Just how generous are Calgarians?
Remarkably generous.
A conversation with Ruth and Brian

What happens when you talk with the President of United Way and the Board Chair? You get inspired. We sat down with Ruth Ramsden-Wood and Brian Boulanger recently, and they reflected on what United Way accomplished in 2008 and the opportunities United Way will face in 2009.

Q: How would you describe 2008 for United Way?

R: Remarkable. In the economic climate we were faced with in 2008, Calgarians were still able to contribute $49.5 million for our community. More than 1,600 workplaces ran United Way fundraising campaigns, including 94 new workplaces! That was truly remarkable. One of our goals in 2008 was to engage our donors. We held more educational events for our donors. Workplaces and individuals took part in 535 United Way Day of Caring™ projects with 6,900 volunteers investing 26,225 hours in helping 60 organizations.

B: I agree with Ruth. The financial markets made it incredibly challenging going into our annual campaign. It felt like we were raising money in a hurricane, but we had excellent leadership from our Cabinet and Campaign Co-Chairs, staff, the board, volunteers, agencies and business leaders. They stepped up to the challenge and rallied Calgarians to give. In that context, it has been a successful year for United Way. We could not have achieved what we did without the extraordinary skills, efforts and dedication of the entire community.

Q: What are the highlights for United Way in 2008?

B: United Way invested $48.5 million back in the community in 2008 (as a result of the 2007 campaign). We continue to work closely with our agencies to ensure that we create lasting and meaningful social change. United Way is making progress with government and policy changes. For example, we were able to engage key representatives and made some great strides in projects that focus on youth. Last fall, UpStart, a United Way initiative, lent their support for a comprehensive city-wide system of high quality and accessible after-school opportunities for children and youth. Not only was their support instrumental in securing additional municipal funding for the provision of these opportunities, but UpStart is also now working with the city to develop the framework for the after-school programs.

R: Speaking of initiatives, the MacPhail Family Aboriginal Pride Program also achieved great success. The program is now running in three additional schools to help increase the graduation rates of Aboriginal students. We know that when we engage our Aboriginal young people in successful mentoring opportunities, positive results are achieved.
Brian Boulanger,
2008-2009 United Way Board Chair

Q: Brian, we know that engaging young people is one of your passions. How do you think we should engage the younger generation to help make Calgary a great city?

B: First and foremost, we need to start talking about community engagement. We need to talk to our friends, family and colleagues about why and what we are doing in our community to make it better. It is through engaging people in conversations that we can get them involved.

Calgary has the youngest population in Canada and is a unique, entrepreneurial city where we can unleash the potential of young philanthropists. Young people want to be engaged, and they want to give back to the community. They want to make positive change. All they need is a vehicle to help them get there. United Way is that vehicle.

We have an initiative called 2335, which aims to engage individuals between the ages of 23 and 35. This initiative has experienced exponential growth in the past year, and the engine is humming. We held events in a number workplaces and have generated a lot of interest and enthusiasm from that demographic. United Way is playing a huge role in ensuring that these young philanthropists are successful and are making a difference in our community in their own way.

Q: What are the opportunities and priorities for United Way in 2009?

R: Because of the incredible support of Calgarians, we are able to maintain our 2008 level of funding to our agencies in 2009. Internally, United Way will be doing some cost-cutting measures. We will be working closely with our agencies and community partners to develop innovative ways to help those in need. We will be engaging our volunteers and donors, and we will also be looking at ways to enhance our workplace campaigns. We know it is through forming partnerships and employing different strategies that we can weather this storm and create lasting change.

2009 will be an exciting and challenging year. We are all in a different world now. Business will not be “as usual” for anyone, and that includes United Way. There will be challenges ahead. But with challenges, United Way sees opportunities. United Way believes that for Calgary to be a great city for everyone, all kids should have the chance to grow up successfully, people should have the means to move out of poverty, and strong neighbourhoods must be built. These three focus areas will remain our priorities.

B: Essentially, when there are people in need, there’s United Way. But we can’t do it alone. When the economy isn’t doing well, everyone suffers. Calgarians are generous, and they care about the community. We saw that in 2008 – when times were tough – Calgarians looked out for each other. With the help of our network of agencies, community partners, donors and volunteers, we will move forward to make Calgary great for everyone.
Q: What were some of United Way’s achievements in 2008?

A: 93 vulnerable youth were housed.

A: 10,218 nutritious meals were delivered to children and youth.

A: 816 children and youth with disabilities were introduced to healthy lifestyle activities and engaged in activities and new experiences.

A: 2,116 youth attended programs that increased their leadership skills.

A: 112 immigrants found employment and achieved increased financial control and independence.

A: More than 300 seniors participated in events in their communities and now feel less isolated.
A: 57,611 phone calls were made to 211, a United Way initiative that helps people in times of crisis.

A: Invested in programs and services in communities surrounding Calgary, such as the Towns of Cochrane, High River, Okotoks and Strathmore.

A: Collaborated with other organizations to connect vulnerable youth to the services they need to be successful.

A: Addressed the needs of homeless, disengaged youth who are currently not attending school by collaborating with other organizations and creating the program “RADAR” (Re-engage Academically Disconnected Adolescents Respectfully) in 6 months.

A: Provided shelter and support to more than 1,900 low-income individuals and families, and prevented 562 others from being evicted from their homes.

A: 1,200 low-income Calgarians developed the money management skills needed to maintain their current housing or purchase their own home.
Just how far did Calgarians reach out for their community?
All the way.

Building a strong community requires action from everyone in the community. The following shining examples demonstrate how these Calgarians, regardless of age and personal wealth, reached out by giving their time, talent and treasure. They showed that in times of uncertainty, our community spirit shines the brightest.

First Recipients, The Francis Lefaivre Volunteer Award
Larry and Gloria Macdonald

“If you want to make the world a better place, you have to start with yourself,” Larry Macdonald says.

Larry and his wife, Gloria, have been long-time supporters of United Way of Calgary and Area. Not only do they give monetarily, but they also give their time and talent. Larry was United Way of Calgary and Area’s Campaign Chair in 1993 and the Chair of their 1999-2000 Board of Directors. His leadership and guidance helped elevate United Way’s work in Calgary.

In addition, Larry has been actively involved with United Way Centraide to address issues faced by children and families in need. Larry and Gloria saw the impact United Way’s work has in Canada and decided to take their philanthropic passion further by working with United Way International. They focused on two aspects – engaging high wealth citizens in countries such as Hungary, Russia, South Africa and India to build credibility in their local United Ways, and promoting United Way as a preferred partner with global companies.

Because of their commitment, innovative strategies and energy, Larry and Gloria successfully expanded and implemented new initiatives in many international United Way chapters. Larry and Gloria’s generosity and proactive efforts to build a better community make them the first recipients of The Francis Lefaivre Volunteer Award.

The Francis Lefaivre Volunteer Award recognizes individuals who have shown the same passion for the community and generosity of spirit that Francis Lefaivre, a long-time United Way supporter, showed throughout his life.
Q: What are some ways in which United Way works?

A: United Way believes that there are three essentials for Calgary to be a great city for everyone:

- all children should have the chance to grow up great
- people should have incomes that can sustain their families
- strong and supportive communities must be built

Helping children and youth grow up great

CARE strategy – helping children and youth from immigrant families reach their potential
MacPhail Family Aboriginal Pride Program – helping to increase the graduation rate of Aboriginal students
UpStart: Champions for Children and Youth (formerly known as The Calgary’s Children Initiative) – an initiative that ensures the long-term success of children and youth
Vulnerable Youth Strategy – improve outcomes for vulnerable youth such as increasing high school completion rate and ensuring homeless youth have access to housing

Moving people out of poverty

10 Year Plan to End Homelessness – continue partnership with Calgary Homeless Foundation with a focus on youth homelessness
Financial Stability Support – assisting low income Calgarians to access benefits and other supports
Poverty Reduction Coalition – mobilizing staff and volunteer resources to focus on poverty issues

Building strong neighbourhoods

211 – an initiative that helps people in times of crisis and prevents crisis in the first place
Adult Immigrant Plan – helping adult immigrants to gain meaningful employment
Calgary Ability Network – a collaborative initiative whose main goal is to bridge the gap between disability communities in Calgary
Cultural Diversity Coordination Initiative – a collaborative initiative that engages different community partners about the values and strengths associated with diversity
Neighbourhood Strategy – fostering local initiatives that create long-term positive change for individuals and families and for the neighbourhood
Q: Just how committed are our partners in helping the community?

A: Remarkably committed.

Take Shell Canada as an example.

A major challenge that many immigrants face after arriving in Canada is obtaining meaningful employment – employment that recognizes an individual’s skill and education. Many newcomers are highly educated and skilled and have much to contribute to the growth and success of our community but often experience barriers that limit them from gaining meaningful employment. Lack of Canadian work experience, foreign credential recognition, limited English language skills and the discounting of foreign experiences are some of the barriers new immigrants face.

Shell has partnered with United Way to develop and implement the ‘Shell Immigrant Employment Project.’ This project focuses on increasing and enhancing employment opportunities for immigrants by assisting workplaces in developing policies and practices that support the success of immigrants, and by creating public awareness of the contributions that immigrants bring to our city.

In November 2008, Brian Straub, President Shell Canada, and Ruth Ramsden-Wood, President United Way of Calgary and Area, publicly announced the Shell Immigrant Employment Project during United Way’s President’s Breakfast to an audience of business and community leaders.
Job loss does not deter giving spirit

Because of the economic situation in October 2008, a local company had to close their doors. Sixty-five employees were told one day that the company was shutting down, and they were terminated immediately. Ten people were left to close the office. They had been raising money for United Way and had a decision to make: do they still give the money to United Way? They all unanimously decided to still donate that money. As one employee said, “We know it is a time of uncertainty, but one thing is certain – it is in times like this that our community needs us the most.”

Making a Grade 11 school project meaningful

Conrad was assigned a school project: he had to research a social issue in the community and address it. Conrad heard about women, particularly single women, and men being homeless, but when he started to do some research, he discovered that there are a lot of kids – some just sixteen years old, like him – who are homeless.

With the help of United Way, he found Exit, a shelter for youth. Conrad heard the shelter was in need of clothing and decided to help. He called all of his family and all of his friends and ended up collecting 17 boxes of clothing.

He says, “These weren’t just any clothes, they were clothes these teenagers wouldn’t be embarrassed to wear. I think that’s so important, they are just like me in so many ways.”
Q: How are your dollars working to help our community?

A: Because of you, we were able to help those who are vulnerable in our community to enhance their quality of life and reach their full potential.

Because of you, youth have a place to go to after school.

Calgary TeenZone* is a demonstration project that creates opportunities for youth ages 11 to 16 to participate in high quality after-school recreation programs in the North of McKnight communities. The program works to engage teens by developing and promoting quality recreation programs that include everything from sports to theatre. “The program gives teens a boost in confidence and helps them in all aspects of their lives,” says Trent from Live Comedy Club, one of the recreational programs from TeenZone.

Because of you, Donna completed a high school diploma 30 years after her original class graduation.

It bothered Donna that she failed the first real challenge she faced in life. She was young and was constantly picked on at school – the last thing on her mind was graduating from high school. Donna dropped out when she was 16 years old. Donna finally first decided to go back after the birth of her second daughter so she could be a positive role model for her kids. But she found it difficult to do because she needed to keep a full-time job so her family could have food on the table. It wasn’t until her daughter brought home a flyer from school advertising the ‘Never too Late’ night time GED program, funded by United Way, that Donna finally decided to do it. This year, Donna became a high school graduate. She graduated 30 years after her original class graduation. Donna is proud of herself and is thankful to United Way for giving her the opportunity to complete her high school diploma.

Because of you, Angela and her family can start all over again.

Angela is a mom to three school-aged kids, 13, 11 and 10. She also has a toddler who stays with her during the day while she works from home. Both Angela and her husband do their best to provide for their family. But it’s not always easy to make ends meet in a city like Calgary, where the high cost of living can be hard on families. Paying school fees for three kids can be quite overwhelming. Angela was connected to a number of United Way funded programs that helped her with her education.

“United Way has given me a network of people who have supported me through so many different things,” Angela says. “It’s not just financial help. They’re helping us all over.”
I have the pleasure of presenting United Way of Calgary and Area’s financial statements for the year ended December 31, 2008.

United Way continues to demonstrate its commitment to the community through the employment of strong business and governance practices. We exercise our fiduciary responsibility as stewards of donor dollars with great care, and we strategically manage and invest our resources to maximize their impact on the lives of all Calgarians.

Despite volatile markets and a significant downturn in the economy, United Way had a solid performance in 2008. We are well positioned to continue our leadership in building a stronger community and making Calgary a great city for everyone.

Respectfully,

Linda Hohol
Chair, Audit and Finance, United Way of Calgary and Area
To the Members of United Way of Calgary and Area:

The accompanying condensed statement of operations and statement of financial position are derived from the complete financial statements of United Way of Calgary and Area as at December 31, 2008, and for the year then ended on which we expressed an opinion without reservation in our report dated March 6, 2009. The fair summarization of the complete financial statements is the responsibility of the Organization’s management. Our responsibility, in accordance with the applicable Assurance Guideline of The Canadian Institute of Chartered Accountants, is to report on the condensed financial statement.

In our opinion, the accompanying financial statements fairly summarize, in all material respects, the related complete financial statements in accordance with the criteria described in the Guideline referred to above.

These condensed financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Readers are cautioned that these statements may not be appropriate for their purposes. For more information on the Organization’s statement of financial position, statement of operations and cash flows, reference should be made to the related complete financial statements.

Calgary, Alberta
March 6, 2009
Chartered Accountants
## UNITED WAY OF CALGARY AND AREA
### STATEMENT OF FINANCIAL POSITION

#### STATEMENT OF FINANCIAL POSITION (December 31, 2008)

<table>
<thead>
<tr>
<th></th>
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<tr>
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<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
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<td>1,040,041</td>
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<td>560,985</td>
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<td>-</td>
<td>640,750</td>
<td>574,962</td>
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<td>15,878,106</td>
<td>18,142,172</td>
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<td>-</td>
<td>1,539,423</td>
<td>584,077</td>
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<td>78,607,815</td>
<td>80,229,524</td>
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<td><strong>LIABILITIES – CURRENT</strong></td>
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<td>$</td>
<td>$</td>
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<td>Accounts payable and accrued liabilities</td>
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<td>743,172</td>
<td>836,581</td>
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<td>Allocations payable to agencies and services</td>
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<td>66,918</td>
<td>7,389,944</td>
<td>6,740,729</td>
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<td>Deferred campaign revenue (Note 8)</td>
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<td>-</td>
<td>42,245,453</td>
<td>45,475,993</td>
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<td>Deferred contributions (Note 10)</td>
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<td>3,152,542</td>
<td>2,382,684</td>
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<td>Interfund payable</td>
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<td>-</td>
<td>1,040,041</td>
<td>70,182</td>
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<tr>
<td>Trust obligations (Note 9)</td>
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<td>-</td>
<td>640,750</td>
<td>574,962</td>
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<td><strong>Total 2008</strong></td>
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<td>66,918</td>
<td>55,211,902</td>
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<td>Deferred campaign revenue (Note 8)</td>
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<td>261,559</td>
<td>310,285</td>
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<td>Deferred contributions (Note 10)</td>
<td>1,981,891</td>
<td>-</td>
<td>1,981,891</td>
<td>933,758</td>
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<td><strong>Total 2008</strong></td>
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<td>66,918</td>
<td>57,455,352</td>
<td>57,325,174</td>
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<tr>
<td><strong>COMMITMENTS (Note 13)</strong></td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
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<tr>
<td><strong>FUND BALANCES</strong></td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
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<tr>
<td>Net investment in property and equipment</td>
<td>1,481,859</td>
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<td>1,481,859</td>
<td>545,699</td>
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<td>Net assets available for general use</td>
<td>2,819,375</td>
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<td>2,819,375</td>
<td>4,213,215</td>
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<td>Net assets restricted by donors and Board of Directors (Note 11)</td>
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<td>$</td>
<td>$</td>
<td>$</td>
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<tr>
<td>Externally restricted</td>
<td>-</td>
<td>10,991,607</td>
<td>10,991,607</td>
<td>12,347,758</td>
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<td>Internally restricted</td>
<td>-</td>
<td>5,859,622</td>
<td>5,859,622</td>
<td>5,797,678</td>
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<td><strong>Total 2008</strong></td>
<td>4,301,234</td>
<td>16,851,229</td>
<td>21,152,463</td>
<td>22,904,350</td>
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<tr>
<td><strong>Total 2008</strong></td>
<td>61,689,668</td>
<td>16,918,147</td>
<td>78,607,815</td>
<td>80,229,524</td>
</tr>
</tbody>
</table>

**APPROVED BY THE BOARD**

___________________________ Director
___________________________ Director

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### UNITED WAY OF CALGARY AND AREA
**STATEMENT OF OPERATIONS**

**STATEMENT OF OPERATIONS** (Year Ended December 31, 2008)

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>REVENUE (Notes 3 and 8)</strong></td>
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<tr>
<td>Donations</td>
<td>51,583,794</td>
<td>-</td>
<td>51,583,794</td>
<td>49,227,331</td>
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<td>Funds transferred from other United Ways</td>
<td>1,048,802</td>
<td>-</td>
<td>1,048,802</td>
<td>1,814,680</td>
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<tr>
<td>Funds transferred to other United Ways</td>
<td>(1,730,930)</td>
<td>-</td>
<td>(1,730,930)</td>
<td>(1,016,714)</td>
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<td>Gross campaign revenue</td>
<td>50,901,666</td>
<td>-</td>
<td>50,901,666</td>
<td>50,025,297</td>
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<tr>
<td>Less: uncollected pledges</td>
<td>(1,041,299)</td>
<td>-</td>
<td>(1,041,299)</td>
<td>(1,184,271)</td>
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<td>Net campaign revenue</td>
<td>49,860,367</td>
<td>-</td>
<td>49,860,367</td>
<td>48,841,026</td>
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<td>Grants</td>
<td>2,371,974</td>
<td>-</td>
<td>2,371,974</td>
<td>2,232,273</td>
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<td>Sponsorship</td>
<td>168,269</td>
<td>-</td>
<td>168,269</td>
<td>211,337</td>
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<td>Investment income (Note 12)</td>
<td>1,089,184</td>
<td>(348,377)</td>
<td>740,807</td>
<td>2,414,200</td>
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<tr>
<td>Bequest and memorials</td>
<td>366,353</td>
<td>-</td>
<td>366,353</td>
<td>404,314</td>
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<tr>
<td>Loss on disposal of shares</td>
<td>(64,924)</td>
<td>-</td>
<td>(64,924)</td>
<td>(61,650)</td>
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<tr>
<td>Other revenue</td>
<td>91,591</td>
<td>-</td>
<td>91,591</td>
<td>90,757</td>
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<tr>
<td></td>
<td>53,882,814</td>
<td>(348,377)</td>
<td>53,534,437</td>
<td>54,132,257</td>
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<tr>
<td><strong>EXPENSES</strong></td>
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<tr>
<td>Fundraising expenses (Schedule 2)</td>
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<td>-</td>
<td>5,313,661</td>
<td>4,702,746</td>
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<td><strong>Net revenue available for programs</strong></td>
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<td>(348,377)</td>
<td>48,220,776</td>
<td>49,429,511</td>
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<tr>
<td>Program expenses</td>
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<tr>
<td>Allocations and designations</td>
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<td>85,658</td>
<td>41,613,988</td>
<td>42,224,596</td>
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<td>United Way programs (Schedule 3)</td>
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<td>6,882,150</td>
<td>6,079,514</td>
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<td>Total program expenses</td>
<td>48,410,480</td>
<td>85,658</td>
<td>48,796,138</td>
<td>48,304,110</td>
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<tr>
<td><strong>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES</strong></td>
<td>158,673</td>
<td>(434,035)</td>
<td>(275,362)</td>
<td>1,125,401</td>
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# UNITED WAY OF CALGARY AND AREA
## STATEMENT OF CHANGES IN NET ASSETS

