



# Annual Report 2013/14





## Table of Contents



# Annual Report 2013/14

2	Welcome
4	The Year in Review
6	Play, Participation and Possibilities
7	Renfrew's Healthy Lifestyles and Wellness Program
8	Charlotte Bragoli
9	Mark Lemi
10	Elise Carlson
11	2013/14 Finances
12	Thank You to Our Donors
14	Renfrew Facilities
16	Senior Administration
17	Board of Directors

# Welcome

We are pleased to present Renfrew's 2013/14 annual report. We hope you will enjoy this year's shorter and more innovative approach to highlighting our recent activities.

The 2013/14 school year marked Renfrew's 40th anniversary of working with children and families in the Calgary area. Those 40 years of experience and the associated gains in knowledge, understanding, and resources have led us to the depth and variety of programs and services we now provide - just as the growth in population and demand for those programs and services has spurred expansion of our facilities. Most fortunately, support from the community has grown as well and that support has enabled our growth.

As we enter our 5th decade, we will be challenged to meet the ever increasing demand for innovation, excellence and numbers of children and families served. Our capacity and resolve to meet these challenges is greater than ever. Our achievements are changing lives today and signaling even greater promise for the future. The strength of our partnerships has been the cornerstone of our progress and impact. Your collaboration and support are central to our work, and we are grateful for your continued commitment to 'Helping Kids Soar'.

Thank you.

## **Tom Buchanan**

Board Chair

## **Janice McTighe**

Executive Director



# Our Vision

To create exceptional learning experiences, opening a world of possibilities for every child, while welcoming and supporting families.



## Mission

We exist to serve children and families and to provide the best possible programs and services so that children can grow and work towards their potential.

## Core Values

- Respect for each child and family
- Commitment to continual learning and innovation
- Dedication to safe and caring environments
- Commitment to meet the needs of children, families and staff
- Honouring our legacy into the future

## Guiding Principles

- We believe that early intervention is crucial to the development of every child.
- We believe that children deserve the best intervention and program planning to reach their full potential.
- We believe that both the dignity and worth of the family must be respected and enhanced at all times.
- We believe in family centred practice.
- We believe that individuals and families are unique, both culturally and economically; our programs are flexible and responsive to these inherent differences.
- We are committed to supporting professional staff that possesses the knowledge, attitudes and skills necessary to meet the needs of children and their families.



# The Year in Review

According to the numbers, the 2013/14 school year was very successful: 600 children filling every classroom spot available in our 5 vibrant and busy schools, most of them arriving on our fleet of 48 specially-adapted school buses, Community Services staff working in innovative ways with 4000 children and teachers in 650 classrooms in other Calgary and area schools, and 400 experienced and enthusiastic staff working together to attain the excellence in program provision that Renfrew is known for. The numbers are impressive, but the positive impact on the lives of children and families is even more so. Our program staff and managers hear, on a daily basis, from parents who comment on how Renfrew has improved the lives of their children and themselves, helping them to believe that, regardless of the challenges, they can move forward with creative solutions to the many issues they face.



## Renfrew offers a new service this year:

In 2014, we began offering to the general community (not just for families whose children attend our classroom programs) family coaches and assessment and therapy services for children and adolescents, from birth to 20 years of age. Renfrew's therapists are knowledgeable and experienced in working with families, children and teens facing all kinds of challenges.

At Renfrew, we believe in working closely with families to understand their strengths and the challenges they face, and the goals they have for their children. We believe that families know their children best, want to share their understanding, and want to be actively involved in their child's learning and development. Our expansion to the community will allow us to reach more families.

