



2011 Annual Report

United Way of Calgary and Area

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"I see United Way as my trusted philanthropic advisor. Just as a professional financial advisor is able to help me make the best investment decisions in the stock market, United Way is able to make the best decisions about where to invest my money in the community."

– Linda Hohol, 2006 Campaign Co-Chair,
2009–2010 Board Chair and
2011–2012 The Tomorrow Fund Committee Chair



Change starts here.



A message from our Board Chair

Nashir Samanani

It was a year like no other at United Way. The new initiatives, new achievements and a change in leadership made 2011 a very busy, yet remarkable year.

In February 2011, we learned from our President, Ruth Ramsden-Wood, that after 14 years and an illustrious career with United Way, she was set to retire at the end of December. It was a memorable year as we prepared to say goodbye to a great leader who achieved so many wonderful accomplishments as President of the organization.

We embarked on a national search to find the best replacement to build on Ruth's legacy and take United Way, and those it serves, to bold new initiatives to find sustainable solutions to social issues that matter to Calgarians. We conducted an extensive consultation process with many stakeholders and received feedback that helped us define the kind of leader we were seeking. With assistance from Odgers Berndtson, the global executive search recruitment firm, a wide search identified dozens of high calibre candidates. We are so pleased to have found a remarkable leader in Dr. Lucy Miller. Lucy understands the work of United Way, the needs in the community and was already serving in a volunteer role on our UpStart: Council of Champions for Children and Youth. I would also like to acknowledge the leadership of Heather MacDonald, Vice President and COO, for the stellar job she did as our Acting President during January and February of this year while awaiting Lucy's arrival on March 2, 2012.

Our 2011 campaign was also extremely memorable and gratifying. In the midst of global economic uncertainty, local optimism combined with trust in United Way, and unprecedented generosity of Calgarians, resulted in a record fundraising achievement of more than \$54 million. I have never felt so proud to be a Calgarian as when I stood in front of volunteers, staff and media at our campaign announcement event and yelled out that massive number as our fundraising accomplishment. Thank you Calgary for your overwhelming support; and a special thank you to the thousands of United Way volunteers and supporters for the incredible contribution they make to Calgary each year.

In order to reach this record fundraising goal we needed to engage people from all across our city. United Way's **BeCause** initiative took great strides in engaging the 20 to 40 year-old demographic to become a stronger part of our campaign in 2011. Employees within this demographic signed up as workplace ambassadors to engage colleagues in philanthropic giving and volunteering in new and creative ways. As just one example, Nexen outdid itself by holding a "Superman" contest as part of its campaign to see how many employees would dress up as Superman in an effort to set a new Guinness World Record. They achieved just that, setting a new world record and drawing attention from across the country and around the world.

Looking ahead, United Way is asking itself some tough questions. Questions such as how do we create an even better Calgary for future generations? How do we involve more Calgarians in creating this future? And, what does the future of United Way look like in this context? To answer these questions and to develop longer term responses, United Way has embarked on its biggest strategic change initiative ever. A bold new journey began last year beginning with staff and community volunteers exploring conversations about how United Way can engage and mobilize Calgarians to find lasting solutions to the social issues that matter most. These conversations have been inspiring, innovative and energizing.

As John F. Kennedy once said, *"Change is the law of life. And those who look only to the past or present are certain to miss the future."*

Our future will be bold and exciting. Stay tuned.

It has been a pleasure to serve as the Board Chair of such an enthusiastic and inspiring organization and I thank you for the opportunity to serve my community in this capacity over the past 12 months.

Nashir Samanani,
Board Chair,
United Way of Calgary and Area



A message from our President and CEO

Dr. Lucy Miller

I am so proud to be part of the city of Calgary. I am so proud to be part of United Way of Calgary and Area. In my new role as President and CEO of this tremendous organization, I will strive to work collaboratively with Calgarians and to boldly lead United Way to realize even greater successes in 2012 and beyond.

As you read through the pages of this Annual Report, you will discover the incredible achievements we saw in 2011. You will learn about the vital investments we made in our three priority areas: moving individuals from poverty to possibility, promoting healthy people and strong communities and helping local kids be all they can be. You will learn about the innovative work our strategic outreach initiatives are completing to engage crucial new demographics in philanthropy. You will hear the stories of key individuals and organizations that make United Way's work in our community possible. The information, outcomes and stories reflected in this report convey a powerful message. A message that no one person, group or organization can complete this vital work alone. A message that together, united, we can achieve levels of success that could never be reached without everyone's engagement and support.

This is the kind of engagement and support that raised \$54 million for investment in our community through United Way of Calgary and Area's 2011 Annual Campaign alone, making it our most successful campaign to date. This incredible accomplishment was reached through collaboration, teamwork and a united vision; a vision that Calgary will one day be a great city for everyone.

The contributions made by Calgarians in 2011 will enable United Way to continue its work, making a measureable, meaningful impact on the lives of children, families and individuals in our community. These investments will strengthen us as a whole, leaving a positive and lasting impact for generations to come. In 2011, Calgarians proved that change truly does start here and

that every individual has the power to change their community and, in doing so, change the world. In 2012, United Way will continue its work as a convener and collaborator, bringing individuals and organizations together to address the root causes of social issues and create the greatest societal impact. We will continue to be the largest non-governmental funder of human services in our community. We will challenge Calgarians from all walks of life to engage in new ways so that together we can all play a role in creating a better future and be fearless in our response to the needs of a changing city.

As we reflect on the outstanding achievements of 2011, we should all feel exceptionally proud to be part of this city. A city of innovation, drive and integrity. A city filled with generous, philanthropic and community-minded citizens. A city with the capability to become a world leader in the fields of philanthropy and community investment. A city that has a very bright future, in 2012 and beyond.

Dr. Lucy Miller,
President and CEO,
United Way of Calgary and Area



Change starts here.



A message from the Chair, Finance and Audit Committee

Shannon Ryhorchuk

In 2011, United Way of Calgary and Area posted its highest campaign on record. This achievement was a testament to the generosity of Calgarians and an affirmation of their faith in this organization. During the year, thanks to this continued generosity, United Way extended its support for Calgary's disadvantaged communities in accordance with plans approved by the Board of Directors.

I am pleased to present the summarized financial statements for the year ended December 31, 2011. A full set of financial statements is available on United Way's website – www.calgaryunitedway.org – or upon request from their offices.

Shannon Ryhorchuk,
Chair, Finance and Audit Committee,
United Way of Calgary and Area

Independent Auditor's Report

To the Members of United Way of Calgary and Area:

The accompanying summary financial statements, which comprise the summary statement of financial position as at December 31, 2011 and the summary statement of operations for the year then ended, are derived from the audited financial statements of United Way of Calgary and Area for the year ended December 31, 2011. We expressed an unmodified audit opinion on those financial statements in our report dated March 22, 2012. Those financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

The summary financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of United Way of Calgary and Area.

Management's Responsibility for the Summary Financial Statements

Management is responsible for the preparation of a summary of the audited financial statements on the basis described in the note to the summary financial statements.

Auditor's Responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, "Engagements to Report on Summary Financial Statements."

Opinion

In our opinion, the summary financial statements derived from the audited financial statements of United Way of Calgary and Area for the year ended December 31, 2011 are consistent, in all material respects, with those financial statements, on the basis described in the note to the summary financial statements.



Chartered Accountants
Calgary, Alberta
March 22, 2012

Summary Statement of Operations

Year ended December 31, 2011

	GENERAL FUND	THE TOMORROW FUND	TOTAL 2011	TOTAL 2010
	\$	\$	\$	\$
Revenue				
Net campaign revenue	45,949,385	—	45,949,385	44,616,272
Donor restricted funds*	10,927,443	—	10,927,443	11,064,008
The Tomorrow Fund distribution income	125,000	(125,000)	—	—
Investment income	513,209	736,059	1,249,268	918,881
Bequest	321,757	—	321,757	161,450
Loss on disposal of shares	(39,567)	—	(39,567)	(962)
Other revenue	118,002	—	118,002	115,786
	57,915,229	611,059	58,526,288	56,875,435
Expenses				
Fundraising expenses	6,603,632	—	6,603,632	6,157,301
Net revenue available for community service	51,311,597	611,059	51,922,656	50,718,134
Allocations and designations	39,917,934	217,918	40,135,852	38,238,397
United Way Community service expenses	10,976,308	—	10,976,308	10,222,698
	50,894,242	217,918	51,112,160	48,461,095
Excess of revenue over expenses	417,355	393,141	810,496	2,257,039

*Donor restricted funds include donor choice, grants and sponsorship.

Summary Statement of Financial Position

As at December 31, 2011

	GENERAL FUND \$	THE TOMORROW FUND \$	TOTAL 2011 \$	TOTAL 2010 \$
Assets				
Current	50,858,946	(18,676)	50,840,270	52,536,769
Investments	10,087,727	23,254,350	33,342,077	31,030,534
Property and equipment	1,229,300	—	1,229,300	1,413,487
	62,175,973	23,235,674	85,411,647	84,980,790
Liabilities				
Current	11,395,534	—	11,395,534	11,477,542
Deferred contributions – long-term	538,415	—	538,415	1,087,271
	11,933,949	—	11,933,949	12,564,813
Fund Balances				
Available for general use	8,500,000	—	8,500,000	7,800,000
Internally restricted	41,742,024	8,367,908	50,109,932	50,169,199
Externally restricted	—	14,867,766	14,867,766	14,446,778
	50,242,024	23,235,674	73,477,698	72,415,977
	62,175,973	23,235,674	85,411,647	84,980,790

Note: This summarized financial information is extracted from the annual financial statements audited by Deloitte & Touche LLP. A copy of the complete audited financial statements is available by writing to Malcolm Gowie, Chief Financial Officer, United Way of Calgary and Area, 600-105 12 Ave SE, Calgary, AB T2G 1A1. This summarized financial information has been prepared in accordance with criteria developed by management. These criteria require management to ensure: 1) the summarized financial information agree with or can be recalculated from the annual audited financial statements, 2) the summarized financial information contains the necessary information and are at an appropriate level of aggregation, so as not to be misleading to the users of this information and 3) adequate disclosure of this criteria.



