessions, and recreational activities. Although workshop participation is optional, only participating youth are allowed to remain at the shelter during the daytime. All residents must respect YWS policies, perform daily chores and attend weekly assessments with a case worker. Average stays by youth in 2010 were approximately three weeks.

Spending Breakdown



The Stay in School program provides long-term housing for high school students experiencing abuse and neglect at home. To avoid distractions from school work, YWS separates the 20 youth from the more transient youth who stay at the emergency shelter. They are provided with everything they need for school, including supplies and public transit passes. Youth must, however, abide by a stricter set of behaviour and class attendance rules.

The housing program prepares youth for independent living through assistance in apartment searches, in addition to teaching budgeting and cooking. YWS ensures former residents stay on track by inviting them to weekly dinners where they can access follow-up counselling, social service referrals, food packages and hygiene products.

Full-time Staff # 17
Avg. Compensation \$53,164
Top 10 Staff Salary Range

\$350k +	
\$300k-\$350k	
\$250k-\$300k	
\$200k-\$250k	
\$160k-\$200k	
\$120k-\$160k	
\$80k-\$120k	1
\$40k-\$80k	5
< \$40k	4

Information from most recent CRA Charities Directorate filings for F2010.

Social Results: In 2010, 100 youth successfully completed the transition to permanent housing. Through the Stay in School program, 34 high school students were given the opportunity to leave abusive homes and remain in school without having to live at an emergency shelter.

Financial Overview: Administrative costs are 5% of total charity value with fundraising costs representing 18% of donations. YWS has funding reserves to cover only 39% of annual program costs.

Investment Highlights: YWS mobilized in-kind food and personal item donations of approximately \$200/youth. A \$25 donation gives one youth a bed for one night, three meals, and four workshop hours.

YOUTH WITHOUT SHELTER

Year ending March 31st

Program Data	2010	2009	2008
Program costs	1,479,703	1,425,675	1,299,561
Program hours	39,665	39,665	41,774
Total volunteers	350	270	270
Volunteer hours	12,000	9,100	9,000
Volunteer turnover rate (%)	n/a	n/a	n/a
Clients served	815	788	1,024
Program hours / client	49	50	41
Program costs / hour	37	36	31
Program costs / client	1,816	1,809	1,269
Charity Analysis	2010	2009	2008
Revenues (less interest income)	1,748,852	1,788,043	1,685,585
Value of donated time	180,000	136,500	135,000
<u>Donated goods and services</u>	<u>155,382</u>	<u>157,945</u>	<u>157,232</u>
Charity value	2,084,234	2,082,488	1,977,817
Community support (\$)	1,912,502	1,910,955	1,813,708
Community size (population)	2,520,848	2,516,445	2,512,049
Community ownership (local support \$ / pop.)	\$0.76	\$0.76	\$0.72
Scope of service (clients as % of pop.)	<1%	<1%	<1%
Administrative costs (as % of charity value)	5.4%	5.3%	5.1%
Fundraising costs (as % of donations)	17.7%	15.3%	16.2%
Program cost coverage (%)	39.0%	36.9%	34.7%
Audited Financial Statements	2010	2009	2008
(All figures in \$)			
Donations	554,353	666,790	599,621
Government funding	1,112,368	1,066,851	1,068,709
<u>Special events and other</u>	<u>82,131</u>	<u>54,402</u>	<u>17,255</u>
Total revenues	1,748,852	1,788,043	1,685,585
Program costs	1,479,703	1,425,675	1,299,561
Administrative costs	112,428	110,063	100,093
Fundraising costs	112,428	110,063	100,093
<u>Interest costs</u>	<u>-</u>	<u>-</u>	<u>-</u>
Operating cash flow	44,293	142,242	185,839
Capital expenditures	12,741	109,709	45,068
Funding reserves	576,835	526,414	450,681

History: YWS was created in 1986 by a group of local social workers and teachers that were concerned with the increase in youth that were homeless in the Etobicoke (Rexdale) region. By providing shelter space in the neighbourhood, they prevent youth from moving to the downtown shelters where they would face greater street life risks.

Management: With over 60 years experience in the sector and one team member being a former client, YWS management brings meaningful experience to the organization.

Community Need: 70% of the students in the Stay in School program were referred to YWS through guidance counsellors and teachers. These youth experience difficult situations at home, including physical abuse, and need a place to stay that is conducive to continued class attendance.

Funding Need: Over two-thirds of YWS' revenue is program-specific funds from the City of Toronto, such as per diem fees. However, YWS is responsible for fundraising approximately \$400k on an annual basis to cover its operational expenses.

Investment Risks: Because YWS depends on funding from the City of Toronto, a change in priorities from a new municipal administration may have repercussions on the services they can afford to provide.



Camp. It's in you for life.

AMICI CAMPING CHARITY

Sector: Education

Location: 150 Eglinton Avenue East, Suite 204
Toronto, ON M4P 1E8

Website: www.amicicharity.org

Charitable registration number: 13205 7050 RR0001

Michael Phillips, CA, CFA
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Rishab Nanda
rnanda@charityintelligence.ca

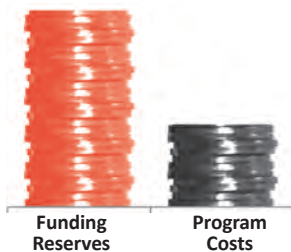
July 28, 2011

Financial Transparency



Audited financial statements available only upon request

Program Cost Coverage



Spending Breakdown



Mission Statement: "Amici sparks a change in the lives of underprivileged children using the transformational power of a summer camp experience. Working with our summer camp partners, our funding helps to provide quality residential camp experiences to children, ages 7-16."

About Amici Camping Charity: Amici Camping Charity places children from financially-challenged families with partner summer camps for 2-4 week stays on a multi-year basis. Children accepted into the program have the opportunity to progress through the summer camp experience over the course of 4-5 years, potentially culminating in a 4-week Leadership in Training (LIT) program at their camp. Amici selects and maintains relationships with affiliate camps (currently 27 camps), selects program participants through referrals and outreach, and raises funds to cover subsidized camp fees at the affiliates. Central to Amici's program is the belief that a multi-year model, where they give individuals the opportunity to return to camp year after year, provides greater and longer lasting benefits than one-off camping experiences. Campers are typically drawn from single-parent homes with more than one child and less than \$33k in annual income. Approximately 25% of Amici campers live in high poverty areas of the GTA, defined as areas where over 40% of families live below the poverty line.

Social Results: In 2010, Amici enabled 145 underprivileged children to attend summer camps. 25 Amici campers completed LIT programs at partner camps. Amici relies on periodic surveys, questionnaires and camp industry-wide studies to measure the positive impact of the multi-year camping experience on participants. A current initiative toward building Amici alumni relationships may lead to other impact metrics.

Full-time Staff #	1
Avg. Compensation	\$77,133
Top 10 Staff Salary Range	
\$350k +	<input type="checkbox"/>
\$300k-\$350k	<input type="checkbox"/>
\$250k-\$300k	<input type="checkbox"/>
\$200k-\$250k	<input type="checkbox"/>
\$160k-\$200k	<input type="checkbox"/>
\$120k-\$160k	<input type="checkbox"/>
\$80k-\$120k	<input type="checkbox"/>
\$40k-\$80k	<input checked="" type="checkbox"/>
< \$40k	<input type="checkbox"/>

Information from most recent CRA Charities Directorate filings for F2010.

Financial Overview: Amici is operationally lean with administrative costs at 13% of total charity value and fundraising costs at 6% of donations received in 2010. Its funding reserves cover annual program costs 2.4 times, but it should be noted that the greater portion of funding reserves exists within an endowment fund that distributes 4.5% annually to the operation fund.

Investment Highlights: Amici campers, members of their families, and other campers from the Amici affiliated camps have actively participated in fundraising events over the past year. Amici sees this as an important extension of the camp community.

AMICI CAMPING CHARITY

Year ending September 30th

Program Data	2010	2009	2008
Program costs	298,849	280,069	236,516
Program hours	57,120	48,720	45,360
Total volunteers	280	130	120
Total volunteer hours	2,700	1,950	1,800
Volunteer turnover rate (%)	n/a	n/a	n/a
Clients served	145	135	125
Program hours / client	394	361	363
Program costs / hour	5.23	5.75	5.21
Program costs / client	2,061	2,075	1,892

Charity Analysis	2010	2009	2008
Revenues (less interest income)	461,392	338,533	314,794
Value of donated time	40,500	29,250	27,000
<u>Donated goods & services</u>	<u>13,933</u>	<u>3,527</u>	<u>8,088</u>
Charity value	515,825	371,310	349,882
Community support (\$)	358,266	243,437	263,811
Community size (population)	2,520,848	2,516,445	2,512,049
Community ownership (local support \$ / pop.)	\$0.14	\$0.10	\$0.11
Scope of service (clients as % of pop.)	0.01%	0.01%	0.00%
Administrative costs (as % of charity value)	13.0%	15.4%	18.3%
Fundraising costs (as % of donations)	6.1%	7.6%	1.7%
Program cost coverage (%)	237.0%	217.6%	248.9%

Audited Financial Statements	2010	2009	2008
(All figures in \$)			
Donations	372,199	246,964	271,899
Government funding	-	-	-
Interest income	30,787	20,881	38,287
<u>Special events and other</u>	<u>103,126</u>	<u>95,096</u>	<u>50,983</u>
Total revenues	506,112	362,941	361,169
Program costs	298,849	280,069	236,516
Administrative costs	66,939	57,144	64,126
Fundraising costs	28,255	26,605	5,481
<u>Interest costs</u>	<u>-</u>	<u>-</u>	<u>-</u>
Operating cash flow	112,069	123	55,046
Capital expenditures	-	-	-
Funding reserves	708,287	609,453	588,596

History: Amici was established in 1966 by camp alumni. In the 1990s, the program increased significantly in size, and sent nearly 75 children to camps.

Management: Executive Director Kate Horton has been in her current role for more than 4 years. Her previous experience was with an Amici partner camp. Jennifer Wilson has run much of the 2011 program as Interim Executive Director, with Kate Horton due to return to her post by year-end. Volunteer committees play major roles in fundraising and camp placement functions.

Funding Need: Amici has been seeking multi-year funding commitments to match the multi-year commitments it makes to new participants. Funding is the key limiting factor to Amici's program capacity. Additional placement spots at existing camps, as well as at new camps not yet in affiliation, provide scope for expansion. The waiting list for potential camper participants has been approximately 40 over the last two years. Organisational infrastructure would need some funding resources to accommodate significant expansion.

Investment Risks: Given that Amici has discretion to place unrestricted donations in the endowment fund, there might be a risk that a donation does not go immediately to program funding, but is diverted to the endowment fund. While at present, the size of the endowment fund appears reasonable given the long term camper funding commitments, there may be a risk in the future of the endowment fund being prioritized and donation capital deployed inefficiently.



BOUNDLESS ADVENTURES

Sector: Education

Location: 203 Lonsmount Drive
Toronto, ON M5P 2Y6

Website: www.boundlessadventures.org

Charitable registration number: 13205 7050 RR0001

Greg Stevenson
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Ben Gardent
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June 17, 2011

Financial Transparency



Audited financial statements available only upon request

Program Cost Coverage



Spending Breakdown



Full-time Staff # 8

Avg. Compensation \$55,052

Top 10 Staff Salary Range

\$350k +	
\$300k-\$350k	
\$250k-\$300k	
\$200k-\$250k	
\$160k-\$200k	
\$120k-\$160k	
\$80k-\$120k	1
\$40k-\$80k	3
< \$40k	4

Information from most recent CRA Charities Directorate filings for F2011.

Mission Statement: "Boundless is dedicated to improving the lives of marginalized youth, adults and children at risk through a unique combination of counselling, social rehabilitation, alternative education and outdoor adventure."

About Boundless Adventures: Boundless aims to improve the lives of a diverse group of at-risk youth (50% of clients) and adults with severe mental illness, addiction, and acquired brain injury; aboriginals; and women fleeing domestic abuse. Programs are intensive and combine a unique array of evidence-based activities and programs, with an outdoor adventure component. Working in partnership with 68 Ontario-based community agencies, mostly from Toronto, the program strives to help youth graduate high school, prevent crime and isolation due to mental illness, promote alternatives to substance abuse, and strengthen the bonds of families and communities ravaged by poverty, violence and mental illness. In 2004, Boundless became certified as an independent school. At-risk youth are referred to Boundless as a last resort to help them get back on track to achieve their potential. Boundless works with the referring agencies to develop customized programs and goals for these youth as part of their overall long-term rehabilitation plans. In F2011, 94% of these youth achieved credits below their grade level, 64% had been suspended, 31% were in suspension programs, 15% were dropouts and 63% were taking some form of psychiatric medication.

Social Results: In F2011, 91% of at-risk students completed the program (126 participants), with 206 high school credits issued (38% increase versus F2010). 92% of youth returned to school and are currently enrolled in a full-time school program. 29 youths will complete their high school diplomas in June 2011 (versus 17 in F2010).

Financial Overview: Administrative costs are 15% of charity value. Fundraising costs represent 4% of donations. Funding reserves cover 31% of annual program costs. Fees for service relates to Boundless High School, where 184 "affluent" children pay for a 2-week Ontario Ministry-approved high school credit course. The profits of this program fund the at-risk youth programs.

Investment Highlights: Boundless is highly collaborative with community agencies, with a 100% agency return rate. All staff are required to complete a 40-day training course to ensure the highest quality of service for their clients. Boundless has a staff-to-client ratio of 2:5.

BOUNDLESS ADVENTURES

Year ending March 31st

Program Data	2011	2010	2009
Program costs	1,134,041	1,068,795	1,060,581
Program hours	62,592	58,704	60,144
Total volunteers	59	52	48
Total volunteer hours	2,537	2,384	2,416
Volunteer turnover rate (%)	30%	n/a	n/a
Clients served	684	695	684
Program hours / client	92	84	88
Program costs / hour	18.12	18.21	17.63
Program costs / client	1,658	1,538	1,551

Charity Analysis	2011	2010	2009
Revenues (less interest income)	1,594,641	1,446,169	1,504,421
Value of donated time	38,055	35,760	36,240
<u>Donated goods & services</u>	-	-	-
Charity value	1,632,696	1,481,929	1,540,661
Community support (\$)	1,148,823	958,320	1,041,737
Community size (population)	2,520,848	2,516,445	2,512,048
Community ownership (local support \$ / pop.)	\$0.46	\$0.38	\$0.41
Scope of service (clients as % of pop.)	<1%	<1%	<1%
Administrative costs (as % of charity value)	14.8%	15.5%	14.1%
Fundraising costs (as % of donations)	4.3%	4.8%	4.7%
Program cost coverage (%)	31.1%	31.4%	35.6%

Audited Financial Statements	2011	2010	2009
(All figures in \$)			
Donations	331,383	258,352	318,482
Fees for services	772,044	657,209	655,244
Government funding	489,075	528,709	503,924
Interest income	15,230	44,334	(733)
<u>Special events and other</u>	<u>2,139</u>	<u>1,899</u>	<u>26,771</u>
Total revenues	1,609,871	1,490,503	1,503,688
Program costs	1,134,041	1,068,795	1,060,581
Administrative costs	241,309	228,978	217,165
Fundraising costs	14,280	12,570	16,088
<u>Interest costs</u>	<u>655</u>	<u>980</u>	<u>1,060</u>
Operating cash flow	219,586	179,180	208,794
Capital expenditures	92,403	2,300	34,464
Funding reserves	352,345	335,349	377,098

History: While in university, Steven Gottlieb started running a summer camp for youth with mental health problems in Toronto. The Community of Social Services funded his pilot project for alternative rehabilitation in a wilderness, abilities-focused training camp, creating Boundless Adventures in 1984.

Management: Steven is the recipient of the ELJB Foundation scholarship for Top Leadership. The management team has been working together for an average of 16 years. Boundless has a low staff turnover rate as teachers often stay up to 5 years. Boundless recently received a \$75,000 community achievement award from Toronto Kiwanis.

Community Need: Waiting lists are growing and exceed one year for youth programs. Since last year, Boundless has partnered with four Toronto high schools running two programs per school and anticipate growing demand and focus in this area going forward due to its early success.

Funding Need: Boundless needs \$224,000 to fund at-risk youth school programs as there is an overwhelming demand for this program, with no participant fees.

Investment Risks: Boundless is still heavily reliant on government funding. However, as outlined in its annual report, Boundless continues to diversify its sources of funding and has been able to generate one third of its program costs by way of its social enterprise programming.



CORNWALL ALTERNATIVE SCHOOL

Sector: Education

Location: 40 Dixon Crescent
Regina, SK S4N 1V4

Website: www.cornwallalternativeschool.net

Charitable registration number: 11887 6226 RR0001

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Rishab Nanda
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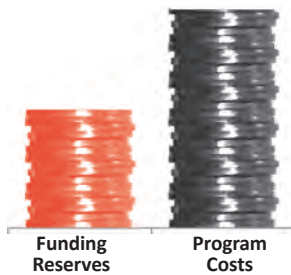
July 26, 2011

Financial Transparency



Audited financial statements available only upon request

Program Cost Coverage



About Cornwall Alternative School: Cornwall Alternative School (CAS) offers intensive teaching to youth in grades 7-10 who are referred by local school boards, because they are deemed at-risk for failing due to non-attendance, poor behaviour, or refusal to complete their work in the classroom. Approximately 85% of CAS youth are First Nations, with many involved in gangs, prostitution, drugs, and alcohol, and having average reading levels 1-2 years behind grade level. These youths are identified as having the potential for success if learning is intensive and they are kept engaged. Through a holistic and trustworthy learning environment with small class sizes, CAS works to re-engage youth with learning, bringing them academically up to grade level and enabling them to return to the regular school system. CAS provides transit vouchers for the youths to get to school and provides them with hearty meals. An ongoing student incentive program offers students the opportunity to win prizes and participate in outings every 2 weeks as a reward for attendance and work completion.

Spending Breakdown



Social Results: For the past school year CAS received 42 referrals, accepting 39 in its program, down from 60 and 50, respectively, in the prior year (86 and 64 in the year prior to that). The number of students reintegrated into the school system – perhaps the most immediate measure of success – was 21 for the current year, down from 35 in the prior year and 53 two years before. There is a clear downward trend in these numbers. The most important metric remains strong, with 17 CAS alumni graduating from high school this year, compared to 15 in each of the previous two years. The grade 10 online pilot program has been a confirmed success and will now be a permanent part of the CAS program.

Full-time Staff # 8

Avg. Compensation \$68,215

Top 10 Staff Salary Range

\$350k +	
\$300k-\$350k	
\$250k-\$300k	
\$200k-\$250k	
\$160k-\$200k	
\$120k-\$160k	
\$80k-\$120k	1
\$40k-\$80k	7
< \$40k	

Information from most recent CRA Charities Directorate filings for F2011.

Financial Overview: CAS continues to be a cost-efficient organization with administrative costs at 1% of charity value and fundraising costs less than 1% of donations. Program cost coverage has reached 54% in line with a CAS objective of achieving a 6-month contingency reserve. Further increases in the coverage ratio could suggest diminished financial efficiency given the relative security of the primary CAS funding channels and the relatively high marginal impact of additional dollar inputs to the CAS program.

Investment Highlights: The underlying quality of the CAS program is considered extremely high. The metrics we follow might suggest lower efficiency over the past 3 years with lower numbers of students participating. There is clearly a shift toward lower turnover/longer student duration at CAS prior to school reintegration. The key question is whether lower student turnover is a good thing. Management is satisfied with the results and cites a number of valid positives to longer duration (such as positive habit building), but with school reintegration numbers half of what they were 2 years ago, it is hard to think that student graduation numbers will not be reduced in the coming years.

CORNWALL ALTERNATIVE SCHOOL

 Year ending March 31st

Program Data	2011	2010	2009
Program costs	746,636	740,037	691,950
Program hours	40,392	40,392	51,430
Total volunteers	75	75	75
Total volunteer hours	45,000	45,000	45,000
Volunteer turnover rate (%)	n/a	n/a	n/a
Clients served	39	50	64
CAS alumni in high school	67	56	66
Program hours / client	1,036	808	804
Program costs / hour	18.48	18.32	13.45
Program costs / client	19,145	14,801	10,812
Cost per successful student reintegration	35,554	21,144	13,056

Charity Analysis	2011	2010	2009
Revenues (less interest income)	872,752	895,653	845,621
Value of donated time	675,000	675,000	675,000
<u>Donated goods & services</u>	-	-	25,000
Charity value	1,547,752	1,570,653	1,545,621
Community support (\$)	831,066	860,888	881,607
Community size (population)	180,273	180,067	179,861
Community ownership (local support \$ / pop.)	\$4.61	\$4.78	\$4.90
Scope of service (clients as % of pop.)	0.02%	0.03%	0.04%
Administrative costs (as % of charity value)	0.8%	0.7%	1.9%
Fundraising costs (as % of donations)	0.3%	0.5%	1.0%
Program cost coverage (%)	54.0%	41.7%	31.1%

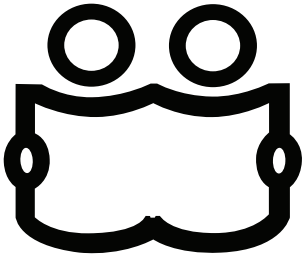
Audited Financial Statements	2011	2010	2009
(All figures in \$)			
Donations	23,191	39,854	60,619
United Way funding	132,875	146,034	120,988
Government funding	714,802	707,725	659,710
Interest income	969	1,093	1,444
<u>Special events and other</u>	1,884	2,040	4,304
Total revenues	873,721	896,746	847,065
Program costs	746,636	740,037	691,950
Administrative costs	11,611	11,275	28,959
Fundraising costs	548	928	1,852
<u>Interest costs</u>	2,622	1,592	2,740
Operating cash flow	112,304	142,914	121,564
Capital expenditures	7,820	57,164	7,821
Funding reserves	403,032	308,797	214,872

History: CAS was established in 1972 by two social workers. The school started in a basement, moved to a staff member's apartment, and in 1994 took over an abandoned schoolhouse, where it remains today.

Management: Vonnie Schmidt has held the role of executive director for 4 years and has been with the organization for over 20 years. Five key members in management have at least 15 years' experience working within the education sector and with youth at risk.

Funding Need: Annual government funding covers the largest portion of program costs in the amount of salaries and benefits. CAS relies on grants for initiatives such as the recent grade 10 online pilot project, and on private donations for ongoing strategies such as the student incentive program.

Investment Risks: Last year in this section, we highlighted a possible downward trend in performance metrics and left the question open as to whether we were observing natural variability in year-on-year data or a trend in program performance. This year, we have observed a continuation of the trend in metrics and now leave the question open as to whether program performance is changing for the right reasons (see Investment Highlights). At worst, CAS is trending toward underperformance of its own high standards and operating below its metric potentials, in which case the recent trend should worry only those who have long held CAS as a particular favourite for its extreme grit, efficiency, and rigour. In absolute terms, CAS continues to deliver an outstanding program.