We provide individual and coordinated multidisciplinary services in the areas of Occupational Therapy, Physiotherapy, Psychology, Speech-Language Pathology, Assistive Technology and Family Coaching including:

- Assessments
- One-on-one therapy
- Therapy groups
- Consultation to families and educational settings
- Parent groups and workshops
- Social Skills groups

More information can be found on our website: <http://www.renfreweducation.org/Services-and-Programs/assessment-therapy-services>

## Renfrew's expertise is recognized in many ways:

- Last year, two of our ECS teachers were chosen, from many interested educators throughout the province, to pilot the new Play, Participation and Possibilities - Learning and Child Care Curriculum in conjunction with Mount Royal University and Grant McEwan Community College. The development of this curriculum is a joint project of the Ministry of Education and the Ministry of Human Services. The goal of this phase of the development project was to assess the curriculum framework and associated resources. The Renfrew teachers involved, and administration, were excited to be at the forefront of change and progress in early childhood education. Next year, two of our managers have been selected to participate in Phase 2 of the project which will focus on the active involvement, engagement and leadership of the administrative team in learning and conversation around curriculum. (See **page 6**, *Play Participation and Possibilities*.)
- In response to changes in reporting requirements from Alberta Education and the high cost of software available on the market, we developed an affordable, compliant, competent and easy to use student information system for our own use. Comments from Renfrew staff using the system are that it really streamlined the work of obtaining information, writing reports and IPP development. We now offer it to other school authorities in the province - traditional, home school, private and chartered organizations. With the basic requirements now met, we are working on other modules to accomplish related student information tasks, and these will all be available in the near future. For more information on this project go to **<http://soar.renfreweducation.org>**.
- In June of 2013, Renfrew was recognized as being a psychologically healthy workplace by the Psychologists Association of Alberta (**[www.psychologistsassociation.ab.ca](http://www.psychologistsassociation.ab.ca)**). The award Renfrew received is presented to Alberta organizations that make a commitment to programs and policies that foster employee health and well-being. Renfrew is committed to providing staff with wellness information and tools to enhance their physical, mental, emotional and spiritual well-being and this commitment has led to a comprehensive Wellness Program including more than a dozen initiatives. (See **page 7**, *Healthy Lifestyles and Wellness*.)



# Play, Participation and Possibilities

## Learning and Child Care Curriculum



The Alberta government has articulated the goal of “incorporating 21st century competencies such as innovation, communication and critical thinking” (<http://alberta.ca/AlbertaCode/images/Mandate-Education.pdf>) into the school curriculum across all subjects and grades and age groups.

Accordingly, the Ministry of Human Services, in conjunction with the Ministry of Education is sponsoring Grant MacEwan University and Mount Royal University as community partners in developing a “made in Alberta” curriculum framework for child care educators working in centre-based child care, family day-home settings, and preschool programs with young children. The Advisory Committee for the project includes curriculum experts from Alberta post-secondary Faculties of Education, and Early Learning and Child Care programs, as well as representatives from the broader professional child care and education sectors, who will provide guidance and feedback on the underlying values, principles and goals that guide responsive routines, learning experiences and interactions with children and their families. (<http://humanservices.alberta.ca/family-community/child-care.html>)

The first phase was the development of a draft curriculum framework that is aligned with the content, philosophy and approach of post-secondary training institutions as well as the early learning and child care sector. That phase is complete.

For the second phase, a select group of teachers from preschools, day-cares and day-homes (including two of Renfrew’s ECS teachers from the Janice McTighe Centre) was chosen to participate in piloting this new curriculum with the goal of understanding how applicable the curriculum and resource materials are in varied settings. The second phase concluded in March 2014 with recommendations and strategies for implementation. One of the factors which correlated with successful implementation, was a high level of involvement and understanding on the part of setting administrators. Accordingly, the next phase of the project, to start in September 2014, will involve a select group of administrators in working with the curriculum and their staff. Renfrew was invited once again to participate, this time as the only ECS setting amongst the group.

The Renfrew teachers who have been involved in this project have committed significant time and energy, and have gained insight into the application of the learning principles in our classrooms with their diverse population of children. They have also found that at Renfrew we are already utilizing many of the principles and approaches and the new ideas fit well. It is gratifying for Renfrew to be recognized in this context as a leader in the development of early childhood education.