Recipients of 2012 Francis Lefaivre Award

Mac and Susan Van Wielingen

Mac and Susan Van Wielingen are innovators who passionately look for new ways to collaborate and strengthen our community. Their long time dedication to community engagement and philanthropy is why they have been recognized as this year's Francis Lefaivre Award recipients. The Francis Lefaivre Award recognizes individuals who show commitment to the improvement of social conditions in our community and have demonstrated outstanding volunteer service and involvement.

Both Mac and Susan are true leaders who inspire others to help make a difference in building a great city for everyone. Mac Van Wielingen is considered one of Canada's leading financial experts in the energy sector with more than three decades of investment research, corporate finance and direct investment experience.

"Believing that Calgary had a great deal of untapped support, Mac took it upon himself to bring a network of community leaders together to create United Way's Major Individual Giving Cabinet; he was the inaugural Chair of this Cabinet," says Heather MacDonald, Vice President and COO of United Way of Calgary and Area.

Today, the Cabinet has 24 members and is responsible for raising more than \$16 million for United Way's 2011 fundraising campaign.

As someone who has worked in the non-profit sector, Susan Van Wielingen brings passion and understanding to her charitable work. She enjoys interacting with people and has a kind-hearted, respectful touch. Susan brings her personal and professional knowledge to the table to support others. Following the 2008 recession, Susan was an insightful contributor on one of United Way's rapid response tables tasked with developing strategies to assist individuals and families during the challenging economic times.

"We continue to look to Mac and Susan for their visionary guidance around solving social issues. Earlier this year they helped bring Jason Saul, the author of *Social Innovation, Inc.* to Calgary so we could learn how to take more innovative approaches in our philanthropic partnerships and fundraising. The value of this new education is significant in helping us continue and better support Calgary in the long term," added MacDonald.

Each year they look for new opportunities to connect and support their community. In 2008, they were one of the three founding families investing in and advising on United Way's Financial Stability Strategy. More recently, they invested in a program that supports teenage moms by adding a new coaching element to it. On top of their commitment to United Way, Mac and Susan are also lead donors in a gift to the University of Calgary's Haskayne School of Business.

"Mac and Susan are true leaders in the non-profit sector; they are generous donors, volunteers and advocates of United Way's work in the community. They believe so strongly in community engagement that they have instilled the values of philanthropy in all three of their children, each of whom has been involved with United Way."

– Maureen Grant Hayes, Senior Design Leader, Investor Relations, United Way of Calgary and Area



Recipient of 2011 President's Award

Dave Kelly

It was the biggest surprise in the history of United Way's Spirits of Gold awards ceremony. Standing on stage announcing the honourable award recipients, Dave Kelly had no idea he was about to be announced as this year's President's Award winner. However, his leadership in the community, continued passion and support for the arts and his philanthropic dedication made this an easy decision and wonderful surprise. The prestigious President's Award is awarded to a company or individual for their outstanding commitment to the community.

For more than 10 years, Dave has acted as the energetic host of Spirits of Gold, United Way's annual recognition and awards event which celebrates the spirit and generosity of the people, agencies and workplaces that display outstanding leadership and dedication during our annual campaign. Dave is in a class of his own when it comes to hosting this event. He is one of the most beloved personalities in our city whose energy and drive rivals that of Calgary, the city he calls home.

Dave has long been one of United Way's most valued partners, but his philanthropic endeavours extend far beyond our organization. As a champion and advocate for children and women, he has also partnered with organizations such as the Kids Cancer Care Foundation and the Calgary Women's Emergency Shelter. Dave's passion for creating positive change

in our community has made him a leading influencer among many prominent Calgarians. As a master in the fields of art, entertainment and media, Dave has carved out an enviable career and reputation as one of Calgary's most prominent and treasured public figures. By making his mark in the field of philanthropy and community investment, Dave sets an example for us all.

As Dave stood on the Spirits of Gold stage and said the words, "And the winner is ..." the room went silent and then his picture was displayed on the big screen. Dave, now in complete shock and surprise said, "Come on," to which he was then awarded a standing ovation by the more than 800 individuals in the audience. A true leader, celebrated in a special, deserving moment.

Change starts here.



2011 Campaign Kickoff Sponsor

Pembina Pipeline Corporation

Pembina Pipeline Corporation is a long-time supporter of United Way. Pembina consistently brings passion, creativity and excitement to United Way's campaign by participating and contributing in an outstanding way. Proud support of United Way is demonstrated throughout Pembina and can be seen through the involvement of their CEO, Bob Michaleski, who sits on United Way's Campaign Cabinet as a Division Co-Chair. Pembina's generosity in 2011 included their Platinum-level sponsorship of United Way's Campaign Kickoff, an exciting workplace campaign with a strong **BeCause** focus, as well as participation in numerous Day of Caring® events. Pembina wrapped up their 2011 campaign by winning the **BeCause** Award at United Way's annual Spirits of Gold awards ceremony for their tremendous support of the community and their engagement of Calgary's younger demographic.

2011 Campaign Kickoff Sponsor

Perpetual Energy Inc.

Perpetual Energy Inc. gave back to the community in many ways during the 2011 United Way Annual Campaign. With strong support from their President and United Way's 2011 Campaign Co-Chair, Susan Riddell Rose, Perpetual Energy ran an innovative and exciting workplace campaign led by **BeCause** Ambassadors, Claire Rosehill and Ryan Goosen. Perpetual Energy coupled their generous Gold-level sponsorship of United Way's 2011 Campaign Kickoff with an increase in campaign funds raised that more than doubled the previous year's total. Based on the theme, "Give Youth a Chance," the campaign included a gift card collection drive in support of Calgary's homeless youth. Perpetual Energy's generosity earned them the Quantum Leap Award at United Way's annual Spirits of Gold awards ceremony for their impressive campaign growth in 2011. Perpetual Energy's ongoing enthusiasm and commitment to United Way and the community are helping make Calgary a great city for everyone.



Healthy People, Strong Communities

Above: United Way of Calgary and Area's Cesar Cala with Maribel Javier, a community resident and volunteer at 1000 Voices. Javier is one of many North of McKnight residents who worked with United Way to ensure 1000 Voices addresses the needs of area residents.

The Genesis Centre is what many residents would call the core of Calgary's northeast communities. After 15 years in the making, the community and recreation facility officially opened its doors to the public in early 2012.

The centre is a welcome and important addition to the communities located north of McKnight Boulevard. These communities are distinct to Calgary because of the number of newcomers who live in the area who bring a rich cultural presence to our city.

The Genesis Centre brings people together who want to feel connected to their community. In an effort to bridge that connection, United Way, in partnership with the North of McKnight Residents Committee, brought together more than 30 local organizations, businesses, community associations and residents to share their thoughts on what was needed in the centre to help strengthen their ties to the community.

From the discussions, what started out as a survey of 1000 people resulted in the development of a community space known as *1000 Voices*, which is housed inside the Genesis Centre.

Cesar Cala, Manager of United Way's Neighbourhood Strategy, explains that resident involvement helps identify what's important and what's truly needed to enhance and build a strong community.

"By working with residents and giving them a voice, we are making a concerted effort to revitalize our city's greatest strength – our communities," he shares.

Now, residents are able to access everything from employment and counselling programs to sports and recreation facilities for families and youth, services and resources for immigrants and even English language courses.

"*1000 Voices* and the Genesis Centre is what community change and United Way is all about," he adds. "We are all stewards of our city's future prosperity and this building is proof of that."

The centre is the result of a partnership with The City of Calgary, the federal and provincial governments, key agency partners, the Northeast Centre of Community Society (NECCS) and other private funders. In addition to the *1000 Voices* area, the centre also offers a YMCA, Calgary Public Library, soccer fields and much more.

To learn more about United Way's work in the community, visit www.calgaryunitedway.org. To learn more about *1000 Voices*, visit www.1000voices.ca. To learn more about the Genesis Centre, visit www.genesis-centre.ca.

All That Kids Can Be

Vulnerable youth

Transitioning from adolescence into adulthood is a critical period in youth development. It is a time when young people are investing in their future economic, social and physical well-being. While most young people experience transitions that are increasingly prolonged and complex compared to previous generations, vulnerable youth are at particular risk during this period as they often have additional challenges to overcome with fewer resources and supports to draw upon.

In April of 2011, United Way released *Towards Resiliency for Vulnerable Youth*, a report based on the findings of an extensive consultative process delving into the lived experiences of vulnerable youth in the city and provided a series of recommendations to address the barriers and challenges. Since the report was released, United Way has made significant advancements in response to those identified needs.

1. More comprehensive and coordinated responses are required to address the complex issues faced by vulnerable youth and support them throughout their transition to adulthood.
 - United Way recognizes the impact of familial situations on youth. To better inform future strategies in support of vulnerable youth, United Way is undertaking research into low-income families and a report into the findings will be released in June of 2012.
2. Vulnerable youth must be supported to (re)engage in education, with the entire community mobilized to realize this aim.
 - United Way has targeted provincial policy-makers, recommending raising the age of publicly-funded high school classes to the age of 24 and mandatory age of attendance to age 17 as a way to support high school completion for youth. Submissions were made to the previous Premier's office as well as the former Education Minister. An updated Education Act was tabled in the legislature which did raise the age to 21 for publicly-funded classes and age of attendance to 17.
3. Vulnerable youth need improved opportunities to access meaningful training and employment opportunities.
 - United Way is working cooperatively with Alberta Education and Immigration (now Human Services) toward the development of a youth employment strategy.
4. Improved access to basic needs for vulnerable youth will enable movement from crisis to stability.
 - Lack of access to affordable transit has repeatedly been identified as a significant barrier for youth. United Way has presented recommendations to The City of Calgary to standardize age-based discounts across city business units, so discounts for youth are at least 50 per cent or more and remove the school attendance requirement for a youth pass.
5. Vulnerable youth are confronting barriers in accessing comprehensive mental health supports.
6. Vulnerable youth must have access to a range of diverse formal and informal networks and relationships in their communities.
 - **BeCause** – United Way's supporters representing the younger demographic and next generation of philanthropists in Calgary – has created a social design table which is a collaborative, multi-stakeholder project using design thinking methodology to develop a solution to the issue of disconnected or "un-plugged" youth in Calgary.