EAST YORK LEARNING EXPERIENCE

Sector: Education

Location: 266 Donlands Avenue
Toronto, ON M4J 5B1

Website: www.eyle.toronto.on.ca

Charitable registration number: 10727 4839 RR0001

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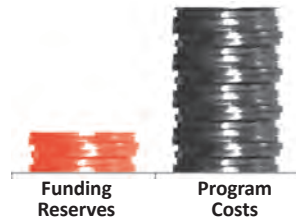
August 17, 2011

Financial Transparency



Audited financial statements available only upon request

Program Cost Coverage



Spending Breakdown



Full-time Staff #	1
Avg. Compensation	\$55,374
Top 10 Staff Salary Range	
\$350k +	
\$300k-\$350k	
\$250k-\$300k	
\$200k-\$250k	
\$160k-\$200k	
\$120k-\$160k	
\$80k-\$120k	
\$40k-\$80k	1
< \$40k	

Information from most recent CRA Charities Directorate filings for F2010.

Mission Statement: "Our mission is to assist adults seeking to improve their personal and working lives through programs in literacy and basic math and computer skills."

About East York Learning Experience: In F2010, East York Learning Experience (EYLE) staff and 75 trained volunteers provided one-on-one free literacy tutoring to 107 adult (aged 18+) participants, many of these being low-level learners. Students range from being pre-literate, to learning literacy and basic skills, such as learning the alphabet, writing their address, and basic sight words. Others are fine-tuning skills to enter a GED preparation program, adult high school, or even college, with the remainder focusing on developing essential skills for the workplace. In addition to challenges with low literacy levels, approximately one-third of EYLE students suffer from undiagnosed learning disabilities. Depending on the individual need, students receive tutoring for up to 5 years, typically at a rate of 2 hours per week. Tutoring is customized, friendly, and supports adult learning so students can develop their reading, writing, and/or basic math and computer literacy skills outside of the classroom environment. EYLE matches students with tutors drawn from a volunteer base that consists of many long-serving volunteers, some with more than 10 years of working with EYLE.

Social Results: The 107 students served in F2010 was exactly equal to the number served in F2009, which represented a 17% increase over the prior year as a result of an initiative to expand capacity. Of the students that exited EYLE's programs during F2010, 46% became employed (up from 27% in F2009) and 22% went on to training and education (down from 53%). The splits between employment and education placement can be heavily influenced by broader economic trends. The 68% placement rate, combining employment and training and education of the exiting students, falls just below the 70% government benchmark. The previous year's placement rate was 80%.

Financial Overview: EYLE continues to operate efficiently on a very limited budget with administrative costs at 2% of charity value, and fundraising costs approximately 3% of total donations. At year end, EYLE had funding reserves to cover 25% of program costs, down from a program cost coverage ratio of 44% in the prior year.

Investment Highlights: EYLE has recently piloted a new task-based curriculum being instituted by the Ministry of Training Colleges & Universities. Preliminary results have been positive. Whereas the previous format dealt with learning outcomes for defined levels of literacy, the new curriculum achieves skill building through applied task completion. The tasks can be geared to an individual's immediate learning goals, such as wanting to learn how to read a credit card application or write a driver's licence exam.

EAST YORK LEARNING EXPERIENCE

Year ending December 31st

Program Data	2010	2009	2008
Program costs	150,043	131,131	141,465
Program hours	4,601	4,456	3,787
Total volunteers	82	75	69
Total volunteer hours	5,531	3,961	3,664
Volunteer turnover rate (%)	n/a	n/a	n/a
Clients served	107	107	88
Program hours / client	43	42	43
Program costs / hour	32.61	29.43	37.36
Program costs / client	1,402	1,226	1,608
Charity Analysis	2010	2009	2008
Revenues (less interest income)	151,938	160,469	158,259
Value of donated time	82,965	59,415	54,960
<u>Donated goods & services</u>	<u>180</u>	<u>50</u>	<u>880</u>
Charity value	235,083	219,934	214,099
Community support (\$)	5,318	9,418	15,256
Community size (population)	2,520,848	2,516,445	2,494,543
Community ownership (local support \$ / pop.)	\$0.00	\$0.00	\$0.01
Scope of service (clients as % of pop.)	0.0%	0.0%	0.0%
Administrative costs (as % of charity value)	1.9%	1.7%	1.3%
Fundraising costs (as % of donations)	2.7%	7.9%	3.5%
Program cost coverage (%)	24.6%	42.5%	21.6%
Audited Financial Statements	2010	2009	2008
(All figures in \$)			
Donations	5,318	9,418	15,256
Government funding	146,371	149,185	140,623
Interest income	72	134	234
<u>Special events and other</u>	<u>249</u>	<u>1,866</u>	<u>2,380</u>
Total revenues	152,010	160,603	158,493
Program costs	150,043	131,131	141,465
Administrative costs	4,452	3,656	2,726
Fundraising costs	150	891	623
<u>Interest costs</u>	<u>419</u>	<u>539</u>	<u>374</u>
Operating cash flow	(3,054)	24,386	13,305
Capital expenditures	6,495	911	6,438
Funding reserves	36,882	55,721	30,497

History: EYLE was initiated in 1986 by another literacy program, East End Literacy, as a pilot project to serve learners in East York. In 1987, a full-time coordinator was hired and EYLE became a separate entity with a Board of Directors. In 1988, EYLE acquired charitable status.

Management: The executive director has over 20 years of experience in the education sector. She is active in collaborating with agencies for cross- referrals, and on a committee in Toronto working toward mapping current literacy services needs and gaps, minimizing duplication of services. This will ease referrals, increase student progression, and better meet student needs.

Funding Need: EYLE is reliant on government funding to sustain its program at current levels, but has scope for increased and improved services on the back of additional funding from private donations as evidenced in F2009, with a 20% increase in students served following an increase in government funding. Capacity exists to support additional students and volunteers at the current location, pending funding for further outreach and office administration hours.

Investment Risks: EYLE is heavily reliant on its volunteer base for the delivery of its program. While the expansion plans of EYLE are relatively modest, the one-on-one tutorial model requires a ready supply of quality volunteer hours to meet the increasing number of students for which EYLE aims to maintain capacity. There may be additional risks with the implementation of the new curriculum, including possible near-term difficulties in transitioning the long-serving members of the volunteer base to a new format.



JUMP MATH

Sector: Education

Location: 1 Yonge Street, Suite 1006
Toronto, ON M5E 1E5

Website: www.jumpmath.org

Charitable registration number: 86432 6814 RR0001

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rnanda@charityintelligence.ca

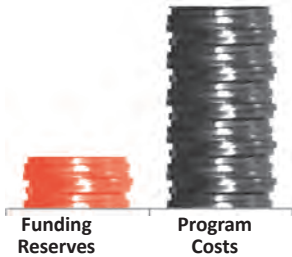
August 3, 2011

Financial Transparency



Audited financial statements for current and previous years available on the charity's website

Program Cost Coverage



Mission Statement: "To enhance the potential in children by encouraging an understanding and a love of math in students and educators."

About JUMP Math: JUMP Math (JUMP) provides an improved approach to learning mathematics compared to traditional methods. It does this through an offering of methodologies and materials based on current trends in cognitive science.

JUMP was founded by mathematician John Mighton on the basis of his experience as a teacher of mathematics and as someone who himself initially struggled to learn mathematics. Believing that mainstream methods of teaching mathematics fail to show adequate regard for the specific strengths and weaknesses of the mind as identified by cognitive science, John devised a method that is better adapted to cognitive resources and limitations when learning. The success of this method through his early tutoring days formed the impetus for JUMP.

Spending Breakdown



Social Results: The JUMP program now reaches 45,000 students in over 700 schools and in tutoring programs and homes. Evidence of program success has been gathered in a number of research initiatives. An unpublished study conducted by independent researchers at the Hospital for Sick Children, OISE and University of Toronto measures the efficacy of JUMP against a control group using standard school curriculum materials. The study showed that the math knowledge of children using JUMP Math grew twice as much as that of children using the usual methods of math instruction.

Full-time Staff # 8
Avg. Compensation \$75,262
Top 10 Staff Salary Range

\$350k +	
\$300k-\$350k	
\$250k-\$300k	
\$200k-\$250k	
\$160k-\$200k	
\$120k-\$160k	
\$80k-\$120k	1
\$40k-\$80k	7
< \$40k	

Information from most recent CRA Charities Directorate filings for F2010.

Financial Overview: JUMP has a unique financial position for a charity in that it has a strong core product offering that provides significant revenues from business activities. This product suite, comprised of core curriculum materials, has been produced to date at healthy margins of approximately 30% and has shown significant sales growth over the past few years, contributing more than 50% of total revenues in each of the past two years and affording JUMP considerable funding leverage over its current donation base.

Investment Highlights: JUMP has increasingly focused on developing strategic relationships as a means of extending the program offering to targeted members of the community. By partnering with schools and other organizations that teach and provide free tutoring to youth directly, JUMP is able to provide a benefit to both the organization in the form of training and materials, as well as the existing community need which the organization aims to deal with. Additionally, JUMP has been improving its outreach capability by developing its online capability to allow training via the web and an e-learning platform for teachers.

JUMP MATH

Year ending June 30th

Program Data	2010	2009	2008
Program costs	1,254,749	1,041,826	727,200
Program hours	n/a	n/a	n/a
Total volunteers	n/a	n/a	n/a
Total volunteer hours	n/a	n/a	n/a
Volunteer turnover rate (%)	n/a	n/a	n/a
Clients served – students	65,000	48,000	44,000
Clients served – teachers	2,100	1,400	1,100
Program costs / hour	n/a	n/a	n/a
Program costs / student	19.30	21.70	16.52

Charity Analysis	2010	2009	2008
Revenues (less interest income)	1,343,815	1,250,324	1,040,795
Value of donated time	n/a	n/a	n/a
<u>Donated goods & services</u>	-	-	-
Charity value	1,343,815	1,250,324	1,040,795
Community support (\$)	561,677	602,943	635,386
Community size (population)	n/a	n/a	n/a
Community ownership (local support \$ / pop.)	n/a	n/a	n/a
Scope of service (clients as % of pop.)	n/a	n/a	n/a
Administrative costs (as % of charity value)	7.1%	8.7%	5.2%
Fundraising costs (as % of donations)	-	-	-
Program cost coverage (%)	25.6%	38.4%	33.6%

Audited Financial Statements	2010	2009	2008
(All figures in \$)			
Donations	561,677	602,943	635,386
Government funding	-	2,819	-
Business Activities	777,523	644,562	403,669
Interest income	476	4,425	1,031
<u>Special events and other</u>	4,615	-	1,740
Total revenues	1,344,291	1,254,749	1,041,826
Program costs	1,278,225	1,110,768	977,116
Administrative costs	95,629	109,206	54,245
<u>Fundraising costs</u>	-	-	-
Operating cash flow	(29,563)	34,775	10,465
Capital expenditures	-	-	2,082
Funding reserves	327,480	426,245	328,142

Management: John Mighton remains a central figure in the organization. He currently focuses on development of strategic relationships. Former management consultant Scott McMeekin is in his second year as CEO. Ewart Newton has joined the management team as director of development. Other key personnel include the writers of the curriculum materials, as well as teacher support and outreach managers who train and support teachers and tutors.

Funding Need: Given recent success in scaling the program, JUMP has plans for significant expansion across Canada and the US over the next 3-5 years. Though business activities produce significant organic funding for growth, donation levels are still at this stage a critical determinant of program extension. Likewise, additional funding would support investment in the online capabilities which are critical to JUMP's scalability, and could afford JUMP the opportunity to add to current levels of teacher support and outreach personnel. Over the medium term, other investable funding priorities will likely follow growth as JUMP is scaled into different languages and more remote locations.

Investment Risks: JUMP has plans for rapid expansion into new markets which would typically give rise to some financial and operational risks. Because the core product offering of JUMP is inherently scalable, there is less risk of program quality being compromised through the rapid growth phase, though risks related to cost management and organizational focus might still factor in.

Pathways to Education

PATHWAYS TO EDUCATION

Sector: Education

Location: 6 Adelaide St. E., Suite 800
Toronto, ON M5C 1H6

Website: www.pathwaystoeducation.ca

Charitable registration number: 86190 8499 RR0001

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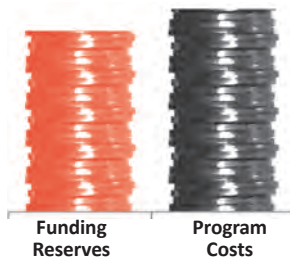
August 9, 2011

Financial Transparency



Audited financial statements for current and previous years available on the charity's website

Program Cost Coverage



Spending Breakdown



Mission Statement: "Pathways to Education Canada is a charitable organization that helps youth in low-income communities graduate from high school and successfully transition into post-secondary education or training. Pathways addresses systemic barriers to education by providing leadership, expertise and a community-based program proven to lower dropout rates."

About Pathways To Education: Pathways to Education is the national organization that oversees the development of the Pathways to Education program, its expansion, and training of local staff. The Pathways program works with at-risk high school students from low-income areas that have high dropout rates. The program complements the work of public schools providing integrated support: academic help through after-school tutoring provided by volunteers, social support, counselling, advocacy, and financial help. In September 2007, Pathways expanded its program into five new communities (Generation 2). In September 2009, it continued its expansion into Hamilton and Scarborough (Generation 3) and in September 2010 into Winnipeg, Kingston, and Halifax (Generation 4). Pathways partners with community agencies and provides funding and training. While Pathways oversees the programs, local agencies are responsible for recruiting students and volunteers, managing staff, and delivering the program.

Social Results: Pathways' programs extended to 3,300 students in the past year and are projected to expand to 10,000 students across 19 locations by 2016. This expansion aims to scale the success of the first Pathways' community in Regent Park where the dropout rate was reduced by 70% and post-secondary participation rates increased by 300%. A Boston Consulting Group study on Pathways Regent Park concluded that every dollar invested in the program generates a \$24 return to society.

Full-time Staff # 20
Avg. Compensation \$111,077
Top 10 Staff Salary Range

\$350k +	
\$300k-\$350k	
\$250k-\$300k	
\$200k-\$250k	1
\$160k-\$200k	
\$120k-\$160k	4
\$80k-\$120k	2
\$40k-\$80k	3
< \$40k	

Information from most recent CRA Charities Directorate filings for F2011.

Financial Overview: Administrative costs as a percentage of charity value remained low at a little over 6%. Fundraising costs were 17.5% of donations. Program cost coverage continued to trend downward as reserves from prior expansion funding were put to work in expanded program costs.

Investment Highlights: Pathways has made investments in its IT infrastructure over the past year to provide a single network base linking the various agencies that run Pathways programs. An improved system for program tracking and monitoring, as well as increased information sharing between the agencies, facilitated by both the IT platform and other efforts to encourage inter-agency communication, should add significant value as Pathways looks to consolidate organizational learning and streamline the next phase of expansion.

PATHWAYS TO EDUCATION CANADA

 Year ending March 31st

Program Data	2011	2010	2009
Program costs	13,818,183	9,176,866	6,501,012
Program hours	n/a	n/a	n/a
Total volunteers	n/a	947	489
Total volunteer hours	n/a	n/a	n/a
Volunteer turnover rate (%)	n/a	n/a	n/a
Clients served	3,380	2,500	1,680
Program hours / client	n/a	n/a	n/a
Program costs / hour	n/a	n/a	n/a
Program costs / client	\$4,088	\$3,671	\$3,870

Charity Analysis	2011	2010	2009
Revenues (less interest income)	10,560,724	5,996,057	24,263,553
Value of donated time	n/a	n/a	n/a
<u>Donated goods & services</u>	<u>23,043</u>	<u>116,969</u>	<u>173,429</u>
Charity value	10,583,767	6,113,026	24,436,982
Community support (\$)	10,583,767	6,113,026	24,436,982
Community size (population)	-	-	-
Community ownership (local support \$ / pop.)	n/a	n/a	n/a
Scope of service (clients as % of pop.)	-	-	-
Administrative costs (as % of charity value)	6.6%	8.5%	1.3%
Fundraising costs (as % of donations)	17.5%	18.8%	5.7%
Program cost coverage (%)	89.2%	191.1%	340.7%

Audited Financial Statements	2011	2010	2009
(All figures in \$)			
Donations	7,809,763	5,455,390	7,073,793
Government funding	2,231,918	184,047	16,803,833
Interest income	49,477	13,042	65,422
<u>Special events and other</u>	<u>519,043</u>	<u>356,620</u>	<u>385,927</u>
Total revenues	10,610,201	6,009,099	24,328,975
Grants to Pathways Programs	12,302,836	8,002,196	5,460,303
Program costs	1,515,347	1,174,670	1,040,709
Administrative costs	703,427	520,547	328,547
Fundraising costs	1,366,805	1,026,083	400,781
<u>Interest costs</u>	<u>14,908</u>	<u>9,460</u>	<u>6,528</u>
Operating cash flow	(5,293,122)	(4,723,857)	17,092,107
Capital expenditures	11,685	-	-
Funding reserves	12,319,598	17,536,851	22,151,941

History: In 2001, Pathways was developed out of the Regent Park Community Health Centre, located in one of Toronto's poorest neighbourhoods. Following the success of Pathways Regent Park, Pathways to Education Canada was formed as a public foundation to assist in replicating its highly successful program to communities across Canada.

Management: The management team at Pathways brings over 75 years of experience in the non-profit sector. David Hughes was hired as president and CEO to oversee the expansion of the program to eight new communities. Hughes has experience working for other national, "franchised" charitable organizations.

Funding Need: There is significant unmet demand in Canada's low-income urban communities. Pathways seeks funding for program expansion, improvement, including training and resource materials for staff, and to broaden impact through research and policy discussions.

Investment Risks: There remains some risk that Pathways to Education Canada will struggle to replicate the volunteer culture and community support in its expansion communities. Culture and volunteer commitment is an intangible, often difficult to scale, yet critical for the long-term success rates of the original program in Regent Park, Toronto. Continued good results in terms of credit accumulation and absenteeism suggest that comparable performance is expected from Generations 2 through 4.



CALGARY FOOD BANK

Sector: Food Banks (Distributor)

Location: 5000 11 Street SE
Calgary, AB T2H 2Y5

Website: www.calgaryfoodbank.com

Charitable registration number: 13016 7349 RR000

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Ben Gardent
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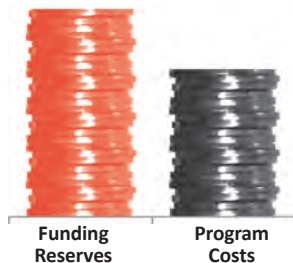
August 17, 2011

Financial Transparency



Audited financial statements for current and previous years available on the charity's website

Program Cost Coverage



Spending Breakdown



Mission Statement: *"We are a charitable organization dedicated to the gathering and distribution of quality emergency food to those in need."*

About Calgary Food Bank: Calgary Food Bank (CFB) is the centralized collector and distributor of emergency food in Calgary and the surrounding area. While the city may have experienced strong economic growth, individuals still need a hand up when faced with illness, job loss and other challenges. CFB diligently implements a policy of referring clients to appropriate social service agencies within 3 visits. As a result, only 14% of clients require more than 3 food hampers. Each hamper is nutritionally balanced according to Canada's Food Guide and provides approximately a week's worth of food. The organization receives tremendous local support from over 4,300 volunteers who gave over 95,000 hours to CFB last year. CFB works on 4 pillars: 1) organization of choice, 2) food, 3) knowledge, and 4) societal engagement.

Social Results: The Emergency Food Hamper program delivered 54,813 hampers in F2010, which represents an increase of 12% from F2009. CFB distributed almost 14.5 million pounds of food, which was 3.5% higher than in F2009. Going forward, CFB is working on a program to track the success of referrals (after 3 visits) by collecting data with their partner agencies. Waste figures were down to 9% in F2010 from 11% in F2009 owing to "more better food" and composting.

Financial Overview: Administrative costs remained low at 3% of charity value in F2010, along with fundraising costs/donations at 3%, reflecting effective/efficient fundraising. Program cost coverage increased to 141% from 135% in F2009, as monetary donations increased in the fiscal year by 8%. Total funding reserves for the CFB are up 17% year over year.

Investment Highlights: CFB distributed 20% more food than the next highest food bank studied in our survey. The leverage factor (food distributed/\$ donated) ranks high on a relative basis at \$5.43, a slight drop from \$5.54 in F2009. The program costs/value of food distributed ratio remained relatively static at 14% – another strong relative figure and indicative of an efficiently-run distribution system. CFB maintains very strong community support with local ownership at \$21.49, resulting from large volumes of donated food and strong volunteer support.

Full-time Staff # 35

Avg. Compensation \$47,992

Top 10 Staff Salary Range

\$350k +	
\$300k-\$350k	
\$250k-\$300k	
\$200k-\$250k	
\$160k-\$200k	
\$120k-\$160k	
\$80k-\$120k	1
\$40k-\$80k	9
< \$40k	

Information from most recent CRA Charities Directorate filings for F2010.

CALGARY FOOD BANK

Year ending August 31st

Program Data	2010	2009R	2008
Program costs	3,969,325	3,547,555	3,086,182
Total volunteers	4,346	4,074	3,821
Total volunteer hours	95,948	93,201	75,765
Value of Food Distributed (\$2/lb)	28,891,560	27,897,840	25,891,676
Waste (%)	9	11	10
Program costs / Value of food dist	13.7%	12.7%	11.9%
Food purchases (\$)	1,068,112	768,636	549,236

Charity Analysis	2010	2009R	2008
Revenues (less interest income)	5,483,703	5,111,553	3,945,495
Value of donated time	1,439,220	1,398,015	1,136,475
<u>Donated goods & services</u>	<u>20,380,082</u>	<u>19,869,348</u>	<u>16,968,188</u>
Charity value	27,303,005	26,378,916	22,050,158
Community support (\$)	27,230,262	26,377,546	21,972,882
Community size (population)	1,267,100	1,230,200	1,191,800
Community ownership (local support \$ / pop.)	\$21.49	\$21.44	\$18.44
Administrative costs (as % of charity value)	2.6%	2.3%	2.1%
Fundraising costs (as % of donations ¹)	3.3%	3.1%	3.9%
Program cost coverage (%)	140.9%	134.5%	114.4%
Food distributed / \$ Donated	\$5.43	\$5.54	\$6.81

Audited Financial Statements	2010	2009R	2008
(All figures in \$)			
Donations	5,236,031	4,834,935	3,678,135
Value of donated food	20,380,082	19,869,348	16,968,188
Government funding	160,705	72,843	145,365
Interest income	248,132	292,578	122,128
<u>Special events and other</u>	<u>86,967</u>	<u>203,775</u>	<u>121,995</u>
Total revenues	26,111,917	25,273,479	21,035,811
Program costs	3,969,325	3,547,555	3,086,182
Cost of donated food	20,380,082	19,869,348	16,968,188
Administrative costs	721,166	602,214	460,862
Fundraising costs	191,314	170,065	158,918
<u>Interest costs</u>	<u>-</u>	<u>-</u>	<u>-</u>
Operating cash flow	850,030	1,084,297	361,661
Capital expenditures	302,078	138,576	133,389
Funding reserves	5,593,698	4,771,237	3,530,738

¹ Fundraising costs taken as a percentage of monetary donations, special events revenue, and non-corporate food donations.