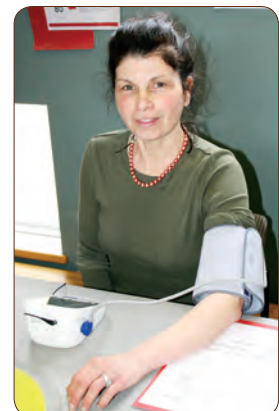
# Renfrew's Healthy Lifestyles and Wellness Program

For many years Renfrew has recognized the importance of working with our staff towards improving health and wellness. A comprehensive program is in place that includes a number of initiatives:

- To start each school year, there is a welcome event and a speaker on the topic of wellness – frequently emphasizing humour in the workplace.
- Each of the 5 sites has yearly budget to bring in guests to talk about wellness topics such as managing money, stress or nutrition, or various types of fitness instructors.
- There is a Health and Safety committee and a Wellness committee consisting of staff from every discipline and every site. These committees meet regularly to plan events and provide additional workshops.
- For over 10 years, there has been an annual Wellness Day providing services like blood pressure check, Reiki, herbalists and money management classes, and a variety of physical activities.
- There are a number of other programs and services which have a positive effect on staff wellness:
  - modified work and disability management systems
  - Family support workers at each site
  - Professional development is offered to all staff including our own workshops and conferences
  - The sites are well maintained and fresh paint and décor are updated regularly
  - Air quality and lighting are monitored
  - Ergonomics workstations for office staff

In recognition of this broad and well-designed plan, Renfrew was recently recognized as being a psychologically healthy workplace by the Psychologists Association of Alberta ([www.psychologistsassociation.ab.ca](http://www.psychologistsassociation.ab.ca)). The award Renfrew received is presented to Alberta organizations that make a commitment to programs and policies that foster employee health and well-being.

*"The PAA Psychologically Healthy Workplace Committee, together with the Board of the Psychologists' Association of Alberta, offers congratulations on your selection as the recipient of the 2013 PAA Psychologically Healthy Workplace Award: Not for Profit Medium Business category, in recognition of your commitment to programs and policies that foster employee health and well-being while enhancing organizational performance and productivity."*



## Charlotte Bragoli

*Kate and Ian Bragoli came to Calgary in 2006 to find help for their two and a half year old daughter Charlotte's special needs. Renfrew had been strongly recommended to them and Charlotte was able to start at Renfrew almost immediately. Since then, Renfrew has become so much more than just Charlotte's school.*

For the preschool years, Charlotte, who has Rett syndrome, participated in the Specialized Services for Children with Autism Spectrum Disorders program (SAS) for half days and attended the ECS program at Renfrew's Bowness Centre for the other half of her day. She moved into the Elementary Education program at the Janice McTighe Centre. The individualized and attentive programming that she has received throughout her years at Renfrew has been what Charlotte and her family needed.

Charlotte's teachers comment on what a sweet, happy girl she is. One of the goals for Charlotte has been to improve her communication skills. The Assistive Technology Specialist initiated the use of an iPad for Charlotte for making simple choices in response to a variety of questions. Other programs were loaded onto the iPad, which she learned to navigate independently. Charlotte has also enjoyed using the treadmill for exercise and to improve her level of alertness. As well, she has gained independence in performing daily routines and activities in the classroom.

Charlotte's parents remark that, "It is a positive environment and the people of Renfrew always make both Charlotte and our family feel at home." Her parents are confident that her needs are met and she is in a caring and stimulating environment with teachers who are passionate about their work and the children in their care. They report that, "she is thriving in her class and has become much more assertive and independent. More importantly - she has friends and is happy. The kids in her class are really welcoming to her and always greet her with great enthusiasm. The biggest benefit always to us is to know she is safe and cared for during her school hours. We will always worry about her, but having her at Renfrew gives us one less concern."



## Mark Lemi

*When Mark was an infant, he developed meningitis with extremely severe complications. He was hospitalized for many months and the outlook for him seemed bleak; the doctors did not think that he would ever move or communicate.*

Mark Lemi is a 6 years old now and he has attended Renfrew since 2011. At first, it was most important to his parents that he would be happy at school and receive the care and attention he needed. They quickly realized that he loved to go to school and it was like another home for him, and that he was also learning and developing new skills.