United Way's actions

Vulnerable Youth Transitions into Adulthood Strategy

United Way has announced a new strategy, a key mixture of prevention and intervention programs, along with targeted initiatives, to assist vulnerable and/or at-risk youth to successfully transition into adulthood.

The strategy is being launched in phases to more effectively capture learning. The first phase will focus on families; the second on relationships outside of vulnerable youths' social circles, for example, through mentoring.

Children and Youth Reach Their Full Potential

School Readiness

- Funded 14 programs

Success in Middle Childhood

- Funded 18 programs

Teens and Vulnerable Youth

- Funded 17 programs

From Poverty to Possibility

Poverty is a far-reaching, complex issue. It is also a lasting one.

Once immersed in the cycle of poverty, it is extremely difficult to escape and, as a result, can continue for generations. United Way is committed to ensuring access to immediate supports for families and individuals in need, but we also invest in numerous programs that give Calgarians the ability to stabilize, avoid or move outside of the cycle of poverty.

Signposts community needs assessment survey

United Way's Poverty Initiatives and Research (PIR) team and The City of Calgary's Social Policy and Planning unit have jointly produced the second *Signposts* community needs assessment survey. The study, first undertaken in 2006 and again in 2009, aims to assess city-wide assets, social service needs and perceived barriers for services. The survey questions related to individual and community quality of life, health, relationships, financial well-being and security and inclusion with respect to the 12 months prior to the survey. Survey responses were analyzed at the level of the city as a whole, at the level of each social district and according to populations of interest, such as age groups, length of residency in Calgary, family composition, immigrants, recent immigrants, Aboriginal persons and people with disabilities. The data collected will inform United Way's investments, collaborations and leadership in the Calgary community.

Financial literacy roundtable

The PIR team recently completed a collaborative roundtable process focused on the development of a community action plan to strengthen the financial literacy of low-income Calgarians.

Based on key recommendations from an environmental scan of existing financial literacy services conducted in early 2011, PIR brought together a range of community stakeholders to identify priorities and develop a strategic action plan on the topic. Roundtable members included representatives from the banking sector, provincial and municipal government and community agencies, as well as United Way. PIR is currently finalizing the action plan and will work closely with United Way's Resource Development and Community Investments teams over the next several months to explore funding opportunities.

Affordable transit

For the past year, making the Youth Transit Pass more accessible to vulnerable youth has been an important priority for United Way. In our research report, *Towards Resiliency for Vulnerable Youth*, United Way found the cost of transit represented an added barrier to the numerous challenges already facing vulnerable youth. We worked closely with the City in advancing recommendations to address the barrier and, as a result of the consultative process, changes were announced to the Youth Monthly Transit Pass and the Low Income Transit Pass. Youth who previously could not afford the regular fare will now be able to purchase the Youth Transit Pass, regardless of their school enrolment status. This will now allow them to access job opportunities, services and programs to keep them active, healthy and engaged.

Connecting to resources

The PIR team worked to further connect vulnerable populations with the Benefits Navigator, an online tool developed by United Way to help low-income Calgarians identify government benefits they may be eligible for, by participating in the 13th Project Homeless Connect (PHC). Organized by the Calgary Homeless Foundation, PHC is an event designed to connect homeless and low-income Calgarians with over 50 services and agencies in one day.

With the help of four volunteers, PIR staff set up computer stations for participants to connect to the Benefits Navigator and learn about various benefits that could supplement their income. In addition, PIR staff and volunteers distributed United Way's *Hope in Hard Times* and *It's Never Too Late* guides.

Investments

Financial stability

- Funded six programs contributing to the goal of supporting families to have consistent income and financial stability

Basic needs

- Funded 27 programs contributing to the goal of supporting families and individuals' basic needs, housing and supports and services to build a sustainable livelihood

Employability

- Funded eight programs contributing to providing families and individuals with the knowledge, skills and abilities to increase employability



Success Stories

A World Put Back Together – Tessa Steadman

"I remember crying because I was so hungry," 19 year-old Tessa recalls of her childhood, which was also marked by emotional abuse and neglect. At a very young age, Tessa sadly accepted that homelessness and poverty would likely be a part of her life in the future – she didn't have much hope, but she did have dreams.

Things were quickly going from bad to worse when Tessa's school counsellors realized her situation. "My world was falling apart," shares Tessa. The counsellors saw that without help, Tessa, who was then just 16 and a good student, would be forced to drop out of school to pay for food and rent. They encouraged her to apply for the Burns Memorial Fund, a foundation supported by United Way, that works to enhance the education, health and well-being of young Calgarians.

Tessa received the bursary, which was a turning point. The support she received allowed her to stay in school and kept her pointed in the right direction.

Tessa went on to graduate – a dream come true – and was the first in her family to do so. Tessa now attends Alberta College of Art and Design where she is studying for a career in photography. "Thanks to the help I received, I was given a future."

"The first thing I did when I received the assistance was buy a warm coat."

Tessa Steadman, 19

Courage and Selflessness – Randy Rush

37 year-old Randy Rush was living his life as a single and content working guy. He then got a phone call that changed all that in an instant. His sister had proven unable to care for her twin two-year old boys, who were in a state of dire neglect. Malnourished and suffering from emotional abuse, social services was about to step in. Randy didn't hesitate. He immediately made the decision to give his nephews, who were functioning at the level of six month-olds, a chance for a better life. He became their guardian.

What seemed to be a happy ending proved to be anything but a fairytale. "Everything changed," says Randy. "I wasn't ready. I was living on a bachelor income. I didn't know the first thing about being a father." Randy struggled to make ends meet and care for the boys. Soon they were living on the edge of poverty. Desperate, Randy tried everything, even selling his vehicle to pay for rent and food. But it wasn't enough: "There were times when I cried myself into a corner because I didn't know what else to do."

Then, a door opened. A friend told Randy about local agencies that could help – and they did. Randy received essential assistance with expenses, parenting resources, daycare and medical care. Today, the boys are healthy, thriving and bonded to Randy.

"If it was not for organizations like United Way and the agencies it supports I don't know where we'd be," says Randy. "They changed my life." Thanks to Randy's courage and selflessness, so did the futures of two little boys.

"There were times when I cried myself into a corner because I didn't know what else to do."

Randy Rush, 37



Extraordinary Partners

Guinness World Record – Nexen Inc.

On September 28, 2011, 437 Nexen Inc. employees broke a Guinness World Record for the “world’s largest gathering of people dressed as Superman” in support of United Way of Calgary and Area’s 2011 Campaign. The previous record had been set in Ireland in 2010 with 288 people dressed as Superman.

The Superman gathering was part of Nexen’s “Be a Superhero” campaign, encouraging employees to become a hero to someone in need.

At the end of their campaign, Nexen and its employees had raised a remarkable **\$1.48 million** and had helped to spread global awareness of United Way.

Devon Canada Corporation

“Being a great neighbour and doing the right thing are the cornerstones of Devon’s community investment program. By supporting United Way, Devon and its employees can make a meaningful and lasting contribution within their community. Devon’s employees also volunteer with United Way’s funded agencies to address social needs first-hand. Devon’s goal is to help create a strong and vibrant community for everyone.”

– Kray Price, Advisor, Corporate Communications & Community Investment, Devon Canada Corporation





BeCause is a strategic outreach initiative of United Way that works to engage 20 to 40 year-olds in new and exciting philanthropic activities. Thanks to the dedication of 15 core team members, **BeCause** reached unprecedented success in 2011. Through innovative projects and events under the initiative's three focus areas – community and civic engagement, volunteerism and charitable giving – **BeCause** raised the bar in strategically engaging Calgary's future leaders. **BeCause** also engages a group of communications professionals who volunteer their time to maintain a strong online presence through social media, electronic newsletters – distributed to more than 1,500 people quarterly – and continuous information sharing through the initiative's interactive website, www.BeCause.ca. Sharing information online is an important aspect of engaging this younger demographic.

BeCause was also extremely visible throughout United Way's 2011 campaign. The core team brought together 128 official **BeCause** Ambassadors in more than 50 workplaces; their role was to engage this demographic in their own workplaces with new philanthropic opportunities. The creativity reached new levels as employees dressed up as Superman, held polar bear dips and conducted flash mobs throughout the four-month campaign.