### STATEMENT OF CHANGES IN NET ASSETS (Year Ended December 31, 2008)

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<thead>
<tr>
<th></th>
<th>Restricted in Property and Equipment 2008</th>
<th>For General Use 2008</th>
<th>Total 2008</th>
<th>Total 2007</th>
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<tr>
<td>Balance, beginning of year</td>
<td>545,699</td>
<td>4,213,215</td>
<td><strong>4,758,914</strong></td>
<td><strong>4,591,329</strong></td>
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<tr>
<td>(Deficiency) excess of revenue over expenses</td>
<td>(400,112)</td>
<td>558,785</td>
<td><strong>158,673</strong></td>
<td>571,899</td>
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<tr>
<td>Investment in property and equipment</td>
<td>1,336,272</td>
<td>(1,336,272)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfer to Tomorrow Fund</td>
<td>-</td>
<td>(616,353)</td>
<td><strong>(616,353)</strong></td>
<td><strong>(404,314)</strong></td>
</tr>
<tr>
<td><strong>Balance, end of year</strong></td>
<td>1,481,859</td>
<td>2,819,375</td>
<td><strong>4,301,234</strong></td>
<td><strong>4,758,914</strong></td>
</tr>
<tr>
<td><strong>TOMORROW FUND</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance, beginning of year</td>
<td><strong>18,145,436</strong></td>
<td></td>
<td><strong>19,429,242</strong></td>
<td></td>
</tr>
<tr>
<td>Changes in unrealized losses on available for sale assets in the year</td>
<td>(1,867,896)</td>
<td></td>
<td><strong>(1,036,565)</strong></td>
<td></td>
</tr>
<tr>
<td>Realized losses on available for sale assets included in the Statement of Operations (Note 12)</td>
<td>(1,151,741)</td>
<td></td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Interest income less expenses (Note 12)</td>
<td>803,364</td>
<td></td>
<td>1,099,158</td>
<td></td>
</tr>
<tr>
<td>Contributions received</td>
<td>391,371</td>
<td></td>
<td>1,889,748</td>
<td></td>
</tr>
<tr>
<td>Transfers from General Fund</td>
<td>616,353</td>
<td></td>
<td>404,314</td>
<td></td>
</tr>
<tr>
<td><strong>Disbursements (*)</strong></td>
<td>(85,658)</td>
<td></td>
<td>(3,640,461)</td>
<td></td>
</tr>
<tr>
<td><strong>Balance, end of year</strong></td>
<td><strong>16,851,229</strong></td>
<td></td>
<td><strong>18,145,436</strong></td>
<td></td>
</tr>
</tbody>
</table>

* In 2007, the Organization transferred $1,272,214 to another charitable foundation in accordance with the wishes of certain donors.
## UNITED WAY OF CALGARY AND AREA
### STATEMENT OF CASH FLOWS

#### STATEMENT OF CASH FLOWS (Year Ended December 31, 2008)

<table>
<thead>
<tr>
<th>Year</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
</tbody>
</table>

**CASH FLOWS RELATED TO THE FOLLOWING ACTIVITIES:**

**OPERATING**

- **Campaign receipts**: 47,333,034
- **Campaign payments**: (5,850,557)
- **Distributions**: (47,535,807)
- **Operating payments**: 1,574,138
- **Investment income received for operating activities**: 1,024,260
- **Other receipts**: 2,610,765

**FINANCING AND INVESTING**

- **Contributions received (paid) for endowment purposes**: 757,724
- **Reinvestment of net (losses) income in the Tomorrow Fund**: (37,864)
- **Acquisition of property and equipment**: (1,378,344)

**NET (DECREASE) INCREASE IN CASH AND CASH EQUIVALENTS**

(1,402,651) 1,512,046

**CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR**

43,025,950 41,513,904

**CASH AND CASH EQUIVALENTS, END OF YEAR**

41,623,299 43,025,950

Represented by:

- **Cash**: 8,679,013
- **Short-term investments**: 32,944,286

**Total**: 41,623,299 43,025,950
1. NATURE OF OPERATIONS

United Way of Calgary and Area (the “Organization”) is a registered charitable public foundation. The Organization is incorporated under the Societies Act of Alberta. Its focus is community based health and human care.

As a registered charitable foundation under Section 149(1) of the Income Tax Act, the Organization is exempt from income taxes; therefore, no provision for income taxes is recorded in the financial statements.

2. CHANGES IN SIGNIFICANT ACCOUNTING POLICIES

a) Capital Disclosures

In October 2007, the Canadian Institute of Chartered Accountants (“CICA”) issued Handbook Section 1535, Capital Disclosures, which prescribes standards for disclosing information about an entity’s capital and how it is managed. This Section is applicable to financial statements relating to fiscal years beginning on or after October 1, 2007. Accordingly, the Organization adopted the new standard for its fiscal year beginning January 1, 2008 and additional disclosures required as a result of adopting this standard are included in Note 15.

b) Going Concern

Effective January 1, 2008, the Organization adopted the additional requirements of the CICA Handbook Section 1400 - General Standards of Financial Statement Presentation. This section requires Management to make an assessment of the Organization’s ability to continue as a going concern, and to disclose any material uncertainties related to events or conditions that may cast significant doubt upon the Organization’s ability to continue as a going concern. The Organization does not anticipate any impact to its financial statements arising from the adoption of the accounting pronouncement.

3. SIGNIFICANT ACCOUNTING POLICIES

a) Contributions

The Organization’s financial statements are prepared using the deferral method of accounting for contributions.

b) Fund accounting

General Fund

The General Fund reports revenues and expenses related to program delivery, fundraising and administrative activities of the Organization.

Within the General Fund, the Organization undertakes certain special projects for which dedicated grants or internally restricted funds are received to cover a portion of the related project expenditures. These grants are comprised of externally restricted contributions received from donors and allocations from net assets available for general use internally restricted by the Board of Directors.

Tomorrow Fund

The Tomorrow Fund has been established to accumulate assets to generate investment income to fund programs and services in the community through grants to qualified organizations and to reduce the Organization’s costs. Contributions to the Tomorrow Fund are recognized as direct increases in net assets (Note 11).
3. SIGNIFICANT ACCOUNTING POLICIES (Continued)

c) Revenue recognition

The annual campaign is conducted to raise support for services provided in the following year by funded agencies, organizations addressing new and emerging needs and other registered Canadian charities. Revenues from the campaign, including donor choice, net of direct fundraising expenditures and allocated expenditures are accordingly deferred until the following year when distributions to the community are made.

Shares in publicly traded companies donated to the Organization are recorded at the closing market price of the shares on the day they are effectively received by the Organization, or, in the case of thinly traded and other shares whose liquidation is restricted in any form, at a value discounted from the closing price where this is considered appropriate. The resultant value of the shares is included in campaign revenue and is deferred until the following year with other net revenue from the annual campaign.

Restricted contributions are recognized as revenue of the general fund in the year in which related expenses are incurred.

Unrestricted contributions to the general fund are recognized as revenue when received or when receivable, if the amount to be received can be reasonably estimated and collection is reasonably assured.

Sponsorship revenue that relates to campaign activity is deferred along with campaign revenues and expenditures, and is recognized as revenue in the following year. Sponsorship dollars that do not relate to campaign activity are recognized in the year such funds are received, unless the donor permits such sponsorship to be applied to expenditures in future years. In this scenario, the corresponding balance would be further deferred to the following year.

d) Donated goods and services

Substantial goods and services are donated by the community to the Organization and are not recorded in the financial statements due to difficulties in determining fair value.

e) Pledges receivable

Pledges are recorded as receivable when signed pledge documents are received or other documents are available to provide reasonable evidence of a valid pledge. Allowances are provided for amounts estimated to be uncollectible.

f) Investments

Short-term and Tomorrow Fund investments are recorded at fair value. Gains and losses on short-term investments are recognized in investment income in the period in which they arise. Long-term investments have been classified as available for sale. Unrealized gains and losses are recognized through the Statement of Change in Net Assets until realized, at which time the cumulative gain or loss recognized in net assets is recognized in the Statement of Operations. Investment income pertaining to these investments is recognized as earned.

g) Transaction costs

The transaction costs associated with the investment portfolio are expensed as incurred.
3. SIGNIFICANT ACCOUNTING POLICIES (Continued)

h) Stock options

Stock options donated to the Organization are recorded at $Nil unless information is available to support a reasonable fair market valuation. If there is a resultant value, this amount is included in campaign revenue and is deferred until the following year with other net revenue from the annual campaign.

i) Property and equipment

Purchased property and equipment with a value exceeding $1,000 are recorded at cost. Purchased property and equipment with a value of less than $1,000 are charged to the General Fund as incurred. Contributed property and equipment is recorded at fair value at the date of the contribution if their value exceeds $1,000.

Amortization of property and equipment is provided on a straight-line basis over the following terms:

- Computer software: 3 years
- Computer equipment: 5 years
- Furniture and fixtures: 5 years
- Telephone equipment: 5 years
- Building improvements: Term of lease

j) Net assets restricted by donors and Board of Directors

All funds contributed or transferred into the Tomorrow Fund are considered restricted. The following criteria define the application of external and internal restrictions:

- Donor contributions are considered to be externally restricted.
- Amounts directed to the Tomorrow Fund by the Board of Directors, including bequests and memorials are considered internally restricted.
- Income attaching to any externally restricted investment is considered externally restricted if the donor specifies its use.
- Any income that is not restricted as to its use by the donor is subject to the directions of the Board of Directors and considered internally restricted.

k) Allocation of expenses

General management and administrative expenses are allocated between fundraising expenses and program expenses based on the headcount of the Organization at the beginning of the year in which the administrative expenses are incurred.

General management and administrative expenses are allocated as follows:

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fundraising expenses</td>
<td>46.7</td>
<td>48.0</td>
</tr>
<tr>
<td>Program expenses</td>
<td>53.3</td>
<td>52.0</td>
</tr>
</tbody>
</table>
UNITED WAY OF CALGARY AND AREA
NOTES TO THE FINANCIAL STATEMENTS

3. SIGNIFICANT ACCOUNTING POLICIES (Continued)

i) Financial instruments and hedges

Financial assets and financial liabilities held-for-trading are measured at fair value and changes in those fair values are recognized in investment income. Financial assets available for sale are measured at fair value, with changes in those fair values recorded directly in net assets. Financial assets held-to-maturity, loans or receivables and other financial liabilities are measured at amortized cost using the effective interest rate method of amortization.

The Organization has classified all financial assets as loans or receivables, with the exception of cash, short-term investments and investments. Cash and short-term investments have been classified as held for trading. Gains and losses are recognized in investment income in the period in which they arise. Investments have been classified as available for sale. Unrealized gains and losses are recognized through the Statement of Change in Net Assets until realized, at which time the cumulative gain or loss recognized in net assets is recognized in the Statement of Operations. The Organization has classified all financial liabilities as other financial liabilities. Gains and losses are recognized in the Statement of Operations in the period the liability is derecognized.

The Organization assesses at each Statement of Financial Position date whether a financial asset is permanently impaired. If there is objective evidence that an impairment loss exists, the amount of the loss is measured as the difference between the carrying amount of the asset and its fair value. The carrying amount of the asset is reduced and the amount of the loss is recognized in investment income.

m) Foreign currency translation

Investments denominated in foreign currencies are translated into Canadian dollars and are translated at the rate of exchange in effect on the date of the statement of financial position. Investment income from these securities is translated at the exchange rate in effect when realized.

4. FUTURE ACCOUNTING CHANGES

Financial instruments

Effective for years beginning on or after October 1, 2008, the Organization may elect to adopt the provisions of the CICA Handbook Section 3862, Financial Instruments Disclosures, and Section 3863, Financial Instruments Presentations. These sections require the disclosure of information with regards to the significance of financial instruments of the Organization's financial position and performance, the nature and extent of risks arising from financial instruments to which the Organization is exposed during the year and at the Statement of Financial Position date, and how the Organization manages those risks. These standards replace CICA Handbook Section 3861, Financial Instruments. The Organization is presently considering whether or not it will adopt these sections effective January 1, 2009. If adopted, it is expected that the only effect will be incremental disclosure.

Financial statement presentation

Several sections of the CICA Handbook have been amended to include not-for-profit organizations within their scope. The amendments apply to interim and annual financial statements relating to fiscal years beginning on or after January 1, 2009.
4. FUTURE ACCOUNTING CHANGES (Continued)

The main features of the amendments are as follows:

- Financial Statement Presentation by Not-for-Profit Organizations, Section 4400. This section has been amended to eliminate the requirement to treat net assets invested in capital assets as a separate component of net assets, and instead permits the not-for-profit organization to present such an amount as a category of internally restricted net assets. It also requires not-for-profit organizations to recognize and present revenue and expenses on a gross basis, if the not-for-profit is acting as a principal in the transactions;
- Cash Flow Statements, Section 1540. This Section has been amended to include not for profit organizations within its scope;
- Disclosure of Related Party Transactions by Not-for-profit Organizations, Section 4460. This Section has been amended to make the language in Section 4460 consistent with Section 3840 Related Party Transactions;
- Disclosure of Allocated Expenses by Not-for-profit Organizations, Section 4470. This new Section establishes disclosure standards for not-for-profit organizations that choose to classify their expenses by function and allocate expenses from one function to another. The main features of the new section are:
  - A requirement for an entity that allocates its fundraising and general support expenses to other functions to disclose the policies adopted for the allocation of expenses among functions, the nature of the expenses being allocated, and the basis on which such allocations have been made; and
  - A requirement for an entity to disclose the amounts allocated from each of its fundraising and general support functions and the amounts and functions to which they have been allocated.

The Organization is currently evaluating the impact of the adoption of these new sections on its financial statements.

5. SHORT-TERM INVESTMENTS

At December 31, 2008, the majority of short term funds are held in term deposits with a Canadian bank with terms to maturity varying from overnight to six months. The interest rate is attached to each term deposit and varies between 1.45% and 3.0% per annum. In 2007, short-term investments were invested in a pooled fund comprised of treasury bills, bankers’ acceptances and Guaranteed Investment Certificates. These investments had a maturity of three months or less from the date of purchase and were recorded at market value. The effective interest rate on these investments was approximately 4.5% per annum.

Short term investments also include equities recorded at fair value (Note 16). These were donated to the Organization and remain unsold at the date of the Financial Statements. These assets will be liquidated as soon as is possible in line with the Organization’s Policy on Acceptance and Disposal of Shares.

6. INVESTMENTS

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Market</td>
<td>Market</td>
</tr>
<tr>
<td></td>
<td>Value $</td>
<td>Value $</td>
</tr>
<tr>
<td>Investments in externally managed fund</td>
<td>13,670,356</td>
<td>15,934,422</td>
</tr>
<tr>
<td>Promissory note</td>
<td>1,982,750</td>
<td>1,982,750</td>
</tr>
<tr>
<td>Irrevocable Charitable Remainder Trust</td>
<td>225,000</td>
<td>225,000</td>
</tr>
<tr>
<td></td>
<td>15,878,106</td>
<td>18,142,172</td>
</tr>
</tbody>
</table>
6. INVESTMENTS (Continued)

### Externally Managed Funds Portfolio Weighting

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pooled Bonds and cash</td>
<td>53.2</td>
<td>38.1</td>
</tr>
<tr>
<td>Equities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Canadian</td>
<td>23.8</td>
<td>25.2</td>
</tr>
<tr>
<td>United States</td>
<td>10.8</td>
<td>17.0</td>
</tr>
<tr>
<td>Other Foreign</td>
<td>12.2</td>
<td>19.7</td>
</tr>
<tr>
<td></td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Pooled Bonds are entirely denominated in Canadian dollars.

The promissory note earns interest on the principal sum at a rate equal to the 10-year Government of Canada Bonds less 0.25%, in which the effective rate at December 31, 2008 is 2.05% (2007 - 3.74%). This rate will be re-determined on January 1, 2012 and every five years thereafter. This note is repayable upon death of the issuer and is secured by the insurance policy on the life of the donor.

The interest in an Irrevocable Charitable Remainder Trust is carried at the expected realizable value advised by the trustee and will be settled at the time of death of the donor.

### PROPERTY AND EQUIPMENT

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Cost/</td>
<td>Donated</td>
</tr>
<tr>
<td></td>
<td>Value</td>
<td>Value</td>
</tr>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Computer software</td>
<td>2,776,326</td>
<td>1,837,046</td>
</tr>
<tr>
<td>Computer equipment</td>
<td>711,407</td>
<td>393,555</td>
</tr>
<tr>
<td>Furniture and fixtures</td>
<td>361,163</td>
<td>209,635</td>
</tr>
<tr>
<td>Telephone equipment</td>
<td>133,695</td>
<td>118,688</td>
</tr>
<tr>
<td>Building improvements</td>
<td>146,105</td>
<td>30,349</td>
</tr>
<tr>
<td></td>
<td>4,128,696</td>
<td>2,589,273</td>
</tr>
</tbody>
</table>
NOTES TO THE FINANCIAL STATEMENTS (Continued)

8. DEFERRED CAMPAIGN REVENUE

<table>
<thead>
<tr>
<th>Description</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pledges and contributions received for allocation in the following year</td>
<td>$49,383,045</td>
<td>$50,901,666</td>
</tr>
<tr>
<td>Pledges and contributions received for allocation in future years</td>
<td>$261,559</td>
<td>$310,285</td>
</tr>
<tr>
<td>Family Fund</td>
<td>$5,152</td>
<td>$104,180</td>
</tr>
<tr>
<td>Flow-through contributions</td>
<td>$242,900</td>
<td>$906,177</td>
</tr>
<tr>
<td>Campaign expenses incurred</td>
<td>$(5,999,644)</td>
<td>$(5,265,207)</td>
</tr>
<tr>
<td>Provision for uncollectible pledges</td>
<td>$43,893,012</td>
<td>$46,957,101</td>
</tr>
<tr>
<td>(1,386,000)</td>
<td>$(1,170,823)</td>
<td></td>
</tr>
<tr>
<td>Balance available for distribution in following years</td>
<td>$42,507,012</td>
<td>$45,786,278</td>
</tr>
<tr>
<td>Less: current portion</td>
<td>$42,245,453</td>
<td>$45,475,993</td>
</tr>
<tr>
<td></td>
<td>$261,559</td>
<td>$310,285</td>
</tr>
</tbody>
</table>

The amounts reported as deferred campaign revenue and expenses in the prior year, except amounts received for allocation in future years, are reported in the Statement of Operations for the current year. Amounts received for allocation in future years relate to the campaign of the succeeding year and accordingly, are reported in the Statement of Operations two years following the year in which they are received.

The Organization carries the value of a non-endowed Family Fund at its cost plus accrued earnings. Cumulative earnings on these funds will be distributed to support United Way initiatives. The Organization periodically transfers amounts from these funds to specific United Way initiatives.

The provision for uncollectible pledges is based on management’s best estimate of the expected collectibility of pledges received during the current year’s campaign based on their past collection experience and having regard to the current economic conditions in the community.

9. TRUST ASSETS AND OBLIGATIONS

The Organization co-ordinates the national campaign for corporate donors, including the processing, collection and subsequent distribution of pledges to other United Way offices. This activity requires that the Organization hold certain assets on behalf of other United Way offices.

