Opening hope

2007 Community Report

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Introducing Homeward Trust Edmonton

2007 was a remarkable year for the fight against homelessness in Edmonton. We reviewed traditional organization structures, decided we could do things better, and came together united under the new umbrella of Homeward Trust Edmonton.

With a new structure and a new board of community leaders, our mission is to contribute the leadership and resources that will bring a complete continuum of housing and support to where it is most needed within our communities.

We've retained a communitybased focus because we know it works and because we've worked hard at building relationships within our community -- solid relationships that allow us to target real needs. So our core function continues to be funding housing projects for people who are homeless and those at risk of becoming homeless.

The only difference? We do it better. We do it better because we brought together expertise from different organizations, so collectively we know more and are more effective.

Take 2007. We made great strides in fulfilling our mission while bringing ourselves together as an organization. The results are a pleasure to share in this annual report.



Susan McGee Executive Director, Homeward Trust Edmonton



Jon Hall Chair, Homeward Trust Edmonton

We dispersed \$17 million for capital projects and another \$4.4 million for support service projects and winter emergency funding. We also administered Urban Aboriginal Strategy funding on behalf of the community, approving over \$500,000 towards local initiatives that addressed priorities identified by the community through extensive consultation.

In addition, Homeward Trust was one of seven Alberta community-based organizations to receive provincial funding to pilot support services that create stable homes for Albertans in need. Through this funding, we approved \$5 million towards helping Edmonton organizations adapt new and effective models of service delivery.

The City of Edmonton also supported us with \$5.3 million for the first of a 3-year funding commitment for transitional and long term supportive housing projects.

Another key milestone came in January 2008 when Executive Director Susan McGee was added to the Mayor's volunteer Leadership Committee to End Homelessness. The committee's goal is to help develop the action plan to end homelessness in Edmonton in 10 years.

Yours in service,



Martin Garber-Conrad Outgoing Chair, Edmonton Housing Trust Fund



Jay Freeman Outgoing chair, Edmonton Joint Planning Committee on Housing

Board of Directors

Jon Hall (Chair) Rick Beauprè Faye Dewar Lorette Garrick Martin Garber-Conrad Bill Lusk Marg Milicevic Cliff Supernault Harvey Voogd



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The Edmonton Community Plan on Housing and Support Services recommended governance reviews of the Edmonton Housing Trust Fund (EHTF) and the Edmonton Joint Planning Committee on Housing (EJPCOH). In response, with input from 32 stakeholders which included community groups and all orders of government, both organizations reviewed their mandates and structures. The process resulted in the decision to dissolve EHTF and EJPCOH and create a new comprehensive housing body: Homeward Trust.

The new housing body brings together EHTF's recognized financial and funding expertise and EJPCOH's in-depth community planning and research experience. Though Homeward Trust officially came into existence in May 2008, we've been working towards this goal for some time now. This report reflects the work of both previous organizations in the last year. The mission of Homeward Trust is to provide leadership and contribute resources towards a continuum of housing and support services that meets the needs of all people in the community.

Homeward Trust would be remiss not to publicly thank Kent Fletcher, recently retired Executive Director of Capital Region Housing Corporation, for his extensive volunteer commitment as the Chair of the Joint Implementation Team which brought into being the new housing body. Mr. Fletcher's experience, expertise and patience were critical in guiding Homeward Trust into existence and building a comprehensive foundation for a successful future.



Homeward Trust Edmonton delivering

To help open doors and build hope, Homeward Trust Edmonton will:

- Determine the needs and priorities of the community with respect to the continuum of housing, support services and other needs, including identifying the gaps in housing and developing a Community Plan to reflect community needs.
- Consolidate and leverage public, not-for-profit and private sector funding streams for housing initiatives in Edmonton to meet the highest priority needs identified in the Community Plan.
- Implement a mechanism to allocate funds on a transparent basis to priorities set out in the Community Plan, including funding for emergency, transitional and long-term supportive housing units, as well as support service needs.

- Be responsible for monitoring and evaluating all funded projects and demonstrating accountability to the funders.
- Build and promote community awareness around housing and homelessness issues.
- Fund formal research projects and gather information regarding housing and homelessness issues and best practices.
- Conduct consultation activities with a broad range of stakeholder groups to understand community needs, funding priorities, build community capacity and assess the impact of funded projects.
- Engage the Aboriginal community to ensure strong representation and a more effective engagement model.



A snapshot of 2007

- Allocated and approved \$22.1 million in funding to community partners for the development of capital housing and support service projects valued at over \$43.1 million.
- Celebrated the opening

 along with community
 partners of three projects
 that added 58 units of long term supportive housing
 valued at \$4.8 million.
- Approved \$500,000 of funding to 14 projects through the federal government's Urban Aboriginal Strategy (UAS). This contribution leveraged additional dollars to create more than \$1 million of total support for these projects.

- Administered funds and coordinated the city's Winter Emergency Response Plan to provide emergency shelter to the homeless through community collaboration.
- Worked in collaboration with the seven communitybased organizations of Alberta to implement a \$16 million pilot project to fund support services for wraparound housing needs.
- Sponsored and helped coordinate the second annual Edmonton National Affordable Housing Day Breakfast.

