



Charity Intelligence Canada

Recommended Charities

2010

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 Recommended 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 Recommended 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 Recommended Charities. Donors can write one cheque to Ci which will be forwarded to the Recommended Charities according to the donor's instructions. For example, a donor may want to give to a few Recommended Charities that are of particular interest, or with one cheque support all the Recommended Charities. We hold ourselves accountable to processing these donations cost-efficiently and in a timely manner, striving for a 3 business day turnaround. 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 Recommends A Charity

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 also 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 2010 Charities Assessed

204 charities contacted

89 charities submitted audited financial statements

82 in-depth analyses of charities

36 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 Recommendation 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 top picks are Ci's Recommended Charities.

A Basic Introduction to Analyzing a Charity ¹

Increasingly, funders are looking for greater transparency and accountability from charities. With billions of dollars going to charities, the need for this is real. Weekly newspaper headlines broadcast charity scandals and fraud, and funders are struggling to find ways to ensure that their generosity is well spent.

Funders need help in knowing what methods to use in analyzing charities. As an example, the right ratios can provide great insight when they measure meaningful data, but in this emerging field of charity analysis, no one knows what these ratios 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
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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

“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

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. Funders need to make adjustments in their analysis to also include donated time and goods. The combination of donated money, time, and goods is what we call Charity Value.*

$$\text{Charity Value} = \text{Donated Money} + \text{Donated Time} + \text{Donated Goods}$$

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 was suggested by Imagine Canada and we concur. Initially this dollar value seemed high, and we considered using the minimum wage, but on further analysis, volunteers are not minimum wage workers – they are typically trained, experienced professionals. Another consideration is that minimum wage varies for each province and Ci needs a consistent

“ 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

*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.

“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

measurement across Canada. Funders can use whatever dollar value they feel is more appropriate, but volunteer hours need to be counted and given value.

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 100,000. 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. In addition, the local ownership measure may need to be adjusted for economic prosperity; local support for a charity in towns with lower income per capita may need to be weighted relative to donations in more prosperous towns.

Worthy Causes...but affecting how many people?

Ci uses a charity's scope to inform funders of the number of people a charity directly serves in its community, and as such, lets funders see how many people will be affected by their donation. A charity's scope reflects the type of service it provides. Each year, East York Learning Experience works intensively with less than a hundred adults teaching basic literacy skills. Its scope of service is narrow, directly affecting less than 0.1% of Toronto's population. Conversely, Inner City Home works each year with 4% of Sudbury's population. We cannot say that either charity is better or worse than the other. Some funders may wish their donation to affect many Canadians in need and here they may consider a charity's scope. When funders are solicited for donations, a basic question every charity should be able to answer is how many clients it served in the last year.

“Coinvestment makes total sense... I always thought that the only way aid programs would work is if the local people donated labour and money. Otherwise the project is just a free gift bestowed by outsiders, and nobody will value it because they have nothing at stake.”

– Bill Draper

Program Costs: A Caution

In the research reports on Recommended Charities, Charity Intelligence presents funders with the charities' operating data. For some charities, this data is relevant. For others, we have serious concerns about whether the correct measurement is used.

The measurement of program hours is an example of this. Charities report their program hours using different methods, often using a method that is based on their time spent administrating the program – the input method. Ci attempts to use an output-driven method that is based on the charity's service to clients. For example, if a charity provides a program that runs for four hours per week for eight weeks, the input method counts this as 32 program hours (4 x 8) with no regard for how many clients benefited from the program. If ten clients attend this program, the output method counts this as 320 program hours (4 x 8 x 10). Ci prefers the output method, as it reflects the benefit that the clients receive.

Another clear example of the difficulty in benchmarking relative cost efficiency between charities is found in the food bank sector. Food banks frequently report how many food parcels are distributed in one year. At one food bank, a parcel may contain food to feed a family for 5 to 7 days, while at another food bank, handing out one jar of peanut butter is considered a parcel. The two are not equal, but using traditional methods are counted equally.

Assessing a charity's program cost efficiency is important. 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.

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 top five individuals on the management team. 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 new information and best practices to better understand how they can serve their clients? Do they measure their performance and then act on the results of that measurement? 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 individual 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 Recommended 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.

Social Enterprises

In 2009, Charity Intelligence began examining social enterprises – those organizations seeking to pursue not only social returns, but also financial returns. Increasingly in Canada and around the world, more and more organizations are forming that combine these goals and explicitly seek to create both social and financial value, or what is often called a “double bottom line.”

In our examination of social enterprises, we have continued to look for transparency and accountability. As well, we required that the organization have a compelling business model and a positive gross profit margin, otherwise donors are subsidizing not only the social aspect of the enterprise, but also the commercial aspect. And most importantly, the

“ [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

enterprise must have a demonstrated social impact, either by providing training or employment for disadvantaged Canadians, or by providing a business activity that otherwise directly helps Canadians in need.

One key metric that we looked at this year is the social leverage provided by the enterprise. In a traditional charity a \$100 donation becomes \$100 in revenue that can be used to create social value. In a social enterprise a \$100 donation might leverage \$110, \$200, or in some cases as much as \$600 in revenues by using their commercial enterprise to transform the donation into higher value. The metric we have used is Funding : Earned, a ratio of revenue donated to revenue earned, showing how much leverage one dollar donated created due to the business operation of the enterprise.

New Developments in 2010 Research

In 2010, we made two significant additions to our research. First, we started to examine Social Purpose Businesses and second, we created a framework to analyze Community Investment Funds.

1. Social Purpose Businesses

Social Purpose Business is the term Ci is using to describe for-profit businesses that operate to fulfill a social mission. Social Purpose Businesses compete for customers like other businesses. They turn a profit like other businesses. They pay taxes like other businesses. Social Purpose Businesses differ from other businesses in one crucial way: they were conceived and designed to address a social need.

Ci evaluates Social Purpose Businesses using traditional for-profit measures of profitability and cash flow, as well as metrics looking to understand their social impact, such as salaries paid to social hires, retention, and advancement.

2. Community Investment Funds

In 2010 Charity Intelligence began examining Community Investment Funds – those organizations providing financing for underserved individuals, communities, and community enterprises to develop opportunities for income generation, housing, community renewal, and environmental sustainability. The key metrics we have used to examine CIFs include:

Sustainability Indicators:

Cost Coverage (pre support) = $\text{Business Income} / \text{Total Expenses}$

- How well the CIF is covering their expenses with business income alone (interest & fees earned from borrowers)

Cost Coverage (post support) = $\text{Total Income} / \text{Total Expenses}$

- How well the CIF is covering their expenses with all income including grants, donations, and interest on their loan fund

Default Rate = Default Loan Expense / Active Loans

- How strong the CIF's loan portfolio is; conversely, how unrisky their borrowers are

Deployment Rate = Active Loans / Loan Fund

- How much of available funds are actually loaned out (Most loan funds specify loan loss reserves but not all. This figure counts loan loss as undeployed cash.)

Efficiency Indicators:

Operating Efficiency = Expenses : Active Loans

- Total cost efficiency of administering loans (how much the organization spends in total expenses per dollar loaned out)

Personnel Efficiency = Salaries : Active Loans

- Salary efficiency of administering loans (how much the organization spends in salaries per dollar loaned out)

Cash / Average Loan

- Measures how many loans the CIF could issue with their cash on hand (includes loan loss reserves)

In 10 years \$100 invested deploys = \$100 x Deployment Rate x Repayment Rate x (10 years / Avg. length of loan)

- Value of loans resulting over 10 years by \$100 investment in fund

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 are grateful to all, particularly the Donner Awards program.

Ci Recommended Charities 2010

AT-RISK YOUTH

Big Brothers Big Sisters Peterborough is a volunteer mentoring program targeting children identified at risk by the Children's Aid Society. In 2009, Big Brothers Big Sisters Peterborough provided 116 hours of mentoring each to 956 youth at an average cost of \$221 per youth, giving them positive role models critical to succeed, improving their academic achievements and breaking cycles of poverty.

Peterborough, Ontario page 20

Eva's Initiatives works with homeless and at-risk youth to get them off the streets permanently, providing housing and housing support services, drug and alcohol services, and counselling, employment, and training programs. In F2009, Eva's worked with 1,476 youth, reducing shelter stays, increasing self-reliance, and increasing family contact. 97% of youth interviewed said that Eva's had helped them to stabilize their lives.

Toronto, Ontario page 22

Sarnia-Lambton Rebound works with at-risk youth to keep them on track with school and out of jail. Running several court diversion and life skills programs, Sarnia-Lambton worked with 4,442 students in F2010, significantly reducing contact with police and improving school attendance and/or grades. For \$149 per youth, Sarnia-Lambton Rebound is effectively able to reduce the long-term negative impact and community costs of troubled youth.

Sarnia, Ontario page 24

Youth Without Shelter is a residential program where youth receive shelter, counselling, referrals, and three daily meals. It provides pre-employment training, life skills development, educational sessions, and recreational activities. In 2009, 788 youth received an average of 50 hours of programs, allowing them to live more independently and responsibly within society.

Toronto, Ontario page 26

FOOD BANKS

Calgary Food Bank specializes in the collection and distribution of emergency food in Calgary and to food banks in surrounding regions. Calgary Food Bank diligently maintains a policy that all clients need to get referred to appropriate social service within 3 visits. As a result, only 14% of clients require hampers for longer than 90 days. In 2009, Calgary Food Bank received significant increases in donated money, time, and food, key to allowing them to meet the increased demand that they continue to encounter.

Calgary, Alberta page 28

- Edmonton's Food Bank**, the first food bank in Canada, is led by an Executive Director who has been recognized with the Order of Canada for her over 20 years of work with the organization. Edmonton's Food Bank collects surplus and donated food and in 2009 delivered \$14.1 million worth of food to partner agencies with very low reported waste. Demand continues to grow as partner agencies are seeing significant increases in 2010.
Edmonton, Alberta page 30
- Feed Nova Scotia** sorts and distributes approximately two million kilograms of food each year that makes its way to the tables of Nova Scotians experiencing food insecurity. They use a "fair share" system based on the annual HungerCount survey administered by Food Banks Canada that ensures people in communities across the province have access to a balanced variety of nutritious food in times of need.
Halifax, Nova Scotia page 32
- Fort York Food Bank** is a multi-service agency assisting some of downtown Toronto's most vulnerable citizens. Fort York Food Bank goes beyond distributing food to 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. This volunteer-driven organization has an extreme funding need in order to continue delivering great results.
Toronto, Ontario page 34
- Inner City Home of Sudbury** is the agency of last resort in Sudbury, providing counselling, outreach, and continued support to the fastest growing client base of all food banks surveyed. In 2009, two staff members and 120 volunteers worked diligently to maintain service levels amidst the second consecutive year of over 30% growth in clients served. The Executive Director of Inner City Home of Sudbury has never seen their shelves as empty as in recent months, indicating a dire need for donations.
Sudbury, Ontario page 36
- The Mississauga Food Bank** sources, manages and distributes food to over 30 community agencies, including seven local food banks. It delivered 2.1 million pounds of food and estimates that it supports 12,000 clients a month through its partnerships with community agencies. The Mississauga Food Bank had the highest ratio of food distributed to dollars donated of all food banks analyzed.
Mississauga, Ontario page 38

Ottawa Food Bank supports more than 135 food programs throughout the Ottawa region. It distributes more than 12 tons of perishable and non-perishable food each and every working day that ends up providing 43,000 people with emergency food assistance each month. In addition to delivering from its own warehouse, each day a driver sweeps major grocery stores for fresh items that are delivered the same day to local soup kitchens and retirement homes.

Ottawa, Ontario page 40

Second Harvest makes certain that good food does not go to waste. Thanks to partnerships with grocery stores and other food industry donors, Second Harvest operates a distribution network that delivers perishable food in less than 24 hours to over 200 member agencies operating over 250 different meal programs and food banks across Toronto. Second Harvest delivered 5.8 million pounds of food in F2009 which translated into 15,000 meals being delivered on a daily basis to people in need.

Toronto, Ontario page 42

HOMELESS

Evangel Hall Mission provides community, independence, dignity, and hope to homeless men, women, and children in Toronto. Evangel Hall offers hot meals, social activities, counselling, transitional housing, and a medical and dental clinic. In 2009, Evangel Hall served 1,545 homeless people (nearly 1/3 of Toronto's homeless population), housed 120 people in onsite transitional housing, and an additional 264 people were housed working with Evangel Hall's housing coordinator.

Toronto, Ontario page 44

Fresh Start Recovery Centre is an exceptional addiction treatment program that produces top results for men who are addicts. Where industry averages are 5-10%, Fresh Start maintains a success rate of 41% of men living clean and sober – up from 35% in the year prior. The cost per successful client at Fresh Start is \$20,613. Fresh Start is building a 50-bed residential facility, doubling its treatment capacity, requiring funding of \$3 million to meet its campaign goal and expand upon its success with men who are addicts.

Calgary, Alberta page 46

Inn From the Cold Society is Calgary's first emergency shelter for families. It provides support, emergency shelter, and referrals to secure proper housing for families in a homeless crisis. A network of over 100 "inns" – churches and community agencies – served 11,395 people in 2009. Inn From the Cold Society enables families to transition out of homelessness in an average of 24 days – an improvement over the 90-day average in 2008. 157 families in ongoing caseload met their personal goals of housing, employment, school, and financial management.

Calgary, Alberta page 48

- Pathways Clubhouse** is a clubhouse for people with severe mental illness, with 140 of its 350 members living in Pathways supportive housing apartments. Members are involved in work-ordered days reflecting the Clubhouse philosophy that work enriches lives through opportunity and belonging. With a majority of members living in Pathways apartments, program costs are \$6,461/member, a cost savings to those who would otherwise be at high risk of homelessness.
Richmond, British Columbia page 50
- PHS Community Services Society** uses a community housing first approach to provide long-term housing to the chronically homeless. In 2009, Portland Hotel Society was at full capacity, housing and providing services to 10,000 people at an annual cost of \$1,174 per person. Through programs and enriched community living, formerly homeless people remain housed for years. Portland Hotel needs funding of \$8.5 million to open more hotels, pay down mortgages, and expand client programs.
Vancouver, British Columbia page 52
- Potential Place** provides a clubhouse for 477 “members” – people with severe mental illness – being a place where they belong, become involved with programs, and have opportunities to get meaningful jobs. 27 members live independently in Potential Place apartments. Here, Potential Place achieves better results than the Pathways to Housing program in New York with 85% of resident members employed. Potential Place is seeking \$630 thousand to renovate a new clubhouse facility and pay down debt.
Calgary, Alberta page 54
- Red Door Family Shelter** addresses the needs of women and families in crisis by providing safe and supportive shelter. Counselling and emergency services are provided to women, victims of violence, and the homeless, to aid in recovery and restore their independence. In 2010, Red Door worked with 1,325 individuals, assisting 530 families end their episodes with homelessness, providing additional outreach services to 213 families in the community, preventing them from entering into homelessness.
Toronto, Ontario page 56
- The Salvation Army Gateway** is an exceptional shelter and drop-in centre for homeless adults in downtown Toronto. Gateway works with clients who are chronically homeless with multiple barriers to help them get back on their feet to independence. Services range from emergency and crisis management through food and health care, to long-term case management with addictions, counselling, life skills, community housing, and job searches. Gateway housed 208 people in 2009.
Toronto, Ontario page 58

Simon House Residence Society excels in providing residential treatment and support to homeless, unemployed, and isolated men with addictions so they can become clean and sober. The sobriety success rate at Simon House has increased year over year, with 43% of men stating they were clean and sober one year following the program, significantly higher than industry averages of 5-10%. With a cost of \$21,874 per successful client, Simon House requires \$1.1 million in funding to cover annual operating costs.
Calgary, Alberta page 60

Wesley Urban Ministries works with poor and homeless people of all ages providing a “hand up” so they can break the cycle of poverty. At its core, Wesley Urban Ministries offers a highly collaborative model of community care, serving neglected and homeless children and their families through enriched learning and outreach. Resources for employment, health, education, and housing focus on healthy childhood development in poverty-stricken homes. The chronic addictions program stabilized the health of 28 homeless adults, reducing their jail time by 97% and decreasing hospital stays by 89%, with 50% of clients achieving sobriety.
Hamilton, Ontario page 62

WOMEN'S CHARITIES

The Barbra Schlifer Commemorative Clinic is a drop-in centre specialist, serving women who are victims of violence, abuse, and incest. Under one roof, Barbra Schlifer Clinic clients have access to counselling, legal, housing, employment, interpretation, and social support services. In 2010, Barbra Schlifer Clinic successfully met client needs with legal case success rates of 95% and personal goal success of 93% through individual and group counselling. In addition, the clinic helped 382 women in transitional support leave their violent and abusive homes.
Toronto, Ontario page 64

EDUCATION

Amici Camping Charity provides funding to ensure that children from financially challenged families can experience the joys of summer camp on a multi-year basis. In 2009, for \$2,075 per child, Amici Camping Charity enabled 135 underprivileged children to attend summer camps. Positive behaviour changes have been measured among children returning from camp. After a number of years at camp, positive behaviour remains at a consistent and significantly high level. With a waitlist of over 40 children, Amici needs funds to continue to expand.
Toronto, Ontario page 66

- Boundless Adventures** is an alternative school for at-risk youth referred to Boundless as the place of last resort to get them back on track, graduate high school, and achieve their potential. Boundless creates a supportive recovery environment that combines counselling, social rehabilitation, alternative education, and outdoor adventure. Programs are customized, with evidence-based activities integrated within the clients' current service agency programs. Boundless also works to improve the lives of adults with severe mental illness, addiction, and acquired brain injury, aboriginals, and women fleeing domestic abuse through similar programming. In 2009, 84% of at-risk youth in Boundless re-integrated back into a full-time school program.
Toronto, Ontario page 68
- Cornwall Alternative School** works intensively with inner-city kids and high-risk youth in Regina. As an alternative school, youth are taught the academic skills and discipline necessary to come up to speed and return to the regular school system and continue high school. With a successful reintegration rate of 72% at a cost of \$20,433, Cornwall is an effective and efficient solution for a province with one of Canada's highest youth custody rates.
Regina, Saskatchewan page 70
- East York Learning Experience** is a largely volunteer-run tutoring program for adults, most without a high school education. East York Learning teaches adults literacy, math, computer, and essential skills, supporting its students for up to five years to reach their literacy goals and get jobs. In 2009, East York Learning served 107 clients at an average cost of \$1,174 with an 80% placement rate of exiting students into employment, training, or education.
Toronto, Ontario page 72
- JUMP Math** is a program that provides an innovative approach to teaching and learning mathematics, incorporating recent findings in cognitive science with selected elements of other current programs. JUMP does this through an offering of methodologies and materials that emphasize guided discovery, continuous assessment, and practice throughout the learning process. Evidence of program success has been gathered in a number of research initiatives.
Toronto, Ontario page 74
- Pathways to Education Canada** is the national organization that oversees the development of the highly successful and well-renowned Pathways to Education program, its expansion into communities with high drop-out rates, and training of local staff. The program has strong results, with more than 90% of students graduating from high school, over 80% advancing to post-secondary education, and success in university and college greater than the national average. These successes come at a cost of \$3,842 per student, which is a great social investment opportunity.
Toronto, Ontario page 76

SOCIAL SERVICES

Momentum Community Economic Development Society pursues comprehensive poverty reduction strategies using a Community Economic Development approach to improve the economic, social, and personal well-being of low-income individuals in Calgary. They focus on four key areas, including business development, financial literacy, skills training, and community development. In 2009, Momentum served 4,252 clients, of which 93% reported growth in one or more of their key target areas.

Calgary, Alberta page 78

SOCIAL ENTERPRISE / SOCIAL PURPOSE BUSINESS

Inner City Development is a for-profit, social-purpose construction company committed to creating quality employment and advancement opportunities in the construction industry for low-income, inner-city Winnipeg residents. Through hands-on work experience and mentoring from trade journeymen, Inner City Development is currently providing full-time, year-round jobs with advancement opportunities to 12 target employees. With strong retention and advancement statistics, Inner City Development is a great societal investment.

Winnipeg, Manitoba page 80

TurnAround Couriers is a for-profit, social-purpose bicycle courier service in Toronto that offers transitional work experience to at-risk youth to give them an opportunity to stabilize their lives and access the mainstream job market. A new partnership with Atripco Delivery Services allows TurnAround to fulfil orders throughout the wider GTA. To date, TurnAround has provided employment to over 100 work-ready, at-risk youth with 62 of them remaining employed for more than 3 months.

Toronto, Ontario page 82

Gateway Linens is a laundry service, run by The Salvation Army's Gateway Shelter, which was founded in April 2008. It is a social enterprise providing jobs to homeless men living in shelters with the opportunity to get back on their feet. In 2009, 8,200 hours of work experience were provided to 10 participants, paying a total of \$72,841 to homeless men for real work. A partnership with private-sector linen company K-bro provides guaranteed employment for all program graduates. To date, K-bro has hired 6 men directly from the shelter.

Toronto, Ontario page 84

Phoenix Print Shop is a social enterprise program run within the Eva's Initiatives charity that provides environmentally friendly commercial printing services while training homeless youth in printing and employment readiness. The print shop has hired one graduate of the training program as a permanent full-time staff member and has an internship position for one graduate of each training cycle. Since inception in 2001, 60% of all trainees have found sustained work or have returned to school.

Toronto, Ontario page 85

COMMUNITY INVESTMENT FUNDS

Jubilee Fund provides patient capital to community economic development initiatives in Winnipeg that are not eligible for loans from other sources. Jubilee had \$798,620 of active loans at the end of F2009, of which 5 were new that year. Jubilee's loans have helped create 200 affordable day care spots for children from low income families, 11 new housing initiatives for single families, and 78 housing units.

Winnipeg, Manitoba page 86

Momentum Micro Businesses Loans provides two micro-loan programs. The Micro Business Loan Fund provides risk capital to economically marginalized people to start and operate their own small businesses. FundAbility provides the same to individuals with disabilities. Support includes training in business skills, individual business coaching, peer support, mentorship, networking, and ongoing workshops.