History: In the winter of 1982, a volunteer initiative, with the assistance of the Calgary Inter-Faith Community Action Association, created the Food Bank to aid Calgarians affected by the fall of the oil & gas industry. CFB has since grown from a small charity in a church basement with four volunteers to a million-dollar organization in a 60,000 sq. ft. building, with a volunteer base of over 4,000 strong.

Management: The leadership team at CFB has diverse experiences in accounting, HR, communications, logistics and health care, with the CEO in place for over 10 years. The organization uses analysis to assess operational trends. They use leadership training and stretch activities as part of their formal succession planning process. CFB recently ranked 21st in the Top 100 Great Places to Work.

Community Need: Demand for hamper has not decreased so far in F2011, with F2010 up 4% from F2009, suggesting that the effects of the recession continue.

Funding Need: CFB aims to continue working as a hub food bank; their to-be-released new vision is “working together to create a hunger-free community” with the addendum to the Mission as “leading to food security”.

Investment Risks: CFB is well funded, relative to other food banks we have studied. However, they are continuing to deliver strong relative operational results.



EDMONTON'S FOOD BANK

Sector: Food Banks (Distributor)

Location: 11508-120 Street
Edmonton, AB T5M 4B5

Website: www.edmontonsfoodbank.com

Charitable registration number: 12918 5310 RR0001

Indi Gopinathan
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August 15, 2011

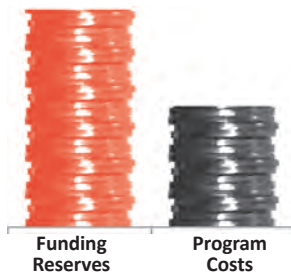
Financial Transparency



Audited financial statements available only upon request

Mission Statement: *"To be stewards in the collection of surplus and donated food for the effective distribution, free of charge, to people in need in our community while seeking solutions to the causes of hunger."*

Program Cost Coverage



About Edmonton's Food Bank: Originally incorporated as Edmonton Gleaners Association, Edmonton's Food Bank (EFB) was the first food bank in Canada. To "glean" means to gather by patient harvest. Since 1981, their mission has been to collect food in order to feed those within their city. EFB collects food such as bread, pastries, fruits, vegetables and near-dated dairy products from grocery stores, food producers and warehouses. This food is edible, but not marketable for a variety of reasons, such as label or branding changes. Approximately 70% of EFB's supplies are gleaned from the local industry. They also receive food from farmers and local growers. EFB works collaboratively with over 190 charitable organizations, churches, and food depots throughout Edmonton.

Spending Breakdown



Social Results: EFB delivered \$15m worth of food to partner agencies in F2010, up from \$14.1m delivered in F2009. Client use in F2010 increased slightly from F2009 levels, with F2011, so far, down slightly from recessionary highs.

Financial Overview: Administrative costs continue to remain low at 2% of charity value with fundraising costs also low at 6% of donations received. Program cost coverage remains high at 180% or more for 3 consecutive years, indicating that EFB has also remained well funded through the financial crisis, due to conservative financial management, strong community support, and a good reputation.

Full-time Staff # 27

Avg. Compensation \$32,132

Top 10 Staff Salary Range

\$350k +	
\$300k-\$350k	
\$250k-\$300k	
\$200k-\$250k	
\$160k-\$200k	
\$120k-\$160k	
\$80k-\$120k	
\$40k-\$80k	5
< \$40k	5

Investment Highlights: Ci analysis indicates that EFB is one of the most efficient food banks among those evaluated. EFB's leverage factor of \$6.82 was up 16% from F2009 and was the highest in the survey. EFB's program costs/value of food distributed of 10% was the second best among all food banks evaluated, indicating effective cost control.

EFB's community support of \$22.63 was also the highest in the survey – the net result of 41,243 volunteer hours logged (a 15% increase), monetary donations of \$2.2m (an 8% decrease) and \$15m in food collected/distributed (a 6% increase).

Information from most recent CRA Charities Directorate filings for F2010.

EDMONTON'S FOOD BANK

Year ending December 31st

Program Data	2010	2009	2008
Program costs	1,538,637	1,404,923	1,082,475
Total volunteers	2,950	3,463	2,412
Total volunteer hours	41,243	35,900	34,000
Value of Food Distributed (\$2/lb)	14,979,062	14,109,568	15,851,506
Waste (%)	2	2	2
Program costs / Value of food dist	10.3%	10.0%	6.8%
Food purchases (\$)	585,283	493,513	209,496

Charity Analysis	2010	2009	2008
Revenues (less interest income)	2,197,378	2,392,889	1,866,505
Value of donated time	618,645	538,500	510,000
<u>Donated goods & services</u>	<u>14,979,062</u>	<u>14,109,568</u>	<u>15,851,506</u>
Charity value	17,795,085	17,040,957	18,228,011
Community support (\$)	17,795,085	17,040,957	18,228,011
Community size (population)	786,223	771,872	757,783
Community ownership (local support \$ / pop.)	\$22.63	\$22.08	\$24.05
Administrative costs (as % of charity value)	2.2%	2.4%	1.8%
Fundraising costs (as % of donations ¹)	6.0%	5.3%	4.8%
Program cost coverage (%)	179.7%	197.5%	217.6%
Food distributed / \$ Donated	\$6.90	\$6.00	\$8.49

Audited Financial Statements	2010	2009	2008
(All figures in \$)			
Donations	2,172,378	2,350,985	1,866,505
Value of donated food	14,979,062	14,109,568	15,851,506
Government funding	25,000	41,904	-
Interest income	159,051	125,640	112,639
<u>Special events and other</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total revenues	17,335,491	16,628,097	17,830,650
Program costs	1,538,637	1,404,923	1,082,475
Cost of donated food	14,979,062	14,109,568	15,851,506
Administrative costs	391,083	402,212	324,904
Fundraising costs	285,551	276,313	240,170
<u>Interest costs</u>	<u>-</u>	<u>-</u>	<u>-</u>
Operating cash flow	141,157	435,081	331,596
Capital expenditures	177,783	108,642	151,351
Funding reserves	2,765,464	2,774,984	2,355,272

¹ Fundraising costs taken as a percentage of monetary donations, special events revenue, and non-corporate food donations.

History: The origin of Canada's first food bank was the Sacred Heart Church, in April 1980. In 1981, the organization was formally named Edmonton Gleaners Association and meant to bridge the gap between the growing need for food amongst the poor and surplus food from the food industry. While initially it only salvaged excess food, by 1983 it also began distributing food hampers on the front lines.

Management: The team encompasses not-for-profit, nutrition, and logistics experience. The executive director has received the Order of Canada, and they have a new director of operations. EFB believes the team is lean and plans to expand. The Board of Directors is diverse, with legal, health, and social service expertise.

Community Need: Anecdotally, EFB saw a slight y/y increase in F2010.

Funding Need: Program cost coverage continues to be sector-leading at 180%, indicating strong funding levels. Coverage fell slightly on lower donations (down 8%) and higher food purchase costs (up 19%). Warehouse costs were up 44% as they fluctuate over 2 year periods. Two additional trucks were added in F2010, for a total fleet of 10 vans and trucks.

Investment Risks: EFB is very efficient, yet highly funded relative to other food banks. Ci notes that volunteer numbers have fallen 15%, likely due to paid employment increasing. The executive director noted that their space is tight, suggesting a potential need to expand.



FORT YORK FOOD BANK

Sector: Food Banks (Multi-Service Agency)

Location: 797 Dundas Street West
Toronto, ON M6J 1V2

Website: www.fyfb.com

Charitable registration number: 86714 7464 RR0001

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August 22, 2011

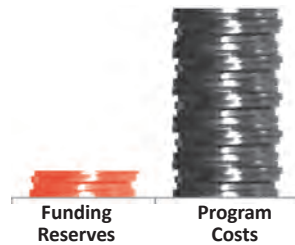
Financial Transparency



Audited financial statements for current and previous years available on the charity's website

Mission Statement: "To work with partners who share our vision by: feeding the hungry through providing basic food requirements for individuals and families in need, and helping people get on track through counseling and training to help people find jobs, safe housing and appropriate social and community programs."

Program Cost Coverage



About Fort York Food Bank: Founded in 1998, Fort York Food Bank (FYFB) is a grassroots, volunteer-driven (one paid staff member) charitable organization that directly assists families and individuals living in need in downtown Toronto. Being a local organization, FYFB staff and volunteers take the time to speak with every client that comes through their door. Every client contact is an opportunity to establish trust and identify their core needs beyond the immediacy of food. Most clients live off less than \$3 a day after occupancy costs and FYFB is a vital service that can help prevent homelessness amongst this vulnerable population. FYFB goes beyond distributing food to really reconnecting clients with their community through a holistic group of services that help people get back on track through counselling, training, and advocacy so they can find jobs, safe housing, and appropriate social/community programs.

Spending Breakdown



Social Results: FYFB delivered 24,512 food hampers (each containing three days of food) to downtown Toronto clients in F2011. The number of unique clients increased to 4,767 in F2011, up 17% compared to F2009. FYFB provided 78 external referrals to agency partners and 2,248 counselling sessions. In addition, FYFB served 34,164 meals in F2011 in their Community Kitchen, which represented an 11% decrease over F2009 numbers.

Full-time Staff #	1
Avg. Compensation	n/a
Top 10 Staff Salary Range	
\$350k +	
\$300k-\$350k	
\$250k-\$300k	
\$200k-\$250k	
\$160k-\$200k	
\$120k-\$160k	
\$80k-\$120k	
\$40k-\$80k	
< \$40k	1

Financial Overview: Administrative costs to charity value remained consistently low at 0.3% with fundraising costs at 0.4% of donations. Program costs increased by 30% compared with F2010 as FYFB had to purchase more food; however, clients served increased by only 1% year over year. The program cost coverage ratio fell from 49% in F2010 to 14% in F2011 due to the increase in program costs coupled with a drop in cash reserves.

Investment Highlights: Close to half of FYFB clients (47%) access other services through referrals or counselling. This is consistent with the organization following its mission of helping to get people on track. The food value/client of \$216 vs. the program costs/client of \$34 is an indication of cost-efficient and effective distribution of food.

Information from most recent CRA Charities Directorate filings for F2010.

FORT YORK FOOD BANK

Year ending March 31st

Program Data	2011	2010	2009
Program costs	161,210	124,423	94,291
Total volunteers	75	85	86
Total volunteer hours	29,726	29,211	25,942
Volunteer turnover rate (%)	42%	34%	34%
Clients served	4,767	4,708	4,080
Counselling	2,248	2,360	1,774
Referrals	78	213	135
% Clients Referred	49%	55%	47%
Program costs / client	34	26	23
Value of Food Distributed (\$2/lb)	1,031,663	880,902	796,028
Waste (%)	5	5	5
Program costs / Value of food dist	15.6%	14.1%	11.8%
Food Value/ Client	\$216	\$187	\$195

Charity Analysis	2011	2010	2009
Revenues (less interest income)	136,051	185,572	97,888
Value of donated time	445,890	438,165	389,130
<u>Donated goods & services</u>	<u>989,945</u>	<u>871,935</u>	<u>796,028</u>
Charity value	1,571,886	1,495,672	1,283,046
Community support (\$)	1,571,886	1,495,672	1,283,046
Community size (population)	117,685	115,977	114,294
Community ownership (local support \$ / pop.)	\$13.36	\$12.90	\$11.23
Scope of service (clients as % of pop.)	4.1%	4.1%	3.6%
Administrative costs (as % of charity value)	0.3%	0.3%	0.3%
Fundraising costs (as % of donations ¹)	0.4%	0.3%	0.4%
Program cost coverage (%)	14.2%	48.6%	16.8%

Audited Financial Statements	2011	2010	2009
(All figures in \$)			
Donations	107,316	154,188	66,275
Value of donated food	989,945	871,935	796,028
Government funding	3,997	3,240	2,702
<u>Special events and other</u>	<u>24,738</u>	<u>28,144</u>	<u>28,911</u>
Total revenues	1,125,996	1,057,507	893,916
Program costs	161,210	124,423	94,291
Cost of donated food	989,945	871,935	796,028
Administrative costs	4,527	4,863	4,091
<u>Fundraising costs</u>	<u>3,868</u>	<u>2,940</u>	<u>3,469</u>
Operating cash flow	(33,554)	53,346	(3,963)
Capital expenditures	-	-	-
Funding reserves	22,929	60,516	15,822

¹ Fundraising costs taken as a percentage of monetary donations, special events revenue, and non-corporate food donations.

History: Fort York Food Bank was founded in 1998 to serve an area in downtown Toronto previously served by the Daily Bread Food Bank, which moved its operations to the suburbs. FYFB originally focused on providing emergency supplies but has evolved based on the changing needs of its clients. It now provides an integrated set of services including counselling and advocacy, community drop-in centre, and community vitality programs.

Management: FYFB is governed by a dedicated voluntary Board of Directors (10), including a president and a vice chair, who have been involved since FYFB's inception. One paid staff member works with the Board to drive the day-to-day operations and coordinating efforts of volunteers in delivering programs.

Community Need: FYFB covers a significant portion of downtown Toronto, an area which has expanded over the past 10 years as other agencies have closed. FYFB has already recognized ethnic diversity by adding multilingual volunteers. FYFB aims to continue adaptation of its programs through annual client surveys. FYFB is studying social enterprise via a kitchen-catering venture.

Investment Risks: FYFB's program cost coverage fell significantly but should be mitigated by a focus on building donor relationships. Ci notes that the catering venture may also introduce financing risk.



INNER CITY HOME OF SUDBURY

Sector: Food Banks (Multi-Service Agency)

Location: 251 Elm Street
Sudbury, ON P3C 1V5

Website: www.innercityhomesudbury.ca

Charitable registration number: 89126 0184 RR0001

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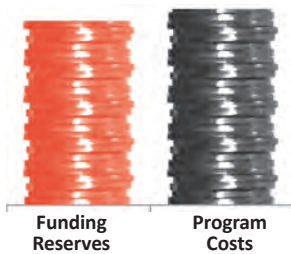
August 16, 2011

Financial Transparency



Audited financial statements available only upon request

Program Cost Coverage



Spending Breakdown



Full-time Staff #	1
Avg. Compensation	\$58,733
Top 10 Staff Salary Range	
\$350k +	
\$300k-\$350k	
\$250k-\$300k	
\$200k-\$250k	
\$160k-\$200k	
\$120k-\$160k	
\$80k-\$120k	
\$40k-\$80k	1
< \$40k	

Information from most recent CRA Charities Directorate filings for F2009.

Mission Statement: "We recognize the dignity of every person. We feed the hungry, in crisis. We give counselling and aid when needed to those who fall between the gaps in the social system."

About Inner-City Home Sudbury: Inner City Home of Sudbury (ICHS) maintains a personal approach to caring for the poor. Operating as a food bank, ICHS also addresses the underlying issues of food insecurity by providing valued counselling for crisis needs, workshops, and referral services to its clients. With minimal resources and paid staff (one full-time and one part-time), ICHS relies heavily on the 120 trained volunteers to run the programs and services. ICHS clients can access the food bank once a month; however, given the local economy they are temporarily allowing clients to make additional visits. The effectiveness of ICHS is recognized by the countless referrals made to ICHS from other social service agencies, where ICHS is often the "agency of last resort." ICHS has a main downtown location and one in the north-east end of town, about 10% the size of the main location.

Social Results: In F2010, ICHS fed 10,498 individuals in Sudbury, which represents a 17% increase from F2009. This is on the back of a 39% increase over the previous year (F2008). The CVRD Inco (mining) strike and inability of other social services to respond has seen the ICHS demand hit critical levels. Currently, food stocks are good for about 4 months and funding should enable bill payments for the next year.

Financial Overview: Administrative costs remained extremely low at 3%, while fundraising costs stayed low as well, representing 3% of donations. The program cost coverage ratio is at 94% but that may be partially inflated by higher reserves shown at the December 31st year-end. ICHS has been able to steadily control program costs over the past 3 years while experiencing significant client growth.

Investment Highlights: Despite the third consecutive year of massive client growth, ICHS has been able to keep food value/client consistent at \$21 while efficiently lowering their program costs/client by 9% to \$10. Again this year, ICHS has been able to maintain their food quality and control their program costs amid strong increases in client demand.

INNER CITY HOME OF SUDBURY

Year ending December 31st

Program Data	2010	2009	2008
Program costs	323,320	287,203	230,940
Total volunteers	119	123	120
Total volunteer hours	10,627	9,285	10,049
Volunteer turnover rate (%)	5%	11%	n/a
Clients served	10,498	8,970	6,457
Counselling / Referrals	416	581	441
% Clients Referred	4%	6%	7%
Program costs / client	10	11	14
Value of Food Distributed (\$2/lb)	216,552	184,310	138,486
Waste (%)	n/a	n/a	n/a
Program costs / Value of food dist	49.3%	55.8%	66.8%
Food value / Client	\$21	\$21	\$21

Charity Analysis	2010	2009	2008
Revenues (less interest income)	133,116	156,000	126,953
Value of donated time	159,405	139,275	150,735
<u>Donated goods & services</u>	<u>216,552</u>	<u>184,310</u>	<u>138,486</u>
Charity value	509,073	479,585	416,174
Community support (\$)	509,073	479,585	416,174
Community size (population)	160,000	159,461	158,925
Community ownership (local support \$ / pop.)	\$3.18	\$3.01	\$2.62
Scope of service (clients as % of pop.)	6.6%	5.6%	4.1%
Administrative costs (as % of charity value)	2.7%	2.8%	3.1%
Fundraising costs (as % of donations ¹)	3.0%	2.4%	2.3%
Program cost coverage (%)	93.9%	96.1%	73.0%

Audited Financial Statements	2010	2009	2008
(All figures in \$)			
Donations	93,844	133,415	96,802
Value of donated food	216,552	184,310	138,486
<u>Special events and other</u>	<u>39,272</u>	<u>22,585</u>	<u>30,151</u>
Total revenues	349,668	340,310	265,439
Program costs	106,768	102,893	92,454
Cost of donated food	216,552	184,310	138,486
Administrative costs	13,898	13,214	13,035
Fundraising costs	10,337	8,245	6,059
<u>Interest costs</u>	<u>699</u>	<u>760</u>	<u>671</u>
Operating cash flow	1,414	30,888	14,734
Capital expenditures	-	-	-
Funding reserves	100,265	98,869	67,500

¹ Fundraising costs taken as a percentage of monetary donations, special events revenue, and non-corporate food donations.

History: Sudbury’s desperate used to knock on the rectory door of Father Don McMillan for a sandwich and someone to hear their story. After the death of one who “fell through the cracks”, Father McMillan rallied the parish to open a centre where people could be treated with dignity, have their story heard, and access basic necessities and counselling. ICHS was founded in 1986 in a downtown Sudbury century home.

Management: Management at ICHS has been working together for over 10 years, with the executive director and president working together since 1988. Along with the program director, they are responsible for guiding 120 volunteers. Succession planning and the hiring of another part-time program coordinator is targeted for the next five years.

Community Need: Again this year the food shelves are quite empty; however, the situation is improving with donations up as people have returned to work.

Funding Need: ICHS funding reserves cover 94% of annual program costs. The next key priorities are: staffing, expanding to follow need, resourcing for workshops (one in three years and another in five) and fundraising.

Investment Risks: Ci believes the biggest risk is personnel, given the tenure of management and dependence on a small day-to-day management team.



THE MISSISSAUGA FOOD BANK

Sector: Food Banks (Distributor)

Location: 36 - 2550 Goldenridge Road
Mississauga, ON L4X 2S3

Website: www.themississaugafoodbank.org

Charitable registration number: 11892 7011 RR0001

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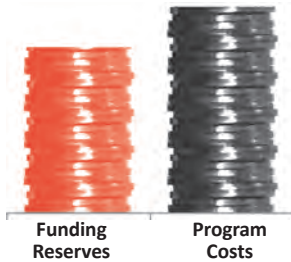
August 15, 2011

Financial Transparency



Audited financial statements for current and previous years available on the charity's website

Program Cost Coverage



Spending Breakdown



Full-time Staff # 6

Avg. Compensation \$59,383

Top 10 Staff Salary Range

\$350k +	
\$300k-\$350k	
\$250k-\$300k	
\$200k-\$250k	
\$160k-\$200k	
\$120k-\$160k	
\$80k-\$120k	1
\$40k-\$80k	2
< \$40k	3

Information from most recent CRA Charities Directorate filings for F2010.

Mission Statement: "TMFB positively impacts the lives of those who are hungry in our community by effectively sourcing, managing and distributing food."

- We provide food to our clients via our community partners
- We are recognized as leading the fight against hunger in Mississauga
- We are an integrated partner in the social network alleviating poverty"

About The Mississauga Food Bank: The Mississauga Food Bank (TMFB) is the largest food distribution program in Mississauga. After 24 years of serving clients, TMFB no longer provides food directly to people in need, but sources, manages and distributes food to over 108 community agencies, including seven local food banks and 83 breakfast programs, using two trucks. TMFB refers to this as the "hub and spoke" operating model. TMFB estimates that it supports 38,000 clients a month through its partnerships with community agencies. Food is sourced through corporate and individual donations, sponsorships, and through a collaborative membership with the Ontario Association of Food Banks and Food Banks Canada.

Social Results: TMFB delivered 2.3 million pounds of food, over 1,000 tonnes annually, to social service agencies in F2010, an increase of 12% over F2009. In F2010, TMFB spent \$10,914 on purchased food; in F2009 TMFB did not purchase food.

Financial Overview: Administrative costs remained low at 4% of charity value in F2010 and fundraising costs also remained low, currently at 2% of donations. Program cost coverage is 80%, down slightly from 92% in F2009. TMFB has seen an increase in monetary donations from the public in each of the past three years – in F2010 these donations increased 23% over F2009.

Investment Highlights: According to Ci's analysis, for every dollar donated, \$6.79 of food was distributed by TMFB to its partner agencies in F2010, nearly unchanged from F2009. This is the second-highest leverage factor of the food banks evaluated, indicative of TMFB's ability to move significant volumes with smaller donation dollars. In addition, its program costs/value of food distributed was the best in our study at 9%, suggesting an efficient use of capital, though a slight increase over F2009. We note that this increase is consistent with the lower program cost coverage ratio, suggesting some cost creep.