He has made a lot of progress over the course of 3 years, is now walking and running and climbing up and down stairs, steadily gaining in independence, and learning to communicate. He is happy to come to school every day and loves his classmates and the variety of activities provided. He enjoys working on sensory-motor skills through crafts, the water table, and physical activities such as bouncing. He is motivated to learn and enthusiastic about reading books, and using the iPad to play simple games and to practice communication skills.

Mark has a special affinity for music. At home he has a piano keyboard and a drum to play with and, at school, music, dancing and drumming are favoured activities. Mark's parents say that he is a really happy child. He loves Renfrew and school is really his most favourite thing. They were so relieved when he was able to continue from Renfrew's ECS and Integrated Services for Children with Motor Disabilities (ISMD) programs into the Elementary Education program as they just didn't think there was another place in the city that would have the resources and services that are essential for their son.





## Elise Carlson

*"She amazes us every day. Her determination, strength and positive attitude are some things we are grateful for," says Elise's Mom, Lori Carlson. "We have seen so much progress since she started at Renfrew."*

Elise was born prematurely at 30 weeks gestation but did quite well in hospital. Despite a 'brain bleed', she was given only a 6% risk of having Cerebral Palsy so, when her pediatrician diagnosed CP at her 6 month check-up, it was a shock and was difficult for her parents to accept at first. They decided early on, however, to do everything they could to help her to develop. They attended a lot of physiotherapy sessions, and, in fact, heard about Renfrew from another parent at therapy.

Elise attends full days at Renfrew's Janice McTighe Centre in the Integrated Services for Children with Motor Disabilities (ISMD) program in the mornings and in a preschool classroom for the afternoon. It is a long day for a three year old but the individualized and caring program she receives in ISMD along with the fun and learning of an inclusive Renfrew preschool classroom have resulted in gains in all areas of her development. Her parents have confidence that Renfrew has been the right choice for Elise. "She gets what she needs every day and Renfrew has all of the specialized equipment and expertise she needs."

Elise's teachers report that she is a happy, fun-loving, little girl who is generally willing to try anything. She likes playing with all of the toys and particularly the dolls. She is walking with a walker for longer distances, and practicing with canes for shorter spurts. She loves to ride her adapted bicycle.

Elise uses a variety of assistive communication techniques and devices to communicate. She signs, vocalizes sounds, and uses switches to make choices. Renfrew's Assistive Technology specialists have been invaluable in helping Elise and her parents to explore alternative systems to help her communicate.





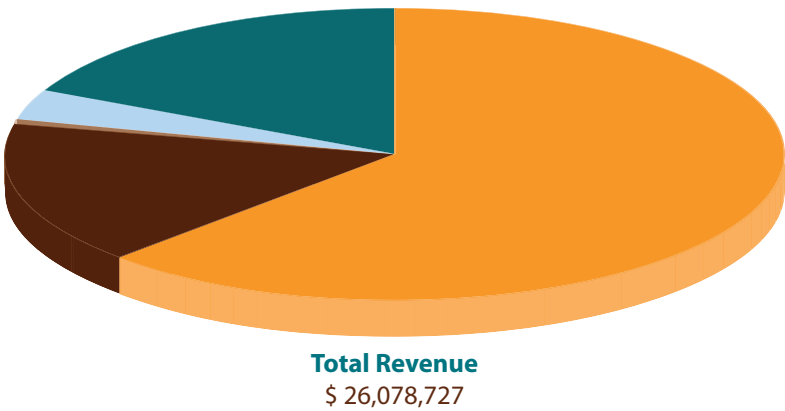
# 2013/14 Finances

Renfrew receives funding from a set of diversified sources. We exercise the utmost care in the use of the funds to ensure that real positive change happens for children and families while meeting the expectations of funders. We continuously work to ensure that our administrative costs are minimal.