Highlights from 2011:

- Why?Race – part amazing race, part urban challenge, part awareness activity – is a one day event that sold out in its first year. There were 29 teams of four that raced through downtown Calgary to complete challenges related to social issues in our city. Station activities included: canned goods structure and Ikea furniture building, cultural mosaic puzzles and stair climbing challenges. All proceeds raised from the event were donated to United Way and all items, such as the Ikea furniture, were donated to United Way's partnering agencies.
- In June, **BeCause** sponsored and helped host Timeraiser, a national event that auctions off art in exchange for volunteer hours. The event raised more than 7,000 volunteer hours for local agencies and service providers.
- Starting in February, **BeCause** brought eager volunteers together to kick off the third annual Urban Exposure Project. The volunteer opportunity spanned six months and engaged 15 volunteers to explore social issues through the lens of their cameras. Exploring the theme of "Community," participants were engaged through impact speakers, agency tours and volunteer opportunities. At the end of the project, participants showcased their photos and experiences at a public art exhibit which was attended by more than 300 Calgarians. These photos were later showcased in 33 organizations throughout United Way's 2011 Annual Campaign.
- T'was the Night, the holiday party and grand opening of the newly renovated CORE shopping centre, featured **BeCause** as a not-for-profit partner. **BeCause** volunteers assisted in hosting the event and helped raise \$20,000 for United Way of Calgary and Area. T'was the Night was covered by several major media outlets and created an incredible boost in awareness for **BeCause**.
- Through several months of design thinking between United Way employees, **BeCause** volunteers and community members, the "I Volunteer **BeCause**" project was developed. I Volunteer **BeCause** draws on the findings of United Way's *Towards Resiliency for Vulnerable Youth* report and the desire for **BeCause**-aged volunteers to make a meaningful impact in their community. I Volunteer **BeCause** is set to launch in the spring of 2012 and will give **BeCause**-aged volunteers the opportunity to engage with youth at the Boys and Girls Clubs of Calgary's Beltline Youth Centre. Through facilitated workshops, volunteers will put their talents, skills and time to good use by engaging Calgary's youth.

Together, these events and annual campaign efforts have seen the **BeCause** network expand to more than 2,000 people. 2011's projects and events also helped to recruit an estimated 500 new United Way volunteers from within the **BeCause** demographic.

BeCause wishes to extend a very special thank you to ARC Resources Ltd. for their three-year sponsorship. The support of ARC Resources Ltd. enabled **BeCause** to grow and excel into the successful initiative it is today.



We are excited for what 2012 will bring for **BeCause**!



UpStart's Goals:

- All children, from conception to six years of age, are supported by family and community to reach their optimal development
- All youth successfully complete high school
- Aboriginal children and youth in Calgary and area stay, do well and complete high school
- All children and youth have equal access and successfully transition between school and community supports

UpStart brings together stakeholders to address complex social problems that cannot be solved in isolation; this is known as collective impact.

Part of the Strive Network

On May 2, 2011, UpStart became a member of the Strive Network, becoming the first member from Canada. Since its start in Cincinnati and Northern Kentucky in 2006, Strive's innovative framework is focused on helping communities build their unique civic infrastructure to promote action to increase children's success.

Strive has designed a strategic assistance framework that helps communities expand or create "Cradle to Career" education partnerships. The process for each community begins with an assessment of the community's assets across the Cradle to Career Civic Infrastructure, which is used to determine where the community is in building its partnership and map out where it needs to go by developing a customized strategic assistance plan.

While this membership is new, it is also a natural progression in UpStart's work. To advance the implementation of the framework, the UpStart team has undertaken the following objectives:

- Create a priority team for each of the areas that UpStart's Council of Champions has identified:
 - Early years/school readiness
 - School community collaboration
 - High school completion
 - Aboriginal youth
- Establish a data committee for data analysis and support
- Produce a report card based on specific high-level indicators identified by data committee partners
- Utilize evidence-based decision-making as part of a continuous learning process to the above recommendations

Aboriginal Youth and Education Strategy, Circle of Supports

2011 was a year of growth and renewal for United Way's Aboriginal Youth and Education Strategy. Full Circle, the strategy's newest phase, focuses on community agencies' contributions towards the goal of supporting Aboriginal youth to be successful in school. In 2011, we laid the foundation to implement the five-year Full Circle plan. Part of this plan was to develop a wrap-around, holistic model of supports for Aboriginal youth and their families that will increase Aboriginal youths' engagement in school and increase high school completion rates.

The development of this model was a significant undertaking requiring strategic planning and strong commitment of resources. UpStart and its partners led this process through collaborative and consultative work, ensuring the voice of stakeholders were included in its development. As well, the information from an environmental scan of services in Calgary for Aboriginal children and youth was considered. The literature review of models for community-based services for supporting Aboriginal youth educational success yielded no other models, thereby attesting to the unique nature of this work.

In the fall of 2011, UpStart undertook a selection process for implementing the Circle of Supports. The contract for service delivery was granted to a collaboration between the Urban Society for Aboriginal Youth, Boys and Girls Clubs of Calgary and the YMCA of Calgary. The program will undergo a six-month start-up period in 2012 and then begin with summer programming before launching into school-year programming.

This 4.5-year Circle of Supports program is a demonstration project that will follow grade 9 students and support their families up to and including grade 12, as well as track the students one year after graduation. A strong evaluation component is already in place for the duration of the project.

UpStart hopes to learn from the Circle of Supports demonstration project what works in terms of community-based, wrap-around supports for success of Aboriginal youth. We plan to share our learnings with community stakeholders so, as a community, we become even stronger to support the success of our Aboriginal youth.

The establishment of this project is a significant win for UpStart in terms of the generous support of the MacPhail family in 2012 and the generous commitment of time and participation provided by our partners, our Elders, Aboriginal youth and service providers in its development phase. We also thank the Calgary Foundation and The City of Calgary for their support in the research and consultative phase in 2011.



WOMEN'S LEADERSHIP COUNCIL
 United Way Calgary and Area

The Women's Leadership Council is a United Way initiative dedicated to making a difference through mobilizing the power of women. We know women are looking for unique ways to engage in our city and want to nurture their passion, energy and financial support through networking, leadership development and hands on involvement. The Council is about more than just raising funds; it's about giving women a greater voice in our community.

In 2011, the Women's Leadership Council had an incredible year and made enormous strides forward as an initiative. The Council decided to inspire and cultivate the philanthropic spirit of women leaders in Calgary by increasing the number of leadership donors to United Way while focusing on a specific social issue. To accomplish this, a report was prepared to help provide the Women's Leadership Council with insights into the basic trends in philanthropy, women's motivations for giving and how they often differ from those of men and opportunities for developing philanthropy among women.

The report drew upon a wide array of research publications to summarize information available on women and their giving habits and makes suggestions for bringing them into the fold of philanthropy. Many interesting facts emerged:

- Women are influenced by other women philanthropists
- Women have greater financial clout than ever before
- 60% of university graduates in Canada are women
- Women like to be entrepreneurial with their giving
- United Way of America has seen dramatic major gift growth in its Women's Affinity Groups over the past six years

The Women's Leadership Council will address this growing market of powerful women leaders in our city and provide a venue for:

- Women to network with other women who also want to make a difference by sharing their innovation, creativity, skills and passion
- Increasing participation of talented women as volunteers, policy makers and change agents
- Increasing the contributions of women
- Building awareness about critical issues within our community
- Celebrating our accomplishments together

As their first focus area, the Women's Leadership Council chose to support young mothers and their children, recognizing that they are a vulnerable group in our city and need more resources to reach their full potential. In order to learn more about young mothers and how to best support them, the Council commissioned a report to research young mothers and the services available to them in Calgary. The report, *Seeds of Success: Seeking solutions for teen mothers and their children*, has helped the Council determine the areas of need and develop an action plan to address the primary concerns going forward.

In November 2011, more than 500 women joined the Women's Leadership Council for its sold-out annual luncheon with Arlene Dickinson as the keynote speaker. With this positive momentum, the Council has planned three events for 2012: two cocktail receptions in the spring and a November luncheon. Through these events, the Council will unite women to provide them with opportunities to share their voice and collaborate on important issues pertaining to women today. We will also celebrate the tremendous accomplishments of women and empower others in our community to bring about meaningful change.

Women are emerging as powerful forces of philanthropy in our city. Imagine what we can accomplish when we unite together. For more information about the Women's Leadership Council, please email wlc@calgaryunitedway.org.



Participants in the **BeCause** initiative's third annual Urban Exposure Project lend a hand to the Community Kitchen Program of Calgary, which works to reduce hunger among vulnerable individuals and families.



Imperial Oil employees and Parks Foundation Calgary team up at a United Way Day of Caring® to build a playground in a local community.

Our Incredible Volunteers

It is United Way's thousands of volunteers that truly make a difference in what we do, how we do it and the exponential benefits that permeate into the community we serve.

United Way's call to action – Give, Volunteer, Act – is a mandate taken seriously by those who support the organization in so many ways.

Volunteerism takes on many forms at United Way. Here are a few forms where change in our city starts:

- Employees in the workplace who step up to coordinate a United Way campaign for their colleagues
- CEOs who find time in a very busy schedule to roll up their sleeves and lead a team in a Day of Caring®, making a difference at the front lines of serving those in need
- Young professionals, perhaps still paying off student loans or saving for their first house, who enthusiastically give their time and energy to join our **BeCause** initiative, uniting the next generation through engaging with the community in exciting new ways
- Retired business leaders joining our volunteer team who help United Way's partnering agencies in need of governance, management or leadership advice

"Never doubt that a small group of committed people can change the world. Indeed, it is the only thing that ever has."

– Margaret Mead

- A cross section of business, academia, civic and community leaders that commit hundreds of hours serving multi-year terms on our Board, Committees, Campaign Cabinet, UpStart Council of Champions, Women's Leadership Council and outreach initiatives, to name just a few of our formal volunteer-driven teams and collaborations
- Students or recent grads looking to gain workplace experience, beginning with the not-for-profit human services sector, to apply what they have learned
- Hundreds of ordinary people with extraordinary stories that inspire hope, recovery or lives transformed because of the work we do in partnership with others. Through their candid bravery to publicly share their story, others are motivated to give, volunteer or take action to be part of positive change
- Those, perhaps challenged by time, resources or circumstances, who cannot volunteer to the extent they wish, but are always available to offer advice, ideas or help connect us with those we need at the table
- Thousands of people over the years who have asked, "I want in. What can I do?"

To all our volunteers, we offer our sincere gratitude for all you do. The work of United Way and its impact on social issues that matter to Calgarians would not be possible without you.

2011–2012 Board of Directors – Officers

Board Chair:

Nashir Samanani, Former President and CEO, Elluminate, Inc.

Board Vice Chair:

Art Korpach, Vice Chairman, CIBC World Markets Inc.