THE MISSISSAUGA FOOD BANK

Year ending May 31st

Program Data	2010	2009	2008
Program costs	439,287	336,570	318,179
Total volunteers	4,207	4,500	4,188
Total volunteer hours	18,863	20,779	21,825
Value of Food Distributed (\$2/lb)	4,651,198	4,104,836	4,748,760
Waste (%)	2	2	2
Program costs / Value of food dist	9.4%	8.2%	6.7%
Food purchases (\$)	20,941	449	-

Charity Analysis	2010	2009	2008
Revenues (less interest income)	854,686	835,162	610,733
Value of donated time	282,945	311,685	327,375
<u>Donated goods & services</u>	<u>4,558,176</u>	<u>4,082,740</u>	<u>4,653,784</u>
Charity value	5,695,807	5,229,587	5,591,892
Community support (\$)	5,541,904	5,005,910	5,563,705
Community size (population)	716,661	704,318	692,187
Community ownership (local support \$ / pop.)	\$7.73	\$7.11	\$8.04
Administrative costs (as % of charity value)	3.8%	2.9%	2.4%
Fundraising costs (as % of donations ¹)	1.7%	1.6%	1.1%
Program cost coverage (%)	80.4%	91.8%	112.3%
Food distributed / \$ Donated	\$6.79	\$6.89	\$8.28

Audited Financial Statements	2010	2009	2008
(All figures in \$)			
Donations	573,105	496,130	444,209
Value of donated food	4,558,176	4,082,740	4,653,784
Government funding	169,662	239,412	36,937
Interest income	-	-	1,117
<u>Special events and other</u>	<u>111,919</u>	<u>99,620</u>	<u>129,587</u>
Total revenues	5,412,862	4,917,902	5,265,634
Program costs	439,287	336,570	318,179
Cost of donated food	4,558,176	4,082,740	4,653,784
Administrative costs	217,599	151,946	133,836
Fundraising costs	42,943	35,272	27,022
<u>Interest costs</u>	<u>1,600</u>	<u>989</u>	<u>1,861</u>
Operating cash flow	153,257	310,385	130,952
Capital expenditures	19,240	35,178	1,855
Funding reserves	352,989	308,845	357,254

¹ Fundraising costs taken as a percentage of monetary donations, special events revenue, and non-corporate food donations.

History: The Mississauga Food Bank (formerly Foodpath) was founded by Streetsville United Church, Solel Congregation, and the Baha'i Community of Mississauga, Ontario, with short term intentions related to the recession. It opened its doors in April 1986 as a community project in response to a 1985 Peel Social Services study. In 1990, the food bank was serving approximately 18 families a day and has now grown to over 456,000 clients served each year.

Management: The executive director has been in place for three years after being with the organization for the past seven years. He is joined by a director of food procurement who has been with the organization for 21 years and director of fund development who has been on staff for two years. Succession planning is an informal process at this point.

Funding Need: Funding reserves cover 80% of program costs. TMFB is no longer funded by the United Way, and management aims to use its fundraising skills to expand the funding base, including funding from corporations. They also aim to implement an inventory system to help reduce waste, improve traceability and improve efficiency.

Investment Risks: The inventory system may impose a financing risk. TMFB may consider buying their warehouse, although this is to be determined. We would expect such investments to decrease the PCC ratio.



OTTAWA FOOD BANK

Sector: Food Banks (Distributor)

Location: 1317B Michael Street
Ottawa, ON K1B 3M9

Website: www.ottawafoodbank.ca

Charitable registration number: 10808 2363 RR0001

Indi Gopinathan
info@charityintelligence.ca

Ben Gardent
bgardent@charityintelligence.ca

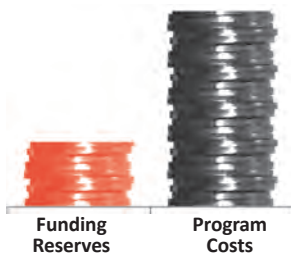
August 17, 2011

Financial Transparency



Audited financial statements available only upon request

Program Cost Coverage



Mission Statement: *"To collect and distribute food to member agencies serving people in need in the Ottawa area."*

About Ottawa Food Bank: Ottawa Food Bank (OFB) supports over 140 food programs throughout the National Capital Region. A 13,000 sq. ft. warehouse distributes perishable and non-perishable food to partner agencies using seven trucks (including five refrigerated) across the Ottawa region. In addition, each day a driver sweeps major grocery stores for fresh items (meat, produce) that are delivered the same day to local soup kitchens and retirement homes. This program has been expanded to include such stores as Walmart and Price Chopper. Nearly 40% of the partner agencies consist of emergency hamper programs, 27% are related to children and youth, and 15% are soup kitchens.

Spending Breakdown



Social Results: OFB distributed 7.1 million pounds of food in F2010, down 8% from F2009 due to the loss of a major warehouse supplier. Food includes new items such as ground beef and chicken. Client composition: 19% working poor, 27% on social assistance and 37% supporting children, with the balance unemployed individuals. The newest initiative in F2010 was the Community Harvest, under which excess fresh produce is collected from local farms and OFB plants its own crops.

Financial Overview: Administrative costs are 3% of total charity value and fundraising costs represent 3% of donations, both stable figures year-over-year. Program cost coverage is low at 33% in F2010, highlighting a funding need. Program costs included food purchases of about \$1m. According to the executive director, these purchases are necessary as the Ottawa region does not have a strong food manufacturing industry (compared to the GTA). OFB also receives roughly 10% of its revenue (excluding the value of food donations) from the Municipality.

Full-time Staff #	17
Avg. Compensation	\$61,021
Top 10 Staff Salary Range	
\$350k +	<input type="checkbox"/>
\$300k-\$350k	<input type="checkbox"/>
\$250k-\$300k	<input type="checkbox"/>
\$200k-\$250k	<input type="checkbox"/>
\$160k-\$200k	<input type="checkbox"/>
\$120k-\$160k	<input type="checkbox"/>
\$80k-\$120k	<input checked="" type="checkbox"/>
\$40k-\$80k	<input checked="" type="checkbox"/>
< \$40k	<input type="checkbox"/>

Investment Highlights: For every dollar donated, \$4.66 of food is distributed by OFB, down 3% from F2009 as the amount of food distributed decreased. Ci notes that a significant increase in cash donations in each of the past two fiscal years has diluted this leverage factor compared with F2008, when it was \$5.98.

OFB's program costs/value of food distributed is 16%, which ranks among the middle tier of food banks evaluated. Community support for OFB is strong, with an ownership figure of \$14.47.

Information from most recent CRA Charities Directorate filings for F2010.

OTTAWA FOOD BANK

Year ending September 30th

Program Data	2010	2009	2008
Program costs	2,265,049	2,253,111	2,007,020
Total volunteers	2,700	2,400	2,000
Total volunteer hours	23,461	20,685	20,522
Value of Food Distributed (\$2/lb)	14,205,294	15,385,194	14,892,876
Waste (%)	4	4	4
Program costs / Value of food dist	15.9%	14.6%	13.5%
Food purchases (\$)	1,147,334	1,233,962	1,069,346

Charity Analysis	2010	2009	2008
Revenues (less interest income)	3,389,481	3,498,503	2,790,606
Value of donated time	351,915	310,275	307,830
<u>Donated goods & services</u>	<u>14,205,294</u>	<u>15,385,194</u>	<u>14,892,876</u>
Charity value	17,946,690	19,193,972	17,991,312
Community support (\$)	17,946,690	19,193,972	17,991,312
Community size (population)	1,240,231	1,220,700	1,201,300
Community ownership (local support \$ / pop.)	\$14.47	\$15.72	\$14.98
Administrative costs (as % of charity value)	2.9%	2.3%	2.5%
Fundraising costs (as % of donations ¹)	3.1%	3.1%	3.0%
Program cost coverage (%)	33.3%	29.6%	13.8%
Food distributed / \$ Donated	\$4.66	\$4.82	\$5.98

Audited Financial Statements	2010	2009	2008
(All figures in \$)			
Donations	3,047,429	3,192,338	2,490,043
Value of donated food	14,205,294	15,385,194	14,892,876
Government funding	342,052	306,165	300,563
Interest income	9,584	9,447	15,065
<u>Special events and other</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total revenues	17,604,359	18,893,144	17,698,547
Program costs	2,265,049	2,253,111	2,007,020
Cost of donated food	14,205,294	15,385,194	14,892,876
Administrative costs	518,737	448,136	452,608
Fundraising costs	341,898	361,347	323,401
<u>Interest costs</u>	<u>18,991</u>	<u>22,740</u>	<u>18,756</u>
Operating cash flow	254,390	422,616	3,889
Capital expenditures	158,911	65,998	117,663
Funding reserves	753,283	667,623	276,772

¹ Fundraising costs taken as a percentage of monetary donations, special events revenue, and non-corporate food donations.

History: Ottawa Food Bank was founded in 1984 (the country's third food bank) with the vision that a centralized distributor for the region could do more to fight hunger.

Management: Peter Tilley, the executive director, was a former driver for OFB. Management indicates that they have bench strength on their team. Board terms are six years. The board sets goals, including keeping salaries and contracts within 30% of operating costs. Community support is strong with volunteer levels increasing 27 times from the 100 who started at OFB.

Community Need: The Ottawa Food Bank supports over 140 food programs throughout the National Capital Region.

Funding Need: The Ottawa Food Bank keeps 2-3 months in cash reserves to fund programs and potential food shortages. While the program cost coverage increased slightly in 2010, the ratio is relatively low and suggests further funding need.

Investment Risks: Program cost coverage remains low, although it is higher than in the past two years. The loss of a major warehouse supplier negatively impacted food donations in F2010; the potential for a long-term impact should be monitored.



SECOND HARVEST

Sector: Food Banks (Distributor)

Location: 1450 Lodestar Road, Unit 18
Toronto, ON M3J 3C1

Website: www.secondharvest.ca

Charitable registration number: 13386 5477 RR0001

Greg Thomson
gthomson@charityintelligence.ca
Ben Gardent
bgardent@charityintelligence.ca

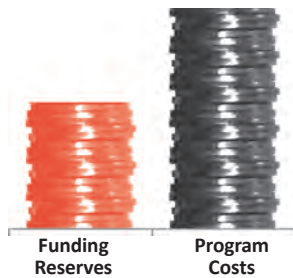
August 11, 2011

Financial Transparency



Audited financial statements for current and previous years available on the charity's website

Program Cost Coverage



Spending Breakdown



Mission Statement: "Our mission is to help feed hungry people by picking up and preparing excess fresh food and delivering it daily to social service agencies in Toronto."

About Second Harvest: Second Harvest (SH) feeds thousands every day with surplus food that previously would have been wasted. Thanks to partnerships with grocery stores and other food industry donors, SH operates a distribution network that delivers perishable food to over 200 member agencies operating over 300 different meal programs and food banks across Toronto. Using seven refrigerated trucks and a system that delivers perishables in less than 24 hours, SH makes sure good food does not go to waste as people go hungry. SH has also partnered with four local culinary training programs to create Harvest Kitchens for underemployed individuals. SH delivers food to these Harvest Kitchens where it is prepared by trainees. It is then picked up by SH for delivery to agencies that do not have food preparation facilities.

Social Results: SH delivered 6.4 million pounds of food to 211 social service agencies in F2010, an increase of 11% over F2009. This translated into 16,000 meals being delivered on a daily basis to people in need. The Feeding our Future program supplies 35,000 meals to summer camps for inner-city kids who are eligible for subsidized lunches during school. SH saves member agencies on average \$63k per year on food costs – savings that can be used to pay for a counsellor or social worker to help their clients get back on track. The approximately 100 Harvest Kitchen participants have a 95% completion rate for the program and 83% found employment within three months of completing their program.

Full-time Staff # 23

Avg. Compensation \$45,697

Top 10 Staff Salary Range

\$350k +	
\$300k-\$350k	
\$250k-\$300k	
\$200k-\$250k	
\$160k-\$200k	
\$120k-\$160k	
\$80k-\$120k	2
\$40k-\$80k	8
< \$40k	

Information from most recent CRA Charities Directorate filings for F2010.

Financial Overview: Administrative costs have remained low at around 3% of charity value for the past three years and fundraising costs are 28% of donations. Program costs/value of food distributed remains at 10%, indicating efficient spending, and funding reserves cover 56% of annual program costs, excluding the cost of food donated. SH receives no government funding.

Investment Highlights: For every dollar donated, \$4.51 of food was delivered by SH to its partner agencies in F2010. Efficiency of program costs/value of food distributed is tied for second best out of the food distributors analyzed. Effective strategic decisions have also kept food waste low at 5% – impressive, given the perishable nature of the product.

SECOND HARVEST

Year ending August 31st

Program Data	2010	2009	2008
Program costs	1,329,138	1,182,448	1,133,959
Total volunteers	1,195	1,373	1,230
Total volunteer hours	13,812	14,173	14,823
Value of Food Distributed (\$2/lb)	12,860,000	11,510,000	11,940,000
Waste (%)	5	5	5
Program costs / Value of food dist	10.3%	10.3%	9.5%
Food purchases (\$)	-	-	-

Charity Analysis	2010	2009	2008
Revenues (less interest income)	2,853,586	2,438,189	2,452,385
Value of donated time	207,180	212,595	222,345
<u>Donated goods & services</u>	<u>12,860,000</u>	<u>11,510,000</u>	<u>11,940,000</u>
Charity value	15,920,766	14,160,784	14,614,730
Community support (\$)	15,920,766	14,160,784	14,614,730
Community size (population)	2,520,848	2,516,445	2,512,049
Community ownership (local support \$ / pop.)	\$6.32	\$5.63	\$5.82
Administrative costs (as % of charity value)	3.0%	3.5%	3.2%
Fundraising costs (as % of donations ¹)	27.7%	29.4%	27.0%
Program cost coverage (%)	56.3%	45.5%	60.8%
Food distributed / \$ Donated	\$4.51	\$4.72	\$4.87

Audited Financial Statements	2010	2009	2008
(All figures in \$)			
Donations	1,625,206	1,404,661	1,395,356
Value of donated food	12,860,000	11,510,000	11,940,000
Interest income	22,699	13,217	23,514
<u>Special events and other</u>	<u>1,228,380</u>	<u>1,033,528</u>	<u>1,057,029</u>
Total revenues	15,736,285	13,961,406	14,415,899
Program costs	1,329,138	1,182,448	1,133,959
Cost of donated food	12,860,000	11,510,000	11,940,000
Administrative costs	480,057	493,126	469,085
<u>Fundraising costs</u>	<u>897,983</u>	<u>800,176</u>	<u>725,880</u>
Operating cash flow	169,107	(24,344)	146,975
Capital expenditures	-	113,852	410,388
Funding reserves	747,958	538,551	689,219

¹ Fundraising costs taken as a percentage of monetary donations, special events revenue, and non-corporate food donations.

History: 26 years ago, when food banks were still a recent phenomenon and meant to be a temporary measure of dealing with hunger, Ina Andre and Joan Clayton noticed something was not right. Literally tonnes of food were going to waste as the poor were going hungry. SH thus began as a collection service of perishable foods that would have been disposed of by restaurants and grocers. Most food is distributed within 24 hours to charitable agencies across Toronto.

Management: A new executive director, hired in 2011, has 11 years of experience as ED of two major Canadian charities. SH is tracking ahead of its targets on its 5-year “stretch goal” to increase the number of meals to 20,000/day.

Community Need: SH partners with 211 agencies in the Toronto area, who continue to indicate a 20% to 30% increase in demand for their services over the previous year.

Funding Need: SH continues to expand to meet growing demand, requiring funds to support this growth. Funds are also continuously required to maintain SH's fleet of trucks.

Investment Risks: Executive director turnover must be noted. Transition appears smooth, although it is too soon to judge. Fundraising costs as a percentage of donations are also higher than the sector average.



DISTRESS CENTRES TORONTO

Sector: Social Services

Location: P.O. Box 243, Adelaide P.O.
Toronto, Ontario M5C 2J4

Website: www.torontodistresscentre.com

Charitable registration number: 10702 1016 RR0001

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Rishab Nanda
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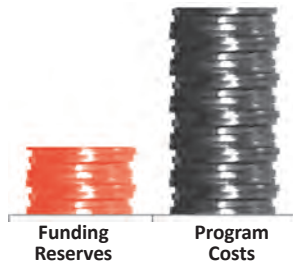
July 15, 2011

Financial Transparency



Audited financial statements available only upon request

Program Cost Coverage



Spending Breakdown



Full-time Staff # 10
Avg. Compensation \$61,837
Top 10 Staff Salary Range

\$350k +	<input type="checkbox"/>
\$300k-\$350k	<input type="checkbox"/>
\$250k-\$300k	<input type="checkbox"/>
\$200k-\$250k	<input type="checkbox"/>
\$160k-\$200k	<input type="checkbox"/>
\$120k-\$160k	<input type="checkbox"/>
\$80k-\$120k	<input checked="" type="checkbox"/>
\$40k-\$80k	<input checked="" type="checkbox"/>
< \$40k	<input checked="" type="checkbox"/>

Information from most recent CRA Charities Directorate filings for F2010.

Mission Statement: "The mission of the Distress Centres is to provide emotional support, crisis intervention and suicide prevention to those who request our services."

About Distress Centres of Toronto: In 1967, a small group of community leaders began providing 24-hour telephone support, 365 days per year. Today, Distress Centres of Toronto (DCT) continues to offer round-the-clock response to those experiencing emotional distress, or in need of crisis intervention and suicide prevention. In F2010, DCT responded to over 120,000 calls to its 9 phone lines at three locations: downtown Toronto, North Toronto and Scarborough.

In addition to its 408-Help Line, DCT provides face-to-face individual and group counselling through its Survivor Support Programme for people dealing with the effects of suicide and homicide. In F2010, 547 people suffering pain of bereavement participated in this program. DCT provides telephone support to callers of 911 until EMS arrives at the scene. DCT also offers community consultation and outreach on suicide prevention, a resource library and support for persons dealing with a homicidal death through the Homicide Bereavement Programme.

Social Results: DCT tracks outcomes of clients over the short term by mandate. In F2010, 70% of crisis callers felt less emotionally vulnerable at the end of the call and 85% felt satisfied with the service. The Ministry of Health best practice standard for wait times on help lines is less than 15 minutes. 79% of calls to DCT are received within this time, with 1/3 responded to in less than one minute. 95% of Survivor Support Program participants reported immediate reduced vulnerability and risk for coping with loss from suicide/homicide, 73% reported reduced vulnerability and long-term risk, and 83% of program users improved functioning and pain management upon completion of the program to re-engage and function more effectively.

Financial Overview: DCT is very lean, with administrative costs at 2% of total charity value and fundraising costs at 10% of total donations. DCT only has enough funding reserves to cover 33% of annual program costs.

Investment Highlights: DCT forms community partnerships to adapt to the changing needs of the community and is the source of information on current social trends, issues and service gaps to those in need. DCT counselling intake is within 1 week and is bridged with phone support. 50% of the trained counsellors are survivors and past program users.

DISTRESS CENTRES TORONTO

Year ending December 31st

Program Data	2010	2009	2008
Program costs	936,345	940,955	958,918
Program hours	n/a	n/a	n/a
Total volunteers	790	780	685
Total volunteer hours	123,760	115,040	107,110
Volunteer turnover rate (%)	n/a	n/a	n/a
Clients served	73,570	n/a	n/a
Program hours / client	n/a	n/a	n/a
Program costs / hour	n/a	n/a	n/a
Program costs / client	13	n/a	n/a

Charity Analysis	2010	2009	2008
Revenues (less interest income)	1,058,261	1,048,166	1,062,127
Value of donated time	1,856,400	1,725,600	1,606,650
<u>Donated goods & services</u>	-	-	-
Charity value	2,914,661	2,773,766	2,668,777
Community support (\$)	2,914,661	2,773,766	2,668,777
Community size (population)	5,485,643	5,390,050	5,296,122
Community ownership (local support \$ / pop.)	\$0.53	\$0.51	\$0.50
Scope of service (clients as % of pop.)	1.3%	-	-
Administrative costs (as % of charity value)	1.8%	2.0%	2.6%
Fundraising costs (as % of donations)	9.6%	8.1%	6.9%
Program cost coverage (%)	32.9%	35.1%	35.1%

Audited Financial Statements	2010	2009	2008
(All figures in \$)			
Donations	447,061	457,560	466,588
Fees for services	67,333	76,750	72,583
Government funding	102,810	100,780	98,800
Interest income	-	703	7,916
<u>Special events and other</u>	<u>441,057</u>	<u>413,076</u>	<u>424,156</u>
Total revenues	1,058,261	1,048,869	1,070,043
Program costs	936,345	940,955	958,918
Administrative costs	51,121	55,253	68,401
<u>Fundraising costs</u>	<u>85,274</u>	<u>70,771</u>	<u>61,291</u>
Operating cash flow	(14,479)	(18,110)	(18,567)
Capital expenditures	1,608	-	51,781
Funding reserves	307,794	330,692	336,282

History: DCT began in 1967 as an initially modest outreach of a concerned group of community leaders. DCT is the oldest 24-hour crisis response and suicide prevention helpline in Canada.

Management: Executive Director Karen Letofsky has been with the organization for 25 years and won the Order of Canada award for her initiative to offer the Survivor Support Programme. DCT is comprised of a small team, working together for an average of 5 years.

Community Need: DCT received a 10% increase in new callers to the line and a 25% increase in number of survivors affected by homicide, requesting support after a sudden violent death in the Survivor Support Program. 60% of calls to DCT are made after hours when other resources are inaccessible.

Funding Need: DCT needs \$50k to fund telecom and infrastructure for a caller- and volunteer-management system and to develop an online initiative to increase access to support services. DCT would also like to hire 1.5 additional staff and provide volunteer honoraria at a cost of \$100k for increased flexibility for after-hours support and outreach/education.

Investment Risks: It is difficult to determine the direct impact that DCT has on reducing suicide rates, but outcomes show a reduction in overall risk. DCT is reliant upon recruiting and retaining volunteers to meet demand for its services.



MOMENTUM COMMUNITY ECONOMIC DEVELOPMENT

Sector: Social Services

Location: #16 - 2936 Radcliffe Drive SE
Calgary, AB T2A 6M8
Website: www.momentum.org

Charitable registration number: 88379 3218 RR0001

Greg Thomson
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Bronwyn Smith
bsmith@charityintelligence.ca

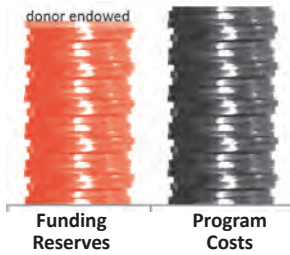
August 24, 2011

Financial Transparency



Audited financial statements for current and previous years available on the charity's website

Program Cost Coverage



Spending Breakdown



Full-time Staff # 39

Avg. Compensation \$58,850

Top 10 Staff Salary Range

\$350k +	
\$300k-\$350k	
\$250k-\$300k	
\$200k-\$250k	
\$160k-\$200k	
\$120k-\$160k	1
\$80k-\$120k	5
\$40k-\$80k	4
< \$40k	

Information from most recent CRA Charities Directorate filings for F2010.

Mission Statement: "Partnering with the underemployed to develop their productive futures."

About Momentum: Momentum pursues comprehensive poverty reduction strategies using a Community Economic Development approach to improve the economic, social, and personal well-being of people living on low incomes in Calgary. They focus on four key areas: Business Development, Financial Literacy, Skills Training, and Community Development. Momentum's approach to poverty reduction is founded on a model called Sustainable Livelihoods. A sustainable livelihood means growing in five different asset areas: personal, physical, social, human, and financial.