10. DEFERRED CONTRIBUTIONS

Deferred contributions related to capital assets represent the unamortized portions of restricted contributions and contributed capital assets received from private donors as well as contributions received from donors that have not yet been expended.

Externally restricted contributions related to the capital campaign are included in restricted contributions received in the year.

Deferred contributions also include the unspent portion of corporate sponsorships received to cover operating expenses.

Deferred contributions related to special projects represent the unspent portions of externally restricted grants received from private donors used to fund these activities carried on by the Organization.
10. DEFERRED CONTRIBUTIONS (Continued)

Changes in deferred contributions are as follows:

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, beginning of year</td>
<td>3,316,442</td>
<td>2,482,128</td>
</tr>
<tr>
<td>Restricted contributions received for property and equipment</td>
<td>40,254</td>
<td>88,132</td>
</tr>
<tr>
<td>Grants received/receivable for special projects</td>
<td>3,818,319</td>
<td>2,523,510</td>
</tr>
<tr>
<td>Sponsorships</td>
<td>265,659</td>
<td>148,072</td>
</tr>
<tr>
<td></td>
<td><strong>7,440,674</strong></td>
<td><strong>5,241,842</strong></td>
</tr>
<tr>
<td>Contributions related to property and equipment amortized to revenue in the year</td>
<td>(21,067)</td>
<td>(21,757)</td>
</tr>
<tr>
<td>Grants for special projects recognized as revenue in the year</td>
<td>(2,141,550)</td>
<td>(1,750,516)</td>
</tr>
<tr>
<td>Sponsorships recognized as revenue in the year for Loaned Representatives</td>
<td>(115,500)</td>
<td>(115,500)</td>
</tr>
<tr>
<td>Sponsorships recognized against event expenses</td>
<td>(28,124)</td>
<td>(37,627)</td>
</tr>
<tr>
<td></td>
<td><strong>(2,306,241)</strong></td>
<td><strong>(1,925,400)</strong></td>
</tr>
<tr>
<td>Balance, end of year</td>
<td>5,134,433</td>
<td>3,316,442</td>
</tr>
<tr>
<td>Less: current portion</td>
<td>3,152,542</td>
<td>2,382,684</td>
</tr>
<tr>
<td></td>
<td><strong>1,981,891</strong></td>
<td><strong>933,758</strong></td>
</tr>
</tbody>
</table>

The current portion of deferred contributions is based on management’s best estimate of amounts to be recognized in the following year.

The balance at the end of the year is comprised of the following:

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deferred contributions related to property and equipment</td>
<td>114,680</td>
<td>95,494</td>
</tr>
<tr>
<td>Deferred contributions related to special projects</td>
<td>4,738,892</td>
<td>3,062,123</td>
</tr>
<tr>
<td>Deferred contributions related to sponsorship</td>
<td>280,861</td>
<td>158,825</td>
</tr>
<tr>
<td></td>
<td><strong>5,134,433</strong></td>
<td><strong>3,316,442</strong></td>
</tr>
</tbody>
</table>
In 2008, the information reflecting the Tomorrow Fund, in terms of these restrictions, has been more comprehensively presented below. The Tomorrow Fund is comprised of:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Support Endowments</td>
<td>5,576,974</td>
<td>4,527,754</td>
<td>10,104,728</td>
<td>6,761,727</td>
<td>4,516,465</td>
<td>11,278,193</td>
</tr>
<tr>
<td>Special Endowments</td>
<td>1,982,750</td>
<td>-</td>
<td>1,982,750</td>
<td>1,982,750</td>
<td>-</td>
<td>1,982,750</td>
</tr>
<tr>
<td>Infrastructure Fund</td>
<td>2,315,503</td>
<td>1,331,868</td>
<td>3,647,371</td>
<td>2,315,821</td>
<td>1,281,213</td>
<td>3,597,033</td>
</tr>
<tr>
<td>Named Funds</td>
<td>789,111</td>
<td>-</td>
<td>789,111</td>
<td>888,185</td>
<td>-</td>
<td>888,185</td>
</tr>
<tr>
<td>Endow your Gift</td>
<td>327,269</td>
<td>-</td>
<td>327,269</td>
<td>399,275</td>
<td>-</td>
<td>399,275</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>10,991,607</strong></td>
<td><strong>5,859,622</strong></td>
<td><strong>16,851,229</strong></td>
<td><strong>12,347,758</strong></td>
<td><strong>5,797,678</strong></td>
<td><strong>18,145,436</strong></td>
</tr>
</tbody>
</table>

**Distribution of Income**

The Board of Directors has determined that any realized income from the prior year attaching to investments shall be first retained to grow these investments by at least 1% over the inflation rate applicable for the prior year. Then, if sufficient income remains, up to 3.5% of the prior year fund balance before retention shall be recognized as revenue of the General Fund. Such revenue shall be allocated to support community activities according to donor direction in the case of externally restricted income, or according to Board direction in the case of internally restricted income.

**Community Support Endowments**

These funds are both externally and internally restricted as to principal, but are internally restricted as to income. Income generated from the investment of assets in this fund is recognized as revenue of the Tomorrow Fund, and is applied to specific areas of community support in accordance with the direction of the Board of Directors. Such direction is set by the Board on a three year cycle.

**Special Endowments**

These are special investment gifts received from donors whereby the income attaching to the investments is directed to specified purposes. Investment income earned on these funds is recognized as revenue of the Tomorrow Fund, and distributed by management in consultation with the donors.

**Infrastructure Fund**

The Board of Directors established this fund for the purpose of funding the ongoing property lease and occupancy costs of the Organization. The fund was established by an allocation of internally restricted funds and additional restricted funds have been contributed by donors in support of this fund.

Income attaching to investments in this fund is restricted by the donor or the Board of Directors to support occupancy costs.
**11. NET ASSETS RESTRICTED BY DONORS AND BOARD OF DIRECTORS FOR THE TOMORROW FUND ENDOWMENT (Continued)**

*Named Funds and Endow your Gift*

Named Funds are gifts received by various donors whereby the fund is named in recognition of the donor or in tribute. The capital of the funds is to be held in perpetuity and the investment income earned is distributed based on the donor's advice. Investment income realized is recognized as revenue of the Tomorrow Fund.

Endow your Gift was established to provide a one-time gift for annual donors reaching retirement. The purpose of the fund is to ensure that annually 5% of the capital on these funds is recognized in the annual campaign, subject to available accumulated realized investment income. The balance of the realized investment income of this fund is recognized as revenue of the Tomorrow Fund.

Income attaching to these gifts is directed to specific areas defined in consultation with the donors.

**12. INVESTMENT INCOME**

Investment income earned by the General Fund is reported as follows:

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment income</td>
<td></td>
<td></td>
</tr>
<tr>
<td>on short-term</td>
<td></td>
<td></td>
</tr>
<tr>
<td>investments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest income</td>
<td>1,089,184</td>
<td>1,315,040</td>
</tr>
<tr>
<td>Investment income</td>
<td></td>
<td></td>
</tr>
<tr>
<td>allocated from</td>
<td>-</td>
<td>454,000</td>
</tr>
<tr>
<td>Tomorrow Fund</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total income</td>
<td>1,089,184</td>
<td>1,769,040</td>
</tr>
</tbody>
</table>

Investment income earned by the Tomorrow Fund is reported as follows:

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest income</td>
<td>850,729</td>
<td>1,163,779</td>
</tr>
<tr>
<td>Carl and Diana Nickle</td>
<td>10,920</td>
<td>11,950</td>
</tr>
<tr>
<td>Trust</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less: expenses</td>
<td>(58,285)</td>
<td>(76,569)</td>
</tr>
<tr>
<td></td>
<td>803,364</td>
<td>1,099,160</td>
</tr>
</tbody>
</table>

Realized loss on externally managed fund

| Realized loss on externally managed fund | (1,151,741) | - |
| Investment income allocated to General Fund | - | (454,000) |
| Total investment (loss) income         | (348,377) | 645,160 |
13. COMMITMENTS

The Organization leases office premises under three long-term operating leases, expiring on May 31, 2012, December 31, 2012 and July 31, 2022. On the lease expiring in 2022, the Organization has the option to surrender a portion or all of the leased premises at any time after the end of five years. If the option to surrender is exercised, the Organization would have to pay the unamortized portion of the leasehold allowance, which as of December 31, 2008 was $443,210 (2007 - $457,859).

The Organization has also entered into a five-year lease agreement for office equipment expiring in November 2013.

Lease payments required over the next five years and thereafter are as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Office Premises</th>
<th>Office Equipment</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>368,134</td>
<td>40,585</td>
<td>408,719</td>
</tr>
<tr>
<td>2010</td>
<td>375,094</td>
<td>40,702</td>
<td>423,796</td>
</tr>
<tr>
<td>2011</td>
<td>377,179</td>
<td>48,702</td>
<td>425,881</td>
</tr>
<tr>
<td>2012</td>
<td>389,737</td>
<td>48,702</td>
<td>438,439</td>
</tr>
<tr>
<td>2013</td>
<td>373,927</td>
<td>44,643</td>
<td>418,570</td>
</tr>
<tr>
<td>Thereafter</td>
<td>3,683,380</td>
<td>-</td>
<td>3,683,380</td>
</tr>
<tr>
<td></td>
<td>5,567,451</td>
<td>231,334</td>
<td>5,798,785</td>
</tr>
</tbody>
</table>

14. CONTINGENCIES

No legal action existed at the date of these statements.

15. MANAGEMENT OF CAPITAL

The Organization defines its capital as the amounts included in its Fund/Net Asset balances.

The Organization sets the amount of fund/net asset balances in proportion to risk, manages the fund/net asset structure and makes adjustments in light of changes in economic conditions and the risk characteristics of the underlying assets.

The Organization’s objective when managing capital is to safeguard its ability to sustain itself as a going concern so that it can continue to provide the appropriate level of benefits and services to its beneficiaries and stakeholders.

A portion of the Organization’s capital is restricted in that the Organization is required to meet certain requirements to utilize its externally restricted fund/net asset balance, as described in Note 11. The Organization has internal control processes to ensure that the restrictions are met prior to the utilization of these resources and has been in compliance with these restrictions throughout the year.

Management and the Board of Directors carefully considers fundraising campaigns, grants, sponsorship and investment income to ensure that sufficient funds will be available to meet the Organization’s short and long-term objectives.

The Organization monitors its financial performance against an annual budget. Surpluses from unspent operational activities are accumulated under Net Assets Available for General Use. In the event that revenues decline, the Organization will budget for reduced distributions and reduced operational expenditures. While an annual budget deficit may periodically arise, no such deficit shall be allowed to exceed the total funds available under the Net Assets Available for General Use.
16. FINANCIAL RISK MANAGEMENT

The Organization’s financial risks are as follows:

*Equity risk*

The Tomorrow Fund’s assets include a large portion of equities. These assets are invested in pooled funds managed professionally by a fund manager appointed by the Board of Directors. The fund manager is governed by an Investment Policy of the Board, which places certain parameters on investments. The performance of the fund manager is routinely assessed by the Investment Committee of the Board. The Investment Committee has authority to make certain changes to asset mix to ensure that the investments are as secure as possible. The value of equities changes in concert with the business, financial condition, management and other relevant factors affecting the underlying organization that issued the securities. In addition, general economic conditions of the markets in which such organizations operate, change, thereby exposing the Organization to fluctuations in value of investments. The fair market value of the managed portfolio at December 31, 2008 is $13,670,356 (2007 - 15,934,422), with 46.8% (2007 - 61.9%) invested in equities (Note 6).

The Organization carries a promissory note, valued at $1,982,750 (2007 - $1,982,750), that is fully insured on the life of the donor. The Organization also carries a Charitable Remainder Trust, valued at $225,000 (2007 - $225,000). The Organization does not include the value of this Trust asset in any of its operational plans.

Short term investments include equities donated to the Organization which remain unsold at the date of the Financial Statements. The market value of these securities at December 31, 2008 was $696,737 (2007 - $637,730). These assets will be liquidated as soon as is possible in line with the Organization’s Policy on Acceptance and Disposal of Shares.

*Liquidity risk*

In the current economic environment, the Organization may be subject to liquidity risk if required to realize its long term investments in the near term. This risk is mitigated by the fact that the investments in the Tomorrow Fund are not intended to be realized in the short term.

*Interest rate risk*

The Organization is exposed to interest rate risk given that its short term investments have maturity dates varying from overnight to six months. Accordingly, if interest rates decline, the Organization may not be able to reinvest the maturing investment at a rate similar to that of the balance maturing.

*Foreign exchange risk*

Because a portion of the Organization’s investment portfolio is denominated in foreign currencies, the Organization is exposed to fluctuations in those currencies. At December 31, 2008, the foreign content of the managed portfolio of the Tomorrow Fund, was 23.0% (2007 - 36.7%) (Note 6).

*Credit risk*

The Organization is exposed to credit risk to the extent that its donors may experience financial difficulty and would be unable to meet their obligations. However, the Organization has a large number of diverse donors, which minimizes concentration of credit risk.

17. PRIOR YEAR’S FIGURES

Certain of the prior year’s figures have been reclassified to conform with the current year’s financial statement presentation.
**SCHEDULE 1**

**GENERAL MANAGEMENT AND ADMINISTRATIVE EXPENSES (Year Ended December 31, 2008)**

<table>
<thead>
<tr>
<th>Item</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and employee benefits</td>
<td>2,972,873</td>
<td>2,481,004</td>
</tr>
<tr>
<td>Occupancy costs</td>
<td>849,865</td>
<td>700,688</td>
</tr>
<tr>
<td>Professional fees</td>
<td>361,224</td>
<td>536,602</td>
</tr>
<tr>
<td>Promotion and publicity</td>
<td>367,426</td>
<td>447,961</td>
</tr>
<tr>
<td>Office expenses</td>
<td>375,204</td>
<td>349,977</td>
</tr>
<tr>
<td>Professional development and training</td>
<td>100,841</td>
<td>126,659</td>
</tr>
<tr>
<td>Meetings and travel</td>
<td>57,732</td>
<td>52,642</td>
</tr>
<tr>
<td>Other administrative expenses</td>
<td>89,014</td>
<td>133,975</td>
</tr>
<tr>
<td>Amortization of property and equipment</td>
<td>422,998</td>
<td>236,455</td>
</tr>
<tr>
<td><strong>Total general management and administration expenses before allocation</strong></td>
<td><strong>5,597,177</strong></td>
<td><strong>5,065,963</strong></td>
</tr>
<tr>
<td>Allocation to fundraising expenses (Schedule 2)</td>
<td><strong>(2,613,882)</strong></td>
<td><strong>(2,431,662)</strong></td>
</tr>
<tr>
<td>Allocation to program expenses (Schedule 3)</td>
<td><strong>(2,983,295)</strong></td>
<td><strong>(2,634,301)</strong></td>
</tr>
<tr>
<td><strong>TOTAL GENERAL MANAGEMENT AND ADMINISTRATION EXPENSES</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**SCHEDULE 2**

**FUNDRAISING EXPENSES (Year Ended December 31, 2008)**

<table>
<thead>
<tr>
<th>Item</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and employee benefits</td>
<td>2,354,348</td>
<td>2,083,609</td>
</tr>
<tr>
<td>Professional fees</td>
<td>35,201</td>
<td>138,598</td>
</tr>
<tr>
<td>Office expenses</td>
<td>70,808</td>
<td>101,473</td>
</tr>
<tr>
<td>Professional development and training</td>
<td>24,176</td>
<td>26,973</td>
</tr>
<tr>
<td>Meeting and travel</td>
<td>36,959</td>
<td>26,046</td>
</tr>
<tr>
<td>Direct fundraising expenses</td>
<td>312,054</td>
<td>251,582</td>
</tr>
<tr>
<td>Special events expenses (*)</td>
<td>48,453</td>
<td>37,945</td>
</tr>
<tr>
<td><strong>Total direct fundraising expenses</strong></td>
<td><strong>2,881,999</strong></td>
<td><strong>2,666,226</strong></td>
</tr>
<tr>
<td>Allocation of general management and administrative expenses (Schedule 1)</td>
<td><strong>2,431,662</strong></td>
<td><strong>2,036,520</strong></td>
</tr>
<tr>
<td><strong>TOTAL FUNDRAISING EXPENSES</strong></td>
<td><strong>5,313,661</strong></td>
<td><strong>4,702,746</strong></td>
</tr>
</tbody>
</table>

* Prior to 2008, the Organization reflected sponsorship amounts received to support special events as revenue. In 2008, the Organization changed its accounting for such sponsorships by applying such amounts directly against the respective event expenses. This treatment is consistent with United Way of Canada TAFL Policies. Sponsorship amounts applied in this manner during 2008 were $484,370 (2007 - $259,453).
## UNITED WAY OF CALGARY AND AREA
### NOTES TO THE FINANCIAL STATEMENTS

#### SCHEDULE 3
United Way Program Expenses (Year Ended December 31, 2008)

<table>
<thead>
<tr>
<th>Expense Description</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community investment process</td>
<td>2,006,400</td>
<td>1,944,698</td>
</tr>
<tr>
<td>UpStart (formerly Children’s Initiatives)</td>
<td>277,850</td>
<td>305,432</td>
</tr>
<tr>
<td>Sustained Poverty Reduction Initiative</td>
<td>82,134</td>
<td>170,000</td>
</tr>
<tr>
<td>Aboriginal Youth and Education Strategy</td>
<td>282,840</td>
<td>370,978</td>
</tr>
<tr>
<td>Community Hub Development</td>
<td>662,389</td>
<td>434,505</td>
</tr>
<tr>
<td>Other projects</td>
<td>587,242</td>
<td>219,600</td>
</tr>
<tr>
<td><strong>Total direct program expenses</strong></td>
<td>3,898,855</td>
<td>3,445,213</td>
</tr>
<tr>
<td>Allocation of general management and administrative expenses (Schedule 1)</td>
<td>2,983,295</td>
<td>2,634,301</td>
</tr>
<tr>
<td><strong>TOTAL UNITED WAY PROGRAM EXPENSES</strong></td>
<td>6,882,150</td>
<td>6,079,514</td>
</tr>
</tbody>
</table>

#### SCHEDULE 4
RATIO NOTE (TAFR) (Year Ended December 31, 2008)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>%</td>
<td>$</td>
<td>%</td>
</tr>
<tr>
<td><strong>FUNDRAISING RATIO:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total revenue per Statement of Operations</td>
<td>53,882,814</td>
<td>53,487,097</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Add: pledge loss</td>
<td>1,041,299</td>
<td>1,184,271</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total revenue for fundraising</strong></td>
<td>54,924,113</td>
<td>54,671,368</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct costs of fundraising (Schedule 2)</td>
<td>2,881,999</td>
<td>5.2</td>
<td>2,666,226</td>
<td>4.9</td>
</tr>
<tr>
<td>Cost of general management and administration associated with fundraising (Schedule 2)</td>
<td>2,431,662</td>
<td>4.4</td>
<td>2,036,520</td>
<td>3.7</td>
</tr>
<tr>
<td><strong>Total costs associated with fundraising</strong></td>
<td>5,313,661</td>
<td>9.7</td>
<td>4,702,746</td>
<td>8.6</td>
</tr>
<tr>
<td><strong>ALLOCATION RATIO:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total revenue per Statement of Operations</td>
<td>53,882,814</td>
<td>53,487,097</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Allocation to net assets (excess of revenue over expenses)</td>
<td>158,673</td>
<td>0.3</td>
<td>571,899</td>
<td>1.1</td>
</tr>
<tr>
<td>Funds allocated to programs</td>
<td>48,410,480</td>
<td>89.8</td>
<td>47,952,999</td>
<td>89.7</td>
</tr>
</tbody>
</table>
Board Chair: Brian P. Boulanger,  
Senior Vice President, ARC Financial Corp.