## Operating Revenue

Fiscal Year Ended August 31, 2014

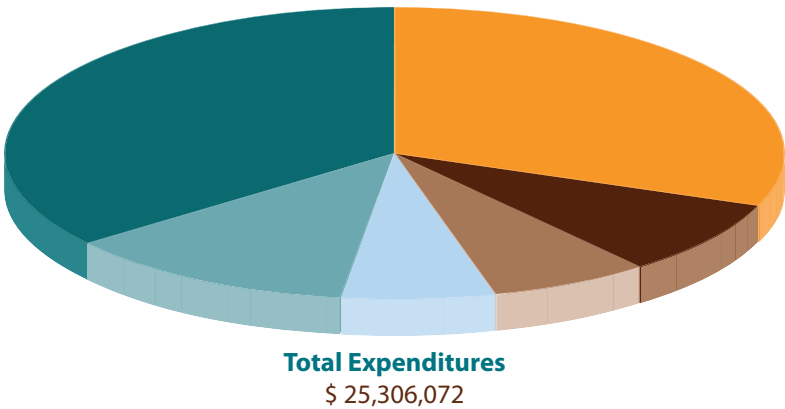
- Alberta Education**  
\$16,344,875 - 62.68%
- Calgary and Area Child and Family Services Authority**  
\$4,108,222 - 15.75%
- City of Calgary - United Way**  
\$146,847 - .56%
- Parent Fees**  
\$847,394 - 3.25%
- Fee for Service and Other**  
\$4,631,389 - 17.76%



## Operating Expenditures by Program

Fiscal Year Ended August 31, 2014

- Kindergarten & Junior Kindergarten**  
\$7,841,975 - 30.99%
- Elementary Education Program**  
\$2,074,471 - 8.20%
- Transportation**  
\$1,723,430 - 6.81%
- Facilities**  
\$1,593,448 - 6.30%
- Administrative and Support**  
\$3,137,126 - 12.40%
- Community Services, Development and Other**  
\$8,935,622 - 35.31%



Auditors: Deloitte & Touche, LLP, Calgary, AB

Financial Institution: Royal Bank of Canada, Calgary, AB

A complete set of financial statements, with the report of our auditors, is available on request by calling the administration office at 403.291.5038.

# Thank You to Our Donors

Renfrew's 40th Anniversary Charity Gala was very successful once again, with proceeds exceeding \$900,000. We rely upon fundraising, at our Gala and throughout the year, to build and equip our schools, provide the costly equipment that some of our children need in order to move and communicate, and to provide our door to door busing service that many children must have in order to access the programs they need. The support we receive from the community is generous and very appreciated.

Thank you to all of our donors for their support throughout the year. Below is a list of donors who have made donations of \$500 and up. Thank you to the many companies, organizations and donors whose contributions, although very important to Renfrew, are not included in the following list. Additional thanks to those donors who have requested that their contributions remain anonymous.

## Over \$50,000

- Thomas & Kim Buchanan
- EllisDon Construction Services Inc.
- The Kaiser Charitable Foundation (2011)
- Spyglass Resources Corp.
- David & Kelli Storoshenko

## \$10,000 - \$50,000

- Gary Dundas
- E & H Dairy Bar Ltd
- Randall & Claudia Findlay
- David & Susan Holm
- Lance & Christine Hurtubise
- Michael & Linda Leahy
- Frank Lobello
- McDaniel & Associates Consultants Ltd.
- Eric McFadden & Micheline Lambert-McFadden
- Prairie Merchant Corporation
- Prosser Charitable Foundation Parent's Choice Fund
- Mike & Linda Shaikh
- Danijel Slisko
- Bob Spence
- Tom & Marianne Spoletini
- The Calgary Foundation

## \$5,000 - \$10,000

- Allies For Autism Foundation
- Scott & Rae Ann Althen
- Ryan Macdonald
- M. Ann McCaig
- Michelle & Toby McKenna
- Daniel O'Byrne
- Rush Restaurant
- Svarte Sveinung
- Bob & Cathy Viccars
- Vintage Chophouse & Tavern