Social Results: Momentum serves only people living on low incomes. Across all programs in F2010, 96% of participants reported growth in one or more of their asset areas (up from 93% in F2009), while 87% grew in two or more areas (up from 80% in F2009). In F2010, Momentum served 4,731 people (up 11%), of which, 47% were new Canadians, 57% lived in households with income less than \$20,000, 15% were aboriginals, and 13% reported a disability. Examples of program results include: 96% of savings program participants increased their savings rates; 80% of ABCs of Small Business and Women's Ventures programs completed a business plan and 73% of Women's Ventures participants launched their businesses and made a sale; and 96% of Money Management participants stated that they learned money management skills with 93% planning to make money management changes.

Financial Overview: Administrative costs are 6% of total charity value with fundraising costs representing 8% of donations. Momentum has enough funding reserves to cover 93% of annual program costs. The 10% drop in government funding was more than made up by increases in donations.

Investment Highlights: Momentum has annual output goals, program evaluations (including reviews of program logic models), and continuous quality improvement for each of its 20 programs. As well as tracking results internally, Momentum has periodically contracted external evaluations on some of their programs. Momentum has previously used Social Return on Investment (SROI) analysis to communicate the impact of its programs.

MOMENTUM COMMUNITY ECONOMIC DEVELOPMENT SOCIETY

Year ending December 31st

Program Data	2010	2009	2008
Program costs	4,361,557	4,270,103	3,879,373
Program hours	47,445	n/a	n/a
Total volunteers	94	82	66
Total volunteer hours	1,584	1,784	1,247
Volunteer turnover rate (%)	8.5%	n/a	n/a
Clients served	4,731	4,252	3,081
Program hours / client	10	n/a	n/a
Program costs / hour	92	n/a	n/a
Program costs / client	922	1,004	1,259

Charity Analysis	2010	2009	2008
Revenues (less interest income)	5,328,492	4,877,389	4,671,417
Value of donated time	23,760	26,760	18,705
<u>Donated goods & services</u>	-	-	-
Charity value	5,352,252	4,904,149	4,690,122
Community support (\$)	3,900,952	3,154,117	2,979,170
Community size (population)	1,193,819	1,164,100	1,135,121
Community ownership (local support \$ / pop.)	\$3.27	\$2.71	\$2.62
Scope of service (clients as % of pop.)	0.4%	0.4%	0.3%
Administrative costs (as % of charity value)	6.1%	5.5%	5.7%
Fundraising costs (as % of donations)	7.6%	10.1%	10.3%
Program cost coverage (%)	92.8%	84.9%	83.3%

Audited Financial Statements	2010	2009	2008
(All figures in \$)			
Donations	3,408,998	2,776,384	2,570,534
Fees for services	163,982	146,761	196,899
Government funding	1,755,512	1,954,244	1,903,984
Interest income	65,037	85,618	128,497
<u>Special events and other</u>	-	-	-
Total revenues	5,393,529	4,963,007	4,799,914
Program costs	4,361,557	4,270,103	3,879,373
Administrative costs	326,581	270,988	266,072
Fundraising costs	257,501	280,853	265,176
<u>Interest costs</u>	-	-	-
Operating cash flow	447,890	141,063	389,293
Capital expenditures	-	164,537	112,947
Funding reserves	4,047,777	3,625,179	3,232,755

History: Momentum was established in 1991, and initially focused on providing trades training to new Canadians. In 2002, it became an independent, community-based, charitable organization, and in 2006 it adopted a new name that better represented the full scope of its work.

Management: Momentum's executive director is one of the founding members from 1991. Their five key team members have over 45 years of experience at Momentum. Momentum's succession planning risks are reduced due to its shared leadership approach.

Community Need: Although demand for services has levelled off with the stabilization of the Alberta economy, poverty is still a significant and under-recognized issue in Calgary.

Funding Need: Momentum needs undesignated funding to allow it to adapt its programs to community needs, for non-programmatic, collaborative work, and for organizational capacity. Also, the Trades Training program needs additional funding after recent funding cuts.

Investment Risks: Staff turnover increased to 27% from 18% in F2009, although Momentum is moving more towards sharing staffing roles to ensure program continuity and quality.



EVANGEL HALL MISSION

Sector: Homeless – Drop-In

Location: 552 Adelaide Street West
Toronto, ON M5V 3W8

Website: www.evangelhall.ca

Charitable registration number: 11890 3129 RR0001

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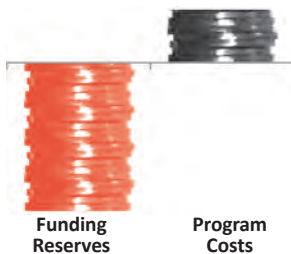
August 5, 2011

Financial Transparency



Most recent audited financial statements available on the charity's website

Program Cost Coverage



Mission Statement: “We are an inner-city mission whose purpose is to build community with poor, homeless and socially isolated people in Toronto through support, housing, services and advocacy.”

About Evangel Hall Mission: Evangel Hall Mission (ehm) has offered support and help through its drop-in programs, support services, housing, and outreach programs to the temporarily or chronically homeless and jobless in Metropolitan Toronto since 1913. In 2006, ehm moved into its new facility and increased its space by almost 10-fold. It expanded the number of clients it serves by 40%, as well as increasing the breadth of its support services. ehm has active after-school and in-school programs to work with children and youth to help ensure they stay at school. ehm provides dental services for about 600 clients per year. The demand for dental care is high, and expansion is limited by their inability to find dental professionals to volunteer in order to provide the service, as well as the financial resources to support additional clinic hours.

Spending Breakdown



Social Results: ehm provides housing for clients in 84 housing units on site as well as for 6 clients with acquired brain injury. Its housing coordinator helps about 250 homeless clients (or those at risk of becoming homeless) find affordable housing each year. ehm considers a housing placement successful if the client settles in the recommended housing for at least 6 months. Within the ehm residence, 40% of the clients are working or involved in some type of training. Roughly 150 clients use ehm’s drop-in daily, and programs include AA and NA programs as well as after-school programs for children starting in grade 4. ehm served approximately 100,000 meals last year, up from 90,000 in F2009, and 60,000 in F2008. The dental clinic operates at capacity. About one-third of the ehm drop-in clients are women.

Full-time Staff #	17
Avg. Compensation	\$59,794
Top 10 Staff Salary Range	
\$350k +	
\$300k-\$350k	
\$250k-\$300k	
\$200k-\$250k	
\$160k-\$200k	
\$120k-\$160k	
\$80k-\$120k	1
\$40k-\$80k	9
< \$40k	

Financial Overview: Administrative costs are 8% of charity value, with fundraising costs representing 5% of donations in F2010, both at similar levels to F2009. Funding reserves are -\$4.5m due to a mortgage of \$3.5m and loan of \$2.0m. The operating deficit is high, due to the interest on the mortgage and maintenance on its housing. Management has indicated that dealing with fundraising is a priority and they have hired a consultant to help them with this.

Investment Highlights: ehm has cut staff over the past 12 months to deal with its financial pressures, but has maintained program hours and served clients at full capacity of 1,500. ehm has a program cost per client of \$996, down 7% from F2009. ehm still provides a comprehensive assortment of services to support its clients in making a transition to a more stable housing situation, as well as providing a safe and inclusive community.

Information from most recent CRA Charities Directorate filings for F2010.

EVANGEL HALL MISSION

Year ending October 31st

Program Data	2010	2009	2008
Program costs	1,613,039	1,659,968	1,542,762
Program hours	221,050	221,050	176,916
Total volunteers	1,500	1,500	1,500
Volunteer hours	26,360	26,038	23,140
Volunteer turnover rate (%)	10%-15%	15%	n/a
Clients served	1,620	1,545	1,200
Program hours / client	136	143	147
Program costs / hour	7.30	7.51	8.72
Program costs / client	996	1,074	1,286

Charity Analysis	2010	2009	2008
Revenues (less interest income)	2,065,475	2,036,092	1,819,390
Value of donated time	395,400	390,570	347,100
<u>Donated goods & services</u>	-	-	-
Charity value	2,460,875	2,426,662	2,166,490
Community support (\$)	2,256,535	2,265,144	2,007,114
Community size (population)	2,520,848	2,516,445	2,512,049
Community ownership (local support \$ / pop.)	\$0.90	\$0.90	\$0.80
Scope of service (clients as % of pop.)	0.06%	0.06%	0.05%
Administrative costs (as % of charity value)	8.3%	8.7%	11.1%
Fundraising costs (as % of donations)	5.0%	4.5%	4.5%
Program cost coverage (%)	(278.4%)	(253.1%)	(280.3%)

Audited Financial Statements	2010	2009	2008
(All figures in \$)			
Donations	1,467,012	1,538,826	1,351,744
Fees for services	210,798	189,890	192,853
Government funding	204,340	161,518	159,376
Interest income	54,170	49,106	65,179
<u>Special events and other</u>	<u>183,325</u>	<u>145,858</u>	<u>115,417</u>
Total revenues	2,119,645	2,085,198	1,884,569
Program costs	1,613,039	1,659,968	1,542,762
Administrative costs	203,370	210,143	240,432
Fundraising costs	82,173	75,887	65,527
<u>Interest costs</u>	<u>284,349</u>	<u>297,625</u>	<u>283,315</u>
Operating cash flow	(63,286)	(158,425)	(247,467)
Capital expenditures	231,848	23,890	219,291
Funding reserves	(4,490,603)	(4,201,141)	(4,324,669)

History: ehm was founded by a minister who wanted a place where support could be offered to the needy. It opened in 1913 as a soup kitchen. While continuing to offer a hot meal through its drop-in centre, ehm has expanded substantially to meet the needs of the long-term homeless. ehm has stayed true to its original goal of providing the support needed for its clients with a focus on dignity and community.

Management: Five key individuals, both staff and board members, drive results at ehm, and have an approximate, combined 100 years of sector experience. Key staff members have personal connections to the clients and the issues they face.

Community Need: The lack of adequate supply of long term affordable housing in Toronto remains a key issue for ehm and this sector. Management indicated that adding to its dental clinic is a priority. To expand this service ehm would require more volunteer professionals as well as cash to support the variable costs.

Funding Need: The drop-in centre and clinics require general operating funding totalling \$385k.

Investment Risks: ehm has debt of \$5.4m associated with its new (2006) facility, and a restricted fund balance at the end of F2010 of \$448k – the balance of the donations available to pay for the building. ehm has, like many NPOs, not achieved fundraising targets in each of the past 2 years, resulting in expanding operating deficits.



FRESH START RECOVERY CENTRE

Sector: Homeless – Addiction & Mental Health

Location: 808 Abbeydale Drive N.E.
Calgary, AB T2A 5X9

Website: www.freshstartrecovery.ca

Charitable registration number: 13672 0737 RR0001

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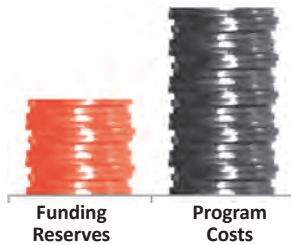
August 18, 2011

Financial Transparency



Audited financial statements for current and previous years available on the charity's website

Program Cost Coverage



Spending Breakdown



Mission Statement: "Fresh Start is Recovering Lives by Housing, Treating and Supporting People with Addictions."

About Fresh Start Recovery Centre: Fresh Start (FS) provides treatment and support to men with addictions through a recovery continuum of effective programs, so they can live clean and sober. FS offers an 8-16 week abstinence-based residential and day program anchored in the AA 12-step recovery model. It is highly structured, with curfews, chores, and meditation on top of its basic treatment regime, providing progress testing, individual and group counselling, and financial and family reintegration. FS has added a Family Healing Program in 2010 to support Calgary families in a 5-week program which is already running at its capacity of 15 people per session. FS clients in its residential or day programs are typically 30-50-year-old males, homeless addicts with concurrent mental health disorders: 90% suffer from multiple addictions (eg, alcohol, cocaine) and 70% had "lost" families. In 2011, FS opens its new Phase 1 residence and increases its capacity from 28 to 50 beds, and will also add 14 beds to its Phase 2 capacity. Total capacity will increase from 38 beds in 2010 to 74 beds in 2011. Residential waitlists continue to average about 60-70 men. FS holds weekly meetings for over 150 alumni offering continued support and celebrating sobriety.

Social Results: FS achieved a 44% success rate for men completing treatment in F2009 and celebrating a year of post-treatment sobriety in 2010. This result has steadily increased in the past 3 years from 41% in F2009 and 35% in F2008, and compares to an industry average of 5-10%. FS results are noteworthy as almost any man can qualify to enter its program. In F2010, 43 or 81% of men completed the residential program and 20 (46.5%) completed the day program.

Financial Overview: In F2009, it cost FS \$18,479 to achieve one successful client. FS's administrative costs are 1.4% of its charity value and fundraising costs are 0.9% of donations. Funding reserves cover 51% of its annual program costs. In F2010 the majority of surplus operating funds was used in the construction of a new facility. FS has been in a capital campaign for 5 years and has only \$2m of the total \$12.4m left to raise.

Investment Highlights: FS is run by staff with a personal experience with addiction and successful recovery. About 20% of former clients volunteer at FS. FS has 8 additional staff and a client waiting list to support the added capacity opening this fall. FS is collaborative with community agencies and is a partner in Calgary's 10-year plan to end homelessness.

Full-time Staff # 19

Avg. Compensation \$32,522

Top 10 Staff Salary Range

\$350k +	
\$300k-\$350k	
\$250k-\$300k	
\$200k-\$250k	
\$160k-\$200k	
\$120k-\$160k	
\$80k-\$120k	1
\$40k-\$80k	9
< \$40k	

Information from most recent CRA Charities Directorate filings for F2010.

FRESH START RECOVERY CENTRE

Year ending December 31st

Program Data	2010	2009	2008
Program costs	1,177,920	720,670	742,066
Program hours	417,316	375,596 _R	202,664 _R
Total volunteers	385	369	173
Total volunteer hours	17,316	14,422	9,342
Volunteer turnover rate (%)	n/a	50%	n/a
Clients served	310	159	104
Program hours / client	1,346	2,362	1,949
Program costs / hour	2.82	1.92	3.66
Program costs / client	3,800	4,533	7,135
Program costs / successful client	n/a	18,479	\$20,613 _R

Charity Analysis	2010	2009	2008
Revenues (less interest income)	4,738,208	2,357,824	981,200
Value of donated time	259,740	216,330	140,130
<u>Donated goods & services</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>
Charity value	4,997,948	2,574,154	1,121,330
Community support (\$)	2,201,655	1,541,148	1,083,787
Community size (population)	1,085,233	1,060,114	1,035,577
Community ownership (local support \$ / pop.)	\$2.03	\$1.45	\$1.05
Scope of service (clients as % of pop.)	0.03%	0.01%	0.01%
Administrative costs (as % of charity value)	1.4%	2.6%	5.9%
Fundraising costs (as % of donations)	0.9%	2.8%	11.2%
Program cost coverage (%)	51.2%	6.4%	20.6%

Audited Financial Statements	2010	2009	2008
(All figures in \$)			
Donations	1,467,223	822,877	418,805
Fees for services	474,692	501,941	524,852
Government funding*	2,796,293	1,033,006	37,543
<u>Special events and other</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total revenues	4,738,208	2,357,824	981,200
Program costs	1,177,920	720,670	742,066
Administrative costs	69,683	67,413	66,175
Fundraising costs	13,871	23,429	46,852
<u>Interest costs</u>	<u>4,973</u>	<u>3,973</u>	<u>1,444</u>
Operating cash flow	3,471,761	1,542,339	124,663
Capital expenditures	2,818,315	1,663,201	51,335
Funding reserves	603,548	46,081	152,516

*Note: Government funding includes capital funding for new facility of \$2.76m in F2010 and \$1.0m in F2009.

History: Originally founded in 1992 as CLASP, the drug and alcohol rehabilitation centre officially changed its name to Fresh Start in 1996.

Management: Management brings multiple years of professional and personal experience in addiction recovery. FS's staff has over 150 combined years of active recovery experience.

Community Need: In F2010, FS's facilities were at 100% capacity with 600 men on waitlists for residential service over the entire year.

Funding Need: FS needs an additional \$2m, which includes a reserve for contingencies, to fully fund its new residence debt free. An additional \$40k per year is needed to fund its Family Healing Program. FS has never turned away a client due to an inability to pay. As a result, it requires ongoing funding to subsidize motivated clients with no financial resources. Program costs are \$3,800 per client.

Investment Risks: FS's capacity for expansion remains the primary risk at this time. The facility will open in December 2011 and is virtually complete. Financially it has been built slightly under budget and on schedule. While staff is in place and demand is robust, there is transition risk.



INN FROM THE COLD SOCIETY

Sector: Homeless – Shelter

Location: Centre 110 Suite 106
Calgary, AB T2G 0X5

Website: www.innfromthecold.org

Charitable registration number: 87082 2364 RR0001

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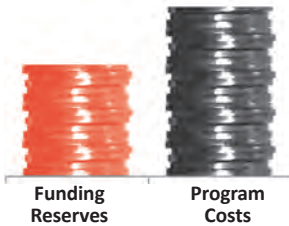
June 27, 2011

Financial Transparency



Audited financial statements for current and previous years available on the charity's website

Program Cost Coverage



Spending Breakdown



Full-time Staff # 28

Avg. Compensation \$46,462

Top 10 Staff Salary Range

\$350k +	
\$300k-\$350k	
\$250k-\$300k	
\$200k-\$250k	
\$160k-\$200k	
\$120k-\$160k	
\$80k-\$120k	
\$40k-\$80k	8
< \$40k	1

Information from most recent CRA Charities Directorate filings for F2010.

Mission Statement: "To provide emergency shelter, support and programs to homeless children, their families and others in need, with the goal of building healthy, stable families and ending homelessness."

About Inn from the Cold Society: In 1997, the first church opened its door to provide shelter and hope to Calgary's homeless families and others in need. Since then, an ever-growing number of interdenominational churches, synagogues, and community associations joined in on an as-needed basis, to provide emergency and crisis shelter to Calgary's homeless families. In July 2008, The Inn from the Cold Society (IFTCS) purchased Centre 110, creating Calgary's first emergency family shelter, which sheltered 217 families in F2010.

IFTCS consists of 65 community "Inns" with over 3,000 volunteers operating on a rotating basis, 365 days a year. Guests are screened for drug and alcohol use. Those who are known to be unduly disruptive or suffering from severe mental illness are referred to other agencies. The Inn offers two shelter options: Emergency Family Shelter and a temporary emergency shelter. This is coupled with outreach, advocacy and on-site multi-agency programming, which provides 35 diverse programs and support services focused on securing proper, permanent housing for families as soon as possible.

Social Results: 117 unique IFTCS families transitioned out of homelessness and found appropriate, sustainable housing in the community. In F2010, families stayed an average of 14 days before transitioning out of the emergency shelter into stable housing. This is down from 24 in 2009 and a significant improvement from 90 days in F2008 – a result of intensive case management, outreach and housing partnerships with private landlords. In 2010, IFTCS engaged in a pilot Diversion Project with ASPEN and the Calgary Homeless Foundation, helping an additional 160 families in housing crisis remain housed.

Financial Overview: Administrative costs are 8% of total charity value with fundraising costs representing 14% of donations. IFTCS has enough program reserves to cover 66% of program costs.

Investment Highlights: IFTCS is committed to collaboration and is exceptional in bringing much-needed programs and support services onsite for its clients through its multi-agency approach. IFTCS avoids duplication of services and increases access to keep families housed. IFTCS will soon launch an intensive 3-month program to integrate aboriginal families into community urban living.

INN FROM THE COLD SOCIETY

Year ending December 31st

Program Data	2010	2009	2008
Program costs	1,920,430	1,686,576	896,720
Program hours	108,590	97,050	67,930
Total volunteers	3,208	6,867	4,000
Total volunteer hours	72,000	74,340	59,310
Volunteer turnover rate (%)	n/a	n/a	n/a
Clients served	13,040	11,395	1,012
Program hours / client	8	9	67
Program costs / hour	17.69	17.38	13.20
Program costs / client	147	148	886

Charity Analysis	2010	2009	2008
Revenues (less interest income)	5,071,605	3,074,542	4,325,972
Value of donated time	1,080,000	1,115,100	889,650
<u>Donated goods & services</u>	<u>106,767</u>	<u>91,751</u>	<u>11,006</u>
Charity value	6,258,372	4,281,393	5,226,628
Community support (\$)	4,722,027	3,371,987	4,994,589
Community size (population)	1,193,819	1,164,100	1,135,121
Community ownership (local support \$ / pop.)	\$3.96	\$2.90	\$4.40
Scope of service (clients as % of pop.)	n/a	1.0%	0.1%
Administrative costs (as % of charity value)	8.2%	7.6%	8.3%
Fundraising costs (as % of donations)	13.6%	13.7%	3.3%
Program cost coverage (%)	65.7%	(49.9%)	(167.8%)

Audited Financial Statements	2010	2009	2008
(All figures in \$)			
Donations	3,306,027	2,241,887	4,104,939
Fees for services	336,000	15,000	-
Government funding	1,463,836	832,906	232,039
Interest income	13,827	8,251	12,982
Business Activities	72,509	76,500	-
<u>Special events and other</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total revenues	5,192,199	3,174,544	4,349,960
Program costs	1,920,430	1,686,576	896,720
Administrative costs	513,535	327,076	432,942
Fundraising costs	436,409	293,805	135,629
<u>Interest costs</u>	<u>78,203</u>	<u>80,505</u>	<u>55,677</u>
Operating cash flow	2,243,622	786,582	2,828,992
Capital expenditures	80,941	85,719	6,180,020
Funding reserves	1,262,512	(841,066)	(1,504,645)

*Note: Unique clients counted in 2009 vs. families in prior years.

History: John Robson was on the streets, in jails, and an addict; he saw what the streets dished out. In a bitter, cold winter of 1996-1997 a number of members of downtown churches in Calgary met together to respond to the crisis of the homeless freezing on the streets. Robson banded together with them in 1997 to form an organization that would provide homeless people with a safe place to stay.

Management: Executive Director Yvette Rasmussen is entering her second year at IFTCS (along with the director of operations), with prior experience in both the not-for-profit and for-profit sectors. The key management team has worked at IFTCS an average of 5 years.

Funding Need: Case management is the heart and soul of the Inn and only 3 of 14 programs are focused on homeless prevention. With an additional \$500k, IFTCS would like to double its prevention programs, complete the kitchen upgrades, renovate the shelter's front entrance to be accessible, upgrade the HVAC system, and install a new roof. Once the mortgage has been paid off, IFTCS would like to create additional affordable family housing options in Calgary.

Investment Risks: IFTCS has seen an influx of immigrant families as clients (~45%), who are entering Calgary into homelessness. IFTCS will require added supports and services from the community to meet these diverse and changing needs.