Past Board Chair:

Scott Thon, President and CEO, AltaLink Management Ltd.

Chair, Finance and Audit:

Shannon Ryhorchuk, Partner, PricewaterhouseCoopers LLP

2011 President and CEO:

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

2012 President and CEO:

****Dr. Lucy Miller**, United Way of Calgary and Area

Chief Operating Officer:

Heather MacDonald, Vice President, United Way of Calgary and Area

Chief Financial Officer:

Malcolm Gowie, United Way of Calgary and Area

2011–2012 Board Members

Ryan Bechard, Director, Gallagher Energy Risk Services

Chris Burley, Corporate Director and Retired Managing Director, Merrill Lynch Canada

Marlie Burt, President, Burt Energy Ltd.

Alice Chan, Community Volunteer

Heather Culbert, Community Volunteer

Marie Delorme, CEO, The Imagination Group

Beth Diamond, Managing Partner, National Public Relations

Ellen Dungen, Regional Manager, TD Canada Trust

Rodney D. Gray, Vice President, Finance, Enerplus Corporation

Dick Hehr, Community Volunteer

Barb Higgins, Community Volunteer

Linda Hohol, Retired Financial Executive and Director, TSX Venture Exchange

Nick Johnson, Managing Director, Corporate Finance, FirstEnergy Capital Corporation

Art Korpach, Vice Chairman, CIBC World Markets Inc.

Adam Legge, President and CEO, Calgary Chamber of Commerce

Joe Lougheed, Partner, Fraser Milner Casgrain LLP

Bruce March, Chairman, President and CEO, Imperial Oil Ltd.

John Masters, President and CEO, Calgary Technologies Inc.

****Dr. Lucy Miller**, President and CEO, United Way of Calgary and Area

Jeff Pearson, Senior Business Development Eng., TAQA North Ltd.

Cameron Plewes, Managing Director, Corporate Finance, Peters and Co.

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

Andrea Robertson, President and CEO, Shock Trauma Air Rescue Service Foundation

Shannon Ryhorchuk, Partner, PricewaterhouseCoopers LLP

Nashir Samanani, Former President and CEO, Elluminate, Inc.

Chris Seasons, President, Devon Canada Corporation

Scott Thon, President and CEO, AltaLink Management Ltd.

Blaine Favel, President and CEO, One Earth Resources Inc. (ex-officio UW Board member)

Ryan Jennings, Financial Consultant, Investors Group Financial Services Inc. (ex-officio UW Board member)

Larry Macdonald, Point Energy, (ex-officio UW Board member)

*Ruth Ramsden-Wood retired December 31, 2011

**Dr. Lucy Miller joined the organization March 2, 2012

2011 Campaign Cabinet

Co-Chairs

John Manzoni
Talisman Energy Inc.

Susan Riddell Rose
Perpetual Energy Inc.

COMMUNITY INDIVIDUAL GIVING

Leaders Cabinet

Paul Lessard, The Scotlyn Group
Jonathan Lexier, Lanark Energy Management Corp.

Major Donor Cabinet

Barry Jackson, TransCanada Pipeline Ltd.
Adam Waterous, Scotia Waterous

SUSTAINERS

Engineering & Energy Supply & Services

Dale Dusterhoft, Trican Well Service Ltd.
Brian Faulkner, WorleyParsons

Financial Services

R. Bruce McFarlane, RMP Energy Ltd.
Robert Rooney, Talisman Energy Inc.

General Oil & Gas

Robert Michaleski, Pembina Pipeline Corporation
Bruce Waterman, Agrium Inc.

Major Energy & Industry

Doug Bloom, Spectra Energy
Patrick Daniel, Enbridge Inc.

EMERGING COMPANIES

Agencies

Robbie Babins-Wagner, Calgary Counselling Centre
Sylvia Groves, GG Consulting

General Business

Colby Delorme, NATION Imagination
Curtis Stange, ATB Financial

Hi-Tech

Robin Auld, Ten Peaks Capital Group
Chris Fong, David Aplin Recruiting

Professional Services

Vance Langford, Burstall Winger LLP
David Smith, Keyera Corp.

Residential & Commercial Real Estate

Margaret Dreher, Brookfield Properties Corporation
Rob Otway, PCL Construction Management Inc.

PUBLIC SECTOR

Education

Duane Anderson, Mount Royal University
Gary Durbeniuk, University of Calgary

Government

Todd Fior, Alberta Electric System Operator
George Hotson, Canada Revenue Agency
Malcolm Logan, City of Calgary

Health

Richard Musto, Alberta Health Services

Labour

RoseLynn Moen, City of Calgary,
Customer Services & Communication
Alex Shevalier, Calgary & District Labour Council

OUTREACH INITIATIVES

BeCause

Ryan Jennings, Investors Group Financial Services Inc.
Sheenah Rogers, Anstice Communications

Business Development

Shannon Bowen-Smed, BOWEN Workplace Solutions
Peter de Jong, RBC Dominion Securities

Leadership Development Program

Bryan Arthur, BluEra
Robyn Gurofsky, Borden Ladner Gervais LLP

Sports, Media & Entertainment

Lindsey Galloway, Alberta Electric System Operator
Carol Ryder, White Iron Inc.

Strategic Growth

Andy Kinmonth, Shell Canada Limited (Retired)
Steve Meston, CIBC

Women's Leadership Council

Jennifer Bidlake Schroeder, Canadian Pacific
Peggy Smart, Imperial Oil Resources

United Way's 2011 Community Investments

Through community consultation, United Way has evolved from solely a funder of agencies into a leadership role in helping solve social issues. To accomplish this goal, United Way has three key priorities:

All That Kids Can Be: Supporting early childhood learning and development, helping kids succeed in schools and graduate and preparing kids for a healthy transition to adulthood.

From Poverty to Possibility: Supporting individuals and families to meet their basic needs, achieve financial stability and receive employment support.

Healthy People, Strong Communities: Supporting individuals and families to have social and personal assets they need to be resilient and to thrive in their communities.

All That Kids Can Be

UNITED WAY FUNDED INITIATIVES AND AGENCIES

UpStart: Champions for Children and Youth

A collective impact initiative that convenes community leaders to create and implement the support required for children and youth to successfully transition from their cradle into their career.

Aboriginal Youth and Education Strategy

A holistic approach to helping Aboriginal students in Calgary stay in school, achieve success, complete school through supporting youth and parents and influencing changes to school systems and community services.

Calgary Learning Village Collaborative

Twelve partner organizations supporting children's positive physical, social, emotional and cognitive development through a school based model in Calgary's Greater Forest Lawn area. The collaborative is generously supported by Clay and Vi Riddell.

Vulnerable Youth Strategy

A Learning Strategy with the goal of helping vulnerable youth develop positive and sustained non-professional supports. This strategy includes targeted funding, collaborative learning and community engagement that will support youth to successfully launch into adulthood.

Vulnerable Youth Report

Towards Resiliency for Vulnerable Youth highlighted the experiences of vulnerable youth, including the challenges and opportunities they face, as they transition to adulthood in Calgary. Included in the research report are targeted recommendations for government, community partners and United Way of Calgary and Area.

Albert Park/Radisson Heights Community After School Program	Community After School Program	\$ 28,305
Antyx Community Arts Society	Engaging and Empowering Youth Through Arts Program	\$ 51,343
Aspen Family and Community Network Society	Youth Matters	\$ 121,682
Between Friends Club recreation for people with disabilities	Recreation Programs for Children & Teens	\$ 235,888
Big Brothers Big Sisters of Calgary and Area	mPower Youth Mentoring Program	\$ 60,996
Boys and Girls Club of Airdrie	Summer Day Camps	\$ 23,448
	Torch and Keystone Leadership Programs	\$ 23,449
	Youth Camping and Teen Wilderness	\$ 23,448
Boys and Girls Clubs of Calgary	Aboriginal Arts Program	\$ 50,136
	Aboriginal Youth Leadership Program	\$ 98,280
	Avenue 15 Runaway and Homeless Shelter	\$ 140,714
	Bowness Club	\$ 238,897
	Camp Adventure	\$ 121,689
	Food and Nutrition at Schools (FANS)	\$ 76,861
	Forest Lawn Club	\$ 218,230
	Ready, Set, Go!	\$ 112,395
	SCRIPT Program	\$ 261,497
	Therapeutic and In-Home Support for Girls and Families in the HERA program	\$ 100,999
	Infinity Project	\$ 180,000