Calgary, Alberta page 88



Big Brothers Big Sisters

BIG BROTHERS BIG SISTERS PETERBOROUGH

Sector: At-Risk Youth

Location: 483 George Street
Peterborough, ON K9J 3E6
Website: www.bigbrothersandsistersoftbo.com

Charitable registration number: 10679 2922 RR0001

Greg Stevenson
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Tom Kasprzycki
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August 24th, 2010

Mission Statement:

“Our mission is to promote the growth and development of children by providing the opportunity for a one-to-one friendship with positive adult role models.”

About BBBS Peterborough:

Big Brothers and Big Sisters help children in need using one adult volunteer to mentor one child. The BBBS program differs from other charitable youth organizations in that it specifically targets children identified at risk by Children’s Aid Society. BBBS undertakes a stringent process to ensure that the children in its mentorship program are those most at-risk. These children predominantly live with a single parent, in poverty and at risk of failing in school. The mentorship program provides an adult to be a child’s Big Brother or Big Sister (“Big”), providing a positive role model and someone to give a child attention and guidance. Specifically, BBBS Peterborough runs four different programs: their hallmark “Big” program, in-school mentor program, Go-Girls mentor program for girls aged 11-14, and Big Bunch intermittent group mentoring for children on their waiting list.

Social Results:

In 2009, BBBS Peterborough mentored 956 youth who had been referred and found at risk – 486 in the traditional Big-Little match, 182 through the in-school mentoring program for children aged 6-14, and 288 in the Go-Girls program. Early results show 81% of children mentored by BBBS Peterborough had better school attendance, the critical factor in graduating. In addition, studies done on children in BBBS Peterborough in the 1970s show that, twenty years later, these children had higher graduation rates and lower dependence on welfare than peers not in the BBBS Peterborough program.

Financial Overview:

Administrative costs are 3% of total charity value. Fundraising costs represent 14% of donations – a two-fold increase year-over-year. BBBS Peterborough has enough funding reserves to cover 1.7 years of its current annual program costs.

Investment Highlights:

BBBS Peterborough grew its client base by 70% in 2009 and managed to limit program costs to an increase of only 4%. As a result, BBBS lowered its cost of helping a child develop from \$362 to \$221, a 60% decline, with the child receiving 116 hours of mentoring each year. This mentoring is given by volunteers, resulting in program costs of only \$1.89 an hour.

BIG BROTHERS BIG SISTERS PETERBOROUGH

Year ending December 31st

Program Data	2009	2008	2007
Program costs	211,778	203,606	215,880
Program hours	111,784	112,528	102,464
Total volunteers	841	541	497
Volunteer hours	112,924	112,528	102,464
Volunteer turnover rate (%)	n/a	n/a	n/a
Clients served	956	563	517
Program hours / clients	116	200	198
Program costs / hour	\$1.89	\$1.81	\$2.11
Program costs / client	\$221	\$362	\$418

Charity Analysis	2009	2008	2007
Revenues (less interest income)	356,359	264,555	270,790
Value of volunteer time	1,693,860	1,687,920	1,536,960
<u>Donated goods and services</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>
Charity value	2,090,219	1,992,475	1,847,750
Community support (\$)	2,090,219	1,992,475	1,847,750
Community size (population)	120,000	118,900	117,700
Community ownership (local support \$ / pop.)	\$17.42	\$16.76	\$15.70
Scope of service (clients as % of pop.)	<1%	<1%	<1%
Administrative costs (as % of charity value)	2.6%	1.7%	2.2%
Fundraising costs (as % of donations)	14.3%	6.7%	7.6%
Program cost coverage (%)	167%	121%	126%

Audited Financial Statements	2009	2008	2007
(All figures in \$)			
Donations	256,674	166,042	177,931
Fees for services	—	—	—
Government funding	—	—	—
Interest income	13,276	13,886	12,491
<u>Special events and other</u>	<u>86,409</u>	<u>84,627</u>	<u>80,368</u>
Total revenues	356,359	264,555	270,790
Program costs	211,778	203,606	215,880
Administrative costs	53,316	33,198	40,741
Fundraising costs	36,800	11,121	13,549
<u>Interest costs</u>	<u>—</u>	<u>—</u>	<u>—</u>
Operating cash flow	54,465	16,630	620
Capital expenditures	6,767	4,717	2,603
Funding reserves	354,303	245,925	270,170

History: John Oak, the founder of BBBS Peterborough, was himself a “Little” who was mentored in a BBBS program. The BBBS program goes back to 1908 when a Chicago businessman walking home from work, came across a boy on the streets, brought him home for dinner and became a mentor. He realised that children need one positive role model and formed the Big Brothers organization to work with more boys in need.

Management: The management team has worked together for 22 years on average, combining 182 years experience in sector work with at-risk youth. In addition, 3 members of the BBBS Peterborough team were “Littles” themselves.

Community Need: BBBSP has a waitlist of 94 children waiting for matches with “Bigs”; 80 are boys.

Funding Need: BBBSP needs to increase marketing efforts to attract more male volunteers; funding is also required for staff to support the 70% growth in clients served in 2009. They would also like funding to update their website which would aid in their marketing efforts.

Investment Risks: Management hopes to draw from their surplus of female volunteers to expand the Go-Girls program from 12 schools today, to all of the 29 schools offering the in-school mentor program, which would be more than a two-fold increase. The challenge that management may face is to maintain its great results in the core Big-Little match. To date, management has demonstrated this focus.



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

Greg Stevenson
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Tom Kasprzycki
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August 24th, 2010

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 Initiatives works with homeless and at-risk youth aged 16 to 24 to get them off the streets permanently. Eva's operates 3 shelters in the GTA that house 114 youth each night. Eva's shelters provide homeless youth with i) emergency and transitional housing; ii) harm reduction services to address drug and alcohol use; iii) counselling, employment and training programs and; iv) housing support and services to reconnect youth with their families. Each year Eva's helps over 2,300 homeless and at-risk youth to get off the street, find housing and community supports, and begin to rebuild their futures.

Social Results:

97% of the youth interviewed said that Eva's Phoenix had helped them to stabilize their lives; 84% of the youth served had stayed in a shelter prior to living at Eva's Phoenix. After graduating, that number dropped to 32%. Just 4% of the youth served lived on their own at move-in, but this number jumped to 35% after the program. Before the program, 23% of the youth interviewed had frequent contact with their family and that number doubled to 46% after the program. Of the youth who participated in the first year of the HRDC-funded employment programs, 59% were employed or in school nine months after completing the program. A new initiative that was launched in November 2006 is the national Learning Community, which is made up of 12 leading youth-serving organizations from across Canada and collaborates to share promising program approaches, and work on other issues of common interest. Eva's Phoenix was described as a high performance, innovative, mission-focused organization, a leader in its field, that can serve as a useful model for other communities.

Financial Overview:

Administrative costs are 10% of total charity value. Fundraising costs represent 8% of donations; a marginal decrease year-over-year. Eva's funding reserves can cover 11% of current annual program costs.

Investment Highlights:

Eva's Satellite 32-bed shelter opened in November 2009. The youth now have much improved living conditions and a wider variety of programs and, as a result of a new Partnership with Inner City Health Associates, a clinic, staffed (part time) by a psychiatrist and a physician will be available to the youth Eva's serves. They will be adding 10,000 sq. ft. to transitional housing to increase capacity in order to meet the growing demand and meet the needs of their homeless and at-risk youth.

EVA'S INITIATIVES

Year ending March 31st

Program Data	2009	2008	2007
Program costs	5,756,834	5,132,502	4,996,490
Program hours	45,416	36,333	29,066
Total volunteers	4,500	4,500	4,500
Volunteer hours	4,000	3,817	1,466
Volunteer turnover rate (%)	n/a	n/a	n/a
Clients served	1,476	1,353	1,659
Program hours / clients	30.8	26.9	17.5
Program costs / hour	\$126.76	\$141.26	\$171.90
Program costs / client	\$3,900	\$3,793	\$3,012

Charity Analysis	2009	2008	2007
Revenues (less interest income)	6,887,778	6,170,441	5,945,061
Value of volunteer time	60,000	57,255	21,990
<u>Donated goods and services</u>	-	-	-
Charity value	6,942,975	6,227,696	5,967,051
Community support (\$)	6,942,975	6,227,696	5,967,051
Community size (population)	5,348,714	5,295,756	5,203,651
Community ownership (local support \$ / pop.)	\$1.29	\$1.16	\$1.14
Scope of service (clients as % of pop.)	<1%	<1%	<1%
Administrative costs (as % of charity value)	9.7%	10.5%	10.9%
Fundraising costs (as % of donations)	7.9%	8.9%	6.3%
Program cost coverage (%)	10.7%	17.1%	20.1%

Audited Financial Statements	2009	2008	2007
(All figures in \$)			
Donations	4,616,660	4,013,786	3,740,156
Fees for services	-	-	-
Government funding	2,226,225	2,127,041	2,205,005
Interest income	4,803	29,251	-
<u>Special events and other</u>	90	363	-
Total revenues	6,887,778	6,170,441	5,945,061
Program costs	5,756,834	5,132,502	4,996,490
Administrative costs	699,088	649,779	648,647
Fundraising costs	365,334	358,191	234,080
<u>Interest costs</u>	-	-	-
Operating cash flow	66,522	29,969	65,844
Capital expenditures	32,378	-	50,924
Funding reserves	616,649	877,521	1,006,158

History: Eva Smith, a guidance counsellor in the 1980s, noticed that there was a lack of realization that youth homelessness existed. She lobbied for aid to help youth experiencing homelessness. Eva's place was the first building opened to serve youth aged 16-24 and, since first opening its doors in 1994, has expanded from one to three shelters.

Management: The management team has more than 40 years combined experience within 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 vigorously 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: In addition to maintaining operations, Eva's would like to expand their recreation program which has received overwhelming participation from their clients as well as their independent living program due to the program's success.

Investment Risks: Eva's funding reserves are very low relative to their program costs. Eva's runs the risk of not being able to meet their operating funding needs.

The information in this report was prepared by Charity Intelligence Canada and its independent analysts. Factual material information is obtained from the charitable agency and reliable sources. Information may be available to Charity Intelligence Canada or its analysts that is not reflected in this report. Charity Intelligence Canada and its analysts have made endeavours to ensure that the data in this report is accurate and complete, but accept no liability.



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
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Tom Kasprzycki
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August 24th, 2010

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. Seven programs have been developed using evidence-based practices from research with Canadian youth.

The biggest program in terms of youth participants is the PASS (Positive Alternative to Suspension from School) where 4,174 students (F2010) 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:

Approximately 1/8 of the students from the St. Clair Catholic and Lambton-Kent District Schools received homework help and life skills training. After two straight years of rapid expansion, PASS participation experienced a 10% dip in F2010. 90% of teens who completed 10 weeks of group sessions for life skills development and the substance prevention program had no further adverse contact with police in F2010. Over 2/3 of parents reported an improvement in school attendance and/or grades following their children's participation in SLR programming.

Financial Overview:

SLR funding reserves cover only 31% of its annual program costs. Fundraising costs were 17% of donations in F2010, with administrative costs representing only 3% of total charity value.

Investment Highlights:

In F2010, SLR helped open the DOW Centre for Youth. It provides room for several social agencies, allowing them to provide better services to youth with less duplication of effort.

Volunteers (providing 33% of SLR charity value) also help keep program costs low.

SARNIA-LAMBTON REBOUND

Year ending March 31st

Program Data	2010	2009	2008
Program costs	663,153	618,617	633,037
Program hours (Ci estimate)	104,037	114,788	62,273
Total volunteers (Ci estimate)	n/a	n/a	86
Total Volunteer hours	23,688	n/a	23,688
Volunteer turnover rate (%)	n/a	n/a	1%
Clients served	4,442	4,915	2,783
Clients served since inception	17,632	13,190	8,275
Program hours / clients	23	23	22
Program costs / hour	\$6.37	\$5.39	\$10.17
Program costs / client	\$149	\$126	\$227

Charity Analysis	2010	2009	2008
Revenues (less interest income)	727,762	745,812	740,076
Value of volunteer time	355,320	355,320	355,320
<u>Donated goods and services</u>	-	-	-
Charity value	1,083,082	1,101,132	1,095,396
Community support (\$)	701,837	826,006	867,646
Community size (estimate pop)	200,329	200,329	200,329
Community ownership (local support \$ / pop.)	3.50	4.12	4.33
Scope of service (cumulative clients as % of pop.)	8.8%	6.6%	4.1%
Current clients (as % of pop)	2.2%	2.5%	1.4%
Administrative costs (as % of charity value)	2.9%	2.8%	6.0%
Fundraising costs (% of donations)	16.5%	26.9%	13.9%
Program cost coverage (%)	30.7%	23.8%	42.3%

Audited Financial Statements	2010	2009	2008
(All figures in \$)			
Donations	239,503	143,638	167,532
Fees for services	3,150	6,012	6,663
Government funding	402,549	486,821	472,077
Interest income	-	-	7,557
<u>Special events and other</u>	82,560	107,341	93,804
Total revenues	727,762	743,812	747,633
Program costs	663,153	618,617	633,037
Administrative costs	31,285	30,978	66,183
Fundraising costs	39,441	38,638	23,314
<u>Interest costs</u>	-	-	-
Operating cash flow	(6,117)	57,579	25,099
Capital expenditures	3,417	23,177	17,187
Funding reserves	203,438	147,093	267,888

History: Created in 1984, SLR has successfully helped thousands of troubled youth from across Lambton County turn their lives around and better their contribution to their communities. In addition to working within its own community, SLR provides its expertise to other communities by offering its program model, research, and experience to other similar community programs. To date, SLR has served over 15,000 youth in Lambton County.

Management: Management at SLR is notably strong in running an effective organization for youth. The executive director and key management personnel each have over a decade of experience with at-risk youth. Recognized for its consistent record of excellence and innovation in management and service delivery, SLR is a perennial Donner Award Finalist and was recently awarded the national Peter F. Drucker Award for Excellence in Non-Profit Management.

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 also needs money to properly furnish its new drop-in centre.

Investment Risks: Over the past year, SLR has failed to meet client service goals in their Life Choices and SAFE Choices programs. The shortfall was attributed to changes in referral sources. This issue has since been addressed by management.



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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Tom Kasprzycki
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August 24th, 2010

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 30-bed residential program where youth receive shelter, counselling, referrals, and three daily meals. Monday through Sunday, YWS organizes 4 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. In 2009, average stays by youth increased to approximately 3 weeks.

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, the 20 youth are separated 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 to 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, and hygiene products.

Social Results:

In 2009, 75 youth successfully completed the transition to permanent housing. Through the Stay in School program, 44 high school students were given the opportunity to leave abusive homes and remain in school without having to live at a transitional shelter.

Financial Overview:

Administrative costs are 7% of total charity value with fundraising costs representing 25% of donations. YWS has funding reserves to cover only 15% of annual program costs.

Investment Highlights:

WS mobilized in-kind food and personal-item donations of roughly \$200/youth. A \$25 donation gives 1 youth a bed for 1 night, 3 meals, and 4 workshop hours.

YOUTH WITHOUT SHELTER

Year ending March 31st

Program Data	2009	2008	2007
Program costs	1,425,675	1,299,561	1,041,911
Program hours	39,665	41,774	n/a
Total volunteers	270	270	218
Volunteer hours	9,100	9,000	5,700
Volunteer turnover rate (%)	n/a	n/a	n/a
Clients served	788	1,024	1,000
Program hours / clients	50	41	n/a
Program costs / hour	36	31	n/a
Program costs / client	1,809	1,269	1,042

Charity Analysis	2009	2008	2007
Revenues (less interest income)	1,553,459	1,472,767	1,167,422
Value of volunteer time	136,500	135,000	85,500
<u>Donated goods and services</u>	<u>157,945</u>	<u>157,232</u>	<u>95,998</u>
Charity value	1,847,904	1,764,999	1,348,920
Community support (\$)	1,834,316	1,758,122	1,366,640
Community size (population)	2,516,069	2,511,799	2,507,537
Community ownership (local support \$ / pop.)	0.73	0.70	0.55
Scope of service (clients as % of pop.)	0.0%	0.0%	0.0%
Administrative costs (as % of charity value)	6.0%	5.7%	6.2%
Fundraising costs (as % of donations)	25.5%	25.9%	24.4%
Program cost coverage (%)	14.7%	16.4%	16.5%

Audited Financial Statements	2009	2008	2007
(All figures in \$)			
Donations	432,206	386,803	342,547
Fees for services	-	-	-
Government funding	1,066,851	1,068,709	814,345
Interest income	-	-	-
<u>Special events and other</u>	<u>54,402</u>	<u>17,255</u>	<u>10,530</u>
Total revenues	1,553,459	1,472,767	1,167,422
Program costs	1,425,675	1,299,561	1,041,911
Administrative costs	110,063	100,093	83,694
Fundraising costs	110,063	100,093	83,694
<u>Interest costs</u>	<u>-</u>	<u>-</u>	<u>-</u>
Operating cash flow	(92,342)	(26,979)	(41,876)
Capital expenditures	109,709	45,068	1,277,754
Funding reserves	209,030	213,296	172,374

History: YWS was created in 1986 by a group of local social workers and teachers who were concerned with the increase in youth who 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: In 2009, YWS split responsibilities for program design and oversight of daily operations into two separate posts. Management observed that in the past, the former was not receiving the attention it deserved. New board members have started new programming and fundraising initiatives over the past year.

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 2/3 of YWS' revenue is program-specific funding from the City of Toronto such as per diem fees. However, YWS is responsible for fundraising approximately \$400,000 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.



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 RR0001

Chris Murphy, CFA
cmurphy@charityintelligence.ca

James Schultz
jschultz@charityintelligence.ca

August 25th, 2010

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 food collector and distributor of emergency food in the city and its surrounding regions. Over the past year, close to \$20 million worth of food was distributed by the organization. The city may have experienced strong economic growth, but individuals sometimes require a hand up when faced with illness, job loss and other challenges. CFB diligently maintains a policy that all clients need to get referred to an appropriate social service agency within 3 visits. As a result, only 14% of clients require hampers for over 90 days. Each hamper is nutritionally balanced and provides approximately one week's worth of food. The organization receives tremendous local support from over 4,000 volunteers who gave over 90,000 hours to CFB last year.

Social Results:

The Emergency Food Hamper program delivered 49,054 hampers in F2009 which represents an increase of 4% from F2008. However, the total value of food distributed was almost \$28 million which was 8% higher than F2008. Going forward, the CFB is working on a program to track the success of referrals (after 3 visits) by collecting data with their partner agencies.

Financial Overview:

Administrative costs remained low at 2% of charity value in F2009 along with fundraising costs/donations at 5% reflecting effective/efficient fundraising. Program cost coverage jumped to 133% (up 20%) as cash donations increased in the fiscal year by 32%. As a result, the funding reserves for the CFB are up 35% year-over-year.

Investment Highlights:

CFB distributed 20% more food than the next highest food bank studied in our survey. The leverage factor ranks high on a relative basis at \$5.83 (Food distributed / \$ Donated) and the drop from \$7.16 in F08 was the result of successful fundraising and cash donations received. The program costs/value of food distributed remained relatively static at 12% – another strong relative figure and indicative of their efficiently-run distribution business. CFB maintains very strong community support with ownership at \$27.16 resulting from large increases in volunteer hours (+24%) to go along with the cash donation increases and food volume increases. The Calgary community clearly values the work of the CFB.

CALGARY FOOD BANK

Year ending August 31st

Program Data	2009	2008	2007
Program costs	3,445,796	3,086,182	3,103,047
Total volunteers	4,074	3,821	5,048
Total volunteer hours	93,201	75,765	79,800
Value of Food Distributed (\$2/lb)	27,897,840	25,891,676	27,858,846
Waste (%)	11%	10%	25%
Program costs / Value of food dist	12%	12%	11%
Food Purchases	677,246	549,236	595,509

Charity Analysis	2009	2008	2007
Revenues (less interest income)	5,064,979	3,881,306	3,931,117
Value of donated time	1,398,015	1,136,475	1,197,000
<u>Donated goods & services</u>	<u>27,220,594</u>	<u>25,342,440</u>	<u>27,263,337</u>
Charity value	33,683,588	30,360,221	32,391,454
Community support (\$)	33,406,970	30,092,861	32,035,274
Community size (population)	1,230,200	1,191,800	1,156,800
Community ownership (local support \$ / pop.)	\$27.16	\$25.25	\$27.69
Administrative costs (as % of charity value)	1.6%	1.5%	1.6%
Fundraising costs (as % of donations ¹)	5.1%	4.3%	4.5%
Program cost coverage (%)	133.3%	110.5%	98.9%
Food distributed / \$ Donated	\$5.83	\$7.16	\$7.79

Audited Financial Statements	2009	2008	2007
(All figures in \$)			
Donations	4,788,361	3,613,946	3,574,937
Fees for services	150,000	-	-
Government funding	72,843	145,365	147,117
Interest income	226,414	122,128	92,645
<u>Special events and other</u>	<u>203,775</u>	<u>121,995</u>	<u>209,063</u>
Total revenues	5,441,393	4,003,434	4,023,762
Program costs	3,445,796	3,086,182	3,103,047
Administrative costs	547,845	460,862	508,631
Fundraising costs	256,402	158,918	169,336
<u>Interest costs</u>	<u>-</u>	<u>-</u>	<u>-</u>
Operating cash flow	1,191,350	297,472	242,748
Capital expenditures	-	-	-
Funding reserves	4,594,675	3,410,837	3,070,100

¹Note: Fundraising ratio does not include the significant value of donated goods.

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 suffering financial strain due to the fallout in the Oil & Gas industry. Over the last 23 years, Calgary Food Bank has grown from a small charity in a church basement with four volunteers, to a million dollar organization in a 60,000 square foot building, with a volunteer base of 4,000 strong.

Management: The core leadership team at CFB has been intact for many years with the ED in place for over 9 years. It is a professionally-run organization that puts value in data collection to assess operational trends. In the next year, they will be setting up their next 5 to 10-year plan.

Community Need: CFB stated they are witnessing a 12% increase in demand so far in F2010 as Calgary's economic recovery has been slow.

Funding Need: CFB did not state a specific funding need. Rather it wants to stick to its mandate and deliver more food to more people in need in F2010.

Investment Risks: CFB is well funded relative to other food banks 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

Chris Murphy, CFA
cmurphy@charityintelligence.ca

James Schultz
jschultz@charityintelligence.ca

August 25th, 2010

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."