PATHWAYS CLUBHOUSE

Sector: Homeless – Mental Health

Location: 7351 Elmbridge Way
Richmond, BC V6X 1B8

Website: www.richmond.cmhabc.ca

Charitable registration number: 10686 3905 RR0001

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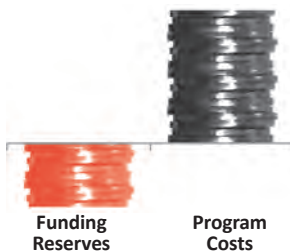
August 8, 2011

Financial Transparency



Most recent audited financial statements available on the charity's website

Program Cost Coverage



Spending Breakdown



Full-time Staff # 32

Avg. Compensation \$33,573

Top 10 Staff Salary Range

\$350k +	
\$300k-\$350k	
\$250k-\$300k	
\$200k-\$250k	
\$160k-\$200k	
\$120k-\$160k	
\$80k-\$120k	
\$40k-\$80k	9
< \$40k	1

Information from most recent CRA Charities Directorate filings for F2011.

Mission Statement: "Pathways Clubhouse helps members recover from mental illness and reclaim their lives through a supportive environment that focuses on the person's strengths and talents rather than their illness. We work together as a group and create opportunities for members to return to school, gain employment, have a place to live, connect with their families, make new friends, and create multiple successes."

About Pathways Clubhouse: Pathways Clubhouse (PC) is an international centre for development accredited Clubhouse in Richmond, BC. It provides belonging and community to 350 active members with severe mental illness. About 70 members attend the Clubhouse daily. The average member is 30-40 years old, has schizophrenia or bi-polar disorder, has minimal education and lives in isolation from family or friends. About 30% of its members are Chinese Canadian and about 20-30% of its members have drug or alcohol addictions. Members typically require high-level support for activities of daily living. PC's programs provide security and stability for members with dignity and meaningful work. The Clubhouse revolves around a work-ordered day, reflecting the philosophy that work enriches lives. Members choose their daily jobs: producing newsletters, arranging social activities, greeting new members, reception, running the restaurant, snack bar, and thrift shop. PC works with members to help them gain or return to paid employment in the community, and offers supported education, training and independent housing.

Social Results: In F2011, PC provided supportive housing to 133 members, down slightly from 140 in F2010. Compared with other clubhouses, PC has significantly more members housed. 75 members, up from 66 in 2010, worked in either supported or independent local employment. A further 48 members did 5,600 hours of volunteer work in the community. PC's new health and weekly wellness program engages 60 members and has provided an important new dimension to its traditional programming.

Financial Overview: PC's philosophy to engage its members in the work-ordered day results in its members contributing many of the administrative duties at PC. As a result, administrative costs represent 10% of charity value. Fundraising costs represent 13% of total donations. Funding reserves are -\$1.1m due to \$1.5m in mortgaged properties.

Investment Highlights: PC provides effective and supportive independent living for those with severe mental illness who face the largest barriers to community participation and jobs. It has established a strong collaborative model which has resulted in important local community engagement. The business model in which members take responsibility for many tasks results in cost-effective programs.

PATHWAYS CLUBHOUSE

Year ending March 31st

Program Data	2011	2010	2009
Program costs	2,305,588	2,261,481	2,177,759
Program hours	127,830	98,800	82,616
Total volunteers	14	14	15
Total volunteer hours	1,390	1,032	1,032
Volunteer turnover rate (%)	n/a	7%	7%
Clients served	350	350	170
Program hours / client	365	282	486
Program costs / hour	18	23	26
Program costs / client	6,587	6,461	12,810
Charity Analysis	2011	2010	2009
Revenues (less interest income)	2,721,376	2,795,171	2,610,208
Value of donated time	20,850	15,480	15,480
<u>Donated goods & services</u>	-	-	-
Charity value	2,742,226	2,810,651	2,625,688
Community support (\$)	718,929	748,985	576,696
Community size (population)	185,200	183,000	180,817
Community ownership (local support \$ / pop.)	\$3.88	\$4.09	\$3.19
Scope of service (clients as % of pop.)	0.2%	0.2%	0.1%
Administrative costs (as % of charity value)	10.0%	9.0%	10.7%
Fundraising costs (as % of donations)	12.8%	11.8%	40.0%
Program cost coverage (%)	(47.8%)	(50.4%)	(60.9%)
Audited Financial Statements	2011	2010	2009
(All figures in \$)			
Donations	112,894	160,815	36,766
Fees for services	555,058	540,566	496,268
Government funding	2,050,297	2,088,666	2,070,992
Interest income	3,309	3,813	6,544
<u>Special events and other</u>	<u>3,127</u>	<u>5,124</u>	<u>6,182</u>
Total revenues	2,724,685	2,798,984	2,616,752
Program costs	2,305,588	2,261,481	2,177,759
Administrative costs	274,743	252,770	280,608
Fundraising costs	14,809	19,585	17,187
<u>Interest and other costs</u>	<u>78,571</u>	<u>68,288</u>	<u>53,047</u>
Operating cash flow	50,974	196,860	88,151
Capital expenditures	11,455	4,699	14,911
Funding reserves	(1,102,522)	(1,139,070)	(1,325,698)

History: The organization was originally a Canadian Mental Health Association sheltered workshop. In 1987, it underwent a paradigm shift – moving from a workshop to a clubhouse, providing support, choices, and opportunities for people with severe mental illness to realize their potential.

Management: Management has over 85 combined years of industry experience. Clubhouse members work with the staff to run the clubhouse and programs.

Community Need: Waiting lists for PC's supported housing program are 1-2 years with approximately 75 members. Rent in Richmond has increased, with disability and rent benefits remaining stable. Each year, 100 members require rent subsidies to avoid homelessness. It is difficult to find jobs for members due to various union work policies.

Funding Need: Pathways Clubhouse's new in-house wellness program is popular. PC would like to expand the wellness program in the community which would require \$100k per year. The chronic lack of affordable housing capacity remains a top concern.

Investment Risks: PC is dependent on government funding for 92.5% of revenues and government funding cuts remain a concern. PC has extended its lease until 2014, but permanent space is required.



RED DOOR FAMILY SHELTER

Sector: Homeless – Shelter

Location: 21 Carlaw Avenue
Toronto, ON M4M 2R6

Website: www.reddoorshelter.ca

Charitable registration number: 11930 3287 RR0001

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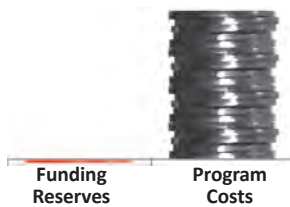
July 26, 2011

Financial Transparency



Audited financial statements for current and previous years available on the charity's website

Program Cost Coverage



Spending Breakdown



Mission Statement: *“It is the mission of the Red Door Family Shelter to provide safe and supportive emergency housing to individuals and families in need of refuge from domestic violence, and to those who find themselves without accommodation.”*

About Red Door Family Shelter: The Red Door Family Shelter (RDFS) runs two shelters with 156 beds, providing safe, supportive, 24/7 temporary housing. The shelters are divided between accommodating women and families, and RDFS served 432 families and a total of 787 clients in F2011. Clients are fleeing abuse at home (40%), face eviction and other housing crises (37%), and/or are newly-arrived refugee claimants (23%). They are primarily referred from Toronto social service agencies, the Central Intake System, or through word of mouth. The RDFS provides the necessary services and counselling for the individual or the whole family in addition to emergency housing, and continues to provide support services to clients after they move out of the shelter. The RDFS assists its clients in establishing a stable life beyond the shelter, finding permanent housing, skills training and ongoing case management. Individual circumstances and needs determine the length of stay at the Red Door; some families stay overnight while others live at the shelter for as long as six months.

Social Results: In F2011, the RDFS helped 635 families to end their episodes of homelessness, providing emergency shelter and other related supports to 342 families, a 20% increase over F2010. RDFS assisted 139 families to find subsidized (22%) or private market (78%) rental housing. 261 unique families accessed the RDFS food bank an average of eight visits each.

Full-time Staff # 57
Avg. Compensation \$51,377
Top 10 Staff Salary Range

\$350k +	
\$300k-\$350k	
\$250k-\$300k	
\$200k-\$250k	
\$160k-\$200k	
\$120k-\$160k	
\$80k-\$120k	1
\$40k-\$80k	9
< \$40k	

Information from most recent CRA Charities Directorate filings for F2010.

Financial Overview: Administrative costs are 24% of charity value with fundraising costs representing 12% of donations. In F2011, RDFS had positive program cost coverage of 0.3% following years in the negative due to its high pay equity liability and outstanding mortgage.

Investment Highlights: Red Door is excellent at providing outreach support once a family moves out of the shelter, staying involved with a family for as long as needed – this is uncommon for the sector. As such, RDFS excels at meeting the ongoing needs of its clients. Of clients served, management estimates the recidivism rate of the Red Door Shelter is less than 5%.

RED DOOR SHELTER

Year ending March 31st

Program Data	2011	2010	2009
Program costs	3,866,795	3,884,156	4,408,613
Program hours	51,942	44,884	28,355
Total volunteers	142	85*	167*
Total volunteer hours	2,453	1,443	n/a
Volunteer turnover rate (%)	n/a	n/a	n/a
Clients served	787	1,325	750
Program hours / client	66	34	38
Program costs / hour	74	87	155
Program costs / client	4,913	2,931	5,878

Charity Analysis	2011	2010	2009
Revenues (less interest income)	5,342,306	5,159,016	4,896,220
Value of donated time	36,788	21,645	n/a
<u>Donated goods & services</u>	-	-	-
Charity value	5,379,094	5,180,661	4,896,220
Community support (\$)	2,948,973	2,841,681	2,575,878
Community size (population)	2,525,259	2,520,848	2,516,445
Community ownership (local support \$ / pop.)	\$1.17	\$1.13	\$1.02
Scope of service (clients as % of pop.)	0.03%	0.05%	0.03%
Administrative costs (as % of charity value)	23.8% _R	20.6% _R	11.7%
Fundraising costs (as % of donations)	12.1% _R	24.6% _R	8.6%
Program cost coverage (%)	0.3% _R	(4.3% _R)	(10.1%)

Audited Financial Statements	2011	2010	2009
(All figures in \$)			
Donations	391,688	348,456	269,625
Government funding	4,926,682	4,801,710	4,585,757
Interest income	173	2,425	20,785
<u>Special events and other</u>	<u>23,936</u>	<u>8,850</u>	<u>40,838</u>
Total revenues	5,342,479	5,161,441	4,917,005
Program costs	3,866,795 _R	3,884,156 _R	4,408,613
Administrative costs	1,271,973 _R	1,063,964 _R	574,986
Fundraising costs	50,451 _R	87,876 _R	26,629
<u>Interest costs</u>	<u>16,006</u>	<u>16,975</u>	<u>18,628</u>
Operating cash flow	137,254	108,470	(111,851)
Capital expenditures	98,488	199,775	370,214
Funding reserves	10,193	(166,834)	(445,949)

*One time corporate / team volunteers were not tracked in 2010 and 2009

_R 2011 and 2010 are restated to reflect activity-based costing

History: RDFS began as a program of the WoodGreen United Church in 1982. Initially they served young homeless men, but due to welfare cuts, the need of women experiencing homelessness and facing domestic violence became larger and they shifted their focus to helping women and children.

Management: Including Bernitta Hawkins, executive director, three key management staff members have more than 50 years of combined experience in the sector. Succession plans exist for the ED and the board of directors.

Community Need: RDFS has seen an increase in people coming due to evictions and other housing crises. RDFS serves fewer clients, as clients stay at the shelter longer (4-6 months rather than 2-3 months). Shelter capacity has been consistent for the past two years at 97% due to the long waitlist for affordable housing in Toronto. The majority of RDFS families move into private market rental housing and are paying on average over 56% of their income on rent. This means they are still at risk of being homeless.

Funding Need: RDFS is hoping to raise \$450k for general operational and program expenses.

Investment Risks: The United Church of Canada decided to sell the building in which RDFS's Queen Street shelter is located. The RDFS is in current negotiations to purchase the space from the church, which has been a long-standing challenge.



THE SALVATION ARMY GATEWAY

Sector: Homeless – Shelter & Drop-In

Location: 107 Jarvis Street
Toronto, ON M5C 2H4

Website: www.thegateway.ca

Charitable registration number: 10795 1618 RR0001

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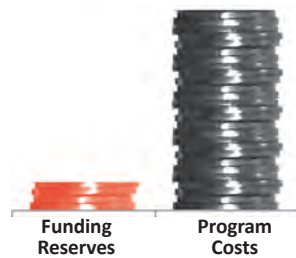
August 19, 2011

Financial Transparency



Audited financial statements available only upon request

Program Cost Coverage



Spending Breakdown



Full-time Staff # 28

Avg. Compensation \$44,824

Top 10 Staff Salary Range

\$350k +	
\$300k-\$350k	
\$250k-\$300k	
\$200k-\$250k	
\$160k-\$200k	
\$120k-\$160k	
\$80k-\$120k	
\$40k-\$80k	7
< \$40k	3

Information from most recent CRA Charities Directorate filings for F2010.

Mission Statement: "Offering, encouraging modeling and teaching community in Christ as a Gateway to meet the holistic needs and develop the gifts of adults in our community."

About Salvation Army Gateway: The Salvation Army Gateway (TSAG) is a men's shelter and unisex drop-in center for adults in the downtown core of Toronto. TSAG provides everything from emergency needs to a comprehensive case management program that works alongside abstinent homeless people on their journey out of the shelter system towards becoming contributing members of the community. Open 24/7, TSAG shelter has a drop-in health care clinic with a nurse and a physician, life skills groups, laundry facilities, chaplaincy, addictions counselling and support groups, recreational activities and computer/web access for its clients to do housing and job searches. TSAG operates Gateway Linens, a social enterprise providing employment, training and assistance with personal financial management to 8 of its homeless clients per year. It is a community-based model of assistance to those who are chronically homeless with multiple barriers to accessing day-to-day service needs.

Social Results: In F2010, TSAG worked with 1,069 homeless men, down slightly from F2009, reflecting a slight increase in the average length of stay. Approximately 35% of its clients are homeless for 1 week to a year, and it is these men that TSAG focuses on to try to prevent from becoming chronically homeless. 55% of TSAG's clients, who need a place to stay during job loss or family issues, require little support and stay for less than a week. The remaining 10% are chronically homeless. In F2010, TSAG had an occupancy rate of 98.5%, up slightly from F2009. Its support services helped 167 men find housing, down from 208 last year, reflecting the ongoing shortage of affordable housing in the GTA. In addition, TSAG's street outreach services helped house 12 homeless people, and referred 397 to other services, up from 362 in F2009. Its drop-in clinic experienced a small decline in visits to 1,115 in F2010 from 1,218 in F2009 when a nurse was not available for a couple of weeks. The drop-in meal program remained at capacity, serving 60 meals per day, with a total of 113,270 meals served in F2010.

Financial Overview: TSAG is highly efficient with administrative costs at 4% of total charity value and no reported fundraising costs. TSAG has an extreme funding need with funding reserves covering only 14% of annual program costs.

Investment Highlights: TSAG provides important front line support and emergency shelter for homeless men in Toronto. It operates at its capacity to reduce the number of temporary homeless sliding into the chronically homeless category by connecting these men with support services.

THE SALVATION ARMY GATEWAY

Year ending March 31st

Program Data	2011	2010	2009
Program costs	2,766,713	2,544,989	2,382,753
Program hours	n/a	n/a	416,850
Total volunteers	n/a	900	822
Total volunteer hours	n/a	9,696	8,956
Volunteer turnover rate (%)	n/a	n/a	n/a
Clients served	n/a	1,069	1,137
Program hours / client	n/a	n/a	367
Program costs / hour	n/a	n/a	5.72
Program costs / client	n/a	2,381	2,096
Charity Analysis	2011	2010	2009
Revenues (less interest income)	2,990,732	2,760,450	2,381,230
Value of donated time	n/a	145,440	134,340
<u>Donated goods & services</u>	-	-	-
Charity value	2,990,732	2,905,890	2,515,570
Community support (\$)	2,990,732	2,905,890	2,515,570
Community size (population)	2,525,259	2,520,848	2,516,445
Community ownership (local support \$ / pop.)	\$1.18	\$1.15	\$1.00
Scope of service (clients as % of pop.)	n/a	0.04%	0.05%
Administrative costs (as % of charity value)	3.7%	3.6%	3.4%
Fundraising costs (as % of donations)	-	-	-
Program cost coverage (%)	14.1%	13.6%	3.1%
Audited Financial Statements	2011	2010	2009
(All figures in \$)			
Donations	409,152	340,360	260,230
Gateway Linens	335,574	313,333	61,844
Government funding	2,212,204	2,084,386	2,040,014
Interest income	645	410	1,761
<u>Special events and other</u>	<u>33,802</u>	<u>22,371</u>	<u>19,142</u>
Total revenues	2,991,377	2,760,860	2,382,991
Program costs	2,766,713	2,544,989	2,382,753
Administrative costs	110,208	103,316	85,872
<u>Fundraising costs</u>	<u>-</u>	<u>-</u>	<u>-</u>
Operating cash flow	114,456	112,555	(85,634)
Capital expenditures	22,613	89,648	-
Funding reserves	391,198	346,940	74,329

History: In 1979, a Salvation Army officer started to use a church attached to the Toronto Eaton Centre to serve meals to the homeless, then called The Friendship Room. With increasing demand for service and care, The Gateway was moved from that location and became a shelter and drop-in for adults.

Management: When executive director Dion Oxford was a student, he started as a cook at the original Gateway location. Moving on to school and further education, he realized he had loved the work and found his calling in helping people. Returning many years later, he became director and has led the Gateway team toward achieving excellence in delivering client service.

Funding Need: TSAG needs funding for general operating expenses. Its City of Toronto funding may be at risk due to overall budget contractions at the city. TSAG needs a full-time employment counsellor which would cost \$50k per year. They would like to renovate its front desk area which would cost \$10k. A further \$10k is required to add a sink and counter area in its drop-in room to support a funded arts program.

Investment Risks: Increasing demand for a wider variety of services continues to challenge TSAG counsellors. Due to below market salaries, TSAG has high staff turnover. Donations for TSAG must be specifically designated.



SIMON HOUSE RESIDENCE SOCIETY

Sector: Homeless – Addiction

Location: 5819 Bowness Road N.W.
Calgary, AB T3B 0C5

Website: www.simonhouse.com

Charitable registration number: 11915 0589 RR0001

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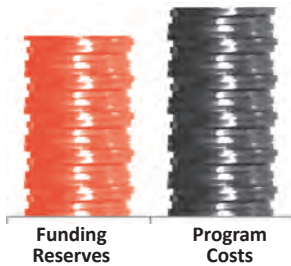
August 11, 2011

Financial Transparency



Audited financial statements available only upon request

Program Cost Coverage



Spending Breakdown



Full-time Staff # 13

Avg. Compensation \$49,977

Top 10 Staff Salary Range

\$350k +	
\$300k-\$350k	
\$250k-\$300k	
\$200k-\$250k	
\$160k-\$200k	
\$120k-\$160k	
\$80k-\$120k	
\$40k-\$80k	6
< \$40k	4

Information from most recent CRA Charities Directorate filings for F2010.

Mission Statement: “Simon House Residence Society is a treatment centre dedicated to helping men of all races, creeds, colours and religions recover from drug and alcohol addiction. It assists men to develop interpersonal skills and behaviours to gain employment, have homes and lead fulfilling lives.”

About Simon House Residence Society: Simon House (SH) provides treatment and support to men with addictions who are homeless, unemployed, and isolated, so they can become clean and sober. SH does not run day programs. SH restructured its 3-phase, 12-step recovery model in F2010 to a 4-phase model to lengthen the average stay of clients, which they believe will improve 1- year sobriety ratings. Phase 1 consists of a 7-week, 46-bed residential program where intensive individual and group sessions are delivered in concert with a personally designed recovery program for four months. Program intake requirements include sobriety for a minimum of five days, determined by a urine test, potential for successful recovery, and no major mental health issues. Phase 2 is semi-independent, and in a separate facility, but with substantial support and programming including mentoring Phase 1 participants. Phase 2 is typically four months and the client pays market rent. Phase 3 and 4 clients have increased independence but are active within SH and the community. The goal of the restructuring was also to increase occupancy. In F2010, continuous intake into Phase 1 has increased occupancy to 100% from 85-90%. There is no significant waitlist.

Social Results: While numbers increased in F2010, effectiveness measures weakened. In F2010, SH had 190 clients start Phase 1, an increase of 33% from F2009, in part due to the introduction of the continuous intake which expanded capacity through higher occupancy. 134 men completed Phase 1, an increase of 24%, but representing a completion rate of 71% versus 76% in F2009, and 77% in F2008. The average length of stay, however, declined in F2010 to 73 days from an average of 95 days in the previous three years. The 1-year sobriety rate, measured by a telephone interview, dropped to 31% versus an average of 40% in the previous 2 years.

Financial Overview: SH is highly cost efficient with management focusing on the maintenance of lean operating costs and effective use of capital assets. Administrative costs are 5% of total charity value with fundraising costs representing 0.4% of donations. SH has funding reserves to cover 86% of annual program costs.

Investment Highlights: SH focuses on the respectful consideration of its clients and achievement and measurement of results. The restructuring is evidence of its willingness to critically assess and try to efficiently maximize its social impact.

SIMON HOUSE RESIDENCE SOCIETY

Year ending December 31st

Program Data	2010	2009	2008
Program costs	1,119,406	1,046,739	962,451
Program hours	346,546	346,546	n/a
Total volunteers	14	113	110
Total volunteer hours	350	15,249	21,645
Volunteer turnover rate (%)	n/a	n/a	n/a
Clients served	190	142	137
Program hours / client	1,824	2,440	n/a
Program costs / hour	3.23	3.02	n/a
Program costs / client	5,892	7,371	7,025
Program costs / successful client	n/a	32,677	21,874

Charity Analysis	2010	2009	2008
Revenues (less interest income)	1,404,686	1,315,353	1,060,902
Value of donated time	5,250	228,735	324,675
<u>Donated goods & services</u>	-	-	-
Charity value	1,409,936	1,544,088	1,385,577
Community support (\$)	1,409,936	1,544,088	1,385,577
Community size (population)	1,085,233	1,060,114	1,035,577
Community ownership (local support \$ / pop.)	\$1.29	\$1.46	\$1.34
Scope of service (clients as % of pop.)	<1%	<1%	<1%
Administrative costs (as % of charity value)	5.2%	6.4%	8.0%
Fundraising costs (as % of donations)	0.4%	1.3%	2.1%
Program cost coverage (%)	86.4%	76.0%	70.7%

Audited Financial Statements	2010	2009	2008
(All figures in \$)			
Donations	670,333	449,462	368,558
Fees for services	645,284	637,659	514,891
Interest income	4,938	8,267	27,269
<u>Special events and other</u>	<u>89,069</u>	<u>228,232</u>	<u>177,453</u>
Total revenues	1,409,624	1,323,620	1,088,171
Program costs	1,119,406	1,046,739	962,451
Administrative costs	72,996	99,251	110,412
Fundraising costs	3,073	9,026	11,275
<u>Interest and other costs</u>	<u>11,983</u>	<u>12,494</u>	<u>17,801</u>
Operating cash flow	202,166	156,110	(13,768)
Capital expenditures	591	29,678	81,685
Funding reserves	966,969	795,458	680,594

History: SH was founded in the early 1980s by Bernard Barry, a Franciscan brother and two women, Doreen Baker and Sheila Cameron. SH started with one duplex for men with addiction. Since then, SH has re-focused their treatment program to men only.