## \$2,500 - \$5,000

- 855155 Alberta Ltd.
- CanEra Energy Corp.
- Tina Chaput & Dean Chaput
- Mohamed Charanek
- CIBC Children's Foundation
- Custom Electric Ltd.
- Denca Distributors Ltd
- Mary Gawlinski Professional Corp
- James Gray
- Mike Jackson
- Jennifer Jenish
- Lafarge Canada Inc.
- Janice McTighe
- RBC Foundation- RBC Centre
- Garth Richardson
- Greg Sawatzky
- Sinneave Family Foundation
- Bonnie Steedman
- Supreme Basics
- Talisman Energy Inc.
- United Way of Calgary & Area
- Mark Walker & Terry Tobin

### **\$500 - \$2,500**

- 1121923 Alberta Ltd.
- ABCO Maintenance Systems Inc.
- Alberta Resource Centre for Quality Enhancement
- Janet Almond
- Dustin Anderson
- Forry & Linnie Angus
- Annapolis Capital Limited
- Apple Cleaning Supplies
- John & Ilde Arlette
- Marlene Arnst
- Peter Bagwell
- Craig Baun
- Shane Beazley
- Karen & Robert Beekhuizen
- Carolyn Bergland
- Kim Berjian
- BFI Canada - Calgary
- Manmeet Singh Bhullar
- Brent Bieber
- Bruce & Bev Bladon
- Bonavista Energy Corporation
- Sherry Bouvier
- Laurie Brown
- Alexandra Burroughs
- Calgary Foothills Management Fund
- Calgary Rotary Challenger Park
- Calgary Urban Project Society
- Canadian Western Bank
- Craig Chappell
- Margaret Clarke
- ConocoPhillips Canada
- Donald Cormack
- Kelly Cowan
- D Michael Ellery Prof Corp
- Karen Dahl
- Vincent & Kelley Davoli
- Robert & Nancy Engbloom
- Epic Canvas
- Philip Etheridge
- FirstEnergy Capital Corp.
- Wendy Fitzgibbon
- Richard Fleurant
- Fountain Tire
- Geoffrey & Stephanie Gawlinski
- Leah Gayle
- Todd & Kellie Greiner
- Joel Grotsky
- Andrew Gruszecki
- Robert Guy
- Khieng Heng
- Daniel Hinds
- Robert Hockley
- Indulge Catering
- Investors Group Financial Services Inc.
- Dwight Jack
- Cal Jacober
- Victor Jensen
- Don Johnson
- Lisa Kadane
- Terry & Jackie Kirkham
- Kirkman Bus Sales
- Kim LaCourse
- Joseph LaMarche
- Landale Services Ltd
- Allan Law
- Rosanna Law
- James & Denise Lawson
- Jane Lawson & Doug Pilip
- Andrew Lekatsas
- LMS Reinforcing Steel Ltd
- Ronald MacKenzie
- John Malyk
- Garry McCulloch
- Robert Mckercher
- Michael McTighe
- Kelly & Jennifer McTighe
- John & Stacey Mercury
- Merit Kitchens Ltd
- Merlo Vinoteca
- Phillip & Klara Meyers
- Doug Miller
- Neisha Morrisseau
- Ghulam Mustafa
- Dave Newby
- Stephen & Carolyn Nikiforuk
- Stephen O'Neill
- David Orton
- Narinder Parmar
- Audrey Pfannmuller
- Joel Poissant
- Shauna Powell
- Preston Phipps Inc.
- QMAX Solutions Inc
- Read Jones Christoffersen Ltd.
- Tony Reed
- Renfrew Transportation Department
- ReNue Medspa - Dr. McWhirter
- Joan Robertson
- Royal Canadian Legion #284
- Grant & Donna Sales
- Sergei Scurfield
- Sentinel Maintenance (Calgary) Inc.
- Michelle Shute
- Chris & Sarah Sikorski
- Michael Smillie
- Tony Spoletini
- David St. Louis
- Grant Stefanowski
- Brad Storey
- Supreme Basics
- Talking Light Media Inc.
- TD Bank Financial Group
- TD Waterhouse
- Teck Resources
- The Wood's Homes Foundation
- Sheila Thompson
- Blue Thornton
- Threshold Properties Management And Consulting Limited
- United Parcel Service Canada Ltd.
- Marc & Eleni Vincent
- Cameron Vouri
- Louise Wall
- Richard Waller
- Weatherford Canada Ltd.
- Patricia Wheatley
- Karen & Kevin Wills
- Nicki & Kitch Wilson
- W. Brett Wilson
- Xiao Zhang