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, this has been the mission: 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 per cent 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. Community support, in terms of financial contributions, volunteering and food donations, is very strong.

Social Results:

EFB delivered \$14.1 million worth of food to partner agencies in F2009. Client use increased significantly in the spring/summer of F2009 and forced EFB to double food purchases to \$493K from a budgeted \$200K level.

Financial Overview:

Administrative costs remain low at 2.4% of charity value with fundraising costs at 12% of donations received. Program cost coverage remains very high – over 200% for 3 consecutive years, indicating that EFB has stayed well-funded through the financial crisis.

Investment Highlights:

Program costs/value of food distributed ranks well at 10%, indicating efficiency of operations, as does the food value for every dollar donated at \$6.00.

Strong community support at \$22.02 is the result of 35,900 volunteer hours logged (6% increase), donations of \$2.3 million (24% increase) and \$14 million in food collected / distributed.

EDMONTON'S FOOD BANK

Year ending December 31st

Program Data	2009	2008	2007
Program costs	1,393,191	1,068,570	940,813
Total volunteers	3,463	2,412	2,337
Total volunteer hours	35,900	34,000	31,917
Value of Food Distributed (\$2/lb)	14,109,585	15,851,506	12,958,686
Waste (%)	2	2	2
Program costs / Value of food dist	10%	7%	7%
Food Purchases	493,513	209,496	204,304

Charity Analysis	2009	2008	2007
Revenues (less interest income)	2,392,889	1,886,505	1,812,783
Value of donated time	538,500	510,000	478,755
<u>Donated goods & services</u>	<u>14,109,585</u>	<u>15,851,506</u>	<u>12,958,686</u>
Charity value	17,040,974	18,248,011	15,250,224
Community support (\$)	16,999,070	18,248,011	15,250,224
Community size (population)	771,872	757,783	743,951
Community ownership (local support \$ / pop.)	\$22.02	\$24.08	\$20.50
Administrative costs (as % of charity value)	2.4%	1.9%	2.0%
Fundraising costs (as % of donations ¹)	11.8%	12.7%	11.8%
Program cost coverage (%)	200.4%	222.6%	247.6%
Food distributed / \$ Donated	\$6.00	\$8.40	\$7.15

Audited Financial Statements	2009	2008	2007
(All figures in \$)			
Donations	2,350,985	1,886,505	1,812,783
Fees for services	-	-	-
Government funding	41,904	-	-
Interest income	114,058	125,596	116,525
<u>Special events and other</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total revenues	2,506,947	2,012,101	1,929,308
Program costs	1,393,191	1,068,570	940,813
Administrative costs	413,945	338,809	305,457
Fundraising costs	276,314	240,170	213,962
<u>Interest costs</u>	<u>-</u>	<u>-</u>	<u>-</u>
Operating cash flow	423,497	364,553	469,076
Capital expenditures	-	-	-
Funding reserves	2,791,785	2,378,685	2,329,882

¹Note: Fundraising ratio does not include the significant value of donated goods.

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

Management: The Executive Director received the Order of Canada for work with EFB, and is surrounded by a management team that is experienced in warehouse operations. The senior program coordinator has left after 20 years; the position may not be refilled.

Community Need: According to EFB, their partner agencies are seeing an increase of up to 70% in certain months in F2010.

Funding Need: Their program cost coverage is the highest in the survey at 200% suggesting EFB is well funded. In F2009, EFB had to replace a truck that was destroyed in a fire. In addition, two additional trucks have been added to their fleet during F2010.

Investment Risks: It is very efficient, yet highly funded relative to other food banks. The impact of the truck purchases on reserves is to be studied in F2010.



FEED NOVA SCOTIA

Sector: Food Banks (Distributor)

Location: 213 Bedford Highway
Halifax, NS B3M 2J9

Website: www.feednovascotia.ca

Charitable registration number: 11903 9337 RR0001

Chris Murphy, CFA
cmurphy@charityintelligence.ca

James Schultz
jschultz@charityintelligence.ca

August 25th, 2010

Mission Statement:

“FEED NOVA SCOTIA is a charitable organization that helps feed hungry people by collecting and distributing food to more than 150 member agency food banks and meal programs, while at the same time striving to eliminate chronic hunger and poverty through research, awareness and support programs.”

About FEED NOVA SCOTIA: FEED NOVA SCOTIA (FNS) sorts and distributes approximately two million kilograms of food each year that makes its way to the tables of Nova Scotians who are experiencing food insecurity. They utilize a “fair share” system based on the annual HungerCount survey, administered by Food Banks Canada, that ensures people in communities across the province have access to a balanced variety of nutritious food in times of need. Through collecting and analyzing data, FNS provides a comprehensive picture of hunger in Nova Scotia and gives context to the historic and evolving need for food support. This knowledge is used to inform businesses, government, affiliated organizations and individuals about the issues, and to be an active participant in planning processes that help shape the future for those who struggle with food insecurity. FNS also operates Helpline, a telephone support service that strengthens individuals, families, and communities through empathetic listening and by connecting people experiencing distress in their lives with the right resources and support.

Social Results:

In F2009, FNS's 8 trucks travelled 324,900 km and distributed 1.8 million kilograms of food to 150 member agencies across the province. Over 500 food and fundraising events were held in support of FNS, providing an indication of strong community support.

Financial Overview:

Administration costs were 6% of charity value and fundraising costs were 11% of donations. Program cost coverage stabilized in F2009 at 46% (down slightly from 49%) after reporting a concerning 2% in F2007. The coverage ratio in F2007 was the result of lower donations and a high bank credit line.

Investment Highlights:

FEED NOVA SCOTIA receives strong community support with an ownership figure of \$9.40 and over 40,000 volunteer hours donated in F2009. Very successful fundraising in F2009 generated over \$1 million in special event revenue, while keeping fundraising costs at 11%. Continued fundraising success is important to sustain the current program cost coverage ratio.

Program costs to food value was 21%, while the leverage factor was \$5.17 (one dollar donated generates \$5.17 in food value).

FEED NOVA SCOTIA

Year ending June 30th

Program Data	2009	2008	2007
Program costs	1,675,559	1,475,023	1,331,724
Total volunteers	-	-	-
Total volunteer hours	40,772	37,575	37,678
Value of Food Distributed (\$2/lb)	7,920,000	7,920,000	9,680,000
Waste (%)	-	-	-
Program costs / Value of food dist	21.2%	18.6%	13.8%
Food Purchases	138,340	101,407	105,069

Charity Analysis	2009	2008	2007
Revenues (less interest income)	2,842,273	3,094,465	2,285,638
Value of donated time	611,580	563,625	565,170
<u>Donated goods & services</u>	<u>7,920,000</u>	<u>7,920,000</u>	<u>9,680,000</u>
Charity value	11,373,853	11,578,090	12,530,808
Community support (\$)	10,344,501	9,948,287	11,493,679
Community size (population)	1,100,000	1,100,000	1,100,000
Community ownership (local support \$ / pop.)	\$9.40	\$9.04	\$10.45
Administrative costs (as % of charity value)	6.5%	5.5%	4.2%
Fundraising costs (as % of donations ¹)	11.3%	7.8%	12.9%
Program cost coverage (%)	46.1%	48.9%	1.9%
Food distributed / \$ Donated	5.17	6.44	7.98

Audited Financial Statements	2009	2008	2007
(All figures in \$)			
Donations	1,531,917	2,013,743	1,208,663
Fees for services	-	-	-
Government funding	281,004	235,760	255,596
Interest income	-	-	-
<u>Special events and other</u>	<u>1,029,352</u>	<u>844,962</u>	<u>821,379</u>
Total revenues	2,842,273	3,094,465	2,285,638
Program costs	1,675,559	1,475,023	1,331,724
Administrative costs	738,067	631,360	531,254
Fundraising costs	289,011	221,808	261,646
<u>Interest costs</u>	<u>20,630</u>	<u>16,554</u>	<u>14,474</u>
Operating cash flow	119,006	749,720	146,540
Capital expenditures	-	-	-
Funding reserves	772,319	721,833	25,780

¹Note: Fundraising ratio does not include the significant value of donated goods.

History: FEED NOVA SCOTIA first opened its doors in 1984 as the Metro Food Bank Society to provide emergency food relief within Halifax/ Dartmouth. It was an initiative of the faith and corporate communities. In 2002, at the request of its member agencies, the Metro Food Bank Society became the umbrella organization for food banks across Nova Scotia. In 2005, it officially rebranded as FEED NOVA SCOTIA to reflect its provincial mandate.

Management: The Executive Director, Dianne Swinemar, has been with the organization since 1985, first as a volunteer and then hired full time in 1991. She is also active with the National and Provincial Food Bank Programs.

Community Need: FNS indicated a 20% increase from their partner agencies in F2009. Currently in F2010, they are witnessing a 13-15% increase in demand. Community support for FEED NOVA SCOTIA has been high.

Funding Need: Program cost coverage suggests that operational funding is required. Management indicated that they are completing a capital campaign planning study to evaluate their facility (which they may be outgrowing) and aging fleet of 8 trucks. Future capital needs are a possibility.

Investment Risks: FNS has a different food valuation measure vs. the \$2 per pound that Ci subscribes to and utilizes in this analysis. The FNS measure inflates their leverage factor to \$14 in their annual reports.



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

Chris Murphy, CFA
cmurphy@charityintelligence.ca

James Schultz
jschultz@charityintelligence.ca

August 25th, 2010

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.”

About Fort York Food Bank:

Founded in 1998, the 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/day after occupancy costs, and the 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.

Social Results:

The FYFB delivered 16,580 food hampers (each containing three days of food) to downtown Toronto clients in F2009. The number of unique clients increased by 10% to 4,080 in F2009. The FYFB provided 135 external referrals to agency partners and 1,774 counselling sessions. In addition, the FYFB served over 38,333 meals in F2009 in their Community Kitchen, which represented a 22% increase over F2008 numbers.

Financial Overview:

Administrative costs to charity value remained consistently low at 0.3% with fundraising costs staying at 3%. Program costs increased by 10%, consistent with the 10% increase in clients served and was matched by the 10% increase in donations. As a result, the program cost coverage ratio remained relatively unchanged at 17%.

Investment Highlights:

Close to half of the FYFB clients (47%) access other services through referrals or counselling, which represents a 25% increase over F2008. This is consistent with the organization following its mission to help to get people on track. The food value/client of \$194 vs. the program costs/client of \$23 is an indication of cost-efficient and effective distribution of food value.

FORT YORK FOOD BANK

Year ending March 31st

Program Data	2009	2008	2007
Program costs	94,291	86,247	74,262
Total volunteers	761	612	545
Total volunteer hours	25,942	18,730	15,422
Volunteer turnover rate (%)	23	-	-
Clients served	4,080	3,713	2,871
Counselling	1,774	1,266	1,528
Referrals	135	107	85
% Clients Referred	47	37	56
Program costs / client	23	23	26
Value of Food Distributed (\$2/lb)	796,028	702,584	510,323
Waste (%)	5	5	5
Program costs / Value of food dist	11.8%	12.3%	14.6%
Food Value/ Client	194	189	178

Charity Analysis	2009	2008	2007
Revenues (less interest income)	101,963	110,476	82,560
Value of donated time	389,130	280,950	231,330
<u>Donated goods & services</u>	<u>830,331</u>	<u>732,255</u>	<u>556,236</u>
Charity value	1,321,424	1,123,681	870,126
Community support (\$)	1,321,424	1,123,681	870,126
Community size (population)	114,294	112,635	111,001
Community ownership (local support \$ / pop.)	\$11.56	\$9.95	\$7.83
Scope of service (clients as % of pop.)	3.6%	3.3%	2.6%
Administrative costs (as % of charity value)	0.3%	0.4%	0.5%
Fundraising costs (as % of donations ¹)	3.5%	3.6%	3.3%
Program cost coverage (%)	16.8%	17.8%	33.6%

Audited Financial Statements	2009	2008	2007
(All figures in \$)			
Donations	99,261	89,376	73,917
Fees for services	-	-	-
Government funding	2,702	21,100	8,643
Interest income	-	-	-
<u>Special events and other</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total revenues	101,963	110,476	82,560
Program costs	94,291	86,247	74,262
Administrative costs	4,091	4,158	4,359
Fundraising costs	3,469	3,197	2,465
<u>Interest costs</u>	<u>-</u>	<u>-</u>	<u>-</u>
Operating cash flow	112	16,874	1,474
Capital expenditures	-	-	-
Funding reserves	15,822	15,365	24,972

¹Note: Fundraising ratio does not include the significant value of donated goods.

The information in this report was prepared by Charity Intelligence Canada and its independent analysts. Factual material information is obtained from the charitable agency and reliable sources. Information may be available to Charity Intelligence Canada or its analysts that is not reflected in this report. Charity Intelligence Canada and its analysts have made endeavours to ensure that the data in this report is accurate and complete, but accept no liability.

History: The FYFB 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 focussed on providing emergency supplies, but has evolved to accommodate the changing needs of its clients. It now provides an integrated set of services including counselling and advocacy, a community drop-in centre, and community vitality programs.

Management: The FYFB is governed by a dedicated voluntary Board of Directors (12) including a President and Vice-Chair that have been involved since its inception. One paid staff member works with the BOD to drive the day-to-day operations and coordinate the efforts of the volunteers to deliver programs.

Community Need: The FYFB covers a significant portion of downtown Toronto and that area has expanded over the past 10 years as other agencies have closed. There is a wide diversity in their ethnic population and FYFB has recognized this by adding multilingual volunteers.

Investment Risks: Funding reserves at the end of F2009 were only sufficient to cover 17% of annual program costs. FYFB faces continued pressure to fundraise to maintain their growth.

Potential Conflict: Ci's analyst of food banks, Chris Murphy, is a board member of Fort York Food Bank. The recommendation of Fort York Food Bank has been independently reviewed.



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

Chris Murphy, CFA
cmurphy@charityintelligence.ca

James Schultz
jschultz@charityintelligence.ca

August 25th, 2010

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 of 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."

Social Results:

In 2009, ICHS fed 8,111 individuals in Sudbury, which represents a 39% increase from F2008. This is on the back of a 33% increase over previous year (F2007). The CVRD Inco (mining) strike and inability of other social services to respond has seen the ICHS demand hit critical levels.

Financial Overview:

Administrative costs remained extremely low at 3%, while fundraising costs stayed low as well, representing 5% of donations. The program cost coverage ratio is at 90% 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 second 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 21% to \$11. Bottom line, they have been able to maintain their food quality and lower their program costs in the face of two back to back 30% increases in client demand.

INNER CITY HOME OF SUDBURY

Year ending December 31st

Program Data	2009	2008	2007
Program costs	102,893	92,454	94,635
Total volunteers	123	120	115
Total volunteer hours	9,285	10,049	10,515
Volunteer turnover rate (%)	11%	-	-
Clients served	8,970	6,457	4,839
Counselling / Referrals	581	441	345
% Clients Referred	6%	7%	7%
Program costs / client	11	14	20
Value of Food Distributed (\$2/lb)	184,310	138,486	159,586
Waste (%)	-	-	-
Program costs / Value of food dist	55.8%	66.8%	59.3%
Food value / Client	21	21	33
Charity Analysis	2009	2008	2007
Revenues (less interest income)	156,000	126,953	122,169
Value of donated time	139,275	150,735	157,725
<u>Donated goods & services</u>	<u>184,310</u>	<u>138,486</u>	<u>160,000</u>
Charity value	479,585	416,174	439,894
Community support (\$)	457,000	386,023	407,804
Community size (population)	159,461	158,925	158,390
Community ownership (local support \$ / pop.)	\$2.87	\$2.43	\$2.57
Scope of service (clients as % of pop.)	5.6%	4.1%	3.1%
Administrative costs (as % of charity value)	2.8%	3.1%	2.9%
Fundraising costs (as % of donations ¹)	5.3%	4.8%	5.2%
Program cost coverage (%)	90.5%	69.0%	51.8%
Audited Financial Statements	2009	2008	2007
(All figures in \$)			
Donations	133,415	96,802	90,493
Fees for services	-	-	-
Government funding	-	11,390	5,930
Interest income	-	-	-
<u>Special events and other</u>	<u>22,585</u>	<u>30,151</u>	<u>31,676</u>
Total revenues	156,000	126,953	122,169
Program costs	102,893	92,454	94,635
Administrative costs	13,214	13,035	12,910
Fundraising costs	8,245	6,059	6,394
<u>Interest costs</u>	<u>760</u>	<u>671</u>	<u>1,037</u>
Operating cash flow	30,888	14,734	7,193
Capital expenditures	-	-	-
Funding reserves	93,070	63,753	49,019

¹Note: Fundraising ratio does not include the significant value of donated goods.

History: Sudbury's desperate used to knock on the rectory door of Father Don McMillan for a sandwich and for 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 gracious century home in the downtown area.

Management: The management team at ICHS has been working together for 10 years, with the Executive Director and President working together since 1988. Along with the Program Director, they are responsible for guiding the 123 volunteers in operating the ICHS.

Community Need: The ED has never seen their shelves as empty. They have also witnessed donations slow down after a strong Christmas 2009 fundraising season.

Funding Need: ICHS funding reserves cover 90% of annual program costs. This, coupled with an observed increased community need and lower donations so far in 2010, suggests that ICHS requires additional support for the coming year.

Investment Risks: Demand continues to escalate and the community is unable to respond with cash or in-kind donations.



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

Chris Murphy, CFA
cmurphy@charityintelligence.ca

James Schultz
jschultz@charityintelligence.ca

August 25th, 2010

Mission Statement:

“We positively impact 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) sources, manages, and distributes food to over 30 community agencies, including seven local food banks, using two trucks. TMFB estimates that it supports 12,000 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 distributed 2.1 million pounds of food to 30 social service agencies in F2009, a decrease of 13% over F2008. It recently completed its most successful food drive campaign by collecting over 120,000 pounds of food. TMFB has not had to purchase food.

Financial Overview:

Administrative costs have remained low at 2% of charity value since 2007 and fundraising costs have remained similarly low, currently at 6%. Program cost coverage is 73%.

Investment Highlights:

For every dollar donated, \$8.41 of food was distributed by TMFB to its partner agencies. This was the highest leverage factor of the food banks evaluated and indicative of TMFB's ability to move significant volumes with smaller donation dollars.

In addition, its program costs/value of food distributed was the lowest in our study at 9%, suggesting an efficient use of capital.

These two elements are weighed against a 13% decrease in food distributed.

THE MISSISSAUGA FOOD BANK

Year ending May 31st

Program Data	2009	2008	2007
Program costs	365,762	352,759	340,759
Total volunteers	4,500	4,188	4,419
Total volunteer hours	20,779	21,825	24,625
Value of Food Distributed (\$2/lb)	4,104,836	4,748,760	n/a
Waste (%)	2	2	2
Program costs / Value of food dist	9%	7%	n/a
Food Purchases	0	0	0

Charity Analysis	2009	2008	2007
Revenues (less interest income)	625,666	582,228	487,564
Value of donated time	311,685	327,375	369,375
<u>Donated goods & services</u>	<u>4,662,608</u>	<u>5,348,376</u>	<u>n/a</u>
Charity value	5,599,959	6,257,979	n/a
Community support (\$)	5,252,543	5,872,723	n/a
Community size (population)	704,318	692,187	n/a
Community ownership (local support \$ / pop.)	\$7.46	\$8.48	n/a
Administrative costs (as % of charity value)	2.2%	1.6%	n/a
Fundraising costs (as % of donations ¹)	6.0%	5.0%	7.0%
Program cost coverage (%)	73.4%	85.3%	17.5%
Food distributed / \$ Donated	\$8.41	\$11.42	n/a

Audited Financial Statements	2009	2008	2007
(All figures in \$)			
Donations	488,056	415,704	389,585
Fees for services	-	-	-
Government funding	37,990	36,937	43,188
Interest income	1,155	1,117	7
<u>Special events and other</u>	<u>99,620</u>	<u>129,587</u>	<u>54,791</u>
Total revenues	626,821	583,345	487,571
Program costs	365,762	352,759	340,759
Administrative costs	122,754	99,256	92,099
Fundraising costs	35,272	27,022	31,108
<u>Interest costs</u>	<u>2,144</u>	<u>1,861</u>	<u>2,387</u>
Operating cash flow	100,889	102,447	21,218
Capital expenditures	-	-	-
Funding reserves	268,611	300,739	59,503

¹Note: Fundraising ratio does not include the significant value of donated goods.

History: The Mississauga Food Bank (formerly Foodpath) was founded by Streetsville United Church Solel Congregation, Unitarian Congregation of Mississauga, and the Baha'i Community of Mississauga, Ontario. 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 140,000 client visits each year.

Management: The Executive Director has been in place for 2 years after being with the organization for the past 6 years. He is joined by a Director of Operations who has been with the organization for 20 years, and a new Director of Fund Development.

Funding Need: Funding reserves account for 73% of current year program costs. They have indicated a need for a new van in F2010 and later a new truck. This may help get the food volume distributed back to F2008 levels.

Investment Risks: Food value/client and food volume are both down in F2009 despite suggestions of worsening economic conditions. It is possible that logistics and distribution need to be improved. A new vehicle may help.



Ottawa Food Bank

OTTAWA FOOD BANK

Sector: Food Banks (Distributor)

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

Website: www.theottawafoodbank.ca

Charitable registration number: 10808 2363 RR0001

Chris Murphy, CFA
cmurphy@charityintelligence.ca

James Schultz
jschultz@charityintelligence.ca

August 25th, 2010

Mission Statement:

“To collect and distribute food to member agencies serving people in need in the Ottawa area.”

About Ottawa Food Bank:

The Ottawa Food Bank (OFB) supports more than 140 food programs throughout the National Capital Region including 28 programs as part of a joint venture in Quebec that will remain in place until 2011. A 13,000 sq. ft. warehouse distributes perishable and non-perishable food to members using 8 trucks (including 4 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. Close to 40% of the partner agencies are emergency hamper programs, 27% are related to children and youth, and 15% are soup kitchens.

Social Results:

The OFB distributes more than 14 tons of food each and every working day, providing 43,000 people with emergency food assistance each month including 35% of whom are children. Currently 8 programs, mostly school related, are on the OFB waitlist and are being reviewed by the agency relations committee.