Board Vice Chair: Linda Hohol,  
Retired Financial Executive and Director

Board Past Chair: Michael J. Tims,  
Chairman, Peters and Co. Limited

Ash Bhasin, Chairman and Director, Sonoma Resources Ltd.
Sorayyah Bhojani, Community Volunteer
Shannon Bowen-Smed, President and CEO, Bowen Workforce Solutions
Gaétan Caron, Chair and CEO, National Energy Board
Alice Chan, Community Volunteer
Liam Christie, Chair, The Executive Committee
Roman Cooney, Vice President, Communications,  
Canadian Association of Petroleum Producers
Marcel Coutu, President & CEO, Canadian Oil Sands
Beth Diamond, Managing Partner, National Public Relations
Heather Douglas, President and CEO, Calgary Chamber of Commerce
Bruce Edgelow, Vice President, ATB Financial
Blaine Favel, President and CEO, One Earth Resources Inc.
Doug Haughey, President and CEO, Windshift Capital Corp.
Dick Hehr, Community Volunteer
Dennis Hoffman, Community Volunteer
Darshan Kailly, CEO, Canadian Freightways
Dr. Daniel Lai, Professor and Alberta Heritage Health Scholar,  
Faculty of Social Work, University of Calgary
Ruth Ramsden-Wood, President, United Way of Calgary and Area
Andrea Robertson, Vice President, South Health Campus,  
Alberta Health Services
Shannon Ryhorchuk, Partner, PricewaterhouseCoopers
Nashir Samanani, President and CEO, Elluminate, Inc.
Quincy Smith, Senior Counsel, Fraser, Milner, Casgrain LLP
Scott Thon, President and CEO, AltaLink Management Ltd.
## 2008 Community Investments

### Moving Out of Poverty

<table>
<thead>
<tr>
<th>Organization</th>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accessible Housing Society – Calgary</td>
<td>Residential Assessment and Design (RAD) Service</td>
<td>$57,402</td>
</tr>
<tr>
<td>Alberta Seventh Step Society</td>
<td>Community Impact Investment</td>
<td>$166,000</td>
</tr>
<tr>
<td>Alex Community Health Centre, The</td>
<td>Community Services</td>
<td>$114,904</td>
</tr>
<tr>
<td>Arusha Centre, The</td>
<td>Community Health Program</td>
<td>$66,287</td>
</tr>
<tr>
<td>Aspen Family and Community Network Society</td>
<td>Crisis and Resource Program</td>
<td>$65,759</td>
</tr>
<tr>
<td>Aspen Family and Community Network Society and Inn from the Cold Society</td>
<td>Seniors Community Outreach Program</td>
<td>$65,759</td>
</tr>
<tr>
<td>Calgary Alternative Support Services</td>
<td>Calgary Dollars</td>
<td>$112,495</td>
</tr>
<tr>
<td>Calgary Drop-In Centre &amp; Rehab Centre Society</td>
<td>Families in Transition Program</td>
<td>$221,168</td>
</tr>
<tr>
<td>Calgary Immigrant Educational Society</td>
<td>Family and Community Connections Program</td>
<td>$304,297</td>
</tr>
<tr>
<td>Calgary John Howard Society</td>
<td>Occupational Health &amp; Safety – Security Project</td>
<td>$5,000</td>
</tr>
<tr>
<td>Calgary Meals on Wheels</td>
<td>Youth Matters</td>
<td>$117,002</td>
</tr>
<tr>
<td>Calgary Urban Project Society (CUPS)</td>
<td>The Other Twelve Hours</td>
<td>$175,826</td>
</tr>
<tr>
<td>Calgary Workers Resource Centre</td>
<td>Langin Place</td>
<td>$91,958</td>
</tr>
<tr>
<td>Canadian Mental Health Association – Calgary Region</td>
<td>Day/Evening Services and Shelter</td>
<td>$450,830</td>
</tr>
<tr>
<td>Canadian Red Cross Society, Southern Alberta Region</td>
<td>Human Resources Specialist</td>
<td>$20,652</td>
</tr>
<tr>
<td>Catholic Family Service of Calgary, The Centre for Newcomers</td>
<td>Clerical Support Program</td>
<td>$133,910</td>
</tr>
<tr>
<td>Catholic Family Service of Calgary, The Centre for Newcomers</td>
<td>Institutional Visitation</td>
<td>$123,059</td>
</tr>
<tr>
<td>Catholic Family Service of Calgary, The Centre for Newcomers</td>
<td>Learning Employment Enhancement Program and Emergency Assistance</td>
<td>$203,519</td>
</tr>
<tr>
<td>Centre for Newcomers Ethnicity Catering</td>
<td>Raido House</td>
<td>$60,186</td>
</tr>
<tr>
<td>Community Development</td>
<td>Windsor Park Transitional Program for Homeless Youth</td>
<td>$64,375</td>
</tr>
<tr>
<td>Community Development</td>
<td>Youth Advocacy and Support Program</td>
<td>$125,199</td>
</tr>
<tr>
<td>Community Development</td>
<td>Feeding the Working Homeless Partnership</td>
<td>$63,844</td>
</tr>
<tr>
<td>Community Development</td>
<td>Meal Delivery</td>
<td>$217,411</td>
</tr>
<tr>
<td>Community Development</td>
<td>Family Resource Centre</td>
<td>$131,520</td>
</tr>
<tr>
<td>Community Development</td>
<td>Housing Registry Network</td>
<td>$56,779</td>
</tr>
<tr>
<td>Community Development</td>
<td>One World Child Development Centre</td>
<td>$84,033</td>
</tr>
<tr>
<td>Community Development</td>
<td>Workers Resource Centre</td>
<td>$216,300</td>
</tr>
<tr>
<td>Community Development</td>
<td>Independent Living Support Program</td>
<td>$92,084</td>
</tr>
<tr>
<td>Community Development</td>
<td>Community Housing Support Program</td>
<td>$482,726</td>
</tr>
<tr>
<td>Community Development</td>
<td>Home Suite Home Booklet</td>
<td>$6,000</td>
</tr>
<tr>
<td>Community Development</td>
<td>Neighbourhood Leadership</td>
<td>$54,075</td>
</tr>
<tr>
<td>Community Development</td>
<td>Ethnicity Catering</td>
<td>$143,072</td>
</tr>
<tr>
<td>Community Development</td>
<td>Family Development Programs</td>
<td>$110,626</td>
</tr>
<tr>
<td>Community Development</td>
<td>Multicultural Families Working Towards Social and Economic Well-Being</td>
<td>$29,201</td>
</tr>
<tr>
<td>Community Development</td>
<td>Various Food Related Projects</td>
<td>$157,858</td>
</tr>
<tr>
<td>Community Development</td>
<td>Basic Needs Pilot</td>
<td>$4,500</td>
</tr>
</tbody>
</table>
Elizabeth Fry Society of Calgary
Aboriginal Employment Program $91,767
Bridges Employment Program $57,307
In-take Position $59,483
Legal-Ease and Courtwork Program $53,400
Theft and Loss Counselling Program $47,001
Relapse Prevention and Community Integration Program $45,675
Homeless Awareness Week $50,760
Patch Family Learning Centre $85,583
PATCH I Program – Lawnview Site $95,852
PATCH II Program – West Dover Site $95,852
PATCH III Program – Applewood Park and Woodlands
   Social Housing Complexes $340,673
Patch Family Learning Centre $85,583
Hope Homes $103,544
Hope Homes for Aboriginal Youth $139,676
Wellington Place $154,088
Aboriginal Students’ Program $75,154
Rainbow Transitional Housing Program $206,000
Family Resource Centre $97,454
Business Development $169,709
Calgary Community Economic Development Network $75,250
Core Operations and Infrastructure $110,854
Financial Literacy $653,281
Skills Training $28,390
Volunteer Programme/ Helpline $44,865
Business Advice Program $83,472
Outreach Program $112,157
Career Links $291,512
1835 Program of Recovery $17,768
Treatment and Prevention of Substance Abuse Program $121,033
CROW Group and EAGLE Circle Programs $54,929
Long Term Residential Treatment Program $60,642
Vibrant Communities Calgary $283,894
Community Outreach Program $71,360
Family Resource Centres – Bridgeland, Shaganappi, Hillhurst $89,105
Evening Program $45,423
Evening Safety Project $4,230
Women’s Centre Programs $106,844
New Horizons $58,466
Child and Family Services $149,222
Homeless and Poverty Reduction $638,332
Total $9,881,247
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**Kids Growing Up Great**

Albert Park/Radisson Heights Community After School Program  
Alberta Association of Immigrant Serving Agencies  
All Nations Theatre Society  
Between Friends Club recreation for people with disabilities  
Big Brothers and Big Sisters of Calgary and Area  
Boys and Girls Club of Airdrie  
Boys and Girls Clubs of Calgary

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Community After School Program  
CARE Strategy  
Anti-Racism/Anti-Bullying Workshop Residency  
Shattering Community Engagement  
Programs for Disabled Children and Teens  
AMFY In-School Mentoring Program  
Community Impact Investment  
Summer Day Camps  
Torch and Keystone Leadership Programs  
Youth Camping and Teen Wilderness  
Aboriginal Art Program  
Aboriginal Youth Leadership Program  
After School Hours Demonstration Project  
Avenue 15 Runaway and Homeless Shelter  
Bowness Club  
Camp Adventure  
Food and Nutrition at Schools  
Forest Lawn Club  
Marlborough Teen Resource Centre  
Ready Set Go  
Re-engaging Academically Disconnected Adolescents Respectfully  
Side Door Program  
Youth Engagement Action Research Project  
CACY Partnership  
Block Parent Homes  
Ernest Morrow Junior High School – Aboriginal Pride Program  
Jack James High School – Aboriginal Pride Program  
Elementary Bridging Project  
Junior High Bridging Project  
LYNX (Links Youth: Nurtures Excellence) – Bound for Success  
Summer Lifeskills Program  
Youth Opportunity Route  
Calgary Sexual Health and Wellbeing Collaborative Project – Phase V  
Comprehensive Sexuality Education Program  
Vulnerable Youth Outreach Program  
Calgary Youth Foundation Program  
Opening Doors Program  
YouthScape Initiative  
Crisis Nursery  
Family Support Program  
Early Beginnings and Home Visitation Program  
Crisis Nursery  
Family Support Program  
Early Beginnings and Home Visitation Program  
Crisis Nursery  
Family Support Program  
Early Beginnings and Home Visitation Program  
Crisis Nursery  
Family Support Program  
Early Beginnings and Home Visitation Program
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<td>Organization</td>
<td>Project/Event</td>
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<tr>
<td>Calgary Homeless Foundation, The</td>
<td>Homeless Soccer Tournament</td>
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<tr>
<td>Calgary Immigrant Educational Society</td>
<td>Canadian Social Forum Bursary</td>
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<tr>
<td>Calgary Network on Prostitution</td>
<td>Measurement Report</td>
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<tr>
<td>Calgary Women’s Emergency Shelter</td>
<td>Workplan to Advance Strategic Thinking</td>
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<tr>
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<td>World Conference for Women’s Shelters</td>
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<tr>
<td>Calgary Workers Resource Centre</td>
<td>Canadian Social Forum Bursary</td>
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<tr>
<td>Canadian Council on Social Development</td>
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<tr>
<td>Canadian Outcomes Research Institute</td>
<td>Executive Directions</td>
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<td>Catholic Family Service</td>
<td>Aboriginal Outreach Youth Worker</td>
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<td>Discovery House Family Violence Prevention Society</td>
<td>World Conference for Women’s Shelters</td>
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<td>Distress Centre Calgary</td>
<td>Instrumental Needs Coordinated Database</td>
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<td>Leadership Coaching</td>
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<td>Fresh Start Recovery Centre</td>
<td>Canadian Social Forum Bursary</td>
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<td>Ghost River Rediscovery Society</td>
<td>Professional Development Implementation Plan</td>
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<td>HomeFront Society for the Prevention of Domestic Violence</td>
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<td>HERA Society, The</td>
<td>Agency Service Delivery Model Review</td>
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<td>Immigrant Sector Council of Calgary</td>
<td>Immigrant Human Resources Strategy</td>
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<td>Immigrant Services Calgary</td>
<td>2009 Immigrants of Distinction Awards Sponsorship</td>
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<td>Independent Living Resource Centre of Calgary</td>
<td>Strategic Planning Retreat</td>
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<tr>
<td>Mount Royal College</td>
<td>Turn off the Violence Week</td>
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<td>North East Centre of Community Society</td>
<td>Governance Training</td>
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<td>Opportunity Works Calgary Incorporated</td>
<td>Canadian Social Forum Bursary</td>
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<tr>
<td>Peer Support Services for Abused Women</td>
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<td>Recovery Acres (Calgary) Society</td>
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<td>Southern Alberta Child and Youth Health Network (SACYHN)</td>
<td>Family Centred Care Conference 2009</td>
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<td>Trinity Foundation of Alberta</td>
<td>Strategic Plan for Seniors and Special Needs Populations</td>
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<td>Volunteer Calgary</td>
<td>Leadership Calgary</td>
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<td>Youville Residence Society of Alberta</td>
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Collaboratives, Strategies, and Special Projects & Initiatives

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<th>Project Description</th>
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<tr>
<td>Aboriginal Youth &amp; Education Evaluation Strategy</td>
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<tr>
<td>Building Resilient Communities by Engaging Youth National Initiative</td>
<td>$40,000</td>
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<tr>
<td>Community Building Activities In Bowness/Montgomery and North North East Calgary</td>
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<tr>
<td>Days of Caring Project</td>
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<td>Development of the Neighbourhood Community Impact Plan</td>
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<tr>
<td>Diversity/Inclusivity External Consultations</td>
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<td>Exploring a Fiscal Sponsorship Platform for Small Organizations and Citizen-Led Projects and Activities</td>
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<td>Funders Table and Policy Research</td>
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<td>Government Relations Approach: Provincial Advocacy Plan</td>
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<td>Human Resources Initiative</td>
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<td>Immigrant Children and Youth Strategy</td>
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<td>Immigrant Impact Plan</td>
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<td>Labour Program</td>
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<td>Multi-risk Youth Mentorship Partnership</td>
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<td>North North East Project</td>
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<td>Professional Development Strategy</td>
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<td>Social Enterprise</td>
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<td>Support for Community Impact Activities</td>
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<td>Support for Funded Agency Events</td>
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<td>Supports for the Volunteer Restructuring</td>
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<td>Volunteer Lawyers Service</td>
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<td>Vulnerable Youth Funders Table</td>
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<tr>
<td>Youth Opportunity Route and Family Strengthening Evaluation</td>
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<td><strong>Total</strong></td>
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Board Approved Funds for Community Impact to be Invested in 2009 & 2010

<table>
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<tr>
<th>Project Description</th>
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<td>Labor Program</td>
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<td><strong>Total</strong></td>
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**Grand Total** $34,244,941

In a few cases, the program amounts shown are under or overstated because the program funding was committed from a previous year's revenue or because funds shown cover more than one year's operations.
Poverty Reduction Coalition Committees

Steering Committee

Jim Dinning (Chair), Western Financial Group  
Nancy Laird (Chair), Volunteer  
Rob Easson (Co-Chair), Brand Insights Group  
Adam Legge, Calgary Economic Development Authority  
Ash Bhasin, Sonoma Resources  
Bev Longstaff, Volunteer  
Bonnie Johnston, Calgary and Area Child and Family Services  
Bruce Edgelow, ATB Financial  
Dr. John te Linde, City of Calgary  
Dr. Richard Musto, Alberta Health Services  
Dr. Tom Noseworthy, University of Calgary, Faculty of Medicine  
Greg Campbell, Catholic Family Service of Calgary  
Heather M. Douglas, Calgary Chamber of Commerce  
Heather MacDonald, United Way of Calgary & Area  
Katrina Milaney, United Way of Calgary & Area  
Lana Wells, United Way of Calgary & Area  
Loreen Gilmour, Poverty Reduction Coalition  
Mary Lougheed, Volunteer  
Robbie Babins-Wagner, Calgary Counselling Centre  
Ruth Ramsden-Wood, United Way of Calgary & Area  
Sorayah Juma Bhojani, Volunteer  
Trudy M. Curran, Canadian Oil Sands Limited  
Yvonne Schmitz, Volunteer

Chairs Committee

Nancy Laird (Chair), Volunteer  
Adam Legge, Calgary Economic Development Authority  
Bev Longstaff, Volunteer  
Bruce Edgelow, ATB Financial  
Jim Dinning, Western Financial Group  
Loreen Gilmour, Poverty Reduction Coalition  
Mary Lougheed, Volunteer  
Rob Easson, Volunteer  
Robbie Babins-Wagner, Calgary Counselling Centre  
Sorayah Juma Bhojani, Volunteer

Community Engagement & Awareness Committee

Rob Easson (Co-Chair), Brand Insights Group  
Anne Babineau, United Way of Calgary & Area  
Cleo Hamel, H&R Block  
James McAra, Calgary Food Bank  
Kathryn Sim, United Way of Calgary & Area  
Kevin MacDonnell, Community Volunteer  
Loreen Gilmour, Poverty Reduction Coalition  
Luiza Zorrilla, Marketing Director CED  
Maggie Schofield, Downtown Calgary Executive Director  
Nancy Laird, Volunteer  
Richard O’Farrell, Government Relations Manager Imperial Oil  
Tim Olafson, Community Volunteer

Economic Well-Being Committee

Adam Legge (Chair), Calgary Economic Development Authority  
Anoush Newman, Calgary Multicultural Centre  
Joanne Towers, Calgary Region Alberta Employment & Immigration  
Charles Pankratz, Bow Valley College  
Salina Stanley-Bhanji, Vibrant Communities Calgary  
Dr. Billie Thurston, University of Calgary  
Dr. John te Linde, City of Calgary  
Dr. Richard Musto, Alberta Health Services  
Dr. Tom Noseworthy, U of C Faculty of Medicine  
Gurbir Sandhu (Xavier Cattarinich Interim), Calgary Workers Resource Centre  
Katrina Milaney, United Way of Calgary & Area  
Loreen Gilmour, Poverty Reduction Coalition  
Michael J. Tims, Peters & Co. Limited  
Rob Easson, Brand Insights Group  
Walter Hossli, Momentum  
Yvonne Schmitz, Volunteer

Financial Stability Committee

Adam Legge (Chair), Calgary Economic Development Authority  
Bob Lougen, H&R Block  
Brian Hoffart, United Way of Calgary & Area  
Bruce Edgelow (Chair), ATB Financial  
Cleo Hamel, H&R Block  
Dani DeBoice, First Calgary Savings  
Debbie Newman, Calgary Drop-In & Rehab Centre  
Janet Lane, Literacy Alberta  
Janice Iverson, First Calgary Financial  
Jean-Paul Marmoreo, Borealis Infrastructure  
John Rowland, Calgary Drop-In & Rehab Centre  
Loreen Gilmour, Poverty Reduction Coalition  
Maureen Grant-Hayes, United Way of Calgary & Area  
Michael J. Tims, Peters & Co. Limited  
Terry Wilson, City of Calgary  
Kellie Anderson, Momentum