Burns Memorial Fund	High School Bursary Program	\$ 40,000
Calgary Achievement Centre for Youth	CACY Partnership	\$ 96,091
	Youth Bursary Fund	\$ 15,000
Calgary Board of Education	Discovering Choices High School Bursary Fund	\$ 35,000
	Ernest Morrow Junior High – Aboriginal Pride Program	\$ 37,339
	Jack James High School – Aboriginal Pride Program	\$ 21,739
Calgary Bridge Foundation For Youth	After School Program	\$ 492,145
Calgary Chinese Community Service Association	Children and Youth Program	\$ 91,715
Calgary Family Services Society	Bowness Montgomery Early Literacy Initiative	\$ 213,200
	Spirit Program	\$ 95,254
	STARBURST: Girls Identifying Real Life Solutions	\$ 127,022
Calgary Immigrant Women’s Association	Cross Cultural Parenting Program	\$ 44,522
	Youth Program	\$ 80,288
Calgary John Howard Society, The	Youth Advocacy and Mediation Services	\$ 130,207
	Youth Residential Services	\$ 135,783
Calgary Sexual Health Centre	Comprehensive Sexuality Education Program	\$ 249,328
	Vulnerable Youth Outreach Program	\$ 94,404
Catholic Family Service of Calgary, The	Aboriginal Outreach Worker – CACY	\$ 53,144
	Dr. Clara Christie Learning Centre	\$ 166,015
	Families and Schools Together (FAST) Program	\$ 40,175
	Teen Parent Friend Program	\$ 39,741
Children’s Cottage Society of Calgary	Crisis Nursery	\$ 60,607
CNIB	Early Intervention Program	\$ 43,770
Connections Counselling and Consulting Foundation	Family Support Program	\$ 95,088
CUPS Health and Education Centres	One World Child Development Centre	\$ 87,395
EvenStart Foundation for Children	Heartland - EvenStart Home Visitation Program	\$ 140,900
Families Matter Society of Calgary	Keeler and Family Pride Resource Centres	\$ 262,650
Galileo Educational Network	Engaging All Learners in Two Secondary Schools Project	\$ 48,960
Ghost River Rediscovery Society	Building the Circle Program	\$ 152,715
Immigrant Sector Council of Calgary	CARE Strategy	\$ 164,730
Immigrant Services Calgary	Family and Children Community Based Program	\$ 89,788
McMan Youth, Family and Community Services Association	Hope Homes	\$ 157,814
	Hope Homes for Aboriginal Youth	\$ 145,264
	Wellington Place	\$ 160,252
Métis Calgary Family Services	Aboriginal Students Program	\$ 76,657
Parent Support Association of Calgary	Peer Support Groups	\$ 158,742
PREP Program, The	Community Outreach	\$ 56,239
Providence Children’s Centre	Early Intervention Program	\$ 52,150
Renfrew Educational Services Society	Family Support Program	\$ 51,259
	Stepping Out on Saturday (SOS) Therapeutic Respite Program	\$ 17,163
Scouts Canada - Chinook Council	Scoutsreach Program	\$ 104,300
Urban Society for Aboriginal Youth	Youth Programs and Operating Costs	\$ 58,015
Wood’s Homes	EXIT Community Outreach	\$ 242,201

United Way of Calgary and Area

YMCA Calgary	Recreation & Outdoor Mentoring Program	\$ 59,051
	Aboriginal Programs	\$ 136,042
	Community Outreach	\$ 410,270
	YMCA Achievement Program	\$ 257,088
Youth Central Society	Calgary Youth Foundation Programs and Core Support	\$ 21,143
YWCA of Calgary	Child and Family Services	\$ 211,394
	Total	\$ 7,988,016

From Poverty to Possibility

UNITED WAY FUNDED INITIATIVES AND AGENCIES

Financial Stability Support

Working with community partners and service providers to assist low income Calgarians in accessing the supports and services they need to achieve financial stability.

Nourishing Calgary's Food System

Working with our partners to establish supply chain management systems that will enhance the accessibility of basic needs within our community.

Poverty Initiatives and Research

Conducting research and analyzing the root causes of poverty, leading initiatives in the community and influencing government policies in support of poverty reduction.

Accessible Housing Society – Calgary	Residential Assessment and Design Program	\$ 58,550
Alex Community Health Centre, The	Crisis and Resource Program	\$ 68,389
	Youth Health Centre	\$ 68,939
	ID Outreach Project	\$ 3,800
Arusha Centre, The	Calgary Dollars	\$ 125,715
Aspen Family and Community Network Society	Families Forward	\$ 182,860
	Families in Transition	\$ 248,531
	Family and Community Connections Program	\$ 316,469
Calgary Alternative Support Services	Langin Place	\$ 44,640
Calgary Catholic Immigration Society	New Family Place Family Resource Centre	\$ 112,546
Calgary Drop-In Centre & Rehab Centre	Day/Evening Program & Job Counsellor	\$ 459,847
	Human Resource Specialist	\$ 73,832
Calgary Family Services Society	Caregiver Education Program	\$ 54,426
Calgary Immigrant Educational Society	Supports for Clerical Training Program	\$ 141,955
Calgary John Howard Society, The	LEEP (Learning Employment Enhancement Program) and Emergency Assistance	\$ 211,659
Calgary Meals on Wheels	Feeding the Working Homeless Partnership	\$ 66,398
	Meal Delivery	\$ 226,107
Calgary Seniors' Resource Society	Homeshare Program	\$ 12,500
Calgary Workers' Resource Centre	Calgary Workers' Resource Centre	\$ 235,986
Canadian Mental Health Association – Calgary Region	Independent Living Support Program	\$ 129,963
Canadian Red Cross Society, Southern Alberta Region	Community Housing Support Program	\$ 487,412

Catholic Family Service of Calgary, The Centre For Newcomers Community Kitchen Program of Calgary CUPS Health and Education Centres	Disaster Services	\$ 143,332
	Instrumental Needs Fund	\$ 12,500
	Never Too Late Program	\$ 126,672
	Ethnicity Catering	\$ 170,513
	Good Food Box and Spinz-A-Round	\$ 144,840
	Family Resource Centre	\$ 240,831
	ID Outreach Project	\$ 32,500
	Instrumental Needs Fund	\$ 12,500
Distress Centre	Basic Needs Pilot	\$ 94,500
	Crisis Intervention, Support and Information Referral Services	\$ 1,009,240
	Instrumental Needs Fund	\$ 12,500
Hull Child and Family Services	Patch Program	\$ 642,678
Inn from the Cold	Aboriginal Program Support	\$ 112,850
Jewish Family Service Calgary	Community Support Services	\$ 38,284
Making Changes Association	Walk-In Closet	\$ 24,235
Métis Calgary Family Services	Rainbow Lodge Transitional Housing	\$ 206,000
Millican Ogden Community Association (MOCA)	Family Resource Centre	\$ 99,403
Momentum	Community Impact	\$ 229,948
	Peer Coaching for Self Employment Program	\$ 76,516
	Program Impact	\$ 885,436
NeighbourLink Calgary	Client Support – Help-Line and Warehouse	\$ 45,762
Oxford House Foundation of Canada	Outreach Program	\$ 111,068
Prospect Human Services Society	Career Links	\$ 303,172
Vibrant Communities Calgary	Vibrant Communities Calgary	\$ 295,250
Women in Need	Family Resource Centres (Bridgeland, Shaganappi, and Hillhurst)	\$ 90,887
YWCA of Calgary	Homeless and Poverty Reduction	\$ 657,366
	Total	\$ 9,149,307

Healthy People, Strong Communities

UNITED WAY FUNDED INITIATIVES AND AGENCIES

1000 Voices at the Genesis Centre

A collaborative initiative combining resident-led initiatives and social services to achieve positive outcomes for individuals and families in the community.

Prevention of Family Violence

Supporting initiatives focused on prevention and addressing underlying causes of family violence.

Shell Immigrant Employment Project

A collaboration between Shell Canada and United Way of Calgary and Area to support skilled adult immigrants in gaining meaningful employment.

211

A joint initiative of United Way of Calgary and Area, The City of Calgary and the Distress Centre, 211 is a three-digit non-emergency telephone number that connects callers to a full range of community, social, government and health service information in Calgary. Certified information and referral specialists answer 211 calls 24 hours a day, seven days a week. 211 is free, confidential and multilingual. Since its inception in 2005, 211 has taken more than 62,000 calls that put people in contact with the resources they need to deal with life challenges.

Neighbourhood Strategy

Through the Neighbourhood Strategy, United Way supports local Calgarians in leading and participating in community change. Neighbourhoods impact the life opportunities and well-being of individuals and families. Engaged residents lead to engaged neighbourhoods and in turn these neighbourhoods become resilient places that support and include their members. United Way also works with social agencies so they can provide accessible and quality programs and services in collaboration with residents.

Currently, United Way works in two geographic areas: Bowness/Montgomery/Greenwood Village and in the North of McKnight communities. In these two areas, we support local residents to identify and take action on issues important to them. In Bowness residents have taken on more than 30 local actions like setting up a community garden, supporting vulnerable youth, establishing community kitchens and working on land use issues. Local agencies are working together to build resiliency among vulnerable families. In the North of McKnight communities, residents are taking on issues of transportation, isolation, support to newcomers, youth involvement in neighbourhood and safety. Social agencies are working closely with residents to provide services and support through the 1000 Voices collaborative space at the Genesis Centre.

United Way of Calgary and Area

United Way's 2011 Community Investments

AIDS Calgary Awareness Association	Capacity Building	\$ 67,477
	Information & Support Program	\$ 99,204
	The SHIFT Program	\$ 158,340
	Vulnerable Individuals and Populations Outreach Program (V.I.P.)	\$ 53,981
Alberta Council of Women's Shelter	The Child Support Training Project	\$ 50,000
Alberta Seventh Step Society	Community Services	\$ 117,202
Alex Community Health Centre, The	Seniors Community Outreach Program	\$ 68,389
Alzheimer Society of Calgary	Dementia Care Training Program	\$ 66,340
Arthritis Society, AB & NWT Division, The	Education and Support Program	\$ 207,602
	Enabling Our Diverse Communities	\$ 121,786
Association for the Rehabilitation of the Brain Injured	Specialized On-site and Outreach Rehabilitation Program	\$ 315,269
Bowmont All Season Service	Bowmont All Season Service for Seniors	\$ 35,588
BowWest Community Resource Centre	BowWest Community Resource Centre	\$ 7,500
	Connecting Through Cooking	\$ 20,400
Boys and Girls Clubs of Calgary	Friends of Families Project	\$ 80,000
	School Community Connector	\$ 61,390
	Youth Engagement Action Research	\$ 75,920
Brenda Strafford Centre for Prevention of Domestic Violence, The	Child and Youth Program	\$ 80,450
Calgary Catholic Immigration Society	Host Support Program for Survivors of Torture	\$ 35,727
Calgary Chinese Community Service Association, The	Healthy Relationships	\$ 86,000
	Integration and Civic Engagement Program	\$ 140,820
Calgary Chinese Elderly Citizens' Association	Building Community Integration for Vulnerable Seniors and Seniors Sector	\$ 168,149
Calgary Communities Against Sexual Abuse	Crisis Intervention and Volunteer Programs	\$ 521,969
Calgary Counselling Centre	Responsible Choices for Children and Parents	\$ 40,350
	Responsible Choices for Men	\$ 38,130
	Training, Counselling, and Education	\$ 562,532
	Victim Support Program	\$ 27,400
Calgary Family Services Society	Alliance to End Violence	\$ 14,700
	Calgary Learning Village Family Connector Initiative Brief	\$ 128,346
	Counselling and Community Services	\$ 1,069,606
	Urgent Family Caregiver Program	\$ 112,978
Calgary Immigrant Women's Association	Family Conflict Program	\$ 281,109
	New Friends and Neighbourhood Groups Program	\$ 112,617
Calgary Jewish Community Centre	Seniors Health and Wellness Programs and Services	\$ 86,751
Calgary John Howard Society, The	Institutional Visitation	\$ 127,981
Calgary Legal Guidance	Domestic Violence and Legal Intervention Program	\$ 131,520
Calgary Public Library	Building Bridges Engaging Communities	\$ 21,875
Calgary Seniors' Resource Society	SeniorConnect Program	\$ 85,020
Calgary Women's Emergency Shelter	Crisis Line	\$ 12,312
	Healthy Relationships Youth Program	\$ 61,987
	Men's Counselling Service	\$ 43,732
	Residential Crisis Counselling	\$ 116,923