Financial Overview:

Administrative costs are 3% of total charity value with fundraising costs representing 11% of donations. Program cost coverage has been historically low at 34% in F2009 highlighting a funding need. This included food purchases of \$1.2 million; according to the ED, these purchases are necessary as the Ottawa region does not have a strong food manufacturing industry, compared to the Greater Toronto Area. Ottawa also receives roughly 10% of its revenue from the Municipality. Program costs / value of food distributed is 15%.

Investment Highlights:

For every dollar donated, \$4.82 of food is distributed by OFB, down 16% from F2008 as donations increased by approximately 30% year over year.

A successful fundraising campaign marking the 25th year of the food bank leveraged famous Ottawa citizens and generated an additional \$200K that was put towards a new truck in F2010. Also, food purchases increased by approximately 20%.

There has been considerable expansion into school breakfast and afterschool programs through the KickStart program.

OTTAWA FOOD BANK

Year ending September 30th

Program Data	2009	2008	2007
Program costs	2,253,112	2,007,019	1,887,593
Total volunteers	2,400	2,000	2,100
Total volunteer hours	20,685	20,522	17,166
Value of Food Distributed (\$2/lb)	15,385,194	14,892,876	13,660,000
Waste (%)	4	4	4
Program costs / Value of food dist	15%	13%	14%
Food value / Client	\$1,233,962	\$1,069,346	\$991,441

Charity Analysis	2009	2008	2007
Revenues (less interest income)	3,498,503	2,790,608	2,671,260
Value of donated time	310,275	307,830	257,490
<u>Donated goods & services</u>	<u>12,308,155</u>	<u>11,914,301</u>	<u>10,928,000</u>
Charity value	16,116,933	15,012,739	13,856,750
Community support (\$)	3,192,338	2,490,043	2,384,396
Community size (population)	1,220,700	1,201,300	1,183,000
Community ownership (local support \$ / pop.)	\$2.62	\$2.07	\$2.02
Administrative costs (as % of charity value)	2.8%	3.0%	3.0%
Fundraising costs (as % of donations ¹)	11.3%	13.0%	11.1%
Program cost coverage (%)	34.3%	10.8%	17.7%
Food distributed / \$ Donated	4.82	5.98	5.73

Audited Financial Statements	2009	2008	2007
(All figures in \$)			
Donations	3,192,338	2,490,043	2,384,396
Fees for services	-	-	-
Government funding	306,165	300,565	286,864
Interest income	9,447	15,065	14,750
<u>Special events and other</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total revenues	3,507,950	2,805,673	2,686,010
Program costs	2,253,112	2,007,019	1,887,593
Administrative costs	448,136	452,608	411,725
Fundraising costs	361,347	323,401	264,736
<u>Interest costs</u>	<u>22,740</u>	<u>18,756</u>	<u>7,183</u>
Operating cash flow	422,616	3,889	114,773
Capital expenditures	-	-	-
Funding reserves	773,727	217,023	333,750

¹Note: Fundraising ratio does not include the significant value of donated goods.

History: Ottawa Food Bank was founded in 1984 (the country's 3rd 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 the OFB. Management and BOD have strong support from the community as evidenced by their very successful fundraising campaign. They also regularly solicit and implement feedback from agency partners.

Community Need: The Ottawa Food Bank supports 140 food programs throughout the National Capital Region. The clients it supports include the working poor (19%), those on disability (25%), and clients supporting children (35%). Food distribution in F2009 was 3.3% greater than in F2008.

Funding Need: OFB purchased a truck in F2010 with a portion of reserves seen in F2009 value. OFB keeps approximately 2.5 months of cash reserves to fund programs and potential food shortages. Program cost coverage suggests a funding need.

Investment Risks: Program cost coverage remains very low when factoring in the vehicle purchase in F2010; they need to continue successful fundraising.



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

Chris Murphy, CFA
cmurphy@charityintelligence.ca

James Schultz
jschultz@charityintelligence.ca

August 25th, 2010

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 would previously 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 250 different meal programs and food banks across Toronto. Using 7 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 4 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 the food preparation facilities.

Social Results:

SH delivered 5.8 million pounds of food to 208 social service agencies in F2009, a decrease of 3.5% over F2008. This translated into 15,000 meals being delivered on a daily basis to people in need. The Feeding our Future program supplies 30,000 meals to summer camps for inner-city kids. SH saves member agencies on average \$55,000 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.

Financial Overview:

Administrative costs have remained low at 2-4% of charity value since 2006. Fundraising costs are high at 32% of donations. Program costs/value of food distributed remains consistently in 9-10% range and program cost coverage dropped to 49%. SH receives no government funding.

Investment Highlights:

For every dollar donated, \$8.00 of fresh food was delivered by SH to its 208 partner agencies. Although down 11% from F2008, this still represents one of the highest leverage factors in food banks studied. Effective strategic decisions have also kept food waste low at 5.4%, impressive given the perishable nature of the product.

SECOND HARVEST

Year ending August 31st

Program Data	2009	2008	2007
Program costs	1,182,448	1,133,959	1,011,210
Total volunteers	1,373	1,230	1,400
Total volunteer hours	14,173	14,823	18,394
Value of Food Distributed (\$2/lb)	11,510,000	11,940,000	10,929,000
Waste (%)	5.4%	5.0%	5.0%
Program costs / Value of food dist	10%	9%	9%
Food value / Client	\$0	\$0	\$0

Charity Analysis	2009	2008	2007
Revenues (less interest income)	2,499,229	2,364,261	2,158,368
Value of donated time	212,595	222,345	275,910
<u>Donated goods & services</u>	<u>11,510,000</u>	<u>11,940,000</u>	<u>10,929,000</u>
Charity value	14,221,824	14,526,606	13,363,278
Community support (\$)	14,221,824	14,526,606	13,363,278
Community size (population)	2,516,445	2,512,049	2,507,661
Community ownership (local support \$ / pop.)	\$5.65	\$5.78	\$5.33
Administrative costs (as % of charity value)	3.5%	3.2%	2.5%
Fundraising costs (as % of donations ¹)	32.3%	30.7%	30.0%
Program cost coverage (%)	49.3%	63.9%	97.8%
Food distributed / \$ Donated	\$8.00	\$9.13	\$9.21

Audited Financial Statements	2009	2008	2007
(All figures in \$)			
Donations	1,440,701	1,307,232	1,186,291
Fees for services	-	-	-
Government funding	-	-	-
Interest income	13,217	23,514	20,115
<u>Special events and other</u>	<u>1,033,528</u>	<u>1,057,029</u>	<u>972,077</u>
Total revenues	2,487,446	2,387,775	2,178,483
Program costs	1,182,448	1,133,959	1,011,210
Administrative costs	493,126	469,085	335,550
Fundraising costs	800,176	725,880	648,278
<u>Interest costs</u>	<u>-</u>	<u>-</u>	<u>-</u>
Operating cash flow	11,696	58,851	183,445
Capital expenditures	-	-	-
Funding reserves	582,890	724,104	989,202

¹Note: Fundraising ratio does not include the significant value of donated goods.

History: Almost 25 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 people 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: The new team completed the final year of their 3-year strategic plan. The goals were to expand services, develop best practices and develop and strengthen partnerships with hunger relief agencies in Toronto. Their new 5-year “stretch goal” aims to increase the number of meals delivered to 20,000/day.

Community Need: SH partners with 208 agencies in Toronto, who have indicated a 20% to 30% increase in demand for their services in the past year.

Funding Need: SH is considering adding a hybrid truck to its fleet – same lifespan as a regular truck but more attractive to donors and larger capacity for food. Cost is \$50,000 more. In addition, program cost coverage indicates a need for funding to maintain current distribution levels.

Investment Risks: Is the hybrid truck a good use of resources? Food distributed stayed relatively flat from F2008, though agency demand is said to have increased by 20% to 30%.



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

Bri Trypuc
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Danielle Ferrone
dferrone@charityintelligence.ca

July 9th, 2010

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:

Since 1913, Evangel Hall Mission (ehm) has helped homeless, isolated, and marginalized men, women, and children in Toronto and the GTA. Evangel Hall has evolved into a multi-tiered agency, delivering programs that deal with poverty and homelessness. It provides a sense of community, independence, dignity, and hope, without focus on “fixing people” or defining them by their stigmas. Clients are mostly on welfare, transient, and living in isolation with mental and physical afflictions, battling long-term homelessness. 40% of drop-in attendees have attended for over 9 years and do not have a fixed address. Evangel Hall provides people who are homeless with access to a safe haven from the streets in a supportive community environment, offering a continuum of care, from emergency food, clothing, and shelter to transitional and long-term housing, health and dental services, guidance, support, and fellowship.

Social Results:

In F2009, ehm’s housing outreach worker helped house 264 people, with 80% of them becoming successful in maintaining their housing, and exiting homelessness. ehm housed 120 residents in onsite, affordable housing, preventing them from becoming homeless. Roughly 150 individuals used ehm’s drop-in daily, with ehm serving 90,000 meals in F2009, compared to 60,000 in 2008. In the dental clinic, ehm hygienists, dentists, and a denturist served 450 clients, providing \$250,000 of free dental care and \$5,000 in free dentures.

Financial Overview:

Administrative costs are 11% of total charity value with fundraising costs representing 14% of donations. Evangel Hall has negative cost coverage due to its mortgages and loans, indicating an extreme funding need in order to keep services in operation.

Investment Highlights:

Program costs remain static despite a 20% increase in ehm clients served. ehm has an efficient cost per client served of \$947/year. Waitlists for social housing in Toronto are 2-3 years. Evangel Hall can find for its clients appropriate, affordable housing in 2-3 weeks for \$125-150 a room/month.

EVANGEL HALL MISSION

Year ending March 31st

Program Data	2009	2008	2007
Program costs	1,463,736	1,343,701	1,369,450
Program hours	221,050	176,916	128,947
Total volunteers	1,500	1,500	600
Volunteer hours	26,038	23,140	12,500
Volunteer turnover rate (%)	15%	n/a	0
Clients served	1,545	1,200	1,000
Program hours / clients	143	147	129
Program costs / hour	\$6.62	\$7.60	\$10.62
Program costs / client	\$947	\$1,120	\$1,369

Charity Analysis	2009	2008	2007
Revenues (less interest income)	2,112,497	1,937,498	2,713,317
Value of donated time	390,570	347,100	187,500
<u>Donated goods & services</u>	-	250,000	150,000
Charity value	2,503,067	2,534,598	3,050,817
Community support (\$)	2,453,961	1,872,319	2,598,551
Community size (population)	2,516,069	2,511,799	2,507,537
Community ownership (local support \$ / pop.)	\$0.98	\$0.75	\$1.04
Scope of service (clients as % of pop.)	0.06%	0.05%	0.04%
Administrative costs (as % of charity value)	10.6%	13.6%	12.3%
Fundraising costs (as % of donations)	14.1%	15.0%	10.3%
Program cost coverage (%)	-287%	-322%	-247%

Audited Financial Statements	2009	2008	2007
(All figures in \$)			
Donations	1,566,125	1,404,674	2,077,525
Fees for services	189,890	192,853	209,454
Government funding	161,518	159,375	296,662
Interest income	49,106	65,179	26,425
<u>Special events and other</u>	145,858	115,417	103,251
Total revenues	2,112,497	1,937,498	2,713,317
Program costs	1,463,736	1,343,701	1,369,450
Administrative costs	265,070	299,447	384,399
Fundraising costs	220,546	210,555	214,675
<u>Interest costs</u>	294,271	278,333	233,108
Operating cash flow	(131,126)	(194,538)	511,685
Capital expenditures	23,890	219,291	183,047
Funding reserves	(4,201,141)	(4,324,669)	(3,387,855)

History: Founded by a minister who wanted a place where support could be offered to the needy, Evangel Hall 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. While services have expanded, ehm has always 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 driving results for Evangel Hall have a combined 100 years of experience working in the sector.

Community Need: Evangel Hall has seen an increase in demand due to unemployment, with 25% of drop-in clients new to ehm. The 84 units of supportive housing maintained a 98% occupancy rate. Affordable, available housing options will continue to be a long-term need for ehm clients.

Funding Need: The Drop-in centre and Clinic require general operating expenses totalling \$385,000.

Investment Risks: Evangel Hall achieved cost savings of \$100,000 by replacing two full-time positions with one part-time employee, with the ED filling in for the remaining responsibilities and increased workload. There is succession risk as key management staff are all over the age of 50 with 20+ years in the sector and no formalized succession plan is in place.

Providing Solutions That Recover Lives



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

Bri Trypuc

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Danielle Ferrone

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July 9th, 2010

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 Alcoholics Anonymous' 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. In F2009, the average age of the men served in the program was 35-45 years old, they were homeless, had concurrent mental health disorders, 90% suffered from multiple addictions (alcohol, cocaine) and 70% had “lost” families. FS's residence houses 28 men in treatment for up to 18 months, and 2 transitory post-recovery homes house 10 men for as long as needed. Residential waitlist clients attend a pre-treatment component of the FS recovery continuum where FS counsellors prepare clients for recovery. FS holds weekly meetings for over 150 alumni, offering continued support and celebrating sobriety.

Social Results:

36 men are celebrating their first year of living clean and sober having completed FS's program in 2008 – a success rate of 41%, an increase from 35% in the year prior, where industry averages are 5-10%. In F2009, 103 or 78% of men completed the residential program and 14 (54%) completed the day program.

Financial Overview:

In F2009, it cost FS \$20,613 to achieve one successful client. FS's administrative costs are 3% of its charity value and fundraising costs are 3% of donations. Funding reserves cover only 6% of its annual program costs. FS continues to be in a capital campaign.

Investment Highlights:

FS's management continually monitors and builds its team, adding 20% of former clients as volunteers every year. They provide valuable peer support to clients undergoing treatment. Facility expansion will add an additional 50 beds to its capacity, serving approximately 100 additional men each year, and addressing a history of capacity limitation issues at FS. FS management is highly collaborative with community agencies and is a leading partner in Calgary's 10-year plan to end homelessness initiative.

FRESH START RECOVERY CENTRE

Year ending December 31st

Program Data	2009	2008	2007
Program costs	720,670	742,066	648,639
Program hours	375,596	202,664 ^R	8,760
Total volunteers	369	173	192
Total volunteer hours	14,422	9,342	10,285
Volunteer turnover rate (%)	50%	n/a	20
Clients served	159	104	117
Program hours / clients	2,362	1,949	75
Program costs / hour	\$1.92	\$3.66	\$74.05
Program costs / client	\$4,533	\$7,135	\$5,544
Program costs / successful client	n/a	\$20,613	\$18,533

Charity Analysis	2009	2008	2007
Revenues (less interest income)	2,357,824	927,231	2,646,059
Value of donated time	216,330	140,130	154,275
<u>Donated goods & services</u>	<u>n/a</u>	<u>n/a</u>	<u>161,000</u>
Charity value	2,574,154	1,067,361	2,961,334
Community support (\$)	1,324,818	889,688	2,146,059
Community size (population)	1,162,299	1,133,950	1,106,293
Community ownership (local support \$ / pop.)	\$1.14	\$0.78	\$1.94
Scope of service (clients as % of pop.)	0.01%	0.01%	0.01%
Administrative costs (as % of charity value)	2.8%	6.3%	1.8%
Fundraising costs (as % of donations)	2.8%	14.3%	0.9%
Program cost coverage (%)	6.4%	20.6%	18.3%

Audited Financial Statements	2009	2008	2007
(All figures in \$)			
Donations	822,877	327,293	1,685,919
Fees for services	501,941	562,935	460,140
Government funding	1,033,006	37,543	500,000
Interest income	-	-	-
<u>Special events and other</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total revenues	2,357,824	927,771	2,646,059
Program costs	720,670	742,066	648,639
Administrative costs	71,386	66,732	52,279
Fundraising costs	23,429	46,852	15,526
<u>Interest costs</u>	<u>-</u>	<u>887</u>	<u>3,175</u>
Operating cash flow	1,542,339	71,234	1,926,440
Capital expenditures	1,663,201	51,335	1,798,331
Funding reserves	46,081	152,516	118,932

Note: Program hours restated in 2008 to reflect hours received by clients as opposed to hours delivered by Fresh Start.

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

Management: Management brings multiple years of professional and personal experience in addiction recovery. Staff have over 150 years of active recovery experience.

Community Need: In F2009, FS's facilities were at 100% capacity averaging 60 men on waitlists for residential service for an average of 90 days.

Funding Need: In the Fall of 2008, FS acquired land on which to build its new 38,000 sq. ft., 50-bed residential facility, doubling its treatment capacity. FS needs to double the number of staff and fund an additional family program, in addition to hiring a dedicated counsellor in order to offer mandatory pre-treatment in the new facility. In F2009, the physical foundation of the building was completed. To date, FS has raised \$9.8 million, requiring an additional \$3 million to meet its goal.

Investment Risks: With increased growth and expansion over the next year with the new facility, FS must focus on financial and human resources to have the capacity to match its growth. Management and staff have met increased demand with little additional resources, extending themselves further to the campaign build, community relations and associations. There is potential for staff burnout.



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

Bri Trypuc
btrypuc@charityintelligence.ca

Danielle Ferrone
dferrone@charityintelligence.ca

June 23rd, 2010

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. The Inn From the Cold Society (IFTCS) consists of 66 “Inns” with 6,867 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 program. It offers outreach and advocacy, as well as a newly implemented on-site multi-agency, multi-program service, securing proper, permanent housing for families as soon as possible to break the cycle of homelessness. In July 2008, IFTCS purchased Centre 110 from the Calgary Drop-in and Rehab Centre, creating Calgary’s first emergency family shelter.

Social Results:

With the assistance of IFTCS, in F2009, families stayed an average of 24 days before transitioning out of emergency shelter into stable housing. This is a significant improvement from F2008 of 90 days, attributable to new strategies of intensive case management and housing partnerships with private landlords. 103 unique IFTCS families transitioned out of homelessness and found appropriate, sustainable housing in the community. 100% of families in caseload work met their personal goals.

Financial Overview:

Administrative costs are 11% of total charity value with fundraising costs representing 13% of donations. In 2008, IFTCS took out a \$2.5 million mortgage resulting in a negative funding reserve in 2009.

Investment Highlights:

IFTCS served 260 unique families through caseload work and served 11,395 guests, of which 7,984 were children, a 46% increase from F2009. 3,654 of these children were under the age of 4. IFTCS engaged in a pilot Diversion Project with ASPEN and the Calgary Homeless Foundation through the 10-year Plan to End Homelessness.

INN FROM THE COLD SOCIETY

Year ending December 31st

Program Data	2009	2008	2007
Program costs	1,575,591	900,802	635,228
Program hours	97,050	67,930	-
Total volunteers	6,867	4,000	3,975
Total volunteer hours	74,340	59,310	10,179
Volunteer turnover rate (%)	n/a	n/a	n/a
Clients served	11,395	1,012	688
Program hours / clients	9	67	-
Program costs / hour	\$16	\$13	-
Program costs / client	\$138	\$890	\$923

Charity Analysis	2009	2008	2007
Revenues (less interest income)	2,803,449	4,152,310	1,566,620
Value of donated time	1,115,100	889,650	152,685
<u>Donated goods & services</u>	<u>91,751</u>	<u>11,006</u>	<u>12,692</u>
Charity value	4,010,300	5,052,966	1,731,997
Community support (\$)	4,010,300	5,052,966	1,731,997
Community size (population)	1,162,299	1,133,950	1,106,293
Community ownership (local support \$ / pop.)	\$3.45	\$4.46	\$1.57
Scope of service (clients as % of pop.)	1.0%	0.1%	0.1%
Administrative costs (as % of charity value)	11.1%	8.5%	11.5%
Fundraising costs (as % of donations)	14.6%	3.5%	2.1%
Program cost coverage (%)	-53.4%	-167.0%	289.2%

Audited Financial Statements	2009	2008	2007
(All figures in \$)			
Donations	1,955,543	3,920,271	1,426,848
Fees for services	15,000	-	-
Government funding	832,906	232,039	-
Interest income	84,751	12,982	45,167
<u>Special events and other</u>	<u>-</u>	<u>-</u>	<u>139,772</u>
Total revenues	2,888,200	4,165,292	1,611,787
Program costs	1,575,591	900,802	635,228
Administrative costs	446,258	428,860	198,543
Fundraising costs	285,608	135,629	32,493
<u>Interest costs</u>	<u>80,505</u>	<u>55,677</u>	<u>-</u>
Operating cash flow	500,238	2,644,324	745,523
Capital expenditures	85,719	6,180,020	40,612
Funding reserves	(841,066)	(1,504,645)	1,837,177

*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 the bitter cold winter of 1996-1997 a number of downtown churches in Calgary met together to respond to the problem 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: IFTCS has new additions to their team – a new Executive Director with experience in both the not-for-profit and for-profit sectors, as well as a new Director of Operations and Operations Manager.

Community Need: IFTCS has seen an increase of new Canadians needing services in Calgary. The demand for services is great enough to have a minimum of 60 beds available and at capacity.

Funding Need: They need \$150,000 to update their 100-year-old kitchen to keep it up to code to serve family meals. IFTCS needs a commercial ventilation system for its stove and oven. Also, their 100-year-old house is not easily accessible. Stairs must be taken from the ground up, proving troublesome for new mothers. An elevator or ramp would increase accessibility.

Investment Risks: With the 2008 building purchase IFTCS lacks a funding reserve due to a \$2.5 million mortgage.



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

Bri Trypuc
btrypuc@charityintelligence.ca

Danielle Ferrone
dferrone@charityintelligence.ca

July 26th, 2010

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 Center for Development accredited clubhouse in Richmond, BC which provides belonging and community to 350 active members with severe mental illness. In its membership roster, 75 people attend the Clubhouse daily. The average member is 30-40 years old, has schizophrenia or bipolar disorder, has minimal education and lives in isolation from family or friends. More than 30% of members are of Chinese origin, with a similar number of members with alcohol and drug addictions. Members typically require high-level supports, as they are unable to live or work on their own. PC’s programs provide optimal security and stability while providing 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 fine-dining restaurant, snack bar, and thrift shop. PC works with members to help them return to paid employment in the community, and offers supported education and independent housing.

Social Results:

In F2010, PC provided supportive housing to 140 members. Compared with other Clubhouses, PC has significantly more members housed (75%). 66 members worked in either supported or independent local employment. PC provides a diverse range of programs and social events, allowing members greater choices and opportunities to be part of a community and participate in society.