Supports for Women & Children Committee

Mary Lougheed (Co-Chair), Volunteer  
Sorayah Juma Bhojani (Co-Chair), Volunteer  
Catherine Ford, Alberta Health Services  
Cheryl Doherty, Boys & Girls Club Community Services  
Cheryl Joynt, City of Calgary  
Connie Bird, Woods Homes  
Eunice Mahama, ANIW  
Hazel Lawrey, YWCA Calgary  
Iris Spurrell, Bowness Montgomery Coalition  
Joni Morrison O’Hara, Region 3-Calgary & Area Child & Family Services Authority  
Katrina Milaney, United Way of Calgary & Area  
Liz Leroux, YWCA Calgary  
Loreen Gilmour, Poverty Reduction Coalition  
Lynn McIntyre, University of Calgary  
Marg Cutler, Children & Youth Services  
Margie Ronca, UpStart  
Rob Bray, Calgary Catholic Immigration Society  
Shirley Purves, Aspen Family and Community Network Society  
Susan Gillies, Women’s Centre of Calgary
Affordable Housing Committee

Bev Longstaff (Chair), Volunteer
Bob Coe, Service Canada
Dale Koeller, Calvert Home Mortgage
   Investment Corporation
Dale Stamm, Calgary Housing Company
David McIlveen, Boardwalk
Diane Cox, Housing & Urban Affairs
Doug McLaughlin, Norfolk Housing
Gail Sokolan, City of Calgary
Glen Craig, Alberta Housing Coalition
Grant Neufeld, Calgary Housing Action Initiative (CHAI)
John Cox, Canada Mortgage & Housing Corporation
Kim O’Brian, Horizon Housing
Loreen Gilmour, Poverty Reduction Coalition
Martina Jileckova, Calgary Homeless Foundation
Sasha Tsenkova, University of Calgary
Sharon Stroick, City of Calgary
Nancy Snowball, Alberta Health Services
2008-2009 Community Impact Volunteers

Children and Youth Investment Committee
Ash Bhasin (Co-Chair)
Scott Thon (Co-Chair)
Sorrayah Bhojani
Barbara Boyer
Dr. Dawne Clark
Blaine Favel
Ryan Giles
Sophia Langllois
Sue McIntyre
Jeff R. Pearson
Jim Walsh

Economically Challenged Calgarians Investment Committee
Dick Hehr (Chair)
Judith Curry
Dan Halverson
Darshan Kailly
Noel Keough
Vance P.E. Langford
Marleny Munoz
Trevor Peters
Yvonne Schmitz
Hugh Williamson

People Living in Vulnerable Situations Investment Committee
Mark Iantkow (Co-Chair)
Dr. Daniel Lai (Co-Chair)
Trish Biggs
Doug Haughey
Cameron Plewes
Shannon Ryhorchuk
Susan Vukadinovic

Aboriginal Youth & Education Strategy Education Sub-Committee
Joanne Brisebois
Robert Coumert
Donna Crowshoe
Daniel Danis
Kevin Deforge
Deana Helton
Pat Loyer
Kate Miller
Lorianne Tenove

Aboriginal Youth & Education Strategy Inclusiveness Task Group
Amanda Davis
Blaine Favel
Wanda First Rider
Pat Loyer
Toni Polchies
Robert Wells

Volunteer Lawyers Service Advisory Committee
Bruce Churchill-Smith
Amy Cooper
Lindell Larson
Eric Miller
Cyndy Morin
Francine Swanson

Volunteer Lawyers Service Lawyers
Kenneth J. Alyluia
John Anderson
Lynne Michele Angotti
Kate Asbell
Jan Bagh
Wayne Barkauskas
Michael Birnbaum
Ken Blake
Joan Blumer
Grant Borbridge
Jessica Chapman
Jacqueline Chernys
Sean Collins
Colleen M. Connolly
Geoff Coombs
Ryan Doig
James Early
Louis Faber
Gail H. Forsyth
John Forsyth
Patrick Heinsen
Janice Henderson-Lypkie
Scott Hipfner
Janan Jarrah
Inayat A. Jetha
Jeananne Kathol-Kirwin
William Klym
Dale Knisely
Michael Kwiatkowski
Jacqueline Lagasse
Irene MacEachern
Alexis Magi
Dan McCaffee
Fiona G. McLean
Sean Moldowan
Cyndy Morin
LuAnne Morrow
Allan Nielsen
Robert A. Omura
Michelle Papero
Janice Pasay
Erika Ringseis
Cameron Schepp
Greg P. Shannon
Fatima Shariff
Eric Skinner
John Sutherland
David Taniguchi
Julie P. Tannahill
Jessica Thomson
Rhonda Tibbitt
Kevin Tuohy
Rob Verbuck
Allan Vinni
Kathleen Wells
Russ Weninger
Barrett Westerlund
Liza Wold Rosychuk
Robert A. Young
Stephen Yuzwak
2008-2009 UpStart Council of Champions

Stephanie Felesky  
Co-Chair

Dr. David Marshall  
President, Mount Royal College

Greg Bass  
Superintendent of Schools  
Rocky View School Division No. 41

Dr. Dawne Clark  
Faculty of Child & Youth Studies  
Mount Royal College

Dr. Margaret E. Clarke  
Division Chief, Developmental Pediatrics  
Alberta Health Services  
Alberta Children's Hospital

Cheryl Doherty  
Chair of CCI's former 5-12 Working Group  
Executive Director  
Boys and Girls Clubs of Calgary

N. Murray Edwards  
President, Edco Financial Holdings Ltd.

Karen Ferguson  
Assistant Deputy Minister, Community Strategies and Support Division  
Alberta Children's Services

Chief Rick Hanson  
Chief of Police, Calgary Police Service

Kurt Hanson  
Director of Calgary Recreation  
The City of Calgary

Bev Hubert  
Chief Superintendent of Schools  
Calgary Board of Education

Barry Jackson  
Chairman, TransCanada PipeLines Limited

Bonnie Johnston  
Chief Executive Officer  
Calgary & Area Child & Family Services Authority

Heather MacDonald  
Vice President & COO  
United Way of Calgary and Area

Dr. Lucy Miller  
Chief Superintendent  
Calgary Roman Catholic Separate School District

Ted Newall, O.C.  
Chairman  
Newall and Associates

The Very Rev. Robert T. Pynn  
Dean of Calgary, Emeritus  
The Anglican Diocese of Calgary

Ruth Ramsden-Wood  
President, United Way of Calgary and Area

Dr. Gayla Rogers  
Dean, Faculty of Social Work  
University of Calgary

Nashir Samanani  
President & CEO  
Elluminate, Inc.

Dr. Suzanne C. Tough  
Scientific Director, Alberta Centre for Child, Family and Community Research  
Associate Director, Institute of Maternal and Child Health, University of Calgary/Alberta Health Services

Dr. Harvey P. Weingarten  
President & Vice-Chancellor  
The University of Calgary

Dr. Terry White  
Professor and President Emeritus  
Haskayne School of Business  
The University of Calgary

Stephanie Won  
Group Civic Partner Consultant, Strategic Planning and Policy, Recreation  
The City of Calgary
2008 Campaign Cabinet

Co-Chairs
Chris Seasons, Devon Canada Corp.
Michelle Cameron, Olympic Gold Medalist (1988)

Major and Leadership Giving

Leadership Giving Cabinet
Ellen Dungen, TD Canada Trust
John Schadan, SNC-Lavalin

Major Gifts Cabinet
Brian Petersen, Petersen Capital Corporation
Paul Smith, Imperial Oil Ltd.
Irv Koop
Sharon Siebens

Loaned Representatives
David Payne, Hay Group Inc.
Greg Reinhart, TransAlta

Energy & Engineering and General Oil and Gas

Engineering & Energy Supply & Services
Murray Cobbe, Trican Well Service Ltd.
Phil Welch, McDaniel & Associates Consultants Ltd.

Major Energy
John Crum, Apache Canada
Kevin Meyers, ConocoPhillips

General Oil & Gas
Kevin Cumming, ATCO Midstream Ltd.
Andy Wiswell, NAL Resources Management Ltd.

Finance, Insurance & Professional Services

Finance & Insurance
Robi Contrada, RBC Capital Markets
Nancy Lever, ARC Financial Corp.

Professional Services
Jenny Gulamani-Abdulla, Canadian Society of Immigration Consultants
Greg Yuzwa, PricewaterhouseCoopers
Laurel Wood, Meyers Norris Penny

Major Banks
Art Korpach, CIBC World Markets
John Van de Pol, Rock Energy Inc.

Hi-Tech
Bryant Jackson, Metafore IT Solutions
John Masters, Calgary Technologies Inc.

Business, Retail & Transportation

Business / Retail
Chris Roberge, Deloitte & Touche LLP
Curtis Stange, CIBC

Transportation
Terry Owen, Trimac (Ret)

Residential & Commercial Real Estate
Robert Clark, Carma
Ian Parker, Brookfield Properties

Public Sector

Government
Christine Good, Municipal
Forrest Kvemshagen, Provincial
John McCarthy, Federal

Health
Kay Best, Aberta Health Services
Dr. Richard Musto, Alberta Health Services

Labour
Robert Dauphinais, Canadian Union of Public Employees Local 37
Jenny Regal, Calgary Public Teachers Association Local 38

Education
Bernard Benning, Bow Valley College

Agencies
Susan Cress, AIDS Calgary Awareness Society
Barbara Ferguson, Alzheimer Society of Calgary

Outreach Initiatives

2335
Katie Havercroft-McKinnon,
Fulcrum Strategic Consulting
Jennifer MacKay, WAX Partnership Incorporated
Peter de Jong, RBD Dominion Securities

Women’s Initiative
Judy Walton, Consultant
Susan Wright, Alliance Pipeline Ltd.

Sports, Media & Entertainment
Lindsey Galloway, Calgary Stampede
Carol Ryder, White Iron Productions

Prospecting
Steve Kanerva, ENMAX Power Corporation
Andy Kinmonth, Shell Chemicals (Ret)
2008 Committee Volunteers

Leadership Giving Committee

Co-Chairs:
Ellen Dungen, TD Bank Financial Group
John Schadan, SNC-Lavalin

Harinder Basra, Bennett Jones LLP
Brent Bazinet, RBC Commercial Financial Services
Daniel Dorland, First Energy Capital Corp.
Brian Grassby, Canadian Pacific Railway
Rick Henson, Plains Marketing Canada L.P.
Phil LaFlair, Canadian Natural Resources Limited
Paul Lessard, Colt Engineering Corporation
David Mercier, Bennett Jones LLP
Aaron Miller, Enerplus Resources Fund
Tim Onyett, Deloitte
Brent Pookhay, Enbridge Inc.
Ronald Read, EDS Canada
Tom Sampson, Calgary EMS
Sophie Schmaltz, Provincial Board Electrical Contractors Assoc. of Alberta
Laura Schwinn, Halliburton
Joy Soepono, Shell Canada Limited
Mark Stumpf, Imperial Oil Limited
Jason Vincent, Matco Financial Inc.
Rob Will, Devon Canada Corporation

Major and Significant Giving Committee

Co-Chairs:
Brian Petersen, Petersen Capital Corporation
Paul Smith, Imperial Oil

Nolan Blades
Dee Brandes, Imperial Oil
Kevin Brown, ARC Financial Corporation
Gary Bugeaud, Burnet, Duckworth & Palmer LLP
Glenn Cameron, Stikeman Elliott
Tom Ebbren, Tristone Capital Inc.
Bob Feick
Shane Fildes, BMO Capital Markets
Murray Frame, Canoil Inc.
Ross Freeman, Borden Ladner Gervais LLP

Mark Horsfall, Morgan Stanley, Investment Banking Division
Irv Koop
Martin Lambert, Matco Capital Ltd.
Rene Massinson, CH2M Hill Energy Services and Operations Division
John Peltier, CIBC World Markets
Gerard Potti, EnCana Corporation
Kirk Purdy, Basek Group
Jim Saunders, Twin Butte Energy Ltd.
Andrew Stephens, Petro-Canada
Sharon Siebens
David Swain, Credit Capital Markets, CIBC World Markets
Aarnoud van Weelden, Goldman, Sachs & Company
David Vettes, Tristone Capital Inc.

Loaned Representatives Committee

Greg Reinhart, TransAlta
David Payne, Hay Group Inc.

2335 Committee

Co-Chairs:
Jennifer MacKay, WAX partnership incorporated
Katie Havercroft-McKinnon, Fulcrum Strategic Consulting

Beth Cole, Deloitte Inc.
Peter de Jong, RBC Dominion Securities
Cayly Dixon, Geologic Systems ltd.
Julie Haugen, Bantrel Co.
Rhiannon MacDonnell, University of Calgary
Peggy Mann, Alberta Health Services
Lauren O’Brien, Canadian Pacific Railway
Stuart Pattillo, TD Securities
Jeff Pearson, ARC Financial Corporation
Stuart Wigmore, RBC Dominion Securities

Women’s Initiative Committee

Co-Chairs:
Judy Walton, Consultant
Susan Wright, Alliance Pipeline

Kelly Benson, Agile Recruiting
Dawn Lonsdale, Flint Energy Service Ltd.
Kerrie Murray, Zedi
Kim O’Brien, Consultant
Mardell Van Nievanhuyse, TransAlta

Planned Giving Committee

Chair:
Liam Christie

Marcel Coutu, Canadians Oil Sands Trust
Doug Haughey, Windshift Capital Corp.
Dennis Hoffman, PricewaterhouseCoopers LLP
Heather Larke, TD Waterhouse

Finance and Audit Committee

Chair:
Linda Hohol

Brian Boulanger, ARC Financial Corporation
Alice Chan
Darshan Kailly, Canadian Freightways
Shannon Ryhorchuk, PricewaterhouseCoopers LLP
Quincy Smith, Fraser Milner Casgrain LLP
## 2008 Spirits of Gold Nominees and Winners

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<tr>
<th>Award Name</th>
<th>Nominees</th>
<th>Winner</th>
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<tbody>
<tr>
<td>Welcome to United Way</td>
<td>Alberta Utilities Commission, Highpine Oil &amp; Gas Limited, Rock Energy Inc.</td>
<td>Venturion Natural Resources Limited</td>
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<td>Diversity Award</td>
<td>All Nations Theatre, Calgary Bridge Foundation for youth, Coalition for Equal Access to Education</td>
<td>Coalition for Equal Access to Education</td>
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<tr>
<td>Leading the Way – Over 500 Employees</td>
<td>Imperial Oil Limited, Penn West Energy, SNC Lavalin, TransCanada Corporation</td>
<td>SNC Lavalin</td>
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<tr>
<td>Together We Can</td>
<td>Big Brothers and Big Sisters of Calgary and Area, Calgary Fetal Alcohol Network, Homefront – Strengthening the Spirit Committee, Momentum</td>
<td>Momentum</td>
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<td>Innovation &amp; Ingenuity</td>
<td>Deloitte &amp; Touche LLP (Calgary office), ENMAX Corporation, Penn West Energy, Suncor Energy</td>
<td>Deloitte &amp; Touche LLP (Calgary office)</td>
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<td>President’s Award</td>
<td>Devon Canada</td>
<td>Devon Canada</td>
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<td>Embracing United Way</td>
<td>Canadian Freightways, Imperial Oil Limited, TransCanada Corporation, YWCA</td>
<td>YWCA</td>
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<td>A New Way</td>
<td>Canadian Pacific Railway, Deloitte &amp; Touche LLP (Calgary office), Devon Canada, The City of Calgary</td>
<td>Canadian Pacific Railway</td>
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<table>
<thead>
<tr>
<th>Award Name</th>
<th>Nominees</th>
<th>Winner</th>
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<tr>
<td>United Way Champion</td>
<td>ABRI, Calgary Counselling Centre, CNIB, YWCA</td>
<td>ABRI</td>
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<td>Engineering Challenge – Under 600 Employees</td>
<td>AMEC Americas Limited – Earth &amp; Environmental Division, CH2M HILL Energy Canada Ltd., Hatch Energy, IMV Projects Inc., WorleyParsons MEG</td>
<td>WorleyParsons MEG</td>
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<tr>
<td>Engineering Challenge – Over 600 Employees</td>
<td>Bantrel Co., Colt WorleyParsons, Fluor Canada Ltd., Jacobs Canada Inc., SNC Lavalin Inc.</td>
<td>SNC Lavalin Inc.</td>
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<tr>
<td>George Biondeau Aboriginal Inclusiveness Award</td>
<td>Canadian Paraplegic Association (Alberta), Canadian Red Cross – Southern Alberta Region, SUNRISE Native Addictions Services Society, YWCA Sheriff King Home</td>
<td>Canadian Paraplegic Association (Alberta)</td>
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<tr>
<td>Connecting to Your Community</td>
<td>Imperial Oil Limited, Savanna Energy Services Corp, Shell Canada, Stikeman Elliot</td>
<td>Shell Canada</td>
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<tr>
<td>Award of Excellence</td>
<td>ARC Resources Ltd., Bantrel Co., Hamilton Hall Soles / Ray &amp; Berndtson Inc., NAL Resources Management Ltd.</td>
<td>NAL Resources Management Ltd.</td>
</tr>
</tbody>
</table>
2008 Account Executives

Jenny Abdulla
Cathy Abel
Blair Albers
Brian Anderson
Terry Anderson
Ron Andrews
Jennifer Baerg
DH Barton
Kara Baynton
Paul Beitel
Jane Belyea
Luc Berneche
Darren Berry
Dwight Boehm
Neil Bothwell
Gerald Buhler
Shannon Burch
Neil Camarta
Lloyd Chipman
Robert Clark
Murray Cobbe
Robi Contraida
Robert Cook
Maureen Cormier
Susan Cress
Van Dafoe
George Davidson
Tina de Jong
Cameron Deller
Scott Desiltes
Marlene Dickson
Eric Diggins
Doug Donaldson
Neil Duffy
Richard Dunn
Dale Dusterhoft
Dale Eaid
Wade Elfozson
Jennifer Erick-Dugdale
Bruce Ernst
Betsy Evans
Dale Evans

Barbara Ferguson
David Filipchuk
Alan Finstad
David Foltz
Murray Frame
Ellen Fraser
Kathy Fye
Yves Gauthier
Carla Gervais
Mark Glaser
Les Gombik
Aaron Grant
Jomo Green
Racin Gribaa
Len Gryzb
Alix Halpen
Connie Hamilton
James Hammermeister
Glynn Hendry
Mark Hewitt
Terri Hill
Carl Hiscock
Nannette Ho-Coverton
Sean Hofsetter
Ian Hornby-Smith
Marty Hornstein
Elizabeth Huculak
Dean Hughes
Michael Hurst
Donn Huse
Sean Hynes
Chandra Ingram
Marvin Inkster
Bryant Jackson
Karim Jivraj
Peter Jong
Todd Kathol
Terry Killacky
Shawn Kilroy
Jason Kingshot
Andy Kinmonth
Arthur Korpach
Pamela Krause
Albert Kwan
Din Ladak
Carl Landry
Brian Lane
Timothy Lefaivre
Wayne Lentz
Dave Leslie
Nancy Lever
Janice Liebe
Blaine MacInnes
Matthew MacKenzie
Jamie Major
Steve Marinoske
Victor Martinez
John Masters
Corbin Mckay
Mark McMurray
Derek Mendham
Jeffery Meunier
Sean Miller
Dean Milner
Grant Monsour
Bob Moore
Eva Moreau
Kathryn Morrison
Sheri Neidner
Murray Nelson
Brian Newmarch
Joan Oppelt
Terry Owen
Tracy Pack
Quinn Page
Sheila Paquette
Francois Parent
Ian Parker
Olivia Pavel
Lesley Pelletier
John Peltier
Denis Perron
Tammy Peters
John Petryshen