Management: SH hired a new executive director in F2009. Five key members of SH identified by management have been working at SH for a combined 60 years with three of the five identified as having personal experience with addiction. There is a formalized succession plan in place.

Community Need: Calgary has seen improvements including higher vacancy for rental units at lower prices. In F2009, SH saw a 25% decrease in men applying to their program compared to 514 applicants in 2008.

Funding Need: SH requires funds to cover general operating expenses, which are increasing annually.

Investment Risks: SH's program restructuring is designed to increase both the effectiveness as well as the efficiency of its operations but measurable results will not be fully realized until F2011. The sobriety ratio, while important, could be considered somewhat soft since it is self-declared by telephone interview.



**BARBRA SCHLIFER
COMMEMORATIVE CLINIC**

Sector: Women's Organizations

Location: 489 College St., Suite 503
Toronto, ON M6G 1A5
Website: www.schliferclinic.com

Charitable registration number: 11879 9162 RR0001

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July 13, 2011

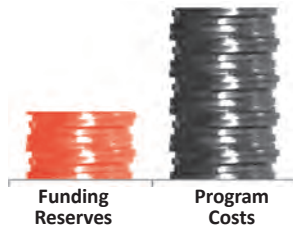
Management interview
based on fiscal 2010.

Financial Transparency



Most recent audited financial statements available on the charity's website

Program Cost Coverage



Spending Breakdown



Full-time Staff # 29
Avg. Compensation \$59,695
Top 10 Staff Salary Range

\$350k +	
\$300k-\$350k	
\$250k-\$300k	
\$200k-\$250k	
\$160k-\$200k	
\$120k-\$160k	
\$80k-\$120k	
\$40k-\$80k	10
< \$40k	

Information from most recent CRA Charities Directorate filings for F2011.

Mission Statement: "Freedom from Violence."

About Barbra Schlifer Clinic: The Barbra Schlifer Commemorative Clinic (BSCC) specializes in serving women who are survivors of partner assault, sexual assault and childhood sexual/incest abuse. Access to effective and integrated professional justice and community services for women to whom accessibility is most often denied (non-English speaking immigrant and refugee women) is the Barbra Schlifer Clinic's primary focus. The Clinic offered counselling (individual, group and transitional housing support) to 1,571 women in F2010 (2,052 in 2011). 60% of these women are survivors of partner abuse, 20% are survivors of adult sexual assault and 20% are survivors of childhood sexual abuse. The Clinic provides consultation and legal services (family, immigration, and criminal law) under one roof, addressing the housing, legal, financial, health, immigration, children's services, education, and employment needs of its clients. Extending the reach of its mission, the Clinic actively fosters positive systemic reform through public education, professional training, and advocacy.

Social Results: In F2010, BSCC supported 1,050 legal cases with high success rates and all legal remedies. Nearly 100% of family law cases and protection orders for women were successful. Immigration/refugee protection law had a success rate of 75%. Through community partnerships, BSCC expanded group counselling, serving 1,571 women. 91% achieved their personal goals of resolving long-standing issues of childhood sexual abuse, adult sexual assault and/or partner abuse, freeing them from self-blame and enabling them to lead lives free from the symptoms of post-traumatic stress. 267 women received transitional support, implementing measures leading to violence-free lives and safe and affordable housing. There was a significant decrease in BSCC's success rate for housing women, falling from 89% to 27%. This was due to the closure of 2 out of 3 housing programs and the lack of housing units available, coupled by a change to the eligibility criteria for women fleeing violence to get housing through the Special Priority Housing program.

Financial Overview: Administrative costs are 15% of total charity value, while fundraising costs represent 15% of donations. BSCC's funding reserves cover only 40% of annual program costs.

Investment Highlights: The Language Interpreters Service has created a social enterprise. Immigrant women are trained to operate interpretation "businesses" of their own. The BSCC trains members of the BAR and students in law, counselling and social work programs in best practices for violence against women. BSCC is the go-to agency for meeting the family, criminal and immigration/refugee legal needs of women who are victims of violence and abuse.

BARBRA SCHLIFER COMMEMORATIVE CLINIC

Year ending March 31st

Program Data	2011	2010^R	2009^R
Program costs	1,927,566	1,728,406	1,721,620
Program hours	-	n/a	25,632
Total volunteers	-	169	140
Total volunteer hours	-	6,111	5,600
Volunteer turnover rate (%)	-	3.6%	n/a
Clients served	-	4,132	3,715
Program hours / client	-	n/a	7
Program costs / hour	-	n/a	67
Program costs / client	-	418	463

Charity Analysis	2011	2010^R	2009^R
Revenues (less interest income)	2,379,688	2,165,969	2,019,438
Value of donated time	-	91,665	84,000
<u>Donated goods & services</u>	<u>95,757</u>	<u>119,597</u>	<u>131,921</u>
Charity value	2,475,445	2,377,231	2,235,359
Community support (\$)	607,050	637,290	648,748
Community size (population)	5,582,931	5,485,643	5,390,050
Community ownership (local support \$ / pop.)	\$0.11	\$0.12	\$0.12
Scope of service (clients as % of pop.)	n/a	0.1%	0.1%
Administrative costs (as % of charity value)	15.0%	14.9%	16.2%
Fundraising costs (as % of donations)	15.1%	18.0%	18.7%
Program cost coverage (%)	39.7%	37.0%	28.8%

Audited Financial Statements	2011	2010^R	2009^R
(All figures in \$)			
Donations	430,594	388,974	392,126
Government funding	1,818,289	1,703,194	1,615,176
Interest income	7,075	15,182	15,734
<u>Special events and other</u>	<u>146,731</u>	<u>127,511</u>	<u>144,057</u>
Total revenues	2,402,689	2,234,861	2,167,093
Program costs	1,927,566	1,728,406	1,721,620
Administrative costs	356,663	322,925	327,791
Fundraising costs	87,391	92,885	100,352
<u>Interest costs</u>	<u>26,036</u>	<u>15,015</u>	<u>16,133</u>
Operating cash flow	5,033	75,630	1,197
Capital expenditures	-	-	-
Funding reserves	765,659	639,137	495,492

Note: The re-stated numbers (R) are a reflection of a change in reporting and activity-based costing of The Clinic's wages and benefits across Program, Administrative, and Fundraising costs.

History: The Barbra Schlifer Clinic was opened by friends (and would-be law partners), Frances Rappaport and Patricia Ashby, in memory of Barbra Teena Schlifer – a young lawyer who was brutally sexually assaulted and murdered in Toronto on the day of her call to the Bar of Ontario in 1980. Barbra's friends decided to establish a clinic in her honour that would commemorate her life and make the difference that Barbra had hoped she would make as a lawyer. Elizabeth Stewart, Jennifer Sunley, Helen LaFountaine, and Mary Bruce Dauphinee were instrumental in opening the doors of the Clinic. In 1985, Arthur C. Eggleton proclaimed April 11th “Barbra Schlifer Day,” and in September, the clinic opened its doors.

Management: Executive director Amanda Dale has completed her first year at BSCC. She is a Commonwealth scholar and has 25 years of experience in the sector. Key management has 130+ years combined experience in the sector. Mary Lou, Director of Legal Services, is the most sought-after individual for legal services in violence against women's issues in Toronto.

Funding Need: BSCC needs \$200k to hire 2 more counsellors and 2 lawyers, and \$50k to improve IT methods and a database for handling intake to enhance the efficiency of the clinic.

Investment Risks: 50% of legal intakes are referred elsewhere, as staff is overloaded to meet client demand. Management is working toward addressing waiting lists by reforming and expanding BSCC's intake for programs and services.



WISH DROP-IN CENTRE SOCIETY

Sector: Women’s Organizations

Location: 515-119 W. Pender St.
Vancouver, BC V6B 1S5

Website: www.wish-vancouver.net

Charitable registration number: 87047 5563 RR0001

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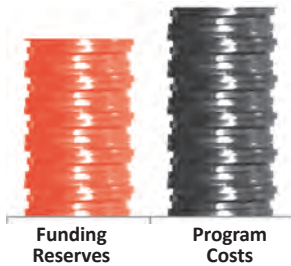
September 19, 2010

Financial Transparency



Audited financial statements available only upon request

Program Cost Coverage



Spending Breakdown



Full-time Staff # 12

Avg. Compensation \$31,181

Top 10 Staff Salary Range

\$350k +	
\$300k-\$350k	
\$250k-\$300k	
\$200k-\$250k	
\$160k-\$200k	
\$120k-\$160k	
\$80k-\$120k	
\$40k-\$80k	1
< \$40k	9

Information from most recent CRA Charities Directorate filings for F2010.

Mission Statement: *“To increase the health, safety and well-being of women who work in the survival sex trade in Vancouver.”*

About WISH: Founded in 1984, WISH Drop-in Centre Society (WISH) specializes in working with female survival sex workers in the Downtown Eastside of Vancouver. Annually, WISH provides nearly 400 women, aged 19-60, respite from violence on the street, treating them with dignity and respect while tending to their basic needs. Women using WISH have low self-esteem, are isolated, poor, and have come from homes filled with addiction and abuse. Most have post-traumatic stress disorder, 57% are aboriginal, and a majority live with severe physical illness (HIV/AIDS, Hep C), depression and addiction.

WISH operates an evening drop-in seven days per week, serving nutritious, hot meals, providing showering facilities, dispensing make-up, hygiene and safety items, and clothing. Staffed by women, some of whom have experience in the sex industry, the MAP van provides brief respite to women working on the street from 10:30 pm to 5:30 am, seven nights a week, offering beverages, street supplies and connections to shelters and emergency services. Twice weekly, WISH offers on-site nursing care, referrals to detoxification centres, rehabilitation houses and shelters for upwards of 120 women per night. Additional programs include Literacy and Learning and an Aboriginal Culture and Creativity Program, along with Peer Safety Patrol, which maintains a safe and clean route for women accessing the centre and an opportunity for alternative crises and safety training and employment with WISH.

Social Results: WISH programs are largely remedial in nature. In F2011, the drop-in received 28,597 visits. 600 women had their health care needs taken care of, 24 women received training and employment in Peer Safety Patrol, with an additional seven women receiving supported employment as long-term volunteer apprentices. The MAP van made 13,827 contacts, supplied over 108,000 condoms, 469 referrals to service supports, and 35 women accepted referrals for drug and alcohol treatment – four times the likelihood of accessing treatment compared to female street-based sex workers who do not access the van. The Literacy Program provided 1,950 hours of training, with 19 women increasing their life skills through the Aboriginal Culture program.

Financial Overview: Administrative costs are 7.5% of total charity value with fundraising costs representing 14% of donations. WISH funding reserves cover 85% of annual program costs.

WISH DROP-IN CENTRE SOCIETY

Year ending March 31st

Program Data	2011	2010	2009
Program costs	732,527	676,362	696,226
Program hours	54,144	n/a	n/a
Total volunteers	120	120	120
Total volunteer hours	7,200	7,200	7,200
Clients served	390	390	400
Program hours / client	139	n/a	n/a
Program costs / hour	13.53	n/a	n/a
Program costs / client	1,878	1,734	1,741

Charity Analysis	2011	2010	2009
Revenues (less interest income)	839,698	675,465	2,178,094
Value of donated time	108,000	108,000	108,000
<u>Donated goods & services</u>	-	-	-
Charity value	947,698	783,465	2,286,094
Community support (\$)	754,233	531,169	1,771,235
Community size (population)	612,331	605,314	598,378
Community ownership (local support \$ / pop.)	\$1.23	\$0.88	\$2.96
Scope of service (clients as % of pop.)	0.1%	0.1%	0.1%
Administrative costs (as % of charity value)	7.5%	7.7%	6.7%
Fundraising costs (as % of donations)	13.7%	17.7%	1.5%
Program cost coverage (%)	85.0%	107.0%	96.4%

Audited Financial Statements	2011	2010	2009
(All figures in \$)			
Donations	317,711	197,666	1,294,762
Government funding	521,987	477,311	877,959
Interest income	9,389	13,251	129,264
<u>Special events and other</u>	-	488	5,373
Total revenues	849,087	688,716	2,307,358
Program costs	732,527	676,362	696,226
Administrative costs	63,221	51,977	145,885
Fundraising costs	43,509	35,048	18,902
<u>Interest costs</u>	3,599	3,587	3,623
Operating cash flow	6,231	(78,258)	1,442,722
Capital expenditures	851	1,313,881	16,248
Funding reserves	622,360	723,453	671,210

History: In 1984, David Danchuk, a church outreach worker, noticed the need for outreach services for street-involved youth at St. Michael's Anglican Church. In 1986, after a 3-month closure, it reopened for women only and was formally registered as WISH in 1998.

Management: Having served as a volunteer preparing meals at WISH and an owner of a catering business, Kate Gibson became the executive director of WISH in 2003, with the unexpected leave of its previous director. Key management staff have been with WISH for a minimum of three years, with the other longest-serving staff member on staff for 10 years.

Investment Highlights: WISH clients have a sense of ownership, providing feedback and evaluation of services and providing peer-to-peer support. WISH operates the only nightly outreach van in the area, collecting and re-distributing Bad Date safety information sheets on violence and news to those working on the street (2,460 distributed in F2011).

Funding Need: WISH requires core funding for its programs. \$10k is needed for its food program and \$6,600 for the volunteer program. WISH priorities include capital funds of \$500k to acquire more space in its current building and to re-locate the drop-in under one roof and to create a 24-hour shelter for its clients.

Investment Risks: There is no formalized succession plan in place and slight risk of staff burnout due to the nature of the work of WISH.



HOSPICE DUFFERIN

Sector: Health – Palliative

Location: 39 First St.
Orangeville, ON L9W 2E3
Website: www.hospicedufferin.com

Charitable registration number: 14111 2722 RR0001

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Bronwyn Smith
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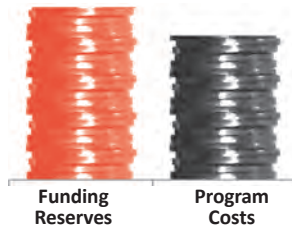
August 29, 2011

Financial Transparency



Audited financial statements available only upon request

Program Cost Coverage



Spending Breakdown



Full-time Staff # 0
Avg. Compensation n/a

Top 10 Staff Salary Range

\$350k +	<input type="checkbox"/>
\$300k-\$350k	<input type="checkbox"/>
\$250k-\$300k	<input type="checkbox"/>
\$200k-\$250k	<input type="checkbox"/>
\$160k-\$200k	<input type="checkbox"/>
\$120k-\$160k	<input type="checkbox"/>
\$80k-\$120k	<input type="checkbox"/>
\$40k-\$80k	<input type="checkbox"/>
< \$40k	<input type="checkbox"/>

Information from most recent CRA Charities Directorate filings for F2011.

Mission Statement: "Hospice Dufferin exists to support and enhance the quality of life for individuals and their families facing life-threatening illnesses or bereavement. This is achieved through volunteer and staff support and education in partnership with the community and other agencies."

About Hospice Dufferin: Hospice Dufferin (HD) works in the Orangeville area hospital and the surrounding rural community, providing one-on-one visits and counselling to the terminally ill. In F2011, 292 unique clients were serviced by HD. 159 palliative clients were served, including: 41 terminally-ill patients who received one-on-one support from a volunteer, 20 women who took part in the Breast Cancer Support Group, 15 clients who took part in the Circles Day Program providing terminally-ill clients with a social outlet, and 7 women who took part in the Look Good Feel Better Program which helps women who are going through or have just completed chemotherapy. Eight clients were helped through HD's Art Therapy program, enabling clients to express their experience using art materials. 98 individuals attended HD's one-on-one Bereavement Support or Child Loss Group. HD recently introduced a Legacy Program, which helps palliative clients write their life stories; HD has just finished their first book with a client.

HD has a close working relationship with the Orangeville area hospital, Headwaters Healthcare Centre. HD has an office inside the hospital and does rounds with the palliative care team of doctors and nurses.

Social Results: In a client survey, 75% of clients said HD's services helped them stay at home longer. In F2011, 40% of HD's clients were able to die at home, at a residential hospice, or at a long-term care facility, alleviating the burden on the local hospital.

Financial Overview: Due to activity-based allocations, administrative costs are 29% of total charity value with fundraising costs representing 30% of donations. HD has enough funding reserves to cover annual program costs 1.2 times. While HD has no full-time staff, it reports 5 part-time employees at an average salary of \$16,717.

Investment Highlights: HD has a working partnership with different community agencies, including Community Care nurses, Care Partners, and regional palliative care providers. HD uses an online case management service to provide integrated and coordinated tracking of patients between different agencies providing care to clients. Since hiring a volunteer coordinator, HD has seen a huge improvement in volunteer recruitment.

HOSPICE DUFFERIN

Year ending March 31st

Program Data	2011	2010	2009
Program costs	86,900	77,725	76,221
Program hours	2,845	4,503	3,822
Total volunteers	63	65	52
Total volunteer hours	2,292	2,813	2,677
Volunteer turnover rate (%)	8	6	n/a
Terminally-ill clients served	159	203	162
Clients served	292	367	310
Program hours / terminally-ill client	18	22	24
Program hours / client	10	12	12
Program costs / hour	31	17	20
Program costs / terminally-ill client	547	383	471
Program costs / client	298	212	246
Charity Analysis	2011	2010	2009
Revenues (less interest income)	171,800	150,560	158,195
Value of donated time	34,380	42,195	40,155
<u>Donated goods & services</u>	-	-	-
Charity value	206,180	192,755	198,350
Community support (\$)	74,553	146,021	152,644
Community size (population)	46,746	46,435	46,126
Community ownership (local support \$ / pop.)	\$1.59	\$3.14	\$3.31
Scope of service (clients as % of pop.)	0.6%	0.8%	0.7%
Administrative costs (as % of charity value)	28.8% _R	29.8% _R	30.6% _R
Fundraising costs (as % of donations)	29.4% _R	24.1% _R	28.5% _R
Program cost coverage (%)	119.8% _R	142.8% _R	161.0% _R
Audited Financial Statements	2011	2010	2009
(All figures in \$)			
Donations	67,636	69,576	64,045
Fees for services	520	620	700
Government funding	70,133	54,734	65,706
Interest income	3,825	2,961	2,416
<u>Special events and other</u>	<u>33,511</u>	<u>25,630</u>	<u>27,744</u>
Total revenues	175,625	153,521	160,611
Program costs	86,900 _R	77,725 _R	76,221 _R
Administrative costs	59,321 _R	57,454 _R	60,711 _R
Fundraising costs	29,697 _R	22,949 _R	26,172 _R
<u>Interest costs</u>	<u>1,641</u>	<u>1,068</u>	<u>1,482</u>
Operating cash flow	(1,934)	(5,675)	(3,975)
Capital expenditures	-	6,760	-
Funding reserves	104,122	110,990	122,692

R Numbers have been restated to reflect activity-based costing.

History: In 1984, four local health care workers, Dr. Culiton, Dr. Omyanowski, Annetta Babcock and Elaine Gauthier saw the need for palliative care, particularly a program where volunteers sit and be with the dying, since doctors and nurses did not have the time for this essential presence. This group formed HD, one of the first 10 hospice organizations in Ontario. Perhaps due to its roots in the Orangeville Hospital, HD has a close working relationship with the hospital.

Management: Maureen Riedler has been the executive director of HD for 10 years. The 5 people making up the key management team have a combined 21 years of experience working in the organization. Due to the taxing nature of the work, HD's social service director left this year after 5 years of service. She was replaced by a woman holding a Masters of Social Work who is bringing a fresh perspective to the role.

Community Need: Ontario's population over 65 is expected to double in the next 20 years. HD is seeing an increase in terminally-ill mothers using their programs; bereavement help is needed for the children who are left behind.

Funding Need: HD would like funds to help them increase the quantity and skill level of their volunteers. Dufferin is opening a Virtual Volunteer Centre, and HD would like funds to help make this endeavour successful.

Investment Risks: HD is beginning to ask about and track clients' end-of-life goals, however current metrics are not in place. It is difficult to determine health care dollars saved due to HD's programs.



HOSPICE OF WATERLOO REGION

Sector: Health – Palliative

Location: 298 Lawrence Ave.
Kitchener, ON N2M 1Y4

Website: www.hospicewaterloo.ca

Charitable registration number: 14041 5795 RR0001

Greg Thomson
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Bronwyn Smith
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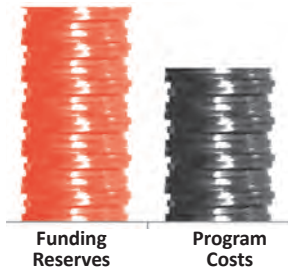
August 22, 2011

Financial Transparency



Most recent audited financial statements available on the charity's website

Program Cost Coverage



Spending Breakdown



Full-time Staff # 5
Avg. Compensation \$52,264
Top 10 Staff Salary Range

\$350k +	
\$300k-\$350k	
\$250k-\$300k	
\$200k-\$250k	
\$160k-\$200k	
\$120k-\$160k	
\$80k-\$120k	
\$40k-\$80k	3
< \$40k	4

Information from most recent CRA Charities Directorate filings for F2011.

Mission Statement: "Our Mission is..."

- To build and support a network of committed specially trained volunteers, ensuring they provide support for terminally ill clients, their family members and the community.
- To be a trusted community partner, providing expert, compassionate palliative care support and leadership.
- To support and provide community education and professional services in response to the needs of the palliative care community."

About Hospice of Waterloo Region: Hospice of Waterloo Region (HWR) is an organization dedicated to providing palliative care to people affected by life-threatening illness, enabling them to spend their remaining days at home. In April 2010, HWR moved into their new facility. This building allows HWR to have their palliative care programs as well as other community programs (including physicians, CCAC nurses, care partners, and a pain and symptom management team) together under one roof. This "one-stop-shop" has enabled HWR to provide more comprehensive services, enhancing their brand in the community.

HWR's core program is their Volunteer Visiting program in which trained volunteers provide emotional and practical support to palliative clients. Other programs include Children's Support and Teen Support, which provide professional therapy and support groups to youth who have lost a family member. New programs to HWR include Day-Away, a program that has palliative clients participate in various therapeutic activities and provides caregivers with a break, as well as Kids Can Cope, a program consisting of monthly workshops, providing support to people living with someone who is terminally ill. There are no waitlists for any of HWR's programs; HWR can arrange a volunteer for a new client within 24-48 hours. HWR also provides education to health care professionals within the community.