Financial Overview:

With members doing most administrative tasks, administrative costs are 9% of charity value. Fundraising costs as a percentage of donations decreased significantly to 16% in F2010. Funding reserves are -\$1.1 million, a reflection of mortgaged buildings.

Investment Highlights:

PC provides effective support and independent living for those with severe mental illness who face the largest barriers to community participation and jobs. Annual programs cost \$6,461/member which, relative to the \$32,000 cost per chronically homeless person, is a good social investment.

PATHWAYS CLUBHOUSE

Year ending March 31st

Program Data	2010	2009	2008
Program costs	2,261,481	2,177,759	2,171,620
Program hours	98,800	82,616	n/a
Total volunteers	14	15	15
Total volunteer hours	1,032	1,032	1,032
Volunteer turnover rate (%)	7%	7%	n/a
Clients served	350 ^R	170	n/a
Program hours / clients	282	486	n/a
Program costs / hour	\$23	\$26	n/a
Program costs / client	\$6,461	\$12,810	n/a

Charity Analysis	2010	2009	2008
Revenues (less interest income)	2,750,411	2,623,650	2,624,164
Value of donated time	15,480	15,480	15,480
<u>Donated goods & services</u>	-	-	-
Charity value	2,765,891	2,639,130	2,639,644
Community support (\$)	704,225	590,138	540,686
Community size (population)	182,961	180,817	178,673
Community ownership (local support \$ / pop.)	\$3.85	\$3.26	\$3.03
Scope of service (clients as % of pop.)	0.2%	0.1%	n/a
Administrative costs (as % of charity value)	9.1%	10.7%	2.0%
Fundraising costs (as % of donations)	16.2%	30.5%	39.6%
Program cost coverage (%)	-50%	-61%	-74%

Audited Financial Statements	2010	2009	2008
(All figures in \$)			
Donations	116,055	50,208	39,657
Fees for services	47,676	46,670	40,400
Government funding	2,088,666	2,070,992	2,112,958
Interest income	3,813	6,544	10,061
<u>Special events and other</u>	<u>5,124</u>	<u>6,182</u>	<u>11,783</u>
Total revenues	2,261,334	2,180,596	2,214,859
Program costs	2,261,481	2,177,759	2,171,620
Administrative costs	252,770	280,608	51,481
Fundraising costs	19,585	17,187	20,359
<u>Interest costs</u>	<u>68,288</u>	<u>53,047</u>	<u>92,340</u>
Operating cash flow	(340,790)	(348,005)	(120,941)
Capital expenditures	4,699	14,911	18,638
Funding reserves	(1,139,070)	(1,325,698)	(1,612,548)

Note: Clients served restated to reflect the number of active members who come to the clubhouse a minimum of once per month.

History: The organization was originally a Canadian Mental Health Association sheltered workshop. In 1987 it underwent a paradigm shift – changing 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. The clubhouse members work with the staff to run the clubhouse and programs.

Community Need: Waiting lists for PC's supported housing program are now reaching several months with approx. 50 members on the list. Rent in Richmond has increased, with disability and rent benefits remaining stable, so members are dipping into their food funds. 100 members require additional rental subsidies to avoid homelessness. It has become difficult to find employment opportunities for members due to various union work policies.

Funding Need: Although approval by members is required, management suggests a need of \$120k to help subsidize annual housing costs for 100 members at \$100/month. An additional \$41k is needed to continue the Wellness Program.

Investment Risks: PC is dependent on government funding for 92% of revenues. Government funding cuts significantly affect its programs and services. The Clubhouse lease expires in 1.5 years, but with condo developers interested in purchasing and re-developing the property, there is a need to secure permanent space.



PHS COMMUNITY SERVICES SOCIETY

Sector: Homeless – Shelters

Location: 20 West Hastings St.
Vancouver, BC V6B 1G6

Website: n/a

Charitable registration number: 89141 3791 RR0001

Bri Trypuc
btrypuc@charityintelligence.ca

Danielle Ferrone
dferrone@charityintelligence.ca

July 9th, 2010

Mission Statement:

"The PHS Community Services Society provides affordable, low-barrier supportive housing and services to marginalized people, many of whom suffer from mental illness, physical disabilities and addictions. These services include a supervised injection facility, detox and addiction recovery services, an art gallery, life skills training, low threshold employment and banking."

About PHS Community Services Society:

At PHS Community Services Society (PHS), the services fit the people rather than making the people fit the services. PHS provides permanent, semi-private long-term supportive housing in the Downtown East Side of Vancouver, to the "hard to house" – persons with concurrent disorders of mental health, chronic addictions, and criminal histories. Emphasis is placed on a community model of harm reduction and housing first, accepting residents as they are, and being flexible, responsive, and creative in working with them to remain housed and healthy. In F2009, PHS increased their capacity to 25 housing projects, housing 1,177 people, and 374 additional rooms are under development. PHS is a village community, with support workers onsite 24/7. The community offers a medical and dental clinic, a credit union, life skills, pre-vocational skills training, employment opportunities, sobriety and detox programs, a supervised injection site, counselling, home support services, and arts and recreational activities. PHS tenants and other service users have investment in the community they live in and are treated with dignity.

Social Results:

PHS keeps people who are homeless housed. PHS has a no-eviction policy with over 40% of residents staying for an average of 9 years; 60% stay 2-4 years. This contrasts drastically with the prior history of the residents, who typically registered 6 to 8 addresses or were homeless in the year prior to moving to PHS with little or no access to support. Through PHS's life skills program, 200 people found employment. PHS's supervised injection site (SIS) is open 18 hours a day with over 600 visits daily. 50% of these individuals ask for and get referred to services, primarily housing and detox. In F2009, 310 of 492 individuals who sought detox went on to further treatment.

Financial Overview:

PHS staff is dedicated to program delivery, with no administrative expenses reported and zero fundraising costs. Funding reserves are negative with over \$9 million in mortgages of multiple buildings.

Investment Highlights:

PHS is world-renowned in harm reduction and homelessness. It has rigorous staff training which is vital to meet the challenging needs of their clients. PHS has two social enterprise programs: Food Pedlars, where residents prepare and deliver food to over 600 people in homeless organizations, and a Sweets Store where women from the women-only Rainier Housing and Treatment Program train to make chocolates and run the business. The profits of each help fund PHS's program expenses.

PHS COMMUNITY SERVICES SOCIETY

Year ending March 31st

Program Data	2009	2008	2007
Program costs	11,737,859	9,265,538	8,404,068
Program hours	-	-	-
Total volunteers	8	8	8
Total volunteer hours	960	960	960
Volunteer turnover rate (%)	-	-	-
Clients served	10,000	7,000	6,000
Program hours / clients	-	-	-
Program costs / hour	-	-	-
Program costs / client	\$1,174	\$1,324	\$1,401

Charity Analysis	2009	2008	2007
Revenues (less interest income)	12,611,968	9,734,573	8,942,278
Value of donated time	14,400	14,400	14,400
<u>Donated goods & services</u>	-	5,000	-
Charity value	12,626,931	9,753,973	8,956,678
Community support (\$)	11,630,961	8,877,927	8,212,996
Community size (population)	2,197,906	2,170,684	2,143,462
Community ownership (local support \$ / pop.)	\$5.29	\$4.09	\$3.82
Scope of service (clients as % of pop.)	0.5%	0.3%	0.3%
Administrative costs (as % of charity value)	0.0%	0.0%	0.0%
Fundraising costs (as % of donations)	0.0%	0.0%	0.0%
Program cost coverage (%)	-72.3%	-52.9%	-62.6%

Audited Financial Statements	2009	2008	2007
(All figures in \$)			
Donations	141,615	148,044	244,340
Fees for services	1,598,076	1,358,097	1,241,291
Government funding	10,872,277	8,228,432	7,154,189
Interest income	567,533	452,788	466,351
<u>Special events and other</u>	-	-	302,458
Total revenues	13,179,501	10,187,361	9,408,629
Program costs	11,737,859	9,265,538	8,404,068
Administrative costs	252,770	280,608	51,481
Grants	208,282	202,800	192,770
Fundraising costs	19,585	17,187	20,359
<u>Interest costs</u>	68,288	53,047	92,340
Operating cash flow	(348,790)	(348,005)	(120,941)
Capital expenditures	4,699	14,911	18,638
Funding reserves	(1,139,070)	(1,325,698)	(1,612,548)

History: After returning from Portland, Oregon, anthropologist Jim Green brought the concept of supportive housing in single room occupancy hotels to Vancouver and opened the original Portland Hotel to house the homeless in the Downtown Eastside of Vancouver. The three founders, Liz, Kerstin, and Mark, worked in the building from the start and established the PHS in 1993. Unmet needs for housing people specifically with severe mental health and chronic addiction problems were soon identified.

Management: Key management has over 90 years of combined work experience in health care and homelessness. All three founders manage PHS as a team, with focus in their areas of expertise. PHS's succession plan is to introduce middle management to more responsibilities so they are capable of running PHS in the future.

Funding Need: PHS currently leases 3 buildings without funding assistance, which are fully occupied with 289 units, with support staff on site 24/7. PHS wants to purchase the buildings and use the rental income from the units for operations (staff, utilities, upkeep, etc). The asking price for the three buildings together is \$19.2 million.

Investment Risks: PHS does not have staff for fundraising and marketing. With the addition of more marketing exposure, PHS could improve their program cost coverage. Donations are a very small portion of total revenue. PHS staff are unionized, putting constraints on their ability to solicit volunteers.

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POTENTIAL PLACE

Sector: Homeless – Mental Health

Location: 1130 10 Avenue SW
Calgary, AB T28 0B6

Website: www.potentialplace.org

Charitable registration number: 89528 2358 RR0001

Bri Trypuc
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Danielle Ferrone
dferrone@charityintelligence.ca

July 14th, 2010

Mission Statement:

“To contribute to treatment for mental illness by creating a restorative environment within which individuals who have been socially and vocationally disabled by mental illness can attain or regain the self-esteem, confidence and skills necessary to lead vocationally productive and socially satisfying lives.”

About Potential Place:

Potential Place (PP) is the Calgary chapter of International Clubhouse, an organization developed for people with mental illness, such as schizophrenia, bipolar disorder, and chronic depression. Potential Place Clubhouse is a community centre for people to come together, be accepted, and belong, empowering them to cope with symptoms of their illness through participation in the workforce and community. PP has a strong focus on enabling members to realize their own potential and secure meaningful employment and independent living. PP provides 25 apartments of supported community housing, run by Clubhouse members. The Clubhouse is responsible for assessment and training, providing ongoing support services, job matching, work placement, and follow-up support.

Clubhouse members use their talents through a work-ordered day to run the programs. PP has partnered with two organizations on a pilot certification project, Moving Forward, which trains essential skills to Clubhouse members designated by psychiatrists as “unemployable”, so they can become employed. Through classroom and job training, members spend 3 months in instruction for warehouse, office, and food service work, earning a certificate of completion and job prospects.

Social Results:

In 2009, 477 members actively contributed to, and attended Clubhouse, an average daily attendance of 51 members. PP housed 27 members in independent living within its apartment units and 25 members gained employment experience through the transitional work program. The Moving Forward program worked with 10 members deemed unemployable. Intended outcomes were an 80% completion rate, with 50% of those employed; actual outcomes resulted in 100% completion and employment.

Financial Overview:

Administrative costs are 9% of total charity value with no fundraising costs. PP receives the bulk of its revenues from government funding, with rent payments accounting for 17% of revenues. Program cost coverage is -15% due to long-term debts.

Investment Highlights:

As 1 of 360 International Clubhouses owned and run by its members, PP must meet re-certification standards to remain in operation. PP provides an innovative community-oriented housing approach with industry-leading results. PP is highly cost effective at \$1,865 per client, compared with the \$32,000 annual cost per homeless person.

POTENTIAL PLACE

Year ending March 31st

Program Data	2010	2009	2008
Program costs	2,261,481	2,177,759	2,171,620
Program hours	-	82,616	n/a
Total volunteers	14	15	15
Total volunteer hours	n/a	n/a	n/a
Volunteer turnover rate (%)	n/a	n/a	n/a
Clients served	477	454	375
Program hours / clients	83.57	-	-
Program costs / hour	\$22.24	-	-
Program costs / client	\$1,865	\$2,045	\$2,209

Charity Analysis	2010	2009	2008
Revenues (less interest income)	1,084,558	1,065,350	1,106,754
Value of donated time	-	-	-
<u>Donated goods & services</u>	-	-	-
Charity value	1,084,558	1,062,350	1,106,530
Community support (\$)	788,310	759,890	986,038
Community size (population)	1,195,244	180,817	178,673
Community ownership (local support \$ / pop.)	\$0.66	\$0.65	\$0.87
Scope of service (clients as % of pop.)	-	-	-
Administrative costs (as % of charity value)	9.2%	8.2%	22.0%
Fundraising costs (as % of donations)	-	-	-
Program cost coverage (%)	-14.7%	-20.1%	-9.2%

Audited Financial Statements	2010	2009	2008
(All figures in \$)			
Donations	24,905	32,321	70,554
Fees for services	181,810	215,510	224,498
Government funding	868,133	808,679	805,067
Interest income	-	1,009	224
<u>Special events and other</u>	<u>9,710</u>	<u>4,831</u>	<u>6,411</u>
Total revenues	1,084,558	1,062,350	1,106,754
Program costs	889,743	928,442	828,347
Administrative costs	99,890	86,873	243,900
Fundraising costs	-	-	-
<u>Interest costs</u>	<u>9,070</u>	<u>14,428</u>	<u>21,486</u>
Operating cash flow	85,855	32,607	13,021
Capital expenditures	4,271	5,543	1,834
Funding reserves	(131,069)	(186,819)	(75,944)

History: Potential Place was started by parents and members who suffered a mental illness and did not want to “just sit around for the next 50 years doing arts and crafts.” Specifically, the Clubhouse sought to fill the gap for members seeking employment support and developing the soft skills necessary to return to school and work.

Management: Trust and relationships are key to run a successful Clubhouse. Potential Place has very low staff turnover with both staff and Clubhouse members carrying out board and management roles. PP does not rely on volunteers, as members voluntarily contribute to running the Clubhouse. Volunteer turnover is also personally strenuous on members.

Community Need: Overall, there is a lack of housing vacancies in Calgary, with minimal options for the affordable housing needs of the members. Living costs increased in 2009 and government subsidies remained constant. There is a wait list of 35 members for supportive community housing units. Fewer members were able to partake in the transitional employment program due to the loss of 4 employer matches during the recession.

Funding Need: PP must re-locate due to high rent costs, and the uncertainty of a potential building sale by current landlords, which will require \$500,000 for renovations.

Investment Risks: Potential Place might not receive Alberta Health funding (50% of revenue) due to funding changes toward youth agencies in mental health charities. Frozen staff salaries create tension.

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RED DOOR FAMILY SHELTER

Sector: Homeless – Shelter & Drop-In

Location: 21 Carlaw Avenue
Toronto, ON M4M 2R6

Website: www.reddoorshelter.ca

Charitable registration number: 11930 3287 RR0001

Bri Trypuc
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Danielle Ferrone
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August 17th, 2010

Mission Statement:

“It is the mission of 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:

Red Door runs two shelters with 156 beds, providing safe, supportive, temporary housing 24/7 to 680 homeless individuals in F2010. The two Red Door shelters are divided between accommodating women and families. Clients include women who are fleeing abuse at home (34%), homeless families evicted or escaping unsafe accommodations (41%), and newly-arrived refugee claimants (25%). Clients are primarily referred from Toronto social service agencies, the Central Intake System, or through word of mouth. Red Door provides the necessary services and counselling for the individual or the whole family in addition to emergency housing and continues to provide support after they move out of the shelter. Red Door 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 Red Door; some families stay overnight while others live at the shelter for as long as six months.

Social Results:

In F2010, Red Door assisted 530 families to end their episodes of homelessness. 287 families temporarily resided in Red Door emergency shelters and Red Door assisted 125 of them to find subsidized (28%) or private market (72%) rental housing. The Red Door Outreach Department assisted 213 families in the community to remain housed, preventing them from entering into homelessness.

Financial Overview:

Administrative costs are 20% of charity value with fundraising costs representing 22% of donations. Red Door has negative program cost coverage of 2%, due to its high pay equity liability and outstanding mortgage.

Investment Highlights:

Red Door Family Shelter excels at meeting the ongoing needs of its clients. Management estimates that the recidivism rate of Red Door Shelter clients is less than 5%.

RED DOOR SHELTER

Year ending March 31st

Program Data	2010	2009	2008
Program costs	3,884,156	4,408,613	3,647,068
Program hours	44,884	28,355	23,704
Total volunteers	85	167	167
Total volunteer hours	1,443	n/a	n/a
Volunteer turnover rate (%)	0%	23%	0%
Clients served	1,325	750	625
Program hours / clients	34	38	38
Program costs / hour	\$87	\$155	\$154
Program costs / client	\$2,931	\$5,878	\$5,835

Charity Analysis	2010	2009	2008
Revenues (less interest income)	5,204,091	4,941,295	4,289,536
Value of donated time	21,645	272,670	272,670
<u>Donated goods & services</u>	-	-	-
Charity value	5,225,736	5,213,965	4,562,206
Community support (\$)	3,286,879	3,263,008	3,304,650
Community size (population)	2,516,069	2,511,799	2,507,537
Community ownership (local support \$ / pop.)	\$1.31	\$1.30	\$1.32
Scope of service (clients as % of pop.)	0.05%	0.03%	0.02%
Administrative costs (as % of charity value)	20.4% ^R	11.0%	10.4%
Fundraising costs (as % of donations)	22.3% ^R	9.0%	14.8%
Program cost coverage (%)	-2.4% ^R	4.8%	12.0%

Audited Financial Statements	2010	2009	2008
(All figures in \$)			
Donations	393,531	295,400	454,440
Fees for services	-	-	-
Government funding	4,801,710	4,585,757	3,668,034
Interest income	2,425	20,785	51,929
<u>Special events and other</u>	<u>8,850</u>	<u>60,138</u>	<u>67,062</u>
Total revenues	5,206,516	4,962,080	4,341,465
Program costs	3,884,156 ^R	4,408,613	3,647,068
Administrative costs	1,063,694 ^R	574,986	474,861
Fundraising costs	87,876 ^R	98,003	73,573
<u>Interest costs</u>	<u>16,975</u>	<u>26,629</u>	<u>13,369</u>
Operating cash flow	153,545	(66,776)	118,310
Capital expenditures	199,775	370,214	565,467
Funding reserves	(94,923)	212,071	439,160

Note: 2010 Restated to reflect change in reporting to activity-based costing.

History: Red Door 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, so they shifted focus to helping women and children.

Management: Bernnitta Hawkins, Red Door's current Executive Director, is the first person to hold this position after the founder of the organization. Bernnitta was hired due to her experience as ED of other non-profit organizations since 1994. Red Door hired a new program manager. There is an immediate succession plan for the executive director but no formal plan for the two senior-level positions.

Community Need: Red Door has seen an increase in people using their services due to evictions and other housing crises. The shelter capacity has been consistent for the past two years at 97%. Due to the long waitlist for affordable housing in Toronto, families are staying at the shelter for 6 to 8 months, compared to 5 months in 2008. Red Door saw a 30% increase in food bank usage.

Funding Need: Red Door's most pressing funding need is for general operational expenses that have to be incurred in order to continue running the programs.

Investment Risks: Red Door has negative program cost coverage due to pay equity liabilities and mortgages.



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

Bri Trypuc
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Danielle Ferrone
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August 6th, 2010

Mission Statement:

“Offering, encouraging modeling and learning 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, ID clinic, life skills groups, laundry facilities, chaplaincy, addictions counselling and support groups, recreational activities, and computer/web access for its community to do housing and job searches. TSAG operates a Social Enterprise called Gateway Linens which provides employment, training and assistance with personal financial management to some of its homeless clients. TSAG provides an outreached hand, rather than a hand-up and notes it is not a warehouse for humans. 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 F2009, TSAG worked with 1,137 unique homeless men, with 44% staying longer than 7 days—a commitment to open a case file and begin toward positive change. This is an increase of 11% over the previous year as fewer men are served, but staying in the shelter longer. 208 homeless men from the shelter were housed. Additionally, TSAG’s street outreach services helped house 9 homeless people, place 45 people in other shelter, and assisted 317 to other services. TSAG assisted to replace personal identification documents/health cards of 65 homeless people, with the clinic receiving 1,218 visits. The drop-in served 60 meals each day, with a total of 113,864 meals served by TSAG in F2009.

Financial Overview:

TSAG is highly efficient with administrative costs at 6% of total charity value and no reported fundraising costs. TSAG has an extreme funding need with funding reserves covering only 3% of annual program costs.

Investment Highlights:

A residents meeting is held once weekly to gain feedback from TSAG clients on services and improvements. Dr. Stephen Wang of St. Michael’s hospital partnered with TSAG for studies on homelessness and shelter service provision. TSAG hires students in Social work programs to offer a training ground to gain skills and contribute.