Karen Pitz
Bill Pringle
Chris Pretti
Ruth Ramsden-Wood
Janet Ranger
Michael Rayton
Peter Real
Andrew Reed
Brett Regler
Chris Roberge
Heather Rogan
Erik Ross
Lindsey Ross
David Routledge
Jane Roux
David Rushford
Gordon Salahor
Tony Salters
Peter Sandall
Tracey Schultz
Wayne Scott
Wayne Sharp
Beverley Sheckter
Harley Shuster
Monica Simpson
Steven Sinclair
Raj Singh
Jodi Slez
Bill Smith
Kerry Smith
Rebecca Snukal
Peter Somoya
Brandon St. Jean
Brett Standen
Rick Staples
Kevin Stoski
Peter Sutherland
Mark Taylor
Scott Taylor
Tracy Taylor
Sonia Tibbatts
Steven Torhjelm
Slaven Tustonic
Jill Tynan
John Van De Pol
Evelyn Vandenhengel
Christine Viney
Vern Wadey
Andrea Wall
Daniel Wallace
Bruce Waterman
Tom Weber
Phil Welch
Erin Welte
Bas Wheeler
Richard Whitley
Laurel Wood
Jill Wyatt
Marie Yan
Tom Yanota
Greg Yuzwa
Richard Ziolkoski
2008 Employee Campaign Coordinators

Lisa Adamiuk
Elizabeth Addarob
Darlice Albers
Elizabeth Albers
Krista Allen
Marcia Allen
Laurel Ambrose
Duane Anderson
Jolene Anderson
Kathy Anderson
Rebecca Anderson
Tami Anderson
Ruxandra Andreiessi
Arif Ansari
Gail Anson
Kate Anton
Mary Arias
Angeline Arsenault
Jen Ashton
Raj Atkar
Joyce Au
Jorge Aviles
Mark Babienko
Barbara Bain
Sara Barbosa
Cheryl Barclay
Douglas Barker
Debra Barkley
George Barnes
Ashley Barron
Elmira Bateman
Peter Bauer
Colleen Beal
Chandelle Beazley
Bradley Beebe
Darlene Beebe
Niki Belcher
Keri Belecki
James Bell
Marylynn Bell
Chris Belsito
Penny Benedict
Karen Beraskin
Linda Berger
Shauna Berreth
Shelley Berrigan
Glen Blackett
Janet Blair
Sylvia Bogoros
Aurica Bondoc
Katrina Bonnycastle
Patricia Borger
Wanda Borley
Kathleen Bos
Aaron Bosch
Myles Bosman
Jason Bostick
Loretta Boulliane
Claire Bourret
John Bowien
Rod Brausse
Rene Brenkman
Kevin Brennan
Jennifer Brinkworth
Nicole Brown
Shelly Bruce
Robert Brunet
Terence Bryant
Joshua Bue
Anastasia Burman
Jackie Bursey
Tommy Butler
Joanne Butz
Fabian Cabezas
Louise Caine
Nona Cameron
Margaret Carlson
Keith Carr
Marleni Carruitero
Tracey Carson
Jacki Cassidy
Xavier Cattarinich
Lorie Chabun
Richard Chaffin
Debbie Chaisson
Linda Chan
Dell Chapman
Marcello Chiaccchia
Paul Chisholm
Esther Chu
Diane Chu
Joanne Chung
Katelyn Clark
Annette Clarke
Gwen Clarke
Rosemary Cliche
Amy Clubb
Tanya Cockman
Judy Conrad
Marion Cook
Ken Copiak
Andre Costigan
Tanya Crisp
Shirley Cumming
Adrienne Cumpstone-Hill
Patricia Currie
Jennifer Cvet
Cathryn Daintree
Jerilynn Daniels
Rosanna Dardano
Rocky Dave
Teresa Davidson
Colin Davies
Dawn Davies
Martin Davies
Kelley Day
Antonio De Somma
Brianne Deacon
Elizabeth DeCoste
Kelsie Delong
Irene Demchuk
Suzanne Demers
Colleen Demetre
Rita Dhaaliwal
Apurva Dholabhi
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Barb Dickie
Marlene Dickson
Sylvie Dionne
Joe DiRienzo
Marilyn Dixon
Tasha Dods
Debbie Doiron
Timothy Donaldson
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Allison Dowhanik
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Roxanne Droppo-Tremere
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Courtney Franzon
Amanda Fraser
Nicole Frechette
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Diana Gabriel
Joan Gaeta
Cramin Gajecki
Frank Gannon
Terry Gardiner
Mary-Anne Gauthier
Karen Genovy
Marie Gerbrandt
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Connie Giannoulis-Stuart
Bob Gibson
Sandra Gilbertson
Laure Gilette
Roxanne Gill
Jennifer Gingrich
Gary Glasser
Kristy Gier
Ethel Glover
Nicholas Gnida
Adrian Gnya
Marianne Goodfellow
Gita Gopal
Barry Gordon
Val Gosling
Dina Gozhykova
Sherry Graham
Aaron Grant
Kathy Griffin
Mary Ann Griffin
Meghan Grinde
Debbie Grondin
Stephanie Gross
Karen Groves
Colin Guenring
Shirley Guenter
Julie Guimont
Marcie Guinn
Bianca Haglund
Janet Hails
Shamina Hakda
Sheila Hall
Emily Halliday
Jennifer Halliday
Alix Halpen
Craig Hampson
Kate Hardford
Jane Hanlon
Heather Hannam
Shelley Harding
Julie Haugen
Ming He
Sheila Hearnden
Alice Hedges
Sharon Heffernan
Rose Heinz
Anne Helgason
Katherine Hemsworth
Barbara Henson
Ruth Hermanson
Tammy Herringshaw
Monica Herspiegel
Shelley Hesia
Elliott Hewitt
Earl Hickok
Donna Hildebrand
Terri Hill
2008 Employee Campaign Coordinators

Lee Hoecherl
Lois Holloway
Janie-Rae Hourie
Dawne Hoynick
Lisa Huang
Amanda Hubbard
Paul Huddleston
Adam Huff
Pauline Hughes
Darlene Hutchinson
Paola Hutchinson
Linda Hvidsten
Terri Irwin
Jean Isaacs
Holly Ivy
Lori-Ann Jackson
Reta Jackson
William Jackson
Mary Jacquard
Janet Jacques
Lilianne Jacques
Linda James
Brandy Jeary
TJ Jednerog
Jennings Capital
Lorie Jensen
Nimet Jiwa
Bob Johnson
Dawn Johnson
Hope Johnson
Jennifer Johnson
Kristy Johnson
Margaret Johnson
Teresa Johnson
Debra Johnstone
Kerri Jones
Jennifer Jong
Damian Jordan
Jocelyn Kabatoff
Collette Kalmbach
Debbie Kaloudis
Tracy Kanuka
Rex Kary
Patrick Kightley
Irene Kelly
Kathleen Kelly
Tracie Kenyon
Monika Khaira
Rachel Kho
Cynthia Kimura
Lin Kingdom
Kristen Kinsey
Crystal Klaudt
Trish Kloberdanz
David Klug
Marlene Knopf
Jean Knutson
Shannon Knutson
Stacy Koehler
Jennifer Kohle
Doris Kolody
JoAnn Kolodychuk
Mark Kondro
Judy Kosloski
Joan Kowaleski
Alanna Kraus
Brian Krausert
Janine Kruskys
Kirsten Kulyk
Daniel Kumpf
Kaitlyn Laird
Mike Lake
Jarrod Lakey
Janice Lambert
Angelina Lamont
Gwyn Langemann
Peter Larkin
Maria Larson
Terri Larson
Emily Lazar
Kim LeBaron
Catherine LeBlanc
Stephen LeBlanc
Yvon LeBlanc
Rose LeBleue
Raymond Lee
Mandy Lelke
Monique Lemoine
Dan LeMoing
Aileen Leonor
Eric Leonty
Jennifer Lepp
Eileen Lesko
Sarah Leslie
Kim Lewis
Kevin Libin
Karen Lilejord
Larry Lindstrom
Amy Lo
Connie Lon
Alison Love
Melanie Love
Charolette Lovell
Emese Lovey
Kuei-Szu Lu
Rosetta Lubbers
Elizabeth Lunney
Robert Lunney
Katie Lutz
Linda Luu
Arelyn Macdonald
Erin Macdonald
Kathleen Macdonald
Jennifer MacGillivray
Anne MacKay
Maria MacKenzie
Cory MacLeod
Christine Macri
David Madden
Harry Mah
Connie Mahoney
Sandi Major
Pat Makin
Michele Malinowski
Sharon Mangat
Michelle Mann
Lisa Maragh
Jean Marchi
Melissa Marcil
Cali Margolus
Michele Marrandino
Marion Marschall
Mary-Jo Marshall
Sheri Marthalier
Darcy Martin
Kathy Martin
Martha Martin
Wendy Martin
Michelle Mascoli
Joanne Mathewson
Bev Matthews
David McCchesney
Jaye McColl
Matthew McCorriston
Trey McCorriston
Joe McFarlane
Shawna McGill
Jennifer McIntyre
Kristin Mclaasacs
Janelle Mckinney
Heather McMaster
Elaine McMurray
Robert McMurry
Michelle McNaughton
Kelly McNiven
Tracy McNulty
Lisa McPhail
Heike McRae
Tracey McSaveney
Pamela Meady
Wendy Medley
Brian Mellor
Darcy Michailuk
Laroye Miles
Cheryl Miller
Krysta Milligan
Rob Milman
Mel Mock
Channah Monkman
Sgree Moodley
Sheryl Moody
Carrie Money
Ryan Money
Betty Moore
Kathy Moreau
Kendra Moser
Thornton Mosher
Julia Mouland
Nancy Mozayani
Erin Mulligan
Marlene Mulligan
Pam Murray
Richard Musto
Shelahg Mutch
Diana Nader
Tara Nadon
Mike Nash
Donna Naylor
Michele Neider
Kamma Nielsen
Mariana Nimara
Cheryl Nish
Linda North
Jason Novakowski
Kristen Nugent
Mwansa Nyemba
Lauren O’Brien
Lori-Anne O’Brien
Patrick O’Brien
Jane O’Connor
Fabian Ogbonna
Joan Oppelt
Ray Pablo
Tracy Pack
Charlotte Panore
Robert Park
Fraser Paterson
Lynne Pattie
Shelley Paulson
Olivia Pavel
Gioconda Pena
Christopher Peng
Cora Penner
Cindy Penny
Joanne Perry
Megan Perry
Jennifer Peters
Gail Phillips
Kelly Pinder
Carmello Pirri
Christine Polowniak
Daisy Pond
Marris Portelance
Heather Pragnell
Colleen Price
Angela Principalli
Adam Puchalski
Barbara Puhacz
Kia Pyrcz
Dana Rae
Jennie Rae
Angela Raffin
Brenda Ralston
Sacha Ravelli
William Rawlusyk
Jeremy Ray
Jessica Rayburn
Jamie Read
Ronald Read
Amanda Rebec
Liz Rees
Bryan Reeves
Blair Rehkopf
Cathy Reid
Dan Rewucki
Mitchell Reynolds
Dejan Ristic
Stephanie Rizzuto
Lea Roberts
Marlene Roberts
Narda Robilliard
Danny Rodrigue
2008 Employee Campaign Coordinators

Sharon Rogers  
Laurie Rooksby  
Tina Roper  
Amy Rosales  
Aubrey Rosales  
Michele Rosefield  
Michelle Roth  
Georgette Rothstein  
Ida Rowat  
Anne Rowbotham  
Brenda Roy  
Jennifer Russell  
Jaycee Sabathy  
Kayley Samela  
Ryan Sather  
William Sattlegger  
Debbie Saunders  
Melissa Saunders  
John Scalise  
Lori Schaf  
Karl Schober  
Scott Schotanus  
Christopher Schulze  
Stephanie Schwartz  
Lorne Schwetz  
Anne Scott  
Michel Scott  
Melisa Sekic  
Marg Selvik  
Lidia Serpas  
Marla Sexsmith  
Miranda Shannon  
Jennifer Shaw  
Clare Sheerin  
April Shelly  
Jenn Shepard  
Wednesday Shomody  
Jim Silye  
Simonelette Simangan  
Andrea Simon  
Anne-Marie Simoneau  
Reid Simonton

Lianne Sinclair  
Terry-Lee Skidmore  
Karen Skoropat  
Charmaine Skwarok  
Shauna Smalldon  
Danielle Smith  
John Smith  
Melissa Smith  
Ann-Marie Soganic  
Rod Solinger  
Michele Sortland  
Benjamin Spademan  
Merlyn Spence  
Shannon Stanton  
Alan Steele  
Caroline Steman  
Rachelle Stenhouse  
Greg Stevenson  
Leslie Stevenson  
Katrina Steves  
Mary Stoesz  
Alesha Stone  
Sarah Stone  
Rowanne Storee  
Peter Strickland  
Eva Su  
Barbara Surplus  
Tara Sweeney  
John Swendsen  
Jo-Ann Swick  
Camille Sy  
Leanne Sydenham  
Barbara Tait  
Mary Tang  
Marie Tarun  
Erika Tataryn  
Barbara Taylor  
Sheri Teeple  
Tony Temprille  
Tiffany Tennert  
Michelle Terretta  
Twila Theede

Geoffrey Thiessen  
Linda Thomas  
Beverley Thompson  
Janet Thompson  
Sharon Thompson  
Wayne Thompson  
Suzanne Thurlow  
Stacie Tidlund  
Pam Tiller  
Frances Todd  
Lisa Tong  
Terry Toporowski  
Karen Tsang  
Dawn Turnbull  
Randall Turner  
Cindy Turnquist  
Wendy Uhlenberg  
Sharon Uhrich  
Lisa Van Hemert  
Linda van Wissen  
Stephanie Vassalo  
Deborah Veary  
Melody Veinot  
Kelsey Verlaan  
Brandi Vigne  
Donovan Volk  
Shirley Voith  
Debbie Wagner  
Janel Wagner  
Linda Wagner  
Charlene Waldal  
Paul Walker  
Valdine Walker  
Kate Walsh  
Rolanda Walsh  
Janet Wannop  
Kaylee Warkentin  
Seanneen Wasch  
Janice Watson  
Maryanne Watt  
Lisa White  
Took Whiteley

Richard Whitley  
Katie Whittaker  
Josephine Wieczorek  
Timothy Wilcox  
Lesley Wilder  
Robert Wilkinson  
Cheryl L. Williams  
Mary Willmon  
Deanna Wilmot  
Mark Wolff  
Clarissa Wong  
Berniece Wood  
Janice Wood  
Wendy Woolsey  
Al Wright  
Natalie Wutzke  
Debra Yaeck-Simpson  
Kim Yardley  
Jackie Young  
Scott Young  
Paula Yung  
Dawna Zimmer  
David Zizek  
Michelle Zizek
## 2008 Loaned Representatives and Supporting Organizations

### Supporting Organizations

- AltaGas Ltd.
- ATCO Gas
- ATCO Midstream Ltd
- Burnet, Duckworth & Palmer LLP
- Alberta Health Services
- Canadian Food Inspection Agency
- Canadian Freightways Limited
- Canadian Natural Resources Limited
- Canadian Oil Sands Trust
- Collins Barrow
- ConocoPhillips Canada
- Devon Canada Corporation
- Enbridge Pipelines Inc.
- EnCana Corporation
- Energy Resources Conservation Board (ERCB)
- Fluor Canada Ltd.
- Government of Alberta
- Government of Canada - Canada Revenue Agency
- Imperial Oil Ltd.
- Nexen Inc.
- Petro Andina Resources Inc.
- Petro-Canada
- RBC Financial Group
- Scotiabank
- Service Canada
- Shell Canada Limited
- SNC-Lavalin
- Spectra Energy Transmission
- Suncor Energy Inc.
- TD Canada Trust
- The City of Calgary
- TransAlta
- TransCanada Corporation
- Trican Well Service Ltd

### Sponsored Loaned Representatives

- Andrea Shillolo
- Anna Switzer
- Alex Soutar
- Bradley Arthur
- Bradley Park
- Rajiv K. Sethi
- Herm Woetowich
- Brandi Sanderson
- Cheryl Irving
- Courtney Maxwell
- David Hewgill
- Dawn Phelps
- Frances McKenna Miller
- Gioconda Pena
- Glen Dunbar
- Holly Yaschuk
- Jennifer White
- Joe Hooper
- Judy Lam
- Julie Gregg
- Karen Whitney
- Ken Hoffman
- Kendra Fergusson
- Kim Dufresne
- Kim Jennings
- Michelle Galt
- Oran Brown
- Pooja Thakore
- Sandy MacDonald
- Sharon Herico
- Jennifer White
- Wendy Lees
- Yamila Shukla
2008 Workplace Honour Roll

$1,000,000 or more

Imperial Oil Limited
Shell Canada Limited
TransCanada Corporation

$600,000 - $999,999

Canadian Natural Resources Limited
Devon Canada Corporation
Nexen Inc
Petro-Canada

$300,000 - $599,999

Anderson Energy Ltd.
ARC Financial Corp
Bantrel
Bonavista Petroleum Ltd.
Canadian Pacific Railway
City of Calgary
Colt WorleyParsons
ConocoPhillips Canada
Enbridge Pipelines Inc.
Government of Canada
Health (DO NOT USE)
Paramount Resources Ltd.
Penn West Energy Trust
Peters & Co. Limited
RBC Financial Group
Suncor Energy Inc.
Talisman Energy Inc.
TransAlta

$200,000 - $299,999

ARC Resources Ltd.
Burnet, Duckworth & Palmer LLP
Chevron Corporation
EDCO Financial Holdings Ltd.
Ernst & Young LLP
Fluor Canada Ltd.
TD Bank Financial Group

$100,000 - $199,999

Agrim Inc
Alberta Government
AltaGas Ltd.
AltaLink LP
Apache Canada Ltd.
ATCO Group of Companies
Bennett Jones LLP
Bissett Investment Management, a division of Franklin Templeton Invest
BMO Financial Group
Borden Ladner Gervais LLP
BP Canada Energy Co.
CIBC
Deloitte & Touche LLP
Duvernay Oil Corp.
EnCana Corporation
Enerplus Resources Fund
ENMAX Corporation
FirstEnergy Capital Corp.
General Dynamics Canada
Gowling Lafleur Henderson LLP
IBM Canada Ltd.
Jacobs Canada Inc.
KERN Partners Ltd.
KPMG LLP
Loram Group of Companies
Macleod Dixon LLP
McDaniel & Associates Consultants Ltd
NOVA Chemicals Corporation
Osler Hoskin & Harcourt LLP
Pason Systems Corp.
Provident Energy Trust
Scotiabank
SNC Lavalin Inc.
Spartan Controls Ltd.
Sure Energy Inc.
Tristone Capital Inc.
Venturion Natural Resources Limited
Vermilion Energy Trust

$50,000 - $99,999

AMEC Americas Limited
ATB Financial
Birchcliff Energy Ltd.
Blake Cassels & Graydon LLP
Burnco Rock Products Ltd.
CH2M Hill Canada Ltd
Felesky Flynn LLP
FortisAlberta
Fraser Milner Casgrain LLP
Freehold Royalty Trust/Rife Resources Ltd
Future Shop/Best Buy - Regional Office
Gibson Energy Ltd
GLJ Petroleum Consultants Ltd.
Jack Carter Chevrolet Cadillac
KEYERA Energy
Matco Financial Inc
McCarthy Tetrault
Miller Thomson LLP
NAL Resources Management Ltd.
Newalta
PCL Construction Management Inc.
Pembina Pipeline Corporation
Petersen Capital Corporation
PricewaterhouseCoopers LLP
Progress Energy Resources Corp.
Spectra Energy Transmission
Stikeman Elliott LLP
Stonebridge Merchant Capital Corp
TAQA North Ltd.
Trican Well Service Ltd. - Calgary
Trimac Transportation Services Inc.
Twin Butte Energy Ltd.
UPS Canada Ltd.
UW of Calgary
WorleyParsons MEG
2008 Workplace Honour Roll