United Way of Calgary and Area

United Way's 2011 Community Investments

Canadian Mental Health Association - Calgary Region	Advocacy and Family Support	\$ 149,509
	Mental Health Education	\$ 169,227
	Volunteer Services	\$ 77,819
Canadian Paraplegic Association (Alberta)	Community Development	\$ 50,075
	Community Rehabilitation Services	\$ 254,854
	Odyssey	\$ 51,075
	Urban Aboriginal Counselling Program	\$ 167,424
Canadian Red Cross Society, Southern Alberta Region	Community Development	\$ 130,267
	RespectED: Violence and Abuse Prevention	\$ 222,908
Catholic Family Service of Calgary, The	Family and Community Services	\$ 769,419
	Neighbourhood Leadership	\$ 54,075
Cerebral Palsy Association in Alberta	Community Connections Program	\$ 70,908
	Support Services	\$ 59,635
CNIB	High Risk Counselling Program	\$ 31,923
	Low Vision Services	\$ 167,695
	Registration and Referral & Client Support Services	\$ 366,863
Connect Family and Sexual Abuse Network	Collaborative Services Centre	\$ 83,200
Deaf & Hard of Hearing Society	Family Services and Community Outreach Program	\$ 46,515
	Hard of Hearing Services	\$ 31,011
	Interpreting Services	\$ 77,526
Discovery House Family Violence Prevention Society	Residential and Outreach Client Services	\$ 123,102
ElderNET Calgary	Program Manager	\$ 155,540
Elizabeth Fry Society of Calgary, The	Prison & Community Outreach Program	\$ 118,443
	Program Director	\$ 146,000
Epilepsy Association of Calgary	Support Program	\$ 149,421
Ethno-Cultural Council of Calgary	Promoting Full Civic Participation of Culturally Diverse Calgarians	\$ 62,500
Fresh Start Recovery Centre	Relapse Prevention and Community Integration Program	\$ 47,503
Genesis Centre of Community Wellness	1000 Voices	\$ 250,000
HomeFront Society for the Prevention of Domestic Violence	Domestic Courtwork Caseworker – Diversity	\$ 120,108
Immigrant Sector Council of Calgary	Build Capacity	\$ 183,249
Immigrant Services Calgary	Adaptation Services	\$ 94,283
	Language Bank	\$ 272,900
	Men's Program	\$ 91,680
	SNAP	\$ 65,113
Independent Living Resource Centre of Calgary, The	LEARN Program	\$ 48,755
	Personal Empowerment Program	\$ 46,147
	Volunteer Program	\$ 45,610
Jewish Family Service Calgary	Services to Seniors	\$ 32,196
	Counselling	\$ 152,848
	Family Life Education Program	\$ 26,687
	Resettlement & Integration Services	\$ 24,509

United Way of Calgary and Area

United Way's 2011 Community Investments

Learning Disabilities Association of Alberta– Calgary Chapter (LDAA–CC)	Intake, Resources, Mentoring and Parent Workshops	\$ 44,370
LINKages Society of Alberta	Intergenerational Programs and Services	\$ 66,320
Multiple Sclerosis Society of Canada - Calgary & Area Chapter	Client Services	\$ 262,742
	Government and Community Relations	\$ 41,367
North Rocky View Community Links	Counselling Program	\$ 155,528
	Family Resource Program	\$ 57,968
Ogden House Seniors' Club	MOW/SNOW Project	\$ 50,677
Parkinson Alberta Society	Direct Services for Families and People with Parkinson disease	\$ 125,616
Peer Support Services for Abused Women	Peer Support Groups	\$ 137,810
	Same Sex Domestic Violence Program	\$ 19,600
Recovery Acres (Calgary) Society	1835 Model of Recovery	\$ 17,940
Schizophrenia Society of Alberta, Calgary Branch	Family Support Program	\$ 32,203
	Peer Support Outreach Program	\$ 110,313
	Peer Support Unsung Heroes	\$ 20,534
Simon House Residence Society	Treatment and Prevention of Substance Abuse Program	\$ 119,858
SUNRISE – Native Addictions Services Society	CROW Group Program	\$ 55,463
	Long Term Residential Treatment Program	\$ 61,232
University of Calgary	Primary Prevention Research Agenda/Supporting Evaluation	\$ 32,500
Women's Centre of Calgary	Women's Centre Programs	\$ 158,357
Youville Residence Society of Alberta	Counselling and Support Services	\$ 139,149
	Outreach Program	\$ 38,610
YWCA of Calgary	Domestic Violence Prevention	\$ 532,724
	Total	\$13,284,775

Other Initiatives Highlights

UNITED WAY FUNDED INITIATIVES

Leading Boldly Network

An initiative to experiment, learn and innovate together. The network is collaborative social innovation in action that will create change and make a deeply significant and enduring impact on how social issues are addressed in the Calgary community.

University Of Calgary – Brenda Strafford Chair in the Prevention of Domestic Violence

A joint initiative with the University of Calgary focusing on advancing the work of the white ribbon campaign. It explores shifting attitudes of men and boys about domestic violence, building community capacity to address the issue within the ethno-cultural communities and advancing a domestic violence prevention policy in Alberta.

Youth Voice Project

An initiative to support youth in finding their voice and appreciate their power to be involved and lead change in their communities.

United Way's 2011 Community Investments

Area Wide Partnership

Town of Chestermere	Chestermere/United Way Partnership	\$ 30,600
Town of Cochrane	Children & Youth & Supports to Families	\$ 60,677
Town of High River	High River/UW Partnership	\$ 41,180
Town of Okotoks	Okotoks Programs	\$ 51,974
Town of Strathmore	Strathmore Needs Assessment	\$ 10,000
	Strathmore/United Way Partnership	\$ 40,951
Total		\$ 235,382

Capacity Building Organizations

Calgary Chamber of Voluntary Organizations	Core Operations	\$ 107,100
	The Calgary HR Initiative	\$ 80,000
Urban Society for Aboriginal Youth (USAY)	Support to Collaborate for Community Impact	\$ 53,040
Volunteer Calgary	Leadership Calgary	\$ 19,153
	Library	\$ 60,073
	Member Support	\$ 107,504
	Promotion of Volunteerism	\$ 130,633
	Training and Development	\$ 108,264
Total		\$ 665,767

Capacity Building and One-Time Grants

Alberta Network of Immigrant Women	From the Ground Up Poverty In Ethno Cultural Communities	\$ 5,000
Alberta Seventh Step Society	Capacity Building 2011	\$ 20,000
Alex Community Health Centre, The	Gear Up Winter 2011	\$ 1,000
Arusha Centre Society	Professional Development Week	\$ 8,650
Aspen Family and Community Network Society	Building Excellence in Service Delivery	\$ 17,490
Big Brothers Big Sisters of Calgary and Area	Building Sector Capacity	\$ 85,000
Bowness Community Association	Volunteer Processes & Form Development	\$ 21,200
Brenda Stafford Centre for the Prevention of Family Violence	Business Community Plan for Calgary Women's Shelter	\$ 4,900
	Outcome Analysis	\$ 10,427
	Strategic Plan & Business Plan Development	\$ 4,500
Calgary Catholic Immigration Society	CCIS Relocation Support to New Family Place	\$ 5,000
	Ethos Youth & Family Project	\$ 10,500
Calgary Communities Against Sexual Abuse	Capacity Building Plan	\$ 24,500
	Enhancing Financial Sustainability	\$ 24,500
Calgary Counselling Centre	SNAP Change Management	\$ 25,000
	Needs Assessment, Monitoring Instrument & Process & Outcome	\$ 20,000
Calgary Fetal Alcohol Network	Capacity Building for Middle Managers	\$ 10,000
Calgary Immigrant Women's Association	Find me a Home Project	\$ 24,000