THE SALVATION ARMY GATEWAY

Year ending March 31st

Program Data	2009	2008	2007
Program costs	2,313,541	2,015,557	2,038,687
Program hours	416,850	n/a	n/a
Total volunteers	822	727	n/a
Total volunteer hours	8,956	7,576	7,494
Volunteer turnover rate (%)	n/a	n/a	n/a
Clients served	1,137	1,259	1,623
Program hours / clients	367	n/a	n/a
Program costs / hour	\$5.55	n/a	n/a
Program costs / client	\$2,035	\$1,601	\$1,256

Charity Analysis	2009	2008	2007
Revenues (less interest income)	2,344,487	2,362,298	2,204,003
Value of donated time	134,333	113,625	112,410
<u>Donated goods & services</u>	-	-	-
Charity value	2,478,820	2,475,923	2,316,413
Community support (\$)	2,478,820	2,475,938	2,316,413
Community size (population)	2,516,069	2,511,799	2,507,537
Community ownership (local support \$ / pop.)	\$0.99	\$0.99	\$0.92
Scope of service (clients as % of pop.)	0.05%	0.05%	0.07%
Administrative costs (as % of charity value)	6.3%	6.2%	6.7%
Fundraising costs (as % of donations)	0.0%	0.0%	0.0%
Program cost coverage (%)	3.2%	4.8%	12.6%

Audited Financial Statements	2009	2008	2007
(All figures in \$)			
Donations	223,487	308,569	232,877
Fees for services	61,844	-	-
Government funding	2,040,014	2,044,748	1,949,359
Interest income	1,761	2,947	3,341
<u>Special events and other</u>	<u>19,142</u>	<u>8,981</u>	<u>21,767</u>
Total revenues	2,346,248	2,365,245	2,207,344
Program costs	2,313,541	2,015,557	2,038,687
Administrative costs	155,084	153,874	154,120
Fundraising costs	0	0	0
<u>Interest costs</u>	<u>-</u>	<u>-</u>	<u>-</u>
Operating cash flow	(122,377)	195,814	14,537
Capital expenditures	9,266	85,201	0
Funding reserves	74,329	96,512	257,077

History: In 1979, a Salvation Army officer started to use the Eaton Centre sanctuary (now “Dundas Square”) to serve meals to the homeless, called The Friendship Centre. 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 Dion Oxford was a student, he started as a cook at the original Gateway location. Moving on to school and further education, he realized that 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 requires funding for general operational expenses, particularly the drop-in program which does not have a secured funding source (approx. \$40k/year). An additional \$40k donation is needed to hire one program staff person to meet the increased capacity of the drop-in and to expand the available life skills programming and services to clients beyond simply receiving food and temporary relief from the streets.

Investment Risks: The drop-in’s increasing demand for services will be an ongoing challenge for the staff. As a training ground for inexperienced staff to gain skills, TSAG has higher staff turnover rates as people gain work experience and eventually move on to better paying jobs. Donations intended 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

Bri Trypuc
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Danielle Ferrone
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August 24th, 2010

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, or isolated so they can become clean and sober. SH does not run day programs. SH believes the availability of long-term treatment is essential to successful addiction recovery. SH uses a three-phase, 12-step recovery model. 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. Program intake requirements include sobriety for a minimum of 5 days determined by a drug test, potential for successful recovery, and no mental health issues. Following completion of the 7-week program, men can opt to pay rent of \$22 a day to continue their stay in the Phase 1 residence for up to one year, and/or can access Phase 2 and 3 affordable transitional housing for \$500-550/month, each with living condition criteria defined by SH. It is mandatory for all men staying at SH longer than the 7-week program to be active in seeking employment, employed, or in school.

Social Results:

SH program results are measured one year following program completion. 106 men completed the 7-week program in F2008, a completion rate of 74%. Of the men who completed the program in F2008, 102 were reached by telephone/surveyed one year later, of which 43% stated they were still clean and sober. SH has over 300 active alumni returning to regular meetings. In F2009, 144 men joined the 7-week program, with an average length of stay in Phase 1 of 117 days, with 62 men evicted from Phase 1. The average stay in Phases 2 and 3 is six months.

Financial Overview:

SH is highly cost efficient with management focusing on the maintenance of lean operating costs. Administrative costs are 6% of total charity value with fundraising costs representing 1% of donations. SH has enough funding reserves to cover 76% of annual program costs.

Investment Highlights:

SH has received the Donner Canadian Foundation Award for Excellence in the Treatment and Prevention of Substance Abuse for the past 3 years. As well, in 2007 SH received the Award for Excellence in Delivery of Social Services and the Peter F. Drucker Award for Non-Profit Management.

SIMON HOUSE RESIDENCE SOCIETY

Year ending December 31st

Program Data	2009	2008	2007
Program costs	1,049,739	962,451	716,028
Program hours	346,546	n/a	n/a
Total volunteers	113	110	110
Total volunteer hours	15,249	21,645	17,940
Volunteer turnover rate (%)	n/a	n/a	n/a
Clients served	144	139	138
Program hours / clients	2,407	n/a	n/a
Program costs / hour	3.03	n/a	n/a
Program costs / client	\$7,290	\$6,924	\$5,189
Program costs / successful client	n/a	\$21,874	n/a

Charity Analysis	2009	2008	2007
Revenues (less interest income)	1,315,353	1,060,902	916,890
Value of donated time	228,735	324,675	269,100
<u>Donated goods & services</u>	-	-	-
Charity value	1,544,088	1,385,577	1,185,990
Community support (\$)	1,544,088	1,385,577	1,185,990
Community size (population)	1,164,100	1,135,121	1,106,864
Community ownership (local support \$ / pop.)	\$1.33	\$1.22	\$1.07
Scope of service (clients as % of pop.)	0.0%	0.0%	0.0%
Administrative costs (as % of charity value)	6.4%	8.0%	4.8%
Fundraising costs (as % of donations)	1.3%	2.1%	2.8%
Program cost coverage (%)	75.8%	70.7%	47.3%

Audited Financial Statements	2009	2008	2007
(All figures in \$)			
Donations	449,462	368,558	380,898
Fees for services	637,659	514,891	276,403
Government funding	-	-	-
Interest income	8,267	27,269	7,575
<u>Special events and other</u>	<u>228,232</u>	<u>177,453</u>	<u>259,589</u>
Total revenues	1,323,620	1,088,171	924,465
Program costs	1,049,739	962,451	716,028
Administrative costs	99,251	110,412	57,222
Fundraising costs	9,026	11,275	18,000
<u>Interest and other costs</u>	<u>12,494</u>	<u>17,801</u>	<u>24,107</u>
Operating cash flow	156,110	(13,768)	108,608
Capital expenditures	29,678	81,685	5,200
Funding reserves	795,458	680,594	338,795

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 refocused their treatment program to men only because of their expertise in that area.

Management: SH hired a new Executive Director in F2009. Five key members identified by management have been working at SH for a combined 62 years and have over 82 years of experience in the sector, with 4 of the 5 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, and SH Phase 3 housing is not at optimal capacity as a result of other, more affordable alternatives. 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: The SH executive director position has a high turnover rate. The current ED has been at SH for one year, replacing the prior ED who worked at SH for only one year. With this change, there was turnover and replacement of other employees in F2008. Although the contact rate is high, SH's program success is determined by conducting a telephone survey one year later, yielding an anecdotal outcome of past program participants' stated sobriety.



WESLEY URBAN MINISTRIES

Sector: Homeless – Drop In

Location: 195 Ferguson Avenue North
Hamilton, ON L8L 8J1

Website: www.wesleyurbanministries.ca

Charitable registration number: 11929 1946 RR0001

Bri Trypuc
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Danielle Ferrone
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June 23rd, 2010

Mission Statement:

“Decrease barriers by developing and delivering programs that address the needs of people who are marginalized. Increase opportunities by providing services that help individuals to achieve their full potential. Be a model and catalyst for social transformation.”

About Wesley Urban Ministries:

Working with the poor, the marginalized, and those who are lost and alone, Wesley Urban Ministries (WUM) serves people of all ages with a “hand up” so that they can break the cycle of poverty and achieve a real measure of success. WUM offers basic shelter, health, emergency services, and resources for men, women, and youth, and a 16-bed unit that serves individuals experiencing chronic homelessness and chronic dependence on alcohol. WUM’s core service delivery is in child, youth, and family programs, with 3 centres across the city dedicated to curbing adverse effects of family poverty on child development. WUM focuses on enriched early childhood care, academic support, teen drop-in, gang and drug activity reduction, youth housing and family home visitor programs for healthy childhood development in poverty-stricken homes, complimenting the public health nurses. Additional programming in employment, education, health, and housing services address the core poverty needs of WUM’s clients. 60% of WUM clients suffer from mental health issues, brain injuries, and/or addiction.

Social Results:

WUM Clarendon House offers a 16-bed unit that serves individuals suffering from chronic homelessness and dependency on alcohol. Through a wet-model of addiction harm reduction, WUM was able to decrease its clients’ time spent in jail by 97% and time spent in the hospital by 89%. 50% of clients achieved sobriety. Industry standards for an alcohol recovery program are around 5-10%. The cost per client in this program is \$33,000. WUM’s Youth Housing served 41 youths in F2009. 26 graduated from the program during the year and 75% remain housed. Over one third of WUM’s Hot Meal users are underemployed, earning a minimum pay. They have introduced a screening process for their Hot Meals Program to work with the clients through case management.

Financial Overview:

Administrative costs are 8% of total charity value with fundraising costs 19% of donations. WUM has funding reserves to cover only 33% of annual program costs.

Investment Highlights:

WUM collaborates intensively with other agencies in the community to address poverty and homelessness in Hamilton, ensuring little duplication of efforts. In July 2010, the shelter closed for this very reason, refocusing on 24/7 intensive case management and a daily supportive drop-in centre. In recognition, WUM, in conjunction with the Hamilton Emergency Shelter Integration and Coordination, received the Local Hero Award from the Canadian Urban Institute for its role in the Shelter Blueprint. WUM is investing in a Family and Child Centre in downtown Hamilton.

WESLEY URBAN MINISTRIES

Year ending March 31st

Program Data	2009	2008	2007
Program costs	4,852,526	4,773,891	4,010,151
Program hours	7,087,056	n/a	n/a
Total volunteers	1,380	1,400	1,325
Total volunteer hours	33,351	32,000	30,750
Volunteer turnover rate (%)	n/a	4%	4%
Clients served	11,471	11,964	10,734
Program hours / clients	618	n/a	n/a
Program costs / hour	\$0.68	n/a	n/a
Program costs / client	\$423	399	374

Charity Analysis

	2009	2008	2007
Revenues (less interest income)	5,589,601	5,513,636	4,432,819
Value of donated time	500,265	500,265	480,000
<u>Donated goods & services</u>	-	-	-
Charity value	6,089,866	6,013,901	4,912,819
Community support (\$)	5,507,061	5,279,121	4,193,759
Community size (population)	513,390	510,429	507,485
Community ownership (local support \$ / pop.)	10.73	10.34	8.26
Scope of service (clients as % of pop.)	2.2%	2.3%	2.1%
Administrative costs (as % of charity value)	8.0%	2.1%	2.9%
Fundraising costs (as % of donations)	19.2%	7.5%	7.9%
Program cost coverage (%)	32.8%	45.7%	39.1%

Audited Financial Statements

(All figures in \$)	2009	2008	2007
Donations	1,138,974	866,459	617,026
Fees for services	128,775	81,290	29,693
Government funding	4,075,677	4,131,509	3,467,695
Interest income	4,208	11,093	3,319
<u>Special events and other</u>	246,175	434,388	318,405
Total revenues	5,593,809	5,524,739	4,436,138
Program costs	4,852,526	4,773,891	4,010,151
Administrative costs	486,027	127,345	143,580
Fundraising costs	266,162	98,003	73,573
<u>Interest costs</u>	7,143	6,278	13,369
Operating cash flow	(18,049)	519,222	195,465
Capital expenditures	115,260	273,324	560,187
Funding reserves	1,591,724	2,179,577	1,566,215

History: In 1955, a group of United Church volunteers began recreational and community activities in the basement of a church as a result of increasing poverty issues in the region. Offering meal programs and children’s recreational work, WUM was incorporated in 1979 and has expanded through the years to include a focus on children, youth, adults, and seniors who are homeless or living in poverty.

Management: Management actively implements a community-driven collaborative leadership model, believing this is the only way the organization will achieve its goal of poverty reduction. There is a 10% turnover in management staff with a succession plan in place. WUM suffers a 32% turnover rate from relief staff, as they cannot guarantee hours for these employees. By closing down their emergency shelter, WUM has laid off 2 of the 8 employees. The others were able to find work within the organization.

Community Need: Due to demand, WUM is opening a new Family & Child Centre in the most poverty-stricken part of Hamilton, where 65% of the population lives in poverty. WUM has seen a 17% increase in their Hot Meals program.

Funding Need: WUM closed their emergency shelter in July 2010 and lost \$350,000 of government funding that helped to subsidize daytime operations.

Investment Risks: With the recent closure of its emergency shelter, WUM will be undergoing substantial organizational change, refocusing its efforts toward providing 24/7 case management and support drop-in. With transition, there is potential for staff attrition.

The information in this report was prepared by Charity Intelligence Canada and its independent analysts. Factual material information is obtained from the charitable agency and reliable sources. Information may be available to Charity Intelligence Canada or its analysts that is not reflected in this report. Charity Intelligence Canada and its analysts have made endeavours to ensure that the data in this report is accurate and complete, but accept no liability.



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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Danielle Ferrone
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August 9th, 2010

Mission Statement: *"Freedom from Violence."*

About Barbra Schlifer Clinic: The Barbra Schlifer Clinic specializes in serving women who are survivors of partner assault, sexual assault and childhood/incest sexual 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 core. The clinic offered counselling (individual, group and transitional housing support) to 1,106 women in F2010; 727 women were survivors of partner abuse, 143 were survivors of adult sexual assault, and 236 were 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: Of its 1,000 legal cases in F2010, the clinic had a 95% success rate. Given the tools and safety plans necessary, 382 women in transitional support were helped out of their violent and abusive living situations, implementing measures that led to violence free lives and safe and affordable housing, resulting in a success rate of 89% (up from 67% in F2009). Of the 325 women in individual and group counselling, 93% achieved their personal goals of resolving long-standing issues of childhood sexual abuse, adult sexual assault and/or partner abuse, freeing themselves from self-blame to lead lives without the symptoms of post-traumatic stress.

Financial Overview: Administrative costs are 18% of total charity value while fundraising costs represent 20% of donations. Barbra Schlifer Clinic has only enough funding reserves to cover 34% of annual program costs.

Investment Highlights: The Language Interpreters Service has created a social enterprise where immigrant women are trained and developed to operate interpretation "businesses" of their own. The Barbra Schlifer Clinic trains members of the BAR, as well as students in law, counselling, and social work programs in best practices for violence against women. Barbra Schlifer is the go-to agency for criminal and legal needs for women who are victims of violence and abuse.

BARBRA SCHLIFER COMMEMORATIVE CLINIC

Year ending March 31st

Program Data	2009^R	2008	2007
Program costs	1,867,090	1,848,747	1,863,943
Program hours	25,632	23,387	n/a
Total volunteers	140	169	183
Total volunteer hours	5,600	6,023	6,125
Volunteer turnover rate (%)	n/a	n/a	n/a
Clients served	3,715	3,500	3,500
Program hours / clients	6.9	6.7	n/a
Program costs / hour	\$73	\$79	n/a
Program costs / client	\$503	\$528	\$533

Charity Analysis	2009^R	2008	2007
Revenues (less interest income)	2,285,566	2,151,359	2,194,440
Value of donated time	84,000	90,345	91,875
<u>Donated goods & services</u>	-	-	-
Charity value	2,369,566	2,241,704	2,286,315
Community support (\$)	968,112	963,459	925,013
Community size (population)	2,520,399	2,511,799	2,507,537
Community ownership (local support \$ / pop.)	\$0.38	\$0.38	\$0.37
Scope of service (clients as % of pop.)	0.15%	0.14%	0.14%
Administrative costs (as % of charity value)	18.1%	12.6%	13.4%
Fundraising costs (as % of donations)	20.9%	6.4%	4.4%
Program cost coverage (%)	39.0%	26.8%	23.9%

Audited Financial Statements	2009^R	2008	2007
(All figures in \$)			
Donations	374,301	406,627	400,513
Fees for services	-	-	-
Government funding	1,792,254	1,615,176	1,689,302
Interest income	15,182	15,734	18,234
<u>Special events and other</u>	<u>119,011</u>	<u>137,922</u>	<u>104,625</u>
Total revenues	2,300,748	2,175,459	2,212,674
Program costs	1,637,605	1,848,747	1,863,943
Administrative costs	428,741	282,272	305,638
Fundraising costs	103,241	34,877	22,344
<u>Interest costs</u>	<u>-</u>	<u>-</u>	<u>-</u>
Operating cash flow	131,161	9,563	20,749
Capital expenditures	-	-	-
Funding reserves	639,138	495,492	445,241

Note: Restated numbers in 2009 are a reflection of a change to 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 and 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. Instrumental in opening the doors of the clinic were Elizabeth Stewart, Jennifer Sunley, Helen LaFontaine, and Mary Bruce Dauphinee. In 1985, Arthur C. Eggleton proclaimed April 11th "Barbra Schlifer Day," and in September the clinic opened its door.

Management: There is a new executive director, Amanda Dale, who is a Commonwealth scholar and has 25 years of 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: Barbra Schlifer's Legal Service needs \$200,000. Currently, Legal Service is at capacity and must refer 50% of its clients elsewhere. The clinic is also in need of core funding for administrative costs.

Investment Risks: There was a recent change in management with a new executive director hired in May 2010, on partial, pre-negotiated leave during the summer months of 2010.



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

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August 24th, 2010

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 provides funding to ensure that children between the ages of 7 and 16 years old from financially challenged families can experience the joys of summer camp on a multi-year basis. Central to Amici's program is the belief that a multi-year model, whereby individuals are given the opportunity to return to camp year after year, provides greater and longer lasting benefits than one-off camping experiences. Amici places its clients with one of 27 affiliate camps, all of which meet OCA standards. Many of the campers are drawn from single parent homes with more than one child and less than \$28,000 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 2009, Amici Camping Charity enabled 135 underprivileged children to attend summer camps. A recent study demonstrated the impact of Amici's commitment to support a child at camp for more than just one summer; parents observed that the positive behaviour change in most campers is strongest for the first few months after camp. For those children who returned to camp the next year, the behaviours were again positive and lasted longer after camp than after the first year. Over time (i.e. after several summers at camp) positive behaviour remains at a consistent and significantly high level. For the upcoming year, Amici plans to expand its own measurement of social results using a standardised questionnaire produced by the American Camps Association.

Financial Overview:

Amici is operationally lean, with administrative costs at 16% of total charity value and fundraising costs at 11% of donations received in 2009. Its funding reserves cover annual program costs 2.2 times, but it should be noted that the greater portion of funding reserves exist within an endowment fund that distributes 4.5% annually to the operation fund.

Investment Highlights:

80% of Amici campers who went to an Amici Partner Camp in 2008 chose to return to camp for another summer in 2009. 10 Amici campers participated in leadership training programs at partner camps.

AMICI CAMPING CHARITY

Year ending September 30th

Program Data	2009	2008	2007
Program costs	280,069	236,516	218,685
Program hours	3,648	3,456	3,144
Total volunteers	130	120	110
Total volunteer hours	1,950	1,800	1,650
Volunteer turnover rate (%)	-	-	-
Clients served	135	125	116
Program hours / clients	27	28	27
Program costs / hour	77	68	70
Program costs / client	2,075	1,892	1,885

Charity Analysis	2009	2008	2007
Revenues (less interest income)	338,533	314,794	394,466
Value of donated time	29,250	27,000	24,750
<u>Donated goods & services</u>	-	-	-
Charity value	367,783	341,794	419,216
Community support (\$)	243,437	263,811	363,414
Community size (population)	2,516,069	2,511,799	2,507,537
Community ownership (local support \$ / pop.)	0.10	0.11	0.14
Scope of service (clients as % of pop.)	0.0%	0.0%	0.0%
Administrative costs (as % of charity value)	15.5%	18.8%	14.2%
Fundraising costs (as % of donations)	10.5%	2.1%	1.4%
Program cost coverage (%)	217.6%	248.9%	300.7%

Audited Financial Statements	2009	2008	2007
(All figures in \$)			
Donations	243,437	263,811	363,414
Fees for services	-	-	-
Government funding	-	-	-
Interest income	34,103	(60,481)	71,615
<u>Special events and other</u>	<u>95,096</u>	<u>50,983</u>	<u>31,052</u>
Total revenues	372,636	254,313	466,081
Program costs	280,069	236,516	218,685
Administrative costs	57,144	64,126	59,592
Fundraising costs	25,605	5,481	5,223
<u>Interest costs</u>	<u>-</u>	<u>-</u>	<u>-</u>
Operating cash flow	9,818	(51,810)	182,581
Capital expenditures	-	-	-
Funding reserves	609,453	588,596	657,645

History: Amici Camping Charity was established in 1966. In the 1990s the program size increased significantly, resulting in approximately 75 children being sent to camps each year. Since 2005 the program size has grown a further 75%.

Management: Executive Director Kate Horton has been in her current role for 3 years. Her previous experience was with an Amici partner camp. Volunteer committees play major roles in fundraising and camp placement functions.

Community Need: Demand for Amici sponsorship exceeds capacity. In 2009 it had a waiting list of over 40 children.

Funding Need: Amici does not receive government funding. It requires donor support every year to run its programs. Standard donations have been trending downward, possibly as a result of broader economic conditions. Funding is the key limiting factor to Amici's program capacity. Additional placement spots at existing camps, as well as new camps not yet in affiliation, provide scope for expansion. The organisational infrastructure would need funding resources to accommodate 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 the size of the endowment fund appears reasonable at present, 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

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June 11th, 2010

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 from 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 staff work with the referring agencies to develop customized programs and goals for these youth as part of their overall long-term rehabilitation plans. In 2009, 68% achieved credits below their grade level, 52% had been suspended, 21% were in suspension programs, 18% were drop-outs and 71% were taking some form of psychiatric medication.

Social Results:

In F2009, 95% of at-risk students completed the program, with 149 high school credits issued to them. 84% of youth returned to school and are currently enrolled in a full time school program. 17 youth were expected to complete their high school diplomas in June 2010. Only 15% of clients return to the program for a second time.