$25,000 - $49,999

Alberta Electric System Operator
Alberta Glass Company Inc.
Alberta Securities Commission
Alliance Pipeline Limited Partnership
BayWest Homes Ltd./Bordeaux Developments
BG International Ltd.
BJ Services Company Canada
Canada Post Corporation
Canadian Freightways
Canadian Oil Sands Trust
Canbriam Energy Inc.
Canexus Income Fund
Carma Developers Ltd.
CCS Corporation
CDL Systems
CGI Group Inc.
Cohos Evamy
Costco Wholesale - #251
Costco Wholesale - #56
Ensign Energy Services Inc.
EOG Resources Canada Inc
EPCOR Alberta
Fairborne Energy Ltd./Fairquest Energy Limited
Ferguson Glass Western Ltd.
Finning (Canada)
General Electric Canada
Great-West Life Assurance Company
Hamilton Hall Soles/Ray & Berndtson Inc.
Harvest Energy Trust
Hatch Energy
Holt Renfrew Canada
HSBC Bank Canada
Hunt Oil Company of Canada Inc.
Husky Energy Inc.
IMV Projects Inc.
James Richardson & Sons, Limited – Winnipeg
Kidco Construction Ltd.
Kinder Morgan Inc.
Meyers Norris Penny
Mullen Group
Murphy Oil Company Ltd.
Nabors Canada
National Bank Of Canada
NovAtel Inc./Point Inc.
Olympia Trust Company
OPTI Canada Inc
Point Energy Ltd.
Richardson Partners Financial Ltd.
RMP Energy Limited
Royal & SunAlliance Insurance Company
Sproule Associates Limited
Tartan Engineering Ltd.
The Pepsi Bottling Group (Canada), Co.
Total E&P Canada Ltd.
Wrangler West Energy Corp.
Xerox Canada Ltd.
Zargon Energy Trust

$10,000 - $24,999

Andrew & Propp, Estate Planning Corporation
Aux Sable Canada
Avison Young Commercial Real Estate (Alberta)
Baytex Energy Trust
Bell Canada (Western Region)
Berens Energy Ltd.
Ber-Mac Electrical & Instrumentation Ltd.
Blue Source Canada
Boardwalk Equities Inc.
Bonterra Energy Corp.
Bow Valley Chiropractic
Boyden Global Executive Search
Brookfield Asset Management Inc
Brookfield Properties Corporation
Burnswest Corporation
Burstall Winger LLP
Canadian Assoc. of Petroleum Producers
Canadian Western Bank
CanEra Resources Inc
Cargill Power & Gas Markets
Catholic Family Service of Calgary
CB Richard Ellis
Centurion Energy International Inc.
Ceridian Canada Ltd.
2008 Workplace Honour Roll

Pengrowth Management Limited
PRISM Sulphur Corporation
ProspEX Resources Ltd.
Raytheon Canada Ltd
Rencor Developments Inc.
Ross Smith Energy Group
Scott Hall LLP
SemCanada Crude company
Sonoma Resources Ltd.
Stantec Consulting
StatoilHydro Canada Ltd.
Storm Exploration Inc./Storm Venture International
TELUS
Temple Energy Inc.
The Cadillac Fairview Corp Limited
Toole Peet & Co. Ltd.
Towers Perrin
United Safety Ltd.
Universal Mercury Lincoln Sales Ltd.
Wawanesa Mutual Insurance Co.
Weatherford Canada
Wood's Homes
Zurich Canada

$5,000 - $9,999

20 VIC Management Inc
Accenture Business Services for Utilities
ADP Canada
AECOM (South)
AECOM Canada Ltd.
Alberta Motor Association
AON Reed Stenhouse
Arcis Partnership
Aspen Family & Community Network Society
Associated Engineering Group Ltd.
Aviva Canada Inc.
Barrick Energy
Bayer Crop Science
Beaver Drilling Ltd.
Boys and Girls Clubs of Calgary
Brandt Tractor Ltd.
Buchanan Barry LLP
C.J. Campbell Insurance Ltd.
Cadence Energy Inc. (formerly Kereco Energy Ltd.)
Calgary Counselling Centre
Calgary Energy Centre
Calgary Family Services Society
Calgary Flames Alumni
Calgary Immigrant Women Association
Calgary Stampede
Calgary Technologies Inc.
Canadian Forest Oil Ltd.
Cantak Corporation
Celtic Exploration Ltd.
Chubb Insurance Company of Canada
Citi Canada
Corus Radio & Entertainment
CrossAlta Gas Storage & Services Ltd.
Crowfoot Dodge Chrysler
CTV Calgary
Daunais Harms & Jones
Davidson Enman Lumber Ltd.
Daylight Resources Trust
DeGolyer & MacNaughton Canada Limited
Destiny Resource Services Corp.
Distress Centre Calgary
EDS Canada
Enersul Inc.
Essential Energy Services
F B Energy Canada Corp.
Field LLP
GEDCO
Global Television Network
Grande Cache Coal Corporation
H J Heinz Company of Canada Ltd.
Harvard Energy
Hay Group Limited
Hemisphere GPS
Kelman Technologies Inc.
Kiewit Energy Canada Corp/Peter Kiewitt & Sons Co.
Kohn Crippen Berger Ltd
Korn/Ferry International
KUDU Industries Inc.
Lafarge Construction Materials Group
Law Society of Alberta
London Drugs (Calgary SE) Store # 64
London Drugs (Royal Oak) Store # 68
London Drugs Ltd. - Brentwood Village #33
Magus Engineering Limited
Mentor Engineering Inc.
Merrill Lynch Canada Inc
Metafore Corporation
MGM Energy Corp.
Midnight Oil Exploration Ltd.
Momentum
MTS Allstream Inc.
Novatel Wireless Technologies Ltd.
Oxford Properties Group Inc.
Pacific Western Transportation Ltd.
Packers Plus Energy Services Inc.
Parlee McLaw LLP
Petro Andina Resources Inc.
Pivotal Capital Advisory Group
Plains Midstream Canada
Precision Drilling Corporation
Providence Child Development Society
Purvin & Gertz, Inc.
Raymond James Ltd.
RayQuest Holdings Ltd.
Regent Resources Ltd.
RGO Office Products Partnership
Rock Energy Inc.
RPS Energy Canada Ltd.
Savanna Energy Services Corp.
Saxon Energy Services Inc.
Scott Land and Lease Ltd.
Seaview Energy Ltd.
Shaw Communications Inc.
Simon House Residence Society
Sun Life Financial Services of Canada
Superior Plus Inc.
The Calgary Board of Education
The Calgary John Howard Society
The Co-operators
The Economical Insurance Group
Tonko Realty Advisors Ltd.
Tristar Oil and Gas Ltd.
United Communities

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2008 Workplace Honour Roll

Verenex Energy Inc.
Woodridge Ford Lincoln Ltd
YMCA Calgary
YWCA of Calgary
Ziff Energy Group

$2,000 - $4,999

ABB Canada Inc. Calgary
Advantage Ford Sales Ltd.
Alberta Blue Cross
Alberta Medical Association
Alberta Seventh Step Society
Alexandra Community Health Centre
Allstate Insurance Company
Altex Pipeline
American Express Canada Inc.
Astral Media Inc.
Baker Hughes Canada Company
Beyond Compliance Inc.
Bowen Workforce Solutions
Brenntag Canada Inc.
Brownlee LLP
Calfrac Well Services
Calgary Airport Authority
Calgary Chinatown Seniors’ Centre Foundation
Calgary Communities Against Sexual Abuse Society
Calgary Urban Project Society
Cam Clark Ford
Cameron Management Services Group
Canada Breads (Frozen)
Canadian Mental Health Association - Calgary Region
Canadian National Railway
Canadian Red Cross Society Southern Alberta Region
Canext Energy Ltd.
Carlson Wagonlit Travel
CC Technologies Canada Ltd
Cenera
CNA Canada
CNIB - Calgary
Costco Distribution Centre
Crowfoot Ford Sales Limited

Daimler Chrysler
Daniel Industries Canada Inc.
Datatalog Technology Inc.
David Aplin & Associates
Davis LLP
Dillon Consulting Limited
Direct Energy Marketing Ltd.
Eagle Professional Resources Inc
Earl's Restaurant - Westhills
Eli Lilly Canada Inc.
Enertec Geophysical Services Ltd
Enviros Wilderness School Association
ESRI Canada Limited
Evraz Calgary Works (A Division of Evraz Inc.)
G A S Analytical Systems Ltd.
Galveston LNG Inc.
General Mills Canada, Inc.
General Motors of Canada Ltd
Goodwin McKay
Henry Singer Men’s Wear
Hewitt Associates
Honeywell Limited
Immigrant Services Calgary Society
Investors Group Financial Services Inc.
Iteration Energy Ltd.
Janssen Pharmaceutica
Jennings Capital Inc.
Jog Capital Inc
Laforge Canada Inc. Cement Group, Western Region
Lawson Lundell LLP
Lehigh Inland Cement Limited
London Drugs Ltd. - Beddington Towne Ctr #40
London Drugs Ltd. - Heritage Plaza #30
London Drugs Ltd. - London Towne Square #31
Mainland Information Systems Ltd.
Manulife Financial
Marketing Solutions Advisor Forum
Mawer Investment Management Ltd.
Miles Davison LLP
Motorola Canada Ltd.
Multiple Sclerosis Society of Canada Calgary Chapter
Mustang Capital Partners Inc.
North Rocky View Community Links Society
Paddock Lindstrom & Associates Ltd.
Palisade Capital Management Ltd.
Pfizer Canada Inc.
Plasti-Fab Ltd
Point Blanket Capital Inc
Procter & Gamble Inc.
Purolator Courier Ltd.
Qmax Solutions Inc.
QV Investors Inc
SAP Canada Inc.
Secure Energy Services
Servus Credit Union Ltd.
Sierra Systems
Solvera Solutions
Stampede Toyota
Stream-Flo Industries Ltd.
Thackray Burgess
Thomas Weisel Partners
Thurber Engineering Ltd.
Tingle Merrett LLP
TMX Group
Trilagy Insurance & Financial Services Inc.
UPS-SCS Inc.
Vista Projects Limited
Volunteer Calgary
Walsh Wilkins Creighton LLP
Wave Energy Ltd.

$1,999 and under

3M Canada Inc.
Ability Society of Alberta
Accenture Inc (Payments Only)
Action Energy Corporation
Advanced Measurement
AGF Management Ltd
Alberta Processing Company
Alberta Selecta Corporation
Alberta Teachers’ Association Local 38
Albi Homes Ltd.
Alcon Canada Inc.
Alzheimer Society of Calgary
Anonymous - payments
2008 Workplace Honour Roll

Apex Limited Partnership
ARI Financial Services Inc
Astra Zeneca Canada Inc
Axia Netmedia Corporation
Bayer Inc
Bentall L.P.
BKDI Architects
Calgary Bridge Foundation for Youth
Calgary Immigrant Educational Society
Calgary Legal Guidance
Calgary Sexual Health Centre
Calgary Women’s Emergency Shelter Assoc.
Caliber Systems Inc.
Canaccord Capital Corporation
Canada Education Inc
Canadian Medical Association
Canadian Wealth Management Ltd.
Cap Gemini
CAT The Rental Store
CCH Canadian
Challenger Geomatics Ltd
CIBC Mellon
Coastal Resources Limited
Coca-Cola Bottling Ltd.
Computer Sciences Canada Inc.
Condominium First Management Services Ltd
Corporate Express
Corporate Planning Associates
DCOMCO INC.
Dell Computer Corporation
Delta Calgary Airport Legacy Hotels Corporation
Epilepsy Association of Calgary
Escavar Energy Inc.
Fairmont Palliser Hotel
Fasken Martineau DuMoulin
Fidelity Investments
First Canadian Title Inc.
Foothills Steel Foundry
Genstar Development Company
Gibraltar Exploration Ltd.
Glaxosmithkline
Grafikom
Great Western Containers Inc.
Grey Wolf Exploration Inc.
Halliburton Energy Services
Homefront Society
Horizon North Logistics Inc.
IHS Inc.
Investment Industry Regulatory Organization of Canada
Iridium Risk Services Inc
J J Barnicke Calgary Inc.
Kaiser Exploration Ltd.
Liberty International Underwriters Canada
London Drugs Ltd. - London Place West #32
Lone Pine Resources Ltd.
Macquarie Capital Markets Canada
Mathewson Oils Limited
McCormick Canada Inc.
McLennan Ross Barristers & Solicitors
McLeod & Company
MD Management Limited/Lancet Insurance Agency Limited
MI Swaco
Molson Companies Donations Fund
Niska Gas Storage
Norampac Inc.
Norex Exploration Services Inc.
Nycomed Canada Inc (Payments Only account)
Orbus Pharma Inc.
Parmalat Canada
Payless Canada
Pepsi QTG
Peyto Energy Trust
Pro Con Road Works Ltd.
ProGas Limited
Prospect Human Services Society
RBH - Calgary
Richer Systems Group Inc.
Rothmans, Benson & Hedges Inc.
Sagacity Professional Corporation
Scouts Canada - Chinook Council
Spectra Energy – Central Processing
State Farm Insurance
Stuart Olson Construction Inc
TG Engineering Inc.
The Canadian Depository for Securities Limited
The DATA Group of Companies
The Dominion of Canada General Insurance Company
Transamexia Life Canada
Travelers - Canada
True Energy Inc.
Unilever Canada Ltd
United Way / Cochrane Partnership
Vigilant Exploration Inc.
Watson Wyatt & Company
Wells Fargo Financial
Whitnack Consulting Inc.
World Web Technologies Inc.
2008 Workplace Supporting Leadership Giving

20 VIC Management Inc
ABB Canada Inc. Calgary
Ability Society of Alberta
Accenture Business Services For Utilities
Action Energy Corporation
ADP Canada
Advanced Measurement
Advocacy Services - Southern Alberta
AECOM Canada Ltd.
AGF Management Ltd
Agrim Inc
Agrium Inc. - Carseland
AGTI Consulting Services (West) Inc.
Alberta Blue Cross
Alberta Clipper Energy Inc.
Alberta Electric System Operator
Alberta Energy and Utilities Board
Alberta Energy and Utilities Board Edmonton
Alberta Energy and Utilities Board Fort McMurray
Alberta Environment - Southern Alberta
   Region Integration
Alberta Finance - Tax & Revenue Administration
Alberta Glass Company Inc.
Alberta Health Services
Alberta Medical Association
Alberta Motor Association
Alberta Processing Company
Alberta Research Council
Alberta Securities Commission
Alberta Seventh Step Society
Alberta Teachers' Association Local 38
Alberta Utilities Commission (AUC)
Alibi Homes Ltd.
Alexander S.L. Campbell
Alliance Pipeline Limited Partnership
AltaGas Ltd.
AtalaLink LP
Atex Pipeline
Alzheimer Society of Calgary
AMA - Calgary Willowpark Centre
AMEC Americas Limited, Earth and Environmental Division
AMEC Americas Limited, Oil & Gas, Oil Sands

Anderson Energy Ltd.
Andrew & Propp, Estate Planning Corporation
AON Reed Stenhouse
Apache Canada Ltd.
Apex Limited Partnership
ARC Financial Corp
ARC Resources Ltd.
Arcis Partnership
Aspen Family & Community Network Society
Associated Engineering Group Ltd.
Astral Media Inc.
ATB Financial
ATCO Group of Companies
ATCO Midstream Ltd
ATCO Pipelines
ATCO Power (2000) Ltd
ATCO Structures Inc.
Auditor General
Aux Sable Canada
Avison Young Commercial Real Estate (Alberta)
Aviva Canada Inc.
Axia Netmedia Corporation
Baker Hughes Canada Company
Bantrel
Bantrel Co - Contractors
Barrick Energy
Bayer Crop Science
Baytex Energy Trust
BayWest Homes Ltd./Bordeaux Developments
Bennett Jones LLP
Berens Energy Ltd.
Ber-Mac Electrical & Instrumentation Ltd.
Best Buy Canada Ltd - Northland (Store # 976)
Beyond Compliance Inc
BG International Ltd.
Birchcliff Energy Ltd.
Bissett Investment Management, a division
   of Franklin Templeton Invest
BJ Services Company Canada
BKDI Architects
Blake Cassels & Graydon LLP
Blue Source Canada
BMO Financial Group

BMO Nesbitt Burns Inc.
Bonavista Energy Trust
Bonavista Petroleum Ltd.
Borden Ladner Gervais LLP
Bow Valley College
Bowen Workforce Solutions
Boyden Global Executive Search
Boys and Girls Club of Calgary
BP Canada Energy Co.
Brenntag Canada Inc.
Brookfield Properties Corporation
Brownlee LLP
Buchanan Barry LLP
Burnis Energy Inc.
Burnco Rock Products Ltd.
Burnet, Duckworth & Palmer LLP
Burnswest Corporation
Burstall Winger LLP
C.J. Campbell Insurance Ltd.
Calfac Well Services
Calgary Chinatown Seniors’ Centre Foundation
Calgary Communities Against Sexual Abuse Society
Calgary Counselling Centre
Calgary Energy Centre
Calgary Family Services Society
Calgary Flames Alumni
Calgary Immigrant Women Association
Calgary Sexual Health Centre
Calgary Stampede
Calgary Technologies Inc.
Calgary Urban Project Society
Caliber Systems Inc.
Cameron Management Services Group
Canaccord Capital Corporation
Canada Border Services Agency (CBSA)
Canada Customs & Revenue Agency
Canada Lands Company
Canada Mortgage & Housing Corporation
Canada Post Corporation
Canada Revenue Agency
Canadian Assoc. of Petroleum Producers
Canadian Food Inspection Agency - Regional Office
Canadian Food Inspection Agency (LAB)
2008 Workplace Supporting Leadership Giving