## Renfrew Facilities

Renfrew has six centres in Calgary. All were carefully designed to meet the needs of our special population of children and our innovative and advanced programs. At all of our centres there are bright, well equipped classrooms, specialized sensory rooms, open spaces for physical education, assessment, treatment and meeting rooms for the specialized programs we offer, and accessible playgrounds.

We also ensure that our teachers and specialists have the resources needed to provide the best possible programs; advanced technology, a broad range of teaching materials and resources, and the latest in specialized therapeutic equipment.



### Janice McTighe Centre

2050 - 21 St. NE

Preschool & Elementary Education Programs  
Main Administration Offices

T 403.291.5038 ext 1300 F 403.291.2499

renfrew@renfreweducation.org [www.renfreweducation.org](http://www.renfreweducation.org)



### Child Development Centre

3820 - 24 Ave. NW

Preschool Programs



### Bowness Centre

8620 - 48 Ave. NW

Preschool Programs



### Park Place Centre

3688 - 48 Ave. NE

Preschool Programs



### Sundance Centre

75 Sunpark Dr. SE

Preschool & Elementary  
Education Programs



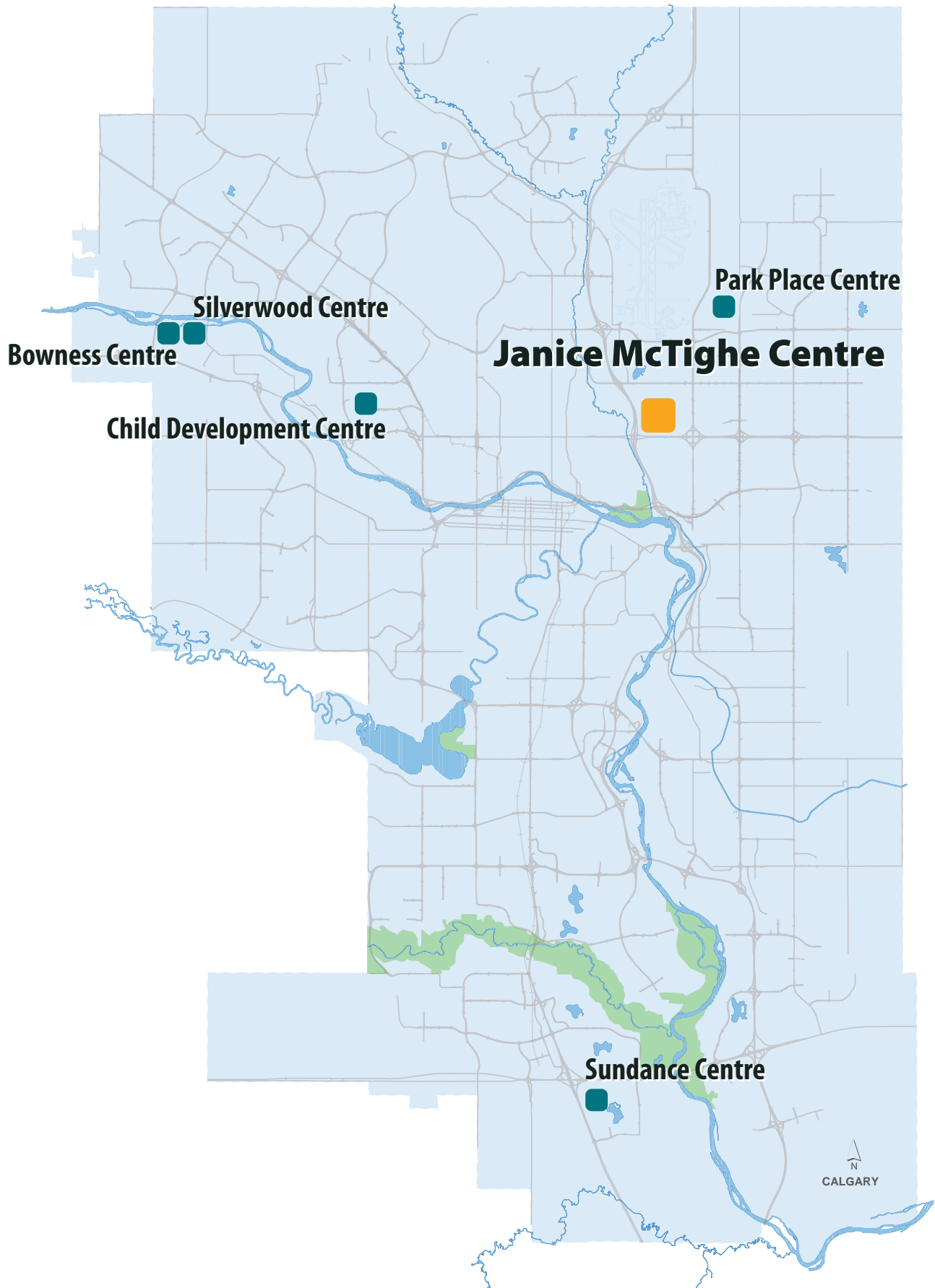
### Silverwood Centre

#100, 8604 - 48 Ave. NW

Offices for Transportation

Teachers and specialists have the resources needed to provide the best possible programs





## Senior Administration



**Janice McTighe**

Executive Director

Renfrew Educational Services exists today because of the vision of a very special person – Janice McTighe. This extraordinary woman wanted to create a place where ALL children could learn and grow in a safe and happy environment, allowing them to become the best they could be, with no barriers placed in their paths.