Financial Overview:

Administrative costs are 14.1% of total charity value. Fundraising costs represent 4.7% of donations. Boundless' funding reserves cover 75.5% of annual program costs. Fees for service relates to Boundless High School where 213 'affluent' children pay for a 2-week of 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	2009	2008	2007
Program costs	1,060,581	997,181	849,351
Program hours	39,136	40,096	35,336
Total volunteers	52	48	54
Total volunteer hours	2,384	2,416	2,712
Volunteer turnover rate (%)	n/a	n/a	n/a
Clients served	695	684	651
Program hours / clients	56	59	54
Program costs / hour	27	25	24
Program costs / client	1,526	1,458	1,305

Charity Analysis	2009	2008	2007
Revenues (less interest income)	1,504,181	1,597,141	1,338,349
Value of donated time	35,760	36,240	40,680
<u>Donated goods & services</u>	-	-	-
Charity value	1,539,941	1,633,381	1,379,029
Community support (\$)	318,482	358,193	313,294
Community size (population)	2,516,069	2,511,799	2,507,537
Community ownership (local support \$ / pop.)	\$0.13	\$0.14	\$0.12
Scope of service (clients as % of pop.)	0.03%	0.03%	0.03%
Administrative costs (as % of charity value)	14.1%	23.5%	14.7%
Fundraising costs (as % of donations)	5.1%	4.2%	4.3%
Program cost coverage (%)	36.3%	20.9%	40.2%

Audited Financial Statements	2009	2008	2007
(All figures in \$)			
Donations	318,482	358,193	313,294
Fees for services	655,244	544,787	430,220
Government funding	503,924	692,355	592,286
Interest income	(733)	49,500	29,072
<u>Special events and other</u>	26,771	1,806	2,549
Total revenues	1,503,688	1,646,641	1,367,421
Program costs	1,060,581	997,181	849,351
Administrative costs	217,165	383,171	203,254
Fundraising costs	16,088	15,188	13,463
<u>Interest costs</u>	1,060	658	753
Operating cash flow	208,794	250,443	300,600
Capital expenditures	34,464	7,648	125,330
Funding reserves	385,019	208,563	341,616

Note: 2008 Administrative costs include \$164k in extraordinary legal fees that were reimbursed and included in government funding.

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. Their 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.

Community Need: Waiting lists exceed 1 year for youth programs and 2 years for the abuse intervention program for women. Prior to 2005, students could earn only one co-op credit towards the 30 credits needed to graduate; now five co-op credits are allowed, thus increasing demand for Boundless.

Funding Need: Boundless needs \$200,000 to fund at-risk youth programs as there is an overwhelming demand for this program, with no participant fees.

Investment Risks: Boundless' adult program (150 clients), is completely funded by the government. If funding was cut, Boundless says they would continue to run this program. There is a heavy reliance on agency partnerships, as they supply Boundless with clients, staff support, and funding.



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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August 18th, 2010

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 at risk of 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 have average reading levels 1-2 years behind grade level. Youth 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 speed and allowing them to return back to the regular school system. CAS provides transit vouchers for youth to get to school and provides them with hearty meals. CAS completed year 2 of a grade 10 online schooling pilot, where students strived to obtain the 8 credits necessary to enter grade 11, trade jobs, or Saskatchewan Institute of Applied Science and Technology upgrading. CAS received 60 referrals, accepting 50 in its program, down from 86 and 64, respectively, in the prior year.

Social Results:

CAS continues to deliver a program with clear and immediate social results, as evidenced by the number of students successfully reintegrated into the school system over the course of the year (35) and the number of CAS alumni that have gone on to successfully graduate from high school (15). The implementation of the grade 10 online pilot program has been viewed by management as a success to this point, with an additional 6 students being successfully returned to high school in F2009. It should be noted that year-to-year comparisons for social results can be skewed by the timing of student acceptances into the program. Students arrive to and depart from CAS on a monthly basis throughout the school year. The average duration of attendance for a student at CAS is approximately 1.2 years.

Financial Overview:

CAS is cost efficient with administrative costs at 1% of charity value and fundraising costs less than 1% of donations. CAS has funding reserves to cover 42% of program costs. Government funding is expected to cover salaries and benefits, which makes up the largest portion of program costs. There is some uncertainty around this funding stream and additional reserves are being accumulated to achieve a 3-month contingency reserve.

Investment Highlights:

After a second year of successful results, the grade 10 online program is being expanded from 6 spots to 8. The student incentives program has produced positive results in attendance and work completion. This initiative rewards students bi-weekly with prizes (e.g., clothing, participation in an outing) for meeting attendance and other learning related benchmarks.

CORNWALL ALTERNATIVE SCHOOL

Year ending March 31st

Program Data	2010	2009	2008
Program costs	735,574	687,204	656,617
Program hours	40,392	51,430	46,198
Total volunteers	75	75	68
Total volunteer hours	45,000	45,000	27,885
Volunteer turnover rate (%)	n/a	n/a	n/a
Clients served	50	684	651
CAS alumni in high school	56	66	61
Program hours / clients	808	804	962
Program costs / hour	\$18.22	\$13.36	\$14.21
Program costs / client	\$14,711	\$10,738	\$13,680
Cost per successful student reintegration	\$20,433	\$12,966	\$22,642

Charity Analysis	2010	2009	2008
Revenues (less interest income)	883,746	828,348	744,231
Value of donated time	675,000	675,000	418,275
<u>Donated goods & services</u>	-	25,000	-
Charity value	1,558,746	1,528,348	1,162,506
Community support (\$)	883,746	868,638	504,035
Community size (population)	195,830	195,830	195,400
Community ownership (local support \$ / pop.)	\$4.51	\$4.44	\$2.58
Scope of service (clients as % of pop.)	0.03%	0.03%	0.02%
Administrative costs (as % of charity value)	1.1%	2.2%	1.8%
Fundraising costs (as % of donations)	0.5%	1.1%	2.9%
Program cost coverage (%)	42.0%	31.3%	18.1%

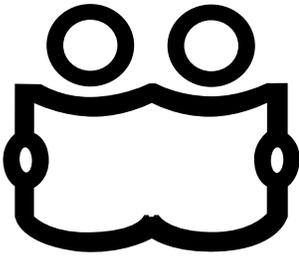
Audited Financial Statements	2010	2009	2008
(All figures in \$)			
Donations	27,947	43,346	21,271
United Way funding	146,034	120,988	64,489
Government funding	707,725	659,710	658,471
Interest income	1,093	1,444	3,085
<u>Special events and other</u>	2,040	4,304	-
Total revenues	884,839	829,792	747,316
Program costs	735,574	687,204	656,617
Administrative costs	16,390	34,148	21,496
<u>Fundraising costs</u>	928	1,852	2,494
Operating cash flow	131,947	106,588	66,709
Capital expenditures	57,164	7,821	4,697
Funding reserves	308,797	214,872	118,585

History: CAS was established in 1972 by two social workers who met children who were not attending the regular school system. It started in a basement, moved to a staff member's apartment, and in 1994 took over an abandoned school house, where it remains today.

Management: Vonnie Schmidt has had the role of executive director for approximately 3 years and has been with the organization for over 20 years. Cornwall Alternative has maintained its success rate under her leadership and has expanded its program with the grade 10 online pilot project. 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 has historically covered the approximate amount of salaries and benefits. Cornwall Alternative has relied on grants for initiatives such as the grade 10 online pilot project, and private donations for ongoing strategies such as the student incentive program.

Investment Risks: The quality of teachers, counsellors and case workers is critical to the success of Cornwall Alternative. Key staff departures would present a risk to the operation and the effective delivery of the program. To date, staff retention has been high. Additionally, while natural variability is likely the cause of some diminished year on year program results metrics, we would consider the potential for these metrics to exhibit further downward trends in the future to be further investment risks.



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 20th, 2010

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 F2009, East York Learning Experience (EYLE) staff and 75 trained volunteers provided one-on-one free literacy tutoring to 107 adult (aged 18+) low-level learners. EYLE is learner-centred, follows the Ministry of Training Colleges & Universities Learning Outcomes Matrix, and provides up to five years of tutoring per student. Students work towards achieving their independence, education, and/or employment learning outcome goals. Although EYLE serves all five literacy levels, in F2009, 81% of their students had a Level 2 Literacy or less, with approximately 1/3 having undiagnosed learning disabilities. 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. Tutoring is customized, friendly, and supports adult learning so that students can develop their reading, writing, and/or basic math and computer literacy skills outside of the classroom environment.

Social Results:

The 107 students served on a one-to-one basis in F2009 represented a 17% increase over the prior year. Of the students that exited EYLE's programs during F2009, 27% became employed (down from 66% prior year) and 53% went on to training and education (up from 18% prior year). These swings were likely driven by broader economic conditions, while the 17% increase in students was the result of an initiative to boost capacity and expand the program. The 80% placement rate, combining employment, training, and education of the exiting students, exceeds the 70% government benchmark.

Financial Overview:

EYLE's administrative costs are 5% of charity value, with funding costs approximately 10% of total donations. At year end, EYLE had funding reserves to cover 44% of F2009 program spending, roughly double the reserve ratio of the prior year.

Investment Highlights:

EYLE completed its 2nd year of participation in the Investing in Neighbourhoods project (City of Toronto/Ontario Works). This program funds three, 1-year contracts for a part-time Program Assistant to learn new skills, find future employment, and leave the social assistance cycle and a 1 day/wk outreach coordinator for students and volunteers. EYLE expanded its office hours and added an additional tutor training session. It also expanded its computer group offerings, including purchases of additional laptops and desktop computers and continued its Essential Skills workshop to address the increasing need for workplace essential skills of its clients.

EAST YORK LEARNING EXPERIENCE

Year ending December 31st

Program Data	2009	2008	2007
Program costs	125,624	123,556	87,500
Program hours	4,456	3,787	3,805
Total volunteers	75	69	74
Total volunteer hours	3,961	3,664	3,500
Volunteer turnover rate (%)	-	-	-
Clients served	107	91	88
Program hours / clients	42	42	43
Program costs / hour	28	33	23
Program costs / client	1,174	1,358	994

Charity Analysis	2009	2008	2007
Revenues (less interest income)	140,472	158,075	103,681
Value of donated time	59,415	54,960	52,500
<u>Donated goods & services</u>	-	-	-
Charity value	199,887	213,035	156,181
Community support (\$)	31,189	30,969	11,493
Community size (population)	112,054	112,054	112,054
Community ownership (local support \$ / pop.)	\$0.28	\$0.28	\$0.10
Scope of service (clients as % of pop.)	0.10%	0.08%	0.08%
Administrative costs (as % of charity value)	5.0%	7.2%	7.1%
Fundraising costs (as % of donations)	9.5%	4.1%	25.3%
Program cost coverage (%)	44.4%	24.7%	26.4%

Audited Financial Statements	2009	2008	2007
(All figures in \$)			
Donations	9,418	15,256	8,017
Fees for services	-	-	-
Government funding	129,188	140,439	92,188
Interest income	134	234	258
<u>Special events and other</u>	1,866	2,380	3,476
Total revenues	140,606	158,309	103,939
Program costs	125,624	123,556	87,500
Administrative costs	10,074	15,417	11,139
Fundraising costs	891	623	2,028
<u>Interest costs</u>	-	-	-
Operating cash flow	3,478	6,683	3,272
Capital expenditures	911	6,438	1,776
Funding reserves	55,721	30,497	23,064

History: Another literacy program, East End Literacy, was initiated in 1986 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 director has over 20 years of experience working in the education sector. She is active in collaborating with agencies for cross referrals and participates on a local committee in Toronto, which is working toward mapping needs and gaps in current literacy services and minimizing duplication of services. This will ease referrals, increase student progression, and better meet student needs.

Funding Need: With government funding assistance, EYLE has begun efforts to expand its program to service more students. EYLE will require greater funding in the future to maintain the increased capacity. In the event that additional funding is not received, EYLE will be forced to cut back the program.

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 have also been issues with matching volunteer day time availability with the time slots that attract the greatest student demand. EYLE has begun to address this issue by way of a seniors outreach program to expand the senior and retiree volunteer component.



JUMP MATH

Sector: Education

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

Website: www.jumpmath.org

Charitable registration number: 86432 6814 RR0001

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Ankit Singhal
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August 18th, 2010

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 is a program that provides an innovative approach to teaching and learning mathematics incorporating recent findings in cognitive science with selected elements of other current programs. JUMP does this through an offering of methodologies and materials that emphasize guided discovery, continuous assessment, and practice throughout the learning process.

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 could be improved upon through increased recognition of the specific strengths and weaknesses of the mind as identified by cognitive science, John devised a method that is uniquely adapted to the cognitive resources and limitations of learners. The success of this method through his early tutoring days, especially with children who were previously deemed incapable of learning math, formed the impetus for JUMP. John remains the primary curriculum director.

JUMP's objective is to improve the community at large by fostering better academic success among young students.

Social Results:

Evidence of program success has been gathered in a number of research initiatives. A recent but as yet unpublished study conducted by independent researchers at the Hospital for Sick Children and the Ontario Institute for Studies in Education measures the efficacy of JUMP against a control group using standard school curriculum materials in a double blind experiment. Testing in mathematics affords researchers a unique opportunity to objectively measure success.

Financial Overview:

JUMP has a unique financial position for a charity, in that it has a strong core product offering that has the potential to render the organization financially self-sufficient. This core 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, with a further 20% growth budgeted for next year. The opportunity for financial self-sufficiency within a 4 – 6 year timeframe appears realistic.

Investment Highlights:

JUMP has continued to expand what the organization calls its “force multiplier effect”, by providing specific training and materials to the volunteers of other organizations such as Big Brothers and Big Sisters.

JUMP MATH

Year ending June 30th

Program Data	2009	2008	2007
Program costs	1,110,768	977,116	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	n/a	n/a	n/a
Program hours / clients	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	2009	2008	2007
Revenues (less interest income)	1,211,261	1,035,757	1,050,807
Value of donated time	n/a	n/a	n/a
<u>Donated goods & services</u>	-	-	-
Charity value	1,211,261	1,035,757	1,050,807
Community support (\$)	318,482	358,193	313,294
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)	9.0%	5.2%	5.7%
Fundraising costs (as % of donations)	n/a	n/a	n/a
Program cost coverage (%)	38.4%	33.6%	54.5%

Audited Financial Statements	2009	2008	2007
(All figures in \$)			
Donations	563,880	630,348	753,812
Fees for services	-	-	-
Government funding	2,819	-	-
Business Activities	644,562	403,669	283,137
Interest income	4,425	1,031	4,370
<u>Special events and other</u>	-	1,740	13,858
Total revenues	1,215,686	1,036,788	1,055,177
Program costs	1,110,768	977,166	727,200
<u>Administrative costs</u>	-	-	-
Operating cash flow	(4,288)	5,377	267,783
Capital expenditures	-	2,082	5,782
Funding reserves	426,245	328,142	396,621

Management: John Mighton remains the driving force and visionary behind JUMP. He is actively involved the development of classroom resources and teacher professional development. Former management consultant Scott McMeekin has recently joined JUMP as the new CEO and is expected to play the central role in strategic direction. Other key personnel include the writers of the curriculum materials, as well as a teacher support and outreach worker who has made a significant impact.

Funding Need: JUMP has a number of investment opportunities related to its core program offering that would require additional funding. These opportunities include development of JUMP's online capabilities, extension of the JUMP program to high school grades, significantly increased hires in the area of teacher support and outreach functions to extend the success currently being achieved in those areas, translation of materials into French, and potentially a modification of existing materials to meet an identified need for remedial materials for community college applicants.

Investment Risks: As with any organization poised for a potentially high rate of growth with a number of different projects, related to the core product offering, set to be initiated, there is some risk that a degree of strategic focus and dollar sensitivity could be lost. The current investment pipeline appears to reflect a well-focused organization with a disciplined capital budget.



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 24th, 2010

Mission Statement:

“Work with and provide comprehensive support to disadvantaged communities with high drop-out rates, helping them to give each young person a chance to graduate high school and have access to greater opportunities including post-secondary education.”

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 to Education program works with at-risk high school students from low-income areas that have high drop-out rates. The program complements the work of public schools by providing integrated support: academic help through after-school tutoring provided by volunteers, social support, counselling, advocacy, and financial help. Students receive lunch money or bus fares to help them get to school. One component of the Pathways program is access to a scholarship that may be used to assist Pathways students in making the transition to post-secondary education.

In September 2007, Pathways expanded its program into 5 new communities (Generation 2), in September 2009 into Hamilton and Scarborough (Generation 3) and in September 2010, Generation 4 added Winnipeg, Kingston, and Halifax. 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 students outperform their peers at the same high schools and their peers in a comparable at-risk student composition. In the Regent Park Pathways program in Toronto, 581 students have graduated from high school and the dropout rate for the first five cohorts has been lowered from 56% to lower than 10%. With the expansion, 3,300 students are enrolled in Pathways programs. As Generation 2 comes to maturity and Generations 3 and 4 develop, similar dropout rate reductions are expected.

Financial Overview:

Administrative costs are low, representing 2% of charity value in 2009, with fundraising costs at 2% of donations.

Investment Highlights:

A BCG study on Pathways Regent Park concluded that every dollar invested in the program generates a \$25 return to society. This translates into over a \$400,000 cumulative lifetime value for each graduate. Initial results from the newest Pathways sites – now in their second year – indicate performance that will be equal to or better than those achieved in Regent Park. Their five-year growth plan foresees almost 10,000 participants by 2014-15, including 7,700 active students and 2,300 alumni.

PATHWAYS TO EDUCATION CANADA

Year ending March 31st

Program Data	2010	2009	2008
Program costs	10,347,092	6,945,783	4,313,101
Program hours	n/a	n/a	n/a
Total volunteers	n/a	489	550
Total volunteer hours	n/a	n/a	n/a
Volunteer turnover rate (%)	n/a	n/a	n/a
Clients served	n/a	1,680	1,235
Program hours / clients	n/a	n/a	n/a
Program costs / hour	n/a	n/a	n/a
Program costs / client	n/a	\$4,134	\$3,492

Charity Analysis	2010	2009	2008
Revenues (less interest income)	5,996,057	24,436,982	7,520,386
Value of donated time	n/a	n/a	n/a
<u>Donated goods & services</u>	<u>116,969</u>	<u>173,429</u>	<u>179,000</u>
Charity value	6,113,026	24,610,411	7,699,386
Community support (\$)	n/a	n/a	n/a
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)	4.3%	0.6%	1.8%
Fundraising costs (as % of donations)	2.1%	1.8%	1.7%
Program cost coverage (%)	164%	311%	105%

Audited Financial Statements	2010	2009	2008
(All figures in \$)			
Donations	5,455,390	7,073,793	4,693,923
Fees for services	-	-	40,000
Government funding	184,047	16,803,833	2,462,775
Interest income	13,042	65,422	51,955
<u>Special events and other</u>	<u>356,620</u>	<u>385,927</u>	<u>144,688</u>
Total revenues	884,839	829,792	747,316
Grants to Pathways Programs	8,002,196	5,460,303	3,137,813
Program costs	2,344,896	1,485,480	1,175,288
Administrative costs	260,378	154,414	135,818
Fundraising costs	116,026	130,143	80,766
<u>Interest costs</u>	<u>9,460</u>	<u>6,528</u>	-
Operating cash flow	(4,723,857)	17,092,107	2,863,656
Capital expenditures	-	-	41,437
Funding reserves	16,992,648	21,617,098	4,538,493

Note: Significant government funding in F2009 viewed by Pathways as 3-year funding, which would smooth pro-forma revenues and cash flows for F2009 & F2010.

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 has been together for an average of 5 years and have about 20 years of experience in the sector. David Hughes was hired as President and CEO to oversee the expansion of the program. Hughes has experience working for other national, "franchised" charitable organizations. Pathways hopes to leverage the collective experience of the team to rapidly expand the program across Canada.

Funding Need: Despite the pace of growth, Pathways reports significant as-yet unmet demand. Depending on funding, Pathways anticipates as many as 20 locations by 2015.

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.



MOMENTUM COMMUNITY ECONOMIC DEVELOPMENT SOCIETY

Sector: Social Services

Location: #16-2936 Radcliffe Drive SE
Calgary, AB T2A 6M8

Website: www.momentum.org

Charitable registration number: 88379 3218 RR0001

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August 24th, 2010

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 low-income individuals 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 works with people living on low incomes. Across all programs, 93% of participants reported growth in one or more of their asset areas, while 80% grew in two or more areas in F2009. Momentum served 4,252 clients in F2009, of which 34% were new Canadians, 52% lived in households with income less than \$20,000, 59% were women, 17% were aboriginals, and 10% had disabilities. Through their matched savings program, Owen Hart Home Owners, Momentum’s contribution has helped to purchase 70 houses for clients since 2000. Since its inception, over \$1.6 million in matched savings has been contributed to asset purchases. Assets purchased are lasting assets that assist individuals and families to exit poverty. In F2009, 136 assets were purchased through their matched savings, including 59 towards education and 15 RESPs opened.

Financial Overview:

Administrative costs are 10% of total charity value, with fundraising costs representing 10% of donations. Momentum has enough funding reserves to cover 87% of annual program costs.

Investment Highlights:

Due to the huge demand for financial literacy nation-wide, Momentum has started to train other non-profit organizations in its curriculum for financial literacy. In 2009, they were able to manage a demand increase of 70% through efficient budget management to serve the clients’ needs. Momentum was selected by the Tides Canada Foundation as one of the Top 10 Charities in Canada for 2007.

MOMENTUM COMMUNITY ECONOMIC DEVELOPMENT SOCIETY

Year ending December 31st

Program Data	2009	2008	2007
Program costs	4,186,102	3,840,133	3,474,515
Program hours	6,451,502	7,345,391	8,466,625
Total volunteers	82	66	56
Total volunteer hours	1,784	1,247	1,689
Volunteer turnover rate (%)	n/a	n/a	n/a
Clients served	4,252	3,081	3,099
Program hours / clients	1517	254	30
Program costs / hour	\$0.6	\$0.5	\$0.4
Program costs / client	\$985	\$1,246	\$1,121
Charity Analysis	2009	2008	2007
Revenues (less interest income)	4,978,183	4,671,417	4,283,707
Value of donated time	26,760	18,705	25,335
<u>Donated goods & services</u>	-	-	-
Charity value	5,004,943	4,690,122	4,309,042
Community support (\$)	3,281,671	2,997,875	2,857,170
Community size (population)	1,164,100	1,135,121	1,106,864
Community ownership (local support \$ / pop.)	\$2.82	\$2.64	\$2.58
Scope of service (clients as % of pop.)	0.2%	0.1%	0.1%
Administrative costs (as % of charity value)	10.2%	9.9%	10.1%
Fundraising costs (as % of donations)	9.8%	10.3%	9.8%
Program cost coverage (%)	86.6%	84.2%	83.9%
Audited Financial Statements	2009	2008	2007
(All figures in \$)			
Donations	2,877,178	2,570,534	2,362,412
Fees for services	146,761	196,899	263,345
Government funding	1,954,244	1,903,984	1,657,950
Interest income	85,618	128,497	115,689
<u>Special events and other</u>	-	-	-
Total revenues	5,063,801	4,799,914	4,399,396
Program costs	4,186,102	3,840,133	3,474,515
Administrative costs	508,872	461,240	431,624
Fundraising costs	280,853	265,176	231,895
<u>Interest costs</u>	-	-	-
Operating cash flow	87,974	233,365	261,362
Capital expenditures	164,537	112,947	153,427
Funding reserves	3,625,179	3,232,755	2,913,760

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 management team has over 70 years of experience in the sector. Momentum's succession plan is determined by their shared leadership approach.