Canadian Food Inspection Agency (Area Office)
Canadian Forest Oil Ltd.
Canadian Freeways
Canadian Mental Health Association - Calgary Region
Canadian Natural Resources Limited
Canadian Natural Resources Ltd - Fort McMurray
Canadian Nuclear Safety Commission (CNSC - Western Regional Office)
Canadian Oil Sands Trust
Canadian Pacific Railway
Canadian Red Cross Society Southern Alberta Region
Canadian Wealth Management Ltd.
Canbriam Energy Inc.
CanEra Resources Inc
Canetic Resources Trust
Canext Energy Ltd.
Canexus Income Fund
Cantak Corporation
Cap Gemini
Carewest
Carewest - Colonel Belcher Hospital
Carewest - Dr. Vernon Fanning Centre
Carewest - Sarcee
Cargill Power & Gas Markets
Caribou Resources Corp.
Carma Developers Ltd.
Catholic Family Service of Calgary
CC Technologies Canada Ltd
CCS Corporation
Celero Solutions
Celtic Exploration Ltd.
Cenera
Ceridian Canada Ltd.
CFS - Child & Family Services
CH2M Hill Canada Ltd
CH2M Hill Energy Canada Ltd.
CharlesGlen Toyota Ltd.
Chevron Corporation
Chief Crown Prosecutors & Procurators
CHR - Alberta Children's Hospital
CHR - Calgary Chronic Pain Centre
CHR - Care in the Community (Home Care)
CHR - Environmental Health Department
CHR - Foothills Hospital
CHR - North West II
CHR - Peter Lougheed Centre
CHR - Physicians
CHR - Rockyview Hospital
CHR - Southport/Administration
Chubb Insurance Company of Canada
CIBC
CIBC (includes Branch Network)
CIBC Processing Centre (includes branches)
CIBC Wood Gundy
CIBC World Markets
CIBC - Retirees
Citibank Canada
Citizenship & Immigration Canada - Harry Hays Building
City of Calgary
City of Calgary-Supply Mngmnt Services & Stores
CNA Canada
Coca-Cola Bottling Ltd.
Cohos Evamy
Collins Barrow
Colt WorleyParsons
Compton Petroleum Corporation
ConocoPhillips Canada
Conroy Ross Partners Limited
Cordero Energy Inc.
Coril Holdings Ltd
Corporate Express
Corporate Planning Associates
Corus Radio & Entertainment
Costco Wholesale - #251
Costco Wholesale - #543
Costco Wholesale - #56
Court of Appeal
Court of Queen's Bench, Calgary
CPV Group Architects & Eng Ltd.
CrossAlta Gas Storage & Services Ltd.
Crowfoot Dodge Chrysler
CTV Calgary
Datalog Technology Inc.
Daunais Harms & Jones
David Aplin & Associates
Davis LLP
Daylight Resources Trust
DeGolyer & MacNaughton Canada Limited
Dell Computer Corporation
Deloitte & Touche LLP
Destiny Resource Services Corp.
Devon Canada Corporation
Direct Energy Marketing Ltd.
Distress Centre Calgary
Dow Chemical Canada Inc
DPH Focus Corporation
Duverney Oil Corp.
Earl's Restaurant - Westhills
Eaton Electrical Group
Eaton Electrical LVCA
EBA Engineering Consultants Ltd.
EDS Canada
Emerson Process Management
Enbridge Pipelines Inc.
EnCana Corporation
Enerflex Systems Ltd.
Energy Navigator
Energy Resources Conservation Board (ERCB)
Enerplus Resources Fund
ENMAX Corporation
Ensign Energy Services Inc.
Entero Corporation
Enterprise Rent-A-Car Group Headquarters
EOG Resources Canada Inc
EPCOR Alberta
Epilepsy Association of Calgary
Ernst & Young LLP
Escavard Energy Inc.
Essential Energy Services
Executive Branch - South Alberta Office
Exploron Corporation
Explosives Limited
Extendicare - Cedars Villa Nursing Home
ExxonMobil Canada
F B Energy Canada Corp.
Fairborne Energy Ltd./Fairquest Energy Limited
Fasken Martineau DuMoulin
2008 Workplace Supporting Leadership Giving

Felesky Flynn LLP
Ferguson Glass Western Ltd.
Fidelity Investments
Field LLP
FirstEnergy Capital Corp.
Fisheries & Oceans Canada
Flint Energy Services Ltd.
Fluor Canada Ltd.
Fort Chicago Energy Partners L.P.
FortisAlberta
Fraser Milner Casgrain LLP
Freedom 55
Freehold Royalty Trust/Rife Resources Ltd
Fujitsu Consulting (Canada) Inc.
Future Shop - Beacon Hill
Future Shop - Coventry Hills (Store #743)
Future Shop - Northland Village (Store #20)
Future Shop - Shawnessy (Store #741)
G W L Realty Advisors Inc
Galveston LNG Inc.
GEDCO
General Dynamics Canada
Gibraltar Exploration Ltd.
Gibson Energy Ltd
Gifts For Kids - c/o UW of Calgary and Area
Gimbel Eye Centre
GLJ Petroleum Consultants Ltd.
Global Television Network
Goodwin McKay
Government of Canada - Retirees
Gowling Lafleur Henderson LLP
Graduated Support
Grande Cache Coal Corporation
Grant Thornton LLP Chartered Accountants
Great Western Containers Inc.
Grey Wolf Exploration Inc.
H J Heinz Company of Canada Ltd.
Hamilton Hall Soles/Ray & Berndtson Inc.
Harvard Energy
Harvest Energy Trust
Hatch Energy
Hay Group Limited
Hayden E. Smith & Associates
Heenan Blaikie
Hemisphere GPS
Henry Singer Men’s Wear
Hewitt Associates
Hewlett-Packard (Canada) Co.
Highpine Oil & Gas Limited
Hilti (Canada) Ltd.
Holt Renfrew Canada
Horizon North Logistics Inc.
Horwath Schroeder & Tobin Chartered Accountants
HSBC Bank Canada
Human Rights and Citizenship Branch
Hunt Oil Company of Canada Inc.
Husky Energy Inc.
IBM Canada Ltd.
IHS Inc.
Immigrant Services Calgary Society
Imperial Oil Limited
IMV Projects Inc.
Indian & Northern Affairs Canada
Indian Oil & Gas Canada
ING Insurance Company of Canada
Inter Pipeline Fund
Intergraph Canada Ltd.
Investment Industry Regulatory Organization of Canada
Investors Group - South
Iridium Risk Services Inc
ISM Information Systems Management (Alberta) Corporation
Iteration Energy Ltd.
J J Barnicke Calgary Inc.
Jackson Enterprises Inc.
Jacobs Canada Inc.
Jewish Family Service
Jog Capital Inc
Jomax Drilling (1988) Ltd
Justice & Attorney General
Justice Canada
Kaiser Exploration Ltd.
Kelman Technologies Inc.
Kereco Energy Ltd.
KERN Partners Ltd.
KEYERA Energy
Kiewit Energy Canada Corp/Peter Kiewitt & Sons Co.
Kinder Morgan Inc.
Klohn Crippen Berger Ltd
Korn/Ferry International
KPMG LLP
Kraft Canada Inc.
KUDU Industries Inc.
Lafarge Canada Inc. Cement Group, Western Region
Lafarge Construction Materials Group
Laricina Energy Ltd.
Law Society of Alberta
Lawson Lundell LLP
Ledcor Construction Limited
Legislative Assembly of Alberta
Lehigh Inland Cement Limited
Lexus of Calgary
Liberty International Underwriters Canada
Lone Pine Resources Ltd.
Longbow Capital Inc
Loram Group of Companies
Machida Mack Shewchuk Meagher
Macleod Dixon LLP
MacPherson Leslie & Tyerman LLP
Magus Engineering Limited
Mainland Information Systems Ltd.
Mancal Corp.
Marketing Solutions Advisor Forum
Marsh Canada Ltd.
Matco Financial Inc
Mathewson Oils Limited
Matrix Solutions Inc.
Matsalla Consulting (1981) Ltd
Mawer Investment Management Ltd.
McCarthy Tetrauld
McCormick Canada Inc.
McDaniel & Associates Consultants Ltd
McLennan Ross Barristers & Solicitors
McLeod & Company
Mercer Human Resources Consulting
Metafore Corporation
Meyers Norris Penny
MGM Energy Corp.
2008 Workplace Supporting Leadership Giving

MI Swaco
Midnight Oil Exploration Ltd.
Miller Thomson LLP
Mount Royal College
MTS Allstream Inc.
Mullen Group
Multiple Sclerosis Society of Canada Calgary Chapter
Murphy Oil Company Ltd.
Mustang Capital Partners Inc.
Nabors Canada
NAL Resources Management Ltd.
National Bank Financial Inc.
National Energy Board
National Public Relations
Natural Gas Exchange Inc.
Natural Resources Canada
   (Geological Survey of Canada)
Newalta
Newcast Energy Corp
Nexen Inc
Niska Gas Storage
Norex Exploration Services Inc.
Norlien Foundation/Cantos Music
Notel Networks
NOVA Chemicals Corporation
NovAtel Inc./Point Inc.
Novatel Wireless Technologies Ltd.
NuVista Energy Ltd
O & Y Enterprise Limited Partnership
Olympia Trust Company
Opsco Energy Industries Inc.
OPTI Canada Inc
Orbus Pharma Inc.
Osier Hoskin & Harcourt LLP
Oxford Properties Group Inc.
Pacific Western Transportation Ltd.
Packers Plus Energy Services Inc.
Palisade Capital Management Ltd.
Paramount Energy Trust
Paramount Resources Ltd.
Parks Canada Agency
Parlee McLaw LLP
Pason Systems Corp.
Passport Canada (Calgary Downtown Office)
Paul W. Burrowes Professional Corporation
PCL Construction Management Inc.
Pembina Pipeline Corporation
Pengrowth Management Limited
Penn West Energy Trust
Peters & Co. Limited
Petro Andina Resources Inc.
Petro-Canada
Peyto Energy Trust
Pitney Bowes of Canada
Plains Marketing Canada, L.P.
Plasti-Fab Ltd
Point Energy Ltd.
Prairie Merchant Corporation
Precision Drilling Corporation
PricewaterhouseCoopers LLP
PRISM Sulphur Corporation
ProGas Limited
Progress Energy Resources Corp.
ProspEX Resources Ltd.
Provident Energy Trust
Provincial Court - Judges
Public Safety Canada
Public Works and Government Services
Purvin & Gertz, Inc.
Qmax Solutions Inc.
QV Investors Inc
Raymond James Ltd.
RayQuest Holdings Ltd.
Raytheon Canada Ltd
RBC Capital Markets
RBC Dominion Securities
RBC Financial Group
RBC Financial Group - Airdrie
RBC Financial Group - Career Sales – IRP
RBC Financial Group - Career Sales – Mortgage Reps
RBC Financial Group - Commercial
RBC Financial Group - Edmonton Central Processing
RBC Financial Group - High River
RBC Financial Group - Private Banking
RBC Financial Group - Retirees
RBC Financial Group - Tower
Regent Resources Ltd.
Resolute Energy Inc.
RGO Office Products Partnership
Richardson Partners Financial Ltd.
Rock Energy Inc.
Ross Smith Energy Group
Royal & SunAlliance Insurance Company
RPS Energy Canada Ltd.
Ryan Energy Technologies Inc
Ryder Scott Company Petroleum Consultants
Sagacity Professional Corporation
SAIT Polytechnic
SAIT Southern Alberta Institute of Technology
SAP Canada Inc.
Savanna Energy Services Corp.
Saxon Energy Services Inc.
Scotia Capital
Scotia Waterous
Scotiabank
Scotiabank - Branches
Scott Hall LLP
Scott Land and Lease Ltd.
Scouts Canada - Chinook Council
Seaview Energy Ltd.
Secure Energy Services
SemCAMS
SemCanada Crude company
Service Canada
Shell Canada Limited
Shell Trading
Simon House Residence Society
SNC Lavalin ATP Inc.
SNC Lavalin Inc.
Solvera Solutions
Sound Energy Trust
Spartan Controls Ltd.
Spectra Energy Transmission
Sproule Associates Limited
Stampede Toyota
Stantec Consulting
StatoilHydro Canada Ltd.
Stikeman Elliott LLP
Storm Exploration Inc./Storm Venture International
2008 Workplace Supporting Leadership Giving

Stream-Flo Industries Ltd.
Suncor Energy Inc.
Superior Plus Inc.
Superior Propane (a division of Superior Plus LP)
Sure Energy Inc.
Talisman Energy Inc.
TAQA North Ltd.
Tartan Engineering Ltd.
TD Bank Financial Group
TD Insurance
TD Securities Inc
TD Waterhouse,
TELUS Community Connections Employee Charitable Giving Campaign
Temple Energy Inc.
Thackray Burgess
The Cadillac Fairview Corp Limited
The Calgary Board of Education
The Calgary John Howard Society
The Co-operators
The Economical Insurance Group
The Muttart Foundation
The Pepsi Bottling Group (Canada), Co.
Thomas Weisel Partners
Thurber Engineering Ltd.
Tingle Merrett LLP
Titian Investments LLP.
Tonko Realty Advisors Ltd.
Toole Peet & Co. Ltd.
Total E&P Canada Ltd.
Touchworks Communications Inc
Towers Perrin
Town of Cochrane
TransAlta
TransAlta Corporation - Retirees
TransAlta Corporation - Southern Alberta
Transamerica Life Canada
TransCanada Corporation
Trican Well Service Ltd. - Calgary
Trilagy Insurance & Financial Services Inc.
Trilogy Energy Trust
Trimac Transportation Services Inc.
Tristar Oil and Gas Ltd.
Tristone Capital Inc.
True Energy Inc.
TSX Venture Exchange Inc.
Twin Butte Energy Ltd.
United Communities
United Safety Ltd.
Universal Mercury Lincoln Sales Ltd.
University of Calgary
UPS-SCS 78 Ave NE location
UPS-SCS Inc.
Venturion Natural Resources Limited
Verenex Energy Inc.
Vermilion Energy Trust
Vigilant Exploration Inc.
Vista Projects Limited
Vodigo Ltd.
Volunteer Calgary
Walsh Wilkins Creighton LLP
Watson Wyatt & Company
Wave Energy Ltd.
Wawanesa Mutual Insurance Co.
Weatherford Canada
Whitnack Consulting Inc.
Winstar Resources Ltd.
Wood’s Homes
World Web Technologies Inc.
WorleyParsons MEG
Xerox Canada Ltd.
YMCA Calgary
YWCA of Calgary
Zargon Energy Trust
Ziff Energy Group
2008 Sponsorship and Gifts-in-Kind

Angels’ Luncheon
Franca Bellusci
Alice Chan
Jane Grad
Brenda Mackie
Sharon Siebens
Ellie Siebens

Campaign Kick Off
Petro-Canada
SNC Lavalin
Pyramid Productions (in-kind)
Evolution Technologies (in-kind)
All Beef Catering (in-kind)

Diwali Event
Ash & Kanchan Bhasin
Condo Document Inspection Centre
Dinesh & Varsha, Anand & Umang Dattani
Indo-Designer Rugs
India Canada Association of Calgary
Hari & Vijay Kapil
MMP Engineering
Morning Vista Estates
Sonoma Resources Ltd.
Vision 2000 Travel Group

Leadership Giving Program
Calgary Stampede
Canadian Pacific
Deloitte & Touche LLP
SNC Lavalin
Enbridge Inc.

Leaders Events
Calgary Stampede
Canadian Pacific
Deloitte & Touche LLP
SNC Lavalin
Enbridge Inc.

Loaned Representatives Recognition Event
Conroy Ross Partners

Major Donor Prospecting Event
Dario Berloni
Teatro

Major Donor Recognition Dinner
ARC Financial Corp.
BMO Capital Markets
CWM
Ernst & Young
KERN
Macleod Dixon LLP
Tristone Capital

Media Sponsorship
CTV
CBS Outdoor
Pattison
Media Retail Group

President’s Breakfasts Series
Murray McCann, The Aristos Corporation

Spirits of Gold
Agrium
Altalink
APEX (in-kind)
Devon Canada
EPCOR
Fluor
Mc Ara Printing (in-kind)
Pyramid Productions (in-kind)
Petro-Canada

Significant Donors Event
Alice Chan & Chen Fong
Bill & Sharon Siebens
United Way’s Investment in 2008

United Way Initiatives
United Way invests in collaborative initiatives to make the most significant difference and create lasting change.

211 – an initiative that helps people in times of crisis and prevents crisis in the first place.

Aboriginal Youth and Education Strategy – a strategy to increase graduation rates among Aboriginal Youth.

UpStart: Champions for Children and Youth (formerly known as The Calgary’s Children Initiative) – an initiative that ensures the long-term success of children and youth.

Poverty Reduction Coalition – a coalition working together to reduce poverty in Calgary.

United Way-Funded Agencies and Programs

ability Society
Accessible Housing Society – Calgary
AIDS Calgary Awareness Society
Albert Park/Radisson Heights Community After School Program
Alberta Association of Immigrant Serving Agencies
Alberta Mentor Foundation for Youth
Alberta Seventh Step Society
Alex Community Health Centre, The
All Nations Theatre Society
Alliance to End Violence
Alzheimer Society of Calgary
Arthritis Society Alberta and NWT Division, The
Arusha Centre, The
Aspen Family and Community Network Society
Association for the Rehabilitation of the Brain Injured
Between Friends Club
Big Brothers and Big Sisters of Calgary and Area
Bowmont All Season Services for Seniors Society
Boys and Girls Club of Airdrie
Boys and Girls Clubs of Calgary
Brenda Strafford Centre for Prevention of Family Violence, The
Calgary Achievement Centre for Youth
Calgary Alternative Support Services
Calgary Board of Education – Ernest Morrow Junior High School, Jack James High School - Aboriginal Pride Program
Calgary Block Parent Association
Calgary Bridge Foundation for Youth
Calgary Catholic Immigration Society
Calgary Chamber of Voluntary Organizations
Calgary Chinese Community Service Association
Calgary Chinese Elderly Citizens’ Association, The
Calgary Communities Against Sexual Abuse
Calgary Counselling Centre
Calgary Drop-In & Rehab Centre Society
Calgary Family Services Society
Calgary Fetal Alcohol Network
Calgary Immigrant Educational Society
Calgary Immigrant Women’s Association
Calgary Jewish Community Centre
Calgary John Howard Society
Calgary Legal Guidance
Calgary Meals on Wheels
Calgary Multicultural Centre
Calgary Network on Prostitution
Calgary Seniors’ Resource Society
Calgary Sexual Health Centre
Calgary Urban Project Society (CUPS)
Calgary Women’s Emergency Shelter
Calgary Workers Resource Centre
Canadian Outcomes Research Institute
Canadian Mental Health Association – Calgary Region
Canadian Paraplegic Association (Alberta)
Canadian Red Cross Society, Southern Alberta Region
Catholic Family Service of Calgary, The Centre for Newcomers
Cerebral Palsy Association in Alberta
Child and Youth Friendly Calgary
Children’s Cottage Society of Calgary
CNIB
Coalition for Equal Access to Education
Collaborative Services Centre
Community Kitchen Program of Calgary
Community Links
Connections Counselling and Consulting Foundation
Deaf and Hard of Hearing Services
Discovery House Family Violence Prevention Society
Distress Centre Calgary
Elizabeth Fry Society of Calgary
Epilepsy Association of Calgary
EvenStart for Children’s Society of Calgary
Families Matter Society of Calgary
Fresh Start Recovery Centre
Galileo Educational Network Association
Ghost River Rediscovery Society
Girl Guides of Canada – Calgary Area
Hera Society, The
HomeFront Society for the Prevention of Domestic Violence
Homeless Awareness Calgary
Hull Child and Family Services
Immigrant Services Calgary
Independent Living Resource Centre of Calgary
Inn from the Cold Society
Jewish Family Service Calgary
Learning Disabilities Association of Alberta – Calgary Chapter
LINKages Society of Alberta
Making Changes Employment Association of Alberta
McMan Youth, Family and Community Services Association
Métis Calgary Family Services
Millican Ogden Community Association (MOCA)
Momentum Community Economic Development Society
Multiple Sclerosis Society – Calgary Chapter
NeighbourLink Calgary
Ogden House Seniors’ Club
Opportunity Works Calgary Incorporated
Oxford House Foundation of Canada
Parent Support Association of Calgary
Parkinson’s Society of Southern Alberta, The
Peer Support Services for Abused Women
Potential Place Society
PREP Program, The
Prospect Human Services Society
Providence Children’s Centre
Recovery Acres (Calgary) Society
Renfrew Educational Services Society
Schizophrenia Society of Alberta, Calgary Chapter
Scouts Canada – Chinook Council
Simon House Residence Society
Southern Alberta Child and Youth Health Network (SACYHN)
SUNRISE – Native Addictions Services Society
Town of Cochrane
Town of High River
Town of Okotoks
Town of Strathmore
Trinity Foundation of Alberta
Urban Society for Aboriginal Youth
Urban Youth Worx
Vibrant Communities Calgary
Volunteer Calgary
Women In Need Society
Women’s Centre of Calgary
Wood’s Homes
YMCA Calgary
Youville Residence Society of Alberta
YWCA of Calgary
Special Thank You

We would like to extend our sincere thanks to the following individuals/organizations for their pro bono services in helping United Way achieve organizational excellence:

Astral Media
Calgary Flames
City Admobile
Corporate Oasis
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