Social Results: In F2011, HWR provided palliative care services to 757 terminally-ill clients. 216 of these clients died in HWR's care, either at home or at Lisaard House (a residential hospice in Cambridge where volunteers from HWR also work). The other clients lost contact with HWR, died in a hospital, or have not passed away.

Financial Overview: Based on activity-based costing, administrative costs are 15% of total charity value with fundraising costs representing 19% of donations. HWR has enough funding reserves to cover annual program costs 1.4 times.

Investment Highlights: HWR's model is very collaborative, working with many community groups in order to provide an abundant amount of high quality services to their clients.

HOSPICE OF WATERLOO REGION

Year ending March 31st

Program Data	2011	2010	2009
Program costs	399,616	362,283	367,703
Program hours	9,722	9,472	8,226
Total volunteers	255	240	248
Total volunteer hours	10,462	10,212	n/a
Volunteer turnover rate (%)	13	10	n/a
Terminally-ill clients served	757	858	730
Clients served	783	883	756
Program hours / terminally-ill client	13	11	11
Program hours / client	12	11	11
Program costs / hour	41	38	45
Program costs / terminally-ill client	528	422	504
Program costs / client	510	410	486
Charity Analysis	2011	2010	2009
Revenues (less interest income)	707,092	862,894	658,633
Value of donated time	156,930	153,180	n/a
<u>Donated goods & services</u>	-	-	-
Charity value	864,022	1,016,074	658,633
Community support (\$)	864,022	1,016,074	658,633
Community size (population)	521,304	512,366	503,582
Community ownership (local support \$ / pop.)	\$1.66	\$1.98	\$1.31
Scope of service (clients as % of pop.)	0.2%	0.2%	0.2%
Administrative costs (as % of charity value)	14.6%	11.4%	18.5%
Fundraising costs (as % of donations)	18.9%	10.0%	18.3%
Program cost coverage (%)	139.7%	281.6%	494.0%
Audited Financial Statements	2011	2010	2009
(All figures in \$)			
Donations	237,645	346,007	235,010
Fees for services	1,420	1,460	995
Government funding	468,027	515,427	422,628
Interest income	621	4,794	27,758
<u>Special events and other</u>	-	-	-
Total revenues	707,713	867,688	686,391
Program costs	399,616	362,283	367,703
Administrative costs	126,574	115,364	122,064
Fundraising costs	44,978	34,723	43,103
<u>Interest costs</u>	<u>1,597</u>	<u>1,499</u>	<u>1,576</u>
Operating cash flow	134,948	353,820	151,945
Capital expenditures	431,055	1,331,333	13,662
Funding reserves	558,392	1,020,059	1,816,563

History: When Lucille Mitchell moved to Waterloo, she couldn't believe that there wasn't a local hospice. Mitchell's sister had received grief counselling from Hospice Windsor Essex. Mitchell knew others could benefit from the services hospices offer, and founded Hospice Waterloo Region in 1993.

Management: HWR's management team has been working together for an average of 6 years, bringing over 20 years' experience in the palliative care sector.

Community Need: Waterloo Region has an acute need for greater palliative care services. Local hospitals have no available beds. HWR's services play a critical role in meeting client and community needs.

Funding Need: HWR is looking to add an additional employee to their organization, which will cost approximately \$77k per year. Based on feedback from a recent client survey, HWR is also hoping to expand their current programs. This includes introducing individual counseling for patients and families, a caregiver support program, and a program aimed at helping clients plan their funeral services.

Investment Risks: As the LHIN covers the majority of the cost of the Volunteer Visiting Program, additional donations will go to pay for the other hospice programs. HWR does not track the length of time a client uses their services, so savings to the local hospital are difficult to determine.



Victoria Hospice

VICTORIA HOSPICE SOCIETY

Sector: Health – Palliative

Location: 1952 Bay St. 4th Floor Richmond Pavilion
Victoria, BC V8R 1J8

Website: www.victoriahospice.org

Charitable registration number: 11928 4230 RR0001

Greg Thomson
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Bronwyn Smith
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August 30, 2011

Financial Transparency



Most recent audited financial statements available on the charity's website

Program Cost Coverage



Spending Breakdown



Full-time Staff # 30

Avg. Compensation \$94,062

Top 10 Staff Salary Range

\$350k +	
\$300k-\$350k	
\$250k-\$300k	
\$200k-\$250k	
\$160k-\$200k	
\$120k-\$160k	
\$80k-\$120k	6
\$40k-\$80k	4
< \$40k	

Information from most recent CRA Charities Directorate filings for F2010.

Mission Statement: "To enhance the quality of life for those facing advancing illness, death and bereavement through skilled and compassionate care, education, research and advocacy."

About Victoria Hospice: Victoria Hospice Society (VHS) is a leading Canadian palliative care provider offering integrated medical care, spiritual support, and bereavement counselling to over 3,300 patients. VHS is an integral part of the Victoria community, providing care in 65% of all cancer deaths and 26% of all non-traumatic deaths in Greater Victoria. In F2011, VHS helped 957 palliative care clients, including 667 patients who stayed in one of their 17 palliative beds. In F2011, 2,775 people were helped in one of their Bereavement programs; these programs include volunteer support, telephone and mail contact, group counselling sessions, family seminars, and music therapy. In F2010, 9,242 contacts were made with clients through letters, group sessions, telephone calls and one-on-one sessions. VHS is also active in educating health care professionals; in F2011, 546 physicians, nurses and pharmacists attended training programs or conferences on palliative care.

Due to the economy, as well as difficulties in their fundraising department, VHS has had trouble raising money. This has caused cut-backs in the organization. Determined to not cut the programs offered to clients, these budget cuts have been on the back of VHS's employees who are now expected to provide the same amount of service but with fewer hours or employees. This is not sustainable, and VHS will need to improve their fundraising in order to address the inequality of wages versus work expectations. The fundraising team all have less than a year of experience; however, they are now under the leadership of VHS. VHS and Victoria Hospice Foundation came under the same executive director in 2010. An appeal to the government about their budget problems resulted in a grant of \$500k in unrestricted funding in F2011.

Social Results: According to a study by the Canadian Institute for Health Information, the average cost of palliative care in the hospital is \$7,984 per patient. VHS Palliative care cost \$3,921,053 in F2011, and helped 957 patients. This equals a cost of \$4,097 per patient, or a cost savings to the health care system of \$3.7m.

Financial Overview: Administrative costs are 9% of total charity value with fundraising costs representing 19% of donations. VHS only has enough funding reserves to cover 78% of annual program costs.

Investment Highlights: VHS data tracking is exceptional; they are very aware of the costs of their programs and strive to be efficient. VHS is a national leader in palliative care, collaborating and sharing research findings. They have a world-renowned reputation in the field.

VICTORIA HOSPICE SOCIETY

Year ending March 31st

Program Data	2011	2010	2009
Program costs	5,600,496	5,773,387	5,617,249
Program hours	n/a	n/a	143,047
Total volunteers	311	400	506
Total volunteer hours	20,874	19,850	19,908
Volunteer turnover rate (%)	13	13	3
Terminally-ill clients served	957	n/a	859
Clients served	4,288	3,442	3,142
Program hours / terminally-ill client	n/a	n/a	167
Program hours / client	1,306	1,677	1,788
Program costs / hour	n/a	n/a	39
Program costs / terminally-ill client	5,852	n/a	6,539
Program costs / client	1,306	1,677	1,788
Charity Analysis	2011	2010	2009
Revenues (less interest income)	8,011,432	7,188,524	6,862,955
Value of donated time	313,103	297,743	298,622
<u>Donated goods & services</u>	-	-	-
Charity value	8,324,535	7,486,267	7,161,577
Community support (\$)	8,324,535	7,486,267	7,161,577
Community size (population)	82,198	81,352	80,516
Community ownership (local support \$ / pop.)	\$101.27	\$92.02	\$88.95
Scope of service (clients as % of pop.)	5.2%	4.2%	3.9%
Administrative costs (as % of charity value)	8.9%	13.3%	13.3%
Fundraising costs (as % of donations)	19.1%	20.9%	23.8%
Program cost coverage (%)	78.0%	59.5%	54.2%
Audited Financial Statements	2011	2010	2009
(All figures in \$)			
Donations	36,062	182,258	155,819
Fees for services	602,853	625,098	672,042
Government funding	4,135,703	3,632,554	3,449,363
Interest income	112,860	98,666	(511,916)
<u>Special events and other</u>	<u>3,236,814</u>	<u>2,748,614</u>	<u>2,585,731</u>
Total revenues	8,124,292	7,287,190	6,351,039
Program costs	5,600,496	5,773,387	5,617,249
Administrative costs	741,812	999,054	954,971
Fundraising costs	623,561	611,637	652,887
<u>Interest costs</u>	<u>31,670</u>	<u>28,776</u>	<u>27,289</u>
Operating cash flow	1,126,753	(125,664)	(901,357)
Capital expenditures	57,922	32,998	-
Funding reserves	4,367,507	3,432,353	3,046,049

Note: the financial analysis includes Victoria Hospice Society and Victoria Hospice and Palliative Care Foundation.

History: When Dr. Michael Downing was a young doctor, one of his patients experienced a very painful death. This personal experience changed his life, redirecting his career to focus on the needs of the dying. With others, he established a 17-bed community hospice program in the Royal Jubilee Hospital. When the funding for this pilot project ceased, the program partnered with the Victoria Association for Care for the Dying, forming VHS in 1982. In the early days, VHS served 35 patients daily. Today it serves over 360 patients per day.

Management: VHS has a very experienced management team with their five key employees having over 100 combined years of experience. The team is well rounded with diverse backgrounds in medical practice, research, psycho-social, nursing and business.

Community Need: The average number of patients requesting VHS's services continues to grow. VHS palliative care beds had a 91.6% utilization rate. According to Statistics Canada, in 2001, Victoria had the second oldest population of all cities in Canada.

Funding Need: Current budget cut-backs are not sustainable. VHS needs \$300-\$400k to deal with the issue of overworked/underpaid staff. VHS also needs money to cover their operating budget. A key priority of VHS going forward is to strengthen their fundraising department.

Investment Risks: VHS's new fundraising team is young, but most are seasoned professionals.



ACCLAIM HEALTH

Sector: Health

Location: 2370 Speers Rd.
Oakville, ON L6L 5M2

Website: www.acclaimhealth.ca

Charitable registration number: 11928 4602 RR0001

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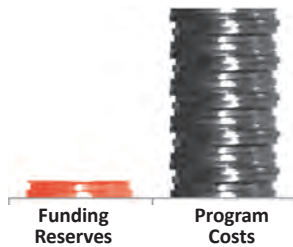
August 5, 2011

Financial Transparency



Audited financial statements available only upon request

Program Cost Coverage



Spending Breakdown



Full-time Staff # 88

Avg. Compensation \$46,309

Top 10 Staff Salary Range

\$350k +	
\$300k-\$350k	
\$250k-\$300k	
\$200k-\$250k	
\$160k-\$200k	
\$120k-\$160k	1
\$80k-\$120k	2
\$40k-\$80k	7
< \$40k	

Information from most recent CRA Charities Directorate filings for F2010.

Mission Statement: "Acclaim Health provides people with quality, community-based health care solutions."

About Acclaim Health and Community Care Services: Acclaim is a non-profit, charitable organization dedicated to providing a broad spectrum of community health support services to the Burlington, Oakville, Milton, Georgetown, Acton, Campbellville and surrounding areas. In the year ending March 31, 2011, Acclaim's 350 staff and more than 900 volunteers provided visits and other services to more than 8,200 clients. Its integrated Alzheimer Services offers two adult day programs that provide therapeutic socialization and recreation for over 160 dementia patients, as well as respite for the caregiver. The Caregiver Support and Education program offers a variety of services to over 800 caregivers per year. Community Support Services provided over 45,000 hours of walking and in-home visits for frail and socially isolated individuals, including physically- and memory-challenged adults, and hospice visits and bereavement services to 1,061 individuals in need. 118 isolated seniors benefited from nearly 13,000 "Tele-Touch" reassurance calls. Acclaim also provided nursing and personal support care to more than 6,000 clients through contracts with the Community Care Access Centres (CCACs). Launched in 2010, its Caregivers Compass website tool provides resources for informal caregivers of Alzheimer's and other dementia patients.

Social Results: For the Alzheimer Services Seniors Day Program, 89% of caregivers reported that the program has helped them to keep their relative at home longer. 87% of clients in the Friendly Visiting Program reported that the help they received enabled them to continue to live independently at home. In the Special Steps Program, 82% of clients remained on the program for over one year which may have delayed institutionalization and reduced strain on the health care system. 100% of clients in the Tele-touch Telephone Reassurance Program reported improved coping skills, allowing them to live independently at home.

Financial Overview: Administrative costs are 11% of charity value and fundraising costs are 5% of donations. Acclaim has only enough funding reserves to cover 10% of annual program costs.

Investment Highlights: Acclaim differentiates itself from other health providers by serving a full range of services for clients. Acclaim fills a gap by addressing the needs of clients who are not well enough to be at home without assistance, but are not ill enough to qualify for full OHIP support. Acclaim's new Fall Prevention program will help clients – most of whom score 4-5 on the Maple Score Ranking for frailty where 5 is most frail – stay healthy and at home. In 2010, Acclaim achieved 3-year accreditation through Accreditation Canada's Qmentum Program for achieving the national standards of excellence in continuous quality improvement and client safety.

ACCLAIM HEALTH

 Year ending March 31st

Program Data	2011	2010	2009
Program costs	11,317,614	10,241,356	8,980,500
Program hours	202,775	206,685	210,203
Total volunteers	904	884	892
Total volunteer hours	46,516	48,693	43,424
Volunteer turnover rate (%)	18	12	16
Clients served	8,209	10,300	7,460
Program hours / client	25	20	28
Program costs / hour	56	50	43
Program costs / client	1,379	994	1,204

Charity Analysis	2011	2010	2009
Revenues (less interest income)	13,620,546	12,256,407	11,058,162
Value of donated time	697,740	730,388	651,353
<u>Donated goods & services</u>	-	-	-
Charity value	14,318,286	12,986,795	11,709,515
Community support (\$)	14,318,286	12,841,957	11,614,422
Community size (population)	493,192	471,757	451,254
Community ownership (local support \$ / pop.)	\$29.03	\$27.22	\$25.74
Scope of service (clients as % of pop.)	1.7%	2.2%	1.7%
Administrative costs (as % of charity value)	10.9%	12.0%	17.2%
Fundraising costs (as % of donations)	4.7%	7.7%	9.8%
Program cost coverage (%)	9.8%	20.7%	24.1%

Audited Financial Statements	2011	2010	2009
(All figures in \$)			
Donations	564,324	447,325	484,867
Fees for services	11,091,114	9,936,123	8,870,235
Government funding	1,823,672	1,780,835	1,641,142
Interest income	31,004	60,867	143,023
<u>Special events and other</u>	<u>141,436</u>	<u>92,124</u>	<u>61,918</u>
Total revenues	13,651,550	12,317,274	11,201,185
Program costs	11,317,614	10,241,356	8,980,500
Administrative costs	1,563,156	1,561,025	2,009,857
Fundraising costs	33,202	41,466	53,614
<u>Interest costs</u>	<u>-</u>	<u>-</u>	<u>-</u>
Operating cash flow	737,578	473,427	157,214
Capital expenditures	714,378	74,525	31,756
Funding reserves	1,109,225	2,119,294	2,163,988

History: Acclaim started as Victorian Order of Nurses Oakville in 1930. In 2006, Acclaim withdrew from VON Canada to ensure that its programs would continue to meet the needs of its local Burlington, Oakville and surrounding communities.

Management: CEO Angela Brewer is a Registered Nurse with an MBA who has been with Acclaim for nearly 19 years. Acclaim's 4 top staff members have been with the organization for a total of 70 years with over 90 years of sector experience.

Community Need: Halton has the second oldest population in Ontario, with many people living below the poverty line and unable to afford private aging services. Ontario's Aging at Home Strategy has increased demand for home care and community support services for seniors. There is a waiting list for many of Acclaim's services.

Funding Need: An additional \$500,000 would enable Acclaim to hire a Falls Prevention Coordinator and an Isolated Seniors Coordinator. They would implement planned improvements to their Community Support Services Program and increase the spaces available in the Alzheimer day programs to eliminate their wait list and meet patient and family needs.

Investment Risks: Acclaim is dependent on government and CCAC service funding for 95% of revenues and has only a 9% program cost coverage.



CANADIAN DIGESTIVE HEALTH FOUNDATION

Sector: Health

Location: 2511 Scotch Pine Dr.
Oakville, ON L6M 4C3

Website: www.CDHF.ca

Charitable registration number: 88996 8269 RR0001

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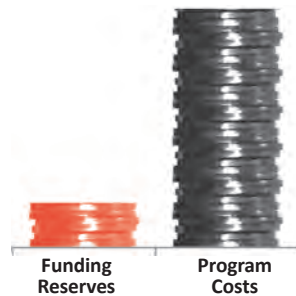
August 24, 2011

Financial Transparency



Audited financial statements available only upon request

Program Cost Coverage



Spending Breakdown



Full-time Staff # 1
Avg. Compensation n/a

Top 10 Staff Salary Range

\$350k +	
\$300k-\$350k	
\$250k-\$300k	
\$200k-\$250k	
\$160k-\$200k	1
\$120k-\$160k	
\$80k-\$120k	
\$40k-\$80k	
< \$40k	

Information from most recent CRA Charities Directorate filings for F2010.

Mission Statement: "To reduce suffering and improve quality of life by providing trusted, accessible, and accurate information about digestive health and disease."

About Canadian Digestive Health Foundation: The Canadian Digestive Health Foundation (CDHF) aims to educate the general public about enhancing their digestive health and preventing digestive diseases as well as to advance the science of gastroenterology by funding medical research. This is a challenge for a small organization, as information is provided for over 19 digestive disorders with 20 million Canadians affected each year. This information is disbursed through their own and partner websites, television, magazines, web seminars, health care summits, iMD Health Canada, and multiple social media channels. CDHF aims to teach the general public how to be "good patients" as well as increase the levels of knowledge and sensitivity of health care professionals.

This organization is very creative; despite minimal individual donations, CDHF has found alternative ways to raise the funds needed to support their programs. For example, when learning that people are more comfortable and honest with the internet and application software (apps) than with health care professionals, the CDHF created a digestive app called Gi BodyGuard with a built-in symptom, stool, pain, food and medication tracker, along with a Gastrointestinal Health History form and medication/appointment reminders. The CDHF teamed up with Rexall, who paid for the development of the app and, in return, included a GPS with the app that locates the closest Rexall pharmacy. Similarly, the CDHF worked with Danone to get funding for their Digestive Health Summit for health care professionals (HCPs).

Realizing that people are inundated with too much and inconsistent information, CDHF is working directly with HCPs. The CDHF has teamed up with iMD Health Canada to create a touch screen technology which helps HCPs share information about illnesses, tests and therapies. Information, including illustrations, fact sheets and videos, can be viewed during consultation and emailed to a patient for future reference.

Social Results: As of the Q1 in 2011, the CDHF's website was receiving 13,400 unique visits per month, with an average visit lasting 19 minutes. The CDHF's information was placed in numerous publications, reaching over 62.5 million consumers in 2010 (not unique). 97% of attendees at their first health care professional summit claimed that they would now refer a patient to the CDHF website to find digestive health information.

Financial Overview: Administrative costs are 7% of charity value and fundraising costs are 14% of donations. The CDHF has only enough funding reserves to cover 19% of annual program costs.

Investment Highlights: The CDHF is the only national organization focused on digestive health and disease, making it easy for patients to get information. The organization is both creative and innovative in obtaining funding and implementing programs specific for their clients.

CANADIAN DIGESTIVE HEALTH FOUNDATION

Year ending December 31st

Program Data	2010	2009	2008
Program costs	627,577	307,193	238,153
Program hours	n/a	n/a	n/a
Total volunteers	4,056	2,891	n/a
Total volunteer hours	24,796	12,584	n/a
Volunteer turnover rate (%)	0.5%	n/a	n/a
Clients served	n/a	n/a	n/a
Program hours / client	n/a	n/a	n/a
Program costs / hour	n/a	n/a	n/a
Program costs / client	n/a	n/a	n/a

Charity Analysis	2010	2009	2008
Revenues (less interest income)	703,839	596,835	563,357
Value of donated time	371,940	188,760	n/a
<u>Donated goods & services</u>	-	-	-
Charity value	1,075,779	785,595	563,357
Community support (\$)	1,075,779	785,595	563,357
Community size (population)	-	-	-
Community ownership (local support \$ / pop.)	-	-	-
Scope of service (clients as % of pop.)	n/a	n/a	n/a
Administrative costs (as % of charity value)	7.3% _R	8.8% _R	12.3% _R
Fundraising costs (as % of donations)	13.5% _R	11.8% _R	6.6% _R
Program cost coverage (%)	18.7% _R	87.6% _R	72.5% _R

Audited Financial Statements	2010	2009	2008
(All figures in \$)			
Donations	556,267	389,983	502,251
Fees for services	25,000	-	-
Interest income	4,149	5,659	7,350
<u>Special events and other</u>	<u>122,572</u>	<u>206,852</u>	<u>61,106</u>
Total revenues	707,988	602,494	570,707
Program costs	522,618 _R	242,497 _R	168,488 _R
Research grants	104,959	64,696	69,665
Administrative costs	78,908 _R	69,444 _R	69,467 _R
Fundraising costs	91,853 _R	70,696 _R	37,281 _R
<u>Interest costs</u>	<u>4,870</u>	<u>5,305</u>	<u>3,612</u>
Operating cash flow	(95,220)	149,856	222,195
Capital expenditures	18,900	69,693	9,181
Funding reserves	117,332	269,015	172,680

R Have been restated to reflect activity-based costing

History: In 1995, 4 gastroenterologists founded CDHF to raise money for research for the Canadian Association of Gastroenterology (CAG). In 2009, the Board decided to expand the direction of the foundation from research only to supporting public education.

Management: Catherine Mulvale, the Executive Director, and Michelle Lancaster are the only employees at the CDHF. Both have been with the organization for two years.

Community Need: It is estimated that 2/3 of Canadians suffer from digestive disorders, accounting for 10% of all hospitalization each year. Digestive disorders cost Canadians \$18 billion (as of 2000) annually in health care costs and lost productivity. Each year, nearly 30,000 Canadians die of a disease of the digestive system. 45% of digestive diseases are preventable. Ci has identified colorectal cancer as one of the four cancers most in need of funding; it is directly addressed by the CDHF.

Funding Need: The CDHF would like \$1.1m to help design, develop, and introduce their “Digest This – Reducing Digestive Disease from the Top Down” program. The program uses technology to incorporate e-learning and social marketing to create and foster healthy behaviours that protect and enhance digestive health. This program is created specifically for employees in the workplace.

Investment Risks: In 2007 the CAG agreed to loan CDHF \$150k for three years. Although CAG readily lent the money, the CDHF’s operating funds are borrowed money, not donated money, which are being repaid.



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