Community Need: Calgary is still feeling the recession, creating increasing pressure in the community. Momentum had a 70% increase in demand for its services. They used their reserve funds to handle these additional clients. The significant reduction in hours and participants in the Skills Department from 2007 to 2009 is due to a shift in the technology skills program to a greater focus on computer literacy workshop training.

Funding Need: Momentum's financial literacy program needs undesignated funding to allow them to adapt to community needs. Also, they are trying to increase their match savings pool for home ownership. Resources for Money Management do not match the program's demand.

Investment Risks: In 2010, Momentum suffered a 13% reduction in its provincial government funding, decreasing the funding in Trades Training by 25%. They are actively fundraising to meet this shortfall and preparing for potential future government funding cuts.

The information in this report was prepared by Charity Intelligence Canada and its independent analysts. Factual material information is obtained from the charitable agency and reliable sources. Information may be available to Charity Intelligence Canada or its analysts that is not reflected in this report. Charity Intelligence Canada and its analysts have made endeavours to ensure that the data in this report is accurate and complete, but accept no liability.



INNER CITY DEVELOPMENT INC.

Sector: Social Purpose Business

Location: 539 Jarvis Avenue
Winnipeg, MB R2W 3B2

Website: www.icdevelopment.ca

Charitable registration number: n/a

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August 25th, 2010

Mission Statement:

“To provide quality employment for inner city low income residents and quality services to inner city non-profit community organizations. Inner City Development Inc.'s goal is to be a self-sustaining employee-owned group of companies. We intend to create steady employment and practical training for inner city residents. Our employees are what make ICD different, and they are committed to making a difference to Winnipeg’s Inner City.”

About Inner City Development:

Inner City Development (ICD) is a for-profit, social-purpose construction company committed to creating quality employment and advancement opportunities in the construction industry for low-income, inner-city Winnipeg residents. ICD continues to provide a social calendar of events in order to encourage social connections for staff and their families; employees indicate that they are getting on better with others.

ICD has completed more than 225 construction projects for both for-profit and non-profit customers, and has annual revenues of approximately \$1.5 million. The construction industry offers opportunities for training in skilled labour and career advancement.

Social Results:

As of F2009 year end, ICD had paid out nearly \$4 million in wages and benefits to its employees, saving society \$741k in income support payments and creating an average of 25 new full-time jobs. ICD claims strong retention of the target employees recruited in the first year: 33% remain with ICD. In addition, ICD provides good opportunity for advancement: 4 of 12 social hires have become registered apprentices, and 2 are undertaking management training. Currently, ICD is providing full-time, year-round jobs with advancement opportunities to 12 target employees. In F2009, the company paid \$286k in wages.

Financial Overview:

ICD has had relatively stable operating revenues in the \$1.5 million range over the last 3 years. Profitability has improved. John Baker is now the general manager. ICD achieved positive cash flows in 2009, and incurred little debt. ICD receives a wage subsidy, which it records as revenue; other social purpose businesses record this type of funding as a reduction in wage expense.

Investment Highlights:

Donors may invest in ICD or donate through Community Ownership Solutions (COS). ICD is a profitable, social purpose business with a strong track record of social hiring, retention, and advancement. In addition, ICD has excellent social results tracking.

F2010 results look promising with unaudited revenues of \$2.4 million and net income of \$86K.

INNER CITY DEVELOPMENT INC.

Year ending July 31st

Income Statement	2009	2008	2007
Business Revenue	1,475,419	1,282,966	1,632,656
Business Costs	1,200,026	1,161,726	1,496,452
Social Revenue	124,553	197,267	271,519
<u>Social Costs</u>	<u>368,382</u>	<u>362,249</u>	<u>409,908</u>
Net Income (loss)	31,564	(43,742)	(2,185)
 Cash flow Analysis	 2009	 2008	 2007
Earnings Before Tax	31,564	(43,742)	(2,185)
Tax Recovered	0	(3,136)	1,914
<u>Amortization</u>	<u>1,194</u>	<u>3,592</u>	<u>22,826</u>
Operating Cash flow	32,758	(43,286)	22,555
 Balance Sheet	 2009	 2008	 2007
Cash and Investments	0	0	0
<u>Debt Outstanding</u>	<u>14,016</u>	<u>116,177</u>	<u>114,653</u>
Net Cash (debt)	(14,016)	(116,177)	(114,653)
 Social Analysis	 2009	 2008	 2007
Social Hires (SH)	12	9.7	16.5
FTE (estimate)	12	10	17
Hours / SH	1,920	1,920	1,920
Total wages to SH	285,713	283,043	330,884
Average salary / SH	23,809	29,180	20,054

History: ICD is owned by Community Ownership Solutions (COS) and Social Capital Partners. To achieve profitability, ICD decreased its target employees to 60% and moved into commercial development.

Management: John Baker is the new general manager of ICD. Over the past year, Dennis Lewycky has filled the role of Acting GM to act as a bridge between John and the recently-retired GM, Marty Donkervoort. John Baker is an experienced practitioner and leading thinker for double-bottom-line businesses in Canada. He was founder of Aperio and is currently Partner and Chief Executive of the North American office. He is also associate faculty at York University's Schulich School of Business.

Funding Need: ICD is interested in a low-interest loan to replace its current market rate operating line (currently at \$150K). Future funding needs will include an increase in the operating line and capital investment for growth.

Investment Risks: ICD is a for-profit company; loans are not guaranteed. ICD is going through a period of management change and strategic planning.



TURNAROUND COURIERS

Sector: Social Purpose Business

Location: 252A Carlton Street, Suite 302A
Toronto ON M5A 2L1

Website: www.turnaroundcouriers.com

Charitable registration number: n/a

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August 25th, 2010

Mission Statement:

“TurnAround Couriers is a competitive courier business operating in downtown Toronto... But we’re also a business with a twist, because we only hire at-risk youth.”

About TurnAround Couriers:

TurnAround Couriers (TC) is a for-profit, social-purpose bicycle courier service that offers transitional work experience to at-risk youth to give them an opportunity to stabilize their lives and access the mainstream job market. Many of these youth are high school drop outs with criminal records who have experienced homelessness. A new partnership with Atripco Delivery Services allows TC to fulfil orders throughout the wider GTA. Atripco has also committed to social hiring with help from TC.

Social Results:

In 2009, TC employed 10 at-risk youth and provided them with an average salary of \$21,433. 3 of the 7 youth who left TC went back to school; one youth found other employment. To date, TC has provided transitional employment to over 100 work-ready, at-risk youth with 62 of them remaining employed for more than 3 months. The number of youth recruited from shelters has fallen from 90% in 2005, to 38% in 2007 and to 0% in 2009. Hires in 2009 typically exhibited only one of the other measures of at-risk, whereas hires in 2005 would have fallen into three or more categories. Last year, TC reported that in its first 6 years of operation 35% of youth were recruited directly from shelters. Of these, 90% were able to get out of the shelter system and secure independent housing within 6 months of employment, saving \$162K in shelter costs. 51% of the youth hired were receiving social assistance when hired, of whom 79% were able to get off and stay off, saving \$154K in income support payments. Updated data is not available.

Financial Overview:

During the recessionary period in 2009, TC’s revenues grew modestly and losses decreased. TC has an operating cash flow of \$900. At year end F2009, TC had debt of \$24,776. While not available in the adjacent analysis, Mr. Derham reports that early 2010 was more difficult than 2009; he is expecting a loss for 2010. In June 2010, TC required an additional line of credit to make payroll. The profit margin on each additional package sent is about 50%, and the business can be scaled with little additional fixed cost. TC’s plans to scale should positively impact profitability.

Investment Highlights:

TC employs at-risk youth without donation or government grant. Independent, outdoor, active work is well-suited to the target population. A growth strategy based on partnerships with existing courier companies holds promise, and is likely to increase social returns by creating opportunities for youth who are not able, due to fitness or other health factors, to become bike couriers.

TURNAROUND COURIERS

Year ending December 31st

	2009	2008	2007
Income Statement			
Business Revenue	356,661	354,405	294,289
Business Costs	335,734	150,879	107,907
Social Revenue	0	0	0
<u>Social Costs</u>	<u>21,451</u>	<u>210,547</u>	<u>176,965</u>
Net Income (loss)	-524	-7,021	9,417
Cash flow Analysis			
Earnings Before Tax	-524	-7,021	9,417
Tax Recovered	0	0	0
<u>Amortization</u>	<u>1,424</u>	<u>1,703</u>	<u>2,203</u>
Operating Cash flow	900	-5,318	11,620
Balance Sheet			
Cash and Investments		0	334
<u>Debt Outstanding</u>	<u>24,766</u>	<u>35,983</u>	<u>34,280</u>
Net Cash (debt)	-24,766	-35,983	-33,946
Social Analysis			
Social Hires (SH)	10	10	10
FTE (estimate)	7	7	7
Total wages to SH	214,334	210,547	176,965
Average salary / SH	21,433	21,055	17,697

History: TurnAround Couriers was established in 2002 when Richard Derham, founder and manager, had the idea of creating a profitable courier service that provided opportunities for youth-at-risk. The business began with a loan from Social Capital Partners. TC developed outstanding social impact measurement and transparency.

Management: TC is managed by Richard Derham, a former management consultant. Richard is planning to pull together a management advisory board in order to increase the management experience available to the company.

Funding Need: A low-interest loan of \$30K will cover immediate cash flow needs.

Investment Risks: Richard Derham, founder and general manager, has reduced his on-site time from full-time to 3 days a week. The courier business sector is declining. Loans to TC are not guaranteed.



GATEWAY LINENS

Sector: Social Enterprise

Location: 107 Jarvis Street
Toronto, ON M5C 2H4

Website: www.thegateway.ca

Charitable registration number: n/a

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August 25th, 2010

About Gateway Linens:

Gateway Linens (GL) is a laundry service, run by the Salvation Army's Gateway Shelter (pg. 58), that was founded in April 2008. GL provides transitional employment to work-ready residents who face barriers to mainstream employment, such as criminal records and past addictions. 12 weeks at GL offers a positive recommendation and resume experience. GL's innovative "triple pay structure" provides incentive to complete the program: 1/3 of each week's pay is paid immediately, 1/3 is paid on departure, and 1/3 is paid on completion. In April 2010 (start of F2011), GL doubled its capacity and is taking on additional laundry contracts.

Year ending March 31 st	2009	2008	2007
Business Revenue	\$313,333	\$61,844	n/a
<u>Business Costs</u>	<u>\$259,314</u>	<u>\$136,256</u>	<u>n/a</u>
Business Net Income	\$54,019	-\$74,412	n/a
Social Revenue	\$102,225	\$199,000	n/a
<u>Social Costs</u>	<u>\$76,276</u>	<u>\$69,814</u>	<u>n/a</u>
Net income	\$79,969	\$54,747	n/a
Social Hires (SH)	10	16	n/a
Total Hours	8,200	1,920	n/a
FTE	4.27	1.00	n/a
Hours / SH	960	480	n/a
Total Wages to SH	72,841	69,841	n/a
Funding to Earned	1 : 3.07	1 : 0.31	n/a

Social Results:

In 2009, 8,200 hours of work experience were provided to 10 participants, paying a total of \$72,841 to homeless men for real work; all wages were paid out of revenue earned doing laundry for shelters. Six program participants have moved out of shelters into their own housing. A past graduate, hired by K-bro, has been promoted to lead hand. Two graduates relapsed and have returned to GL for support, which reflects well on GL. GL moved into a new facility and, thanks to a donation from a Ci donor, purchased additional washers and dryers. GL maintained operations during the move, although was not able to hire as many employees.

Financial Overview:

GL is expanding to take on external clients, serving the laundry needs of shelters other than those of the Salvation Army; this will be a more competitive environment than GL currently faces.

Investment Highlights:

A partnership with private-sector linen company K-bro provides guaranteed employment for all program graduates; K-bro has hired 6 men directly from the shelter. Gateway Linens expects to double the number of shelter residents it hires; excluding the capital needed for this expansion, it expects that business revenue will cover all social and business expenses.

Ask: a gift of \$25k will purchase a fork lift for the laundry facility (yes, they do that much laundry!); \$125K will cover all remaining start-up costs.



PHOENIX PRINT SHOP

Sector: Social Enterprise

Location: 1 Ordnance Street
Toronto, ON M6K 1A1
Website: www.phoenixprintshop.ca
Charitable registration number: n/a

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August 25th, 2010

About Phoenix Print Shop:

Eva's Phoenix Print Shop (EPPS) is a social enterprise program run within Eva's Initiatives (pg. 22) that provides environmentally friendly commercial printing services while training homeless youth in printing and employment readiness. In 2010, EPPS expanded into a new 6,000 square-foot facility, adjacent to Eva's Phoenix and acquired new digital print equipment to expand its product line. Over the past year, the commercial print shop and the training program have been further segregated, with the print shop relying more on experienced staff to grow revenues (to eventually fund the training program), and trainees practicing their trade on class assignments rather than customer orders.

Year ending December 31 st	2009	2008	2007
Business Revenue	\$390,068	\$369,184	\$300,353
<u>Business Costs</u>	<u>\$414,391</u>	<u>\$372,602</u>	<u>\$350,461</u>
Business Net Income	\$-24,323	\$-3,418	\$-50,108
Social Revenue	\$189,684	\$210,022	\$302,145
<u>Social Costs</u>	<u>\$192,895</u>	<u>\$209,012</u>	<u>\$207,420</u>
Net income	\$-23,534	\$145	\$49,969
Social Hires (SH)	1,920	n/a	n/a
Total Hours	5,800	n/a	n/a
FTE	3.02	n/a	n/a
Hours / SH	1,920	n/a	n/a
Total Wages to SH	63,880	n/a	n/a
Funding to Earned	2.0	1.7	1.0

Social Results:

The print shop has hired one graduate of the training program as a permanent full-time staff member, has an internship position for one graduate of each training cycle, and provides 315 hours of paid hands-on work during the course of the training program (approximately 18.5 hours / youth). This adds up to \$63,880 in wages to social hires (which EPPS records as a business expense). Of the 25 trainees to commit to the training program in 2009, 17 have completed the full 14 weeks. Of those, 8 have been in work or school for at least 6 months. Measured since inception in 2001, 60% of all trainees find sustained work or return to school.

Financial Overview:

EPPS is tweaking the product offering of the print operation, the format of the training and the relationship between the revenue-driven print operation and the training component of its mission. It is too early to see the effects of those changes. In 2008, EPPS had a modest net income of \$145 (adjusted down from \$195); in 2009, EPPS saw a net loss of \$23,534.

Investment Highlights:

EPPS has a strong relationship with graduates; many are still in touch with EPPS years after graduation. EPPS trains at-risk youth in a trade for which there is employment demand and good career advancement opportunity. \$8,000 pays for a homeless youth to attend the 14-week training program, including follow-up support.



JUBILEE FUND

Sector: Community Investment Funds

Location: 210 - 207 Fort Street
Winnipeg, MB R3C 1E2

Website: www.jubileefund.ca

Charitable registration number: 86758 5481 RR0001

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August 24th, 2010

Mission Statement:

“To advocate economic opportunity for all members of society, through ethical and socially responsible financing of community economic development initiatives.”

About Jubilee Fund:

The Jubilee Fund, started in 2000, provides patient capital to community economic development initiatives in Winnipeg and surrounding area that are not eligible for loans from other sources. Some Jubilee loans are administered directly by Jubilee, others are guaranteed by Jubilee, but administered by partner organization Assiniboine Credit Union. All loans are assessed by the volunteer credit committee and approved by the Board of Directors. Volunteer mentors provide post-loan support to borrowers, as needed, in areas such as accounting and marketing.

Loans since inception (\$) \$2,570,865	Repayment rate 98.5%
Loans since inception (#) 41	Interest charged to borrower Prime + 2%
Average loan size \$62,704	Fee Charged to borrower 0
Interest paid to investor GIC rate less 2%	

Current Loan Portfolio:

Jubilee had \$798,620 of active loans at the end of F2009, of which 5 were new that year. Jubilee charges a fluctuating interest rate, pegged to the prime rate. Jubilee's loans are at the large end of the range that Ci has seen. In F2009, 37% of the active loans were for social projects, 33% for business projects, and 30% for housing projects. The repayment rate has been 100% for the past three fiscal years.

Social Results:

Jubilee's loans have helped create 200 affordable day care spots for children from low-income families, 11 new homes for single families, and 78 multi-family housing units.

Investment Highlights:

Jubilee is a lean, professionally-run organization with 0.17:1 operating efficiency. Canadians can either invest in or donate to Jubilee. Jubilee Investment Certificates (JIC) are sold as 3 or 5 year term deposits for a minimum of \$500, for a return of GIC rate less 2%. \$100 invested in JICs for 10 years funds loans worth \$138.50.

JUBILEE FUND

Year ending December 31st

Financial Summary	2009	2008	2007
Loan Fund	1,152,781	961,117	747,598
Total Active Loan	798,620	620,412	449,880
Earned Revenue			
Interest income	23,449	29,213	26,450
Membership fees	1,450	1,250	1,050
Support Revenue			
Donation	22,504	16,492	24,873
Grants	18,496	5,000	7,851
Government	55,000	60,000	65,000
Fundraising	<u>12,526</u>	<u>16,160</u>	<u>15,202</u>
Total Revenue	133,425	128,115	140,426
Expenses			
Salaries	87,492	90,328	85,032
Default loan expense	0	0	0
Interest expense	3,504	3,437	5,443
Fundraising expense	6,110	10,638	6,141
Other operating costs	<u>30,774</u>	<u>19,295</u>	<u>38,134</u>
Total Expense	133,425	129,168	140,374
Net assets beginning of year	473,744	476,396	105,513
Net assets end of year	478,777	473,744	476,396

Ratio Analysis

Sustainability Indicators

	2009	2008	2007
Cost-coverage (pre support) (Earned Revenue / Total Expenses)	18.7%	23.6%	19.6%
Cost-coverage (post support) (Total Revenue / Total Expenses)	100.0%	99.2%	100.0%
Default Rate (Default loan expense / Active loans)	0%	0%	0%
Deployment Rate (Active loans / Loan Fund)	69.3%	64.6%	60.2%

Efficiency Indicators

Operating efficiency (expenses : active loans)	0.17:1	0.21:1	0.31:1
Personnel efficiency (salaries: active loans)	0.11:1	0.15:1	0.19:1
Cash / Average loan	2.7	2.7	3.1
Inquiries	n/a	n/a	n/a
New loans	5	4	5
In 10 years \$100 invested deploys*	\$138.50	\$129.10	\$120.40

*\$100 x deployment rate x repayment rate x (10 years / average length of loan)

Loan Portfolio Administration: Jubilee is an efficient loan fund with an operating efficiency of 0.17:1. Since inception, Jubilee has had only 3 loans default. Jubilee deploys 70% of capital.

Management: Jubilee has one full-time employee who has been there for 8 years. Jubilee has one part-time Office Administrator. The Credit Committee and Board of Directors, which review and approve loans, are comprised of qualified volunteers.

Community Need: Jubilee is meeting an unmet demand for risk capital for social initiatives. Affordable apartments and daycare are particular needs due to Winnipeg's population growth and 99% occupancy rate.

Funding Need: The Manitoba government has not committed to grant Jubilee \$50,000 towards their operating costs for 2012. Jubilee needs to increase donations from other sources. Jubilee needs \$100,000 in JICs to meet demand for loans.

Investment Risks: Jubilee's earned income from interest and membership fees covers only 19% of its costs: Jubilee is reliant on donations to be sustainable. JICs are not guaranteed.



MOMENTUM MICRO BUSINESS LOANS

Sector: Community Investment Funds

Location: #16 - 2936 Radcliffe Drive SE
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Website: www.momentum.org

Charitable registration number: 88379 3218 RR0001

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August 12th, 2010

Mission Statement:

"Partnering with the underemployed to develop their productive futures."

About Momentum Micro Business Loans:

The Micro Business Loans Program is a pair of two micro-loan programs administered by Momentum (pg. 78). The Micro Business Loans Fund provides risk capital to economically marginalized people to start and operate their own small businesses. FundAbility provides the same to individuals with disabilities. Support includes training in business skills, individual business coaching, peer support, mentorship, networking, and ongoing workshops. Participants must be low-income or unable to access other financing, and they must have a business plan. The maximum loan is \$7.5K for Micro Business loans and \$10K for FundAbility loans. Western Economic Diversification funds the program's loss.

Loans since inception \$1,000,000+	Repayment rate 89.5%
Interest charged to borrower Business: Prime + 1.5% FundAbility: Prime + 2%	Loans since inception 300+
Fee Charged to borrower 5% administrative cost for Micro Business Loans only	Average loan size \$3,333
Active Loans in F2010 \$326,000	Interest paid to investor n/a
Active Loans in F2010 (#) 70	Loan Fund \$293,000
F2010 Cost Coverage (pre-support) (Earned Revenue / Total Expenses) 18.4%	F2010 Operating Efficiency (Expenses : Active loans) 0.85:1
In 10 years \$100 invested deploys* \$328.20	Deployment Rate (Active loans/ Loan Fund) 111.3%

*\$100 deployment rate repayment rate (10 years / average length of loan)

Social Results:

Canadians can donate to the Micro Business Loans Fund. Momentum works with a wide array of partners, including the underemployed, business, and other non-profit organizations. In F2009, a survey of 58 past-participants showed that 44 borrowers still operate their business, of which 64% of borrowers' only source of income is from their business and 84% reported a positive change in income.

Investment Highlights:

Canadians can donate to Momentum. To date, over 300 Micro Business Loans have been issued, with over \$1 million invested. Approximately 6 loans are written off per year, averaging \$15,000 in total write-off value.

The information in this report was prepared by Charity Intelligence Canada and its independent analysts. Factual material information is obtained from the charitable agency and reliable sources. Information may be available to Charity Intelligence Canada or its analysts that is not reflected in this report. Charity Intelligence Canada and its analysts have made endeavours to ensure that the data in this report is accurate and complete, but accept no liability.



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