Janice's dedication has been recognized in many ways. She was given a *Paul Harris Fellowship* award from the Rotary Foundation of Rotary International, in 1994 received the *Premier's Award for Outstanding Service to Alberta Families* was given the *YWCA Women of Distinction Life Time Achievement* award in 2001, and in 2008 received the *Calgary Awards' - Community Achievement Award for Leadership and Excellence in Education*. In 2010 Janice was inducted to the *Alberta Order of Excellence* - the highest honour the Province of Alberta can bestow on a citizen. In 2013 Janice received the *Intercultural Dialogue Institute (IDI) Calgary, Community Service Award*, and in 2014 was given the *Calgary Stampede's Western Legacy - Innovator Award*.

Janice's forward thinking and personal example of caring and commitment continue to ensure that Renfrew will help another generation of kids to soar as we move into our next 40 years with pride in our past and a vision for our future.



**Kim LaCourse**

Associate Executive Director  
of Programs and Services



**Nicki Wilson**

Associate Executive Director  
of Clinical Services



**Terry Kirkham**

Chief Financial Officer

## Board of Directors



**Tom Buchanan**  
Chairman



**Vince Davoli**  
Treasurer



**Shon Carey**  
Director



**Dave Allan**  
Secretary



**Michelle McKenna**  
Director



**Janice McTighe**  
Executive Director



**Steve Nikiforuk**  
Director



**Bob Spence**  
Director



**Janice McTighe Centre**

**T** 403.291.5038 **F** 403.291.2499  
2050 – 21 St. NE, Calgary, AB T2E 6S5  
[www.renfreweducation.org](http://www.renfreweducation.org)

**Bowness Centre**

8620-48 Ave. NW

**Child Development Centre**

3820-24 Ave. NW

**Park Place Centre**

3688-48 Ave. NE

**Sundance Centre**

75 Sunpark Dr. SE

**Silverwood Centre**

8604-48 Ave. NW

Charitable Registration No. 107886129 RR0001

Funded by: Alberta Education, Calgary and Area Child and Family Services Authority, City of Calgary - Family and Community Support Services and United Way of Calgary, Foundations and Private donors.