United Way's 2011 Community Investments

Calgary Outlink	Hate Crime	\$ 5,000
Calgary Sexual Health Centre	Leading for Change Board Development & Engagement	\$ 18,000
	WISEGUYZ	\$ 25,000
Calgary Women's Emergency Shelter	Develop Single Women Examining Challenges	\$ 24,000
	Research and Evaluation	\$ 20,000
	Website Enhancement Donor Connection	\$ 24,500
Canadian Red Cross Society, Southern Alberta Region	Community Consultation	\$ 2,500
	Vulnerable Youth Game Design: Catch Our Youth Experience	\$ 5,773
Catholic Family Service of Calgary, The	Greg Campbell Humanitarian Endowment Fund	\$ 1,000
	Never Too Late Program Design	\$ 10,000
Children's Cottage Society of Calgary	HOMES Database Access Support	\$ 5,500
Citizens for Social Justice	2011 Conference on Decolonizing Projects	\$ 4,800
Connect Family and Sexual Abuse Network	24 Hours Help for Everyone Cards	\$ 5,000
	Inform Alberta Domestic Violence Project	\$ 5,000
Connections Counselling and Consulting Foundation	2011 Feasibility Study	\$ 16,800
Deaf and Hard of Hearing Services	Evaluation Framework & Implementation Plan	\$ 6,440
Discovery House Family Violence Prevention Society	Creating Fund Development Culture	\$ 10,000
Elizabeth Fry Society of Calgary	Program Development for PEER Support	\$ 16,275
Ethno-Cultural Council of Calgary	2011 Tamarack Bursary	\$ 3,885
	SOMALI Community Assessment Report	\$ 10,000
	ENGAGE (Ethno-Cultural Engagement in Neighbourhood)	\$ 16,000
	Program Evaluation & Design	\$ 23,134
Executive Directions	Executive Directions	\$ 12,500
Fresh Start Recovery Centre	Capacity Building	\$ 30,000
Jewish Family Service Calgary	Building Comprehensive Programming	\$ 2,000
	Program Evaluation	\$ 10,000
Literacy for Life Foundation	Family Literacy Program	\$ 10,000
Making Changes Employment Association of Alberta	Capacity Building for Board Training & Development	\$ 600
McMan Youth, Family and Community Services Association	McMan Management Team Capacity Building	\$ 9,025
Métis Calgary Family Services	Assessment of Potential Impact of Rainbow Lodge	\$ 24,500
Momentum	Capacity Building Project	\$ 35,000
Mount Royal University	Stepping Up at Mount Royal University: Reducing Dating Violence	\$ 24,800
North of Mcknight Community Resource Centre	Northern Lights Small Grant Initiative	\$ 16,944
Opportunity Work	Business Advice Program	\$ 6,956
Parent Support Association	Strategic Planning Consultant	\$ 3,000
Parkinson Alberta Society	Program Design & Logic Model	\$ 10,000
Peer Support Services for Abused Women	Training Framework Development & Transit Plan: Calgary Domestic Violence	\$ 18,800
PREP Program, The	Creating A Program Design	\$ 13,000
	Professional Development Week	\$ 750
Pro Bono Law Alberta	Volunteer Lawyers Services	\$ 10,000
Servants Anonymous Society of Calgary	Sex & Money Public Education Event	\$ 3,000
Simon House Residence Society	Program Design	\$ 16,000

United Way's 2011 Community Investments

Sustainable Calgary Society	Bridging the 'Deerfoot Divide' Through a Sustainable Community Dialogue	\$ 10,000
Tamarack Institute	Communities Collaborating Institute	\$ 28,310
The Learning Disabilities Association of Alberta	Capacity Building Resource Development Consultant	\$ 15,000
University of Calgary	Shift Young Adult Strategy Assessing Framing & Readiness Young	\$ 15,000
University of Toronto	United Way & Rotman School Collaboration	\$ 35,000
Volunteer Calgary	Leadership Calgary – Development of an Evaluation Framework	\$ 18,530
Women Together Ending Poverty	Community Building Retreat for Sustainability & Resilience	\$ 7,500
Women's Centre of Calgary	Community Engagement & Conference	\$ 25,000
	Integrating Theories of Change	\$ 10,000
	Women's Centre's Participation Pillar	\$ 77,000
Youville Residence Society of Alberta	HOMES Database Access Support	\$ 1,000
	Program Design	\$ 13,000
YWCA of Calgary	Neurosequential Model of Therapeutic to Young Children	\$ 24,037
	Evaluation of the Fathers Parenting Program	\$ 12,495
	Pilot Domestic Violence Death Review Committee	\$ 15,000
	Total	\$ 1,144,020

Leading Boldly Network Initiative

Antyx Community Arts Society	Leading Boldly Network	\$ 50,000
Boys and Girls Clubs of Calgary	Leading Boldly Network	\$ 50,000
Calgary Counselling Centre	Leading Boldly Network	\$ 50,000
Calgary Sexual Health Centre	Leading Boldly Network	\$ 50,000
Calgary Women's Emergency Shelter	Leading Boldly Network	\$ 50,000
Canadian Mental Health Association - Calgary Region	Leading Boldly Network	\$ 50,000
Catholic Family Service of Calgary, The	Leading Boldly Network	\$ 50,000
Momentum	Leading Boldly Network	\$ 50,000
Prospect Human Services Society	Leading Boldly Network	\$ 50,000
	Total	\$ 450,000

Collaboratives, Strategies, and Special Projects & Initiatives

211 Marketing & Communications	\$ 17,641
Aboriginal Youth & Education Strategy	\$ 206,243
Building Strong Neighbourhoods	\$ 235,169
Community Events	\$ 40,000
Days of Caring & Connections	\$ 220,542
Labour Program	\$ 80,031
Leading Boldly Initiative	\$ 24,405
NNE Community Initiative Project	\$ 203,399
Outcomes Measurement & Evaluation	\$ 99,013
Poverty Initiatives & Research	\$ 492,370

United Way's 2011 Community Investments

Sector Building Initiative	\$ 47,447
Social Innovation Strategy	\$ 21,683
Special Projects	\$ 71,694
United Way of Canada – 2011 Membership Dues	\$ 393,698
UpStart	\$ 477,664
Vulnerable Youth Strategy	\$ 54,256
Youth Voices Project	\$ 21,674
Total	\$ 2,706,929
Grand Total	\$35,624,196

2011 Spirits of Gold Winners

University of Calgary

Spirit of Partnership Award

Solium Capital Inc.

Welcome to United Way Award

Connect Family and Sexual Abuse Network

Together We Can Award

SNC-Lavalin Inc.

Engineering Challenge Award (under 500 employees)

Fluor Canada Ltd.

Engineering Challenge Award (over 500 employees)

Trican Well Service Ltd.

Leading the Way Award (under 500 employees)

Nexen Inc.

Leading the Way Award (over 500 employees)

Pembina Pipeline Corporation

BeCause Award

Prospect Human Services

Diversity Award

BMO Financial Group

Connecting to the Community Award

CUPE Local 38

Labour in the Community Award

Brenda Roy – PCL Construction Management Inc.

People Power Award

Perpetual Energy Inc.

Quantum Leap Award (under 500 employees)

IMV Projects Inc. & Suncor Energy

Quantum Leap Award (over 500 employees)

HomeFront

George Blondeau Aboriginal Inclusiveness Award

AltaGas Ltd.

Award of Excellence Award (under 500 employees)

Penn West Exploration

Award of Excellence Award (over 500 employees)

Dave Kelly

President's Award

Division Recognition

Progress Energy Resources Corp.

General Oil & Gas

YWCA of Calgary

Agencies

SAIT Polytechnic

Public Sector

Enbridge Inc.

Major Energy & Industry

Bennett Jones LLP

Professional Services

PCL Construction Management Inc.

Real Estate

PepsiCo Beverages Canada

General Business

Spartan Controls

Hi-Tech

CCS Corporation

Engineering, Energy & Supply Services

CIBC

Financial Services

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President's Breakfast Series

- Murray and Carol McCann, The Aristos Corporation

BeCause

- ARC Resources Ltd.



A Special Thank You

Odgers Berndtson

In Search of Excellence

In February, 2011, Ruth Ramsden-Wood announced her planned retirement at year end as United Way of Calgary and Area's President and CEO. Ahead for our Board was a challenging task to find the right person to fill the shoes of someone who has been an exemplary community leader for the past 14 years.

Our search for excellence began with selecting the right executive recruitment firm to take on this important task. United Way's Board Search Committee received many superb responses to our call for services to find our new president; however, one stood out as an ideal fit for United Way and the challenge ahead.

The Calgary office of Odgers Berndtson was selected to conduct a national search and meet a challenging timeline. While waiving its professional service fees, Odgers Berndtson began an exhaustive consultative process, spending hundreds of hours interviewing United Way staff, volunteers, supported agencies, donors and community leaders to discern the attributes, skills and experience necessary to lead United Way of Calgary and Area and its lasting impact on the community.

From a list of 400 candidates from across Canada, Dr. Lucy Miller emerged as the right person to boldly lead us in creating an even greater impact in the lives of those we serve.

It is with sincere gratitude we recognize Odgers Berndtson and its team of Tim Hamilton, Janet Soles, Kevin Gregor and Brian Mellor for their generosity of time, talent and expertise in supporting United Way with this important undertaking. We are also grateful to the hundreds of individuals and organizations that lent their voice and wisdom to Odgers Berndtson and United Way in recruiting Dr. Lucy Miller to our leadership team.

Thank you Odgers Berndtson!

Scott Thon,
Chair, CEO Search Committee,
United Way of Calgary and Area



- Y **4,950** men, women and children received supports through United Way funded programs to help deal with family conflict, domestic violence and sexual assault
- Y Over **230,000** meals were provided to the homeless, children and low-income families living in Calgary
- Y **8,527** youth were supported by United Way to transition successfully into high school and complete school within four years of entry

BECAUSE OF YOU IN 2011

- Y Over **1,400** seniors received supports to help them maintain their active participation in their communities
- Y Almost **12,500** children were provided healthy food and snacks as part of United Way funded programs in **152** schools
- Y Close to **450** people were supported to deal effectively with addiction issues

- Y Over **200** youth were provided transitional housing and the supports needed to deal with familial and peer conflict, pursue an education or find employment
- Y Close to **7,000** parents increased their awareness of how to interact with their children in developmentally appropriate ways
- Y Over **240** low-income Calgarians were provided with skills training and supports, allowing them to obtain certification in industry related occupations

Change starts here.

Contact Information for United Way of Calgary and Area

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 United Way of Calgary and Area

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For a complete 2011 Annual Report,
please visit:

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United Way is a registered charity.

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www.calgaryunitedway.org