- Provided community funding to various organizations under the Advocacy and Awareness Enhancement Fund, including funding for Homefest 2007.
- Conducted a public awareness campaign on housing and homelessness issues in Edmonton that included radio, television, print and billboard advertisements.
- Worked with other groups, service agencies and government departments to help ease the transition of residents of Tent City when it was shut down.



Housing solutions that make a real difference in people's lives

Homeward Trust Edmonton's key role is to coordinate the response to our community's housing needs. Working with all orders of government and our community partners, we're able to deliver funding and other support to critical housing projects in Edmonton. We also work with these partners to get the word out about the projects which in turn helps raise awareness around homelessness and affordable housing issues.

Three such projects opened their doors in 2007. Valued at \$4.8 million, they created 58 housing units.



Joey's Home, Winnifred Stewart Association

This \$1.5 million facility, with \$300,000 in funding from Homeward Trust, provides a home for people with physical and developmental disabilities. There are 12-units. It's all specially designed and barrier-free to accommodate long-term assisted living/ supportive housing. Joey's Home is operated by the Winnifred Stewart Association of Edmonton.

It serves two client groups. Those who are aging and experiencing the effects of Alzheimer's disease and dementia will reside on the lower level. Residents who require minimal supports for independent living live on the top floor.



Nellie Nome Manor, UMISK Affordable Housing Society

This is another good news story from a partnership that continues to thrive and deliver long-lasting benefits to Edmonton's Aboriginal community. Nellie Nome Manor is a six-unit, sixbedroom long-term supportive housing project designed to accommodate large Aboriginal families who are homeless or at risk of becoming homeless.

Located in the city's Montrose neighbourhood on Edmonton's east side, Nellie Nome Manor is a community partnership between the UMISK Affordable Housing Society, Homeward Trust Edmonton, The Family Shelter Network, the Bissell Centre and Concept Homes. The facility is named after Aboriginal Elder Nellie Nome and is home to 36 children.

Nellie Nome Manor

IMISK HOUSIN

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Homeward Trust Edmonton's partnership with UMISK began in 2002 and has produced 95 units of housing for Aboriginal families in the city of Edmonton. The Nellie Nome project's total cost was \$1.8 million with \$1.5 million coming from Homeward Trust.



Ted Bradshaw House, L'Arche Association of Edmonton

Community partnerships in Edmonton continue to deliver much-needed, low-cost housing to our most vulnerable citizens. A newly-built group home in Bonnie Doon opened its doors in November 2007 to provide a safe, supportive and affordable home for low-income, aging people with developmental disabilities.

The L'Arche Association of Edmonton partnered with Homeward Trust Edmonton, the Stollery Charitable Foundation, No Room in the Inn Campaign, Krawford Construction Inc and Mark and Rebecca Byrne on the project. The \$1.5 million, 10-unit facility provides 24/7 support services including medical care, meals, transportation and social and recreational activities for aging persons with developmental disabilities. Homeward Trust contributed \$293,730 to the project.

Outreach Innovative Pilot Project Initiative

Homeward Trust Edmonton is participating in a Province wide two year pilot project initiative funded by the province, aimed at demonstrating the effectiveness of support services in assisting the homeless to obtain housing and stay housed.

This funding targets prevention and support service pilot initiatives or enhancements of existing innovative programs that move the homeless, and those at risk of homelessness, along the continuum to independent living, in order to alleviate the problem of homelessness. The objectives of the program are:

- to assist in getting the homeless housed and extend the duration of tenancy of homeless persons in stable housing, with a focus on providing permanent housing
- Demonstrate the effectiveness and economic value of outreach support teams and the timely, coordinated delivery of support services
- Integrate new technologies and methods in addressing homelessness
- Reduce repeated incidences of homelessness for individuals and families

Homeward Trust Edmonton is working with such agencies as the Edmonton John Howard Society, the Schizophrenia Society of Edmonton, Boyle Street Community Services, E4C, Edmonton Mennonite Centre for Newcomers, Oxford House Foundation and the YMCA.



New visions and opportunities

New Contracts with Community Partners in 2007

The Trust Fund entered into contracts with the following organizations in 2007.

Capital	P	Total roject Cost		Trust Fund ontribution
YMCA	\$	303,235	\$	294,735
Canadian Mental			• • • • • • •	
Health Association		4,815,286		1,001,056
Immigration Hall -				
Purchase and Pre-development		1,200,000		900,000
Catholic Social Service		5,208,241		1,526,548
CRHC – Operation Friendship		3,175,000		2,400,000
Edmonton Inner City Housing Soc	iety	4,400,449	•••••	688,816
Oxford House Foundation		807,000	•••••	763,000
CRHC – Bearspaw Apartment		2,354,200	•••••	1,800,000
Our House		3,368,610		3,368,610
Hope Mission – Immigration Hall		8,706,846		4,498,526





Support	Total Project Cost	Trust Fund Contribution
Housing Support Services HUB	\$ 25,000	\$ 25,000
George Spady Centre Society	257,380	237,380
Tent City Coordination and Support	150,000	150,000
Edmonton John Howard Society	107,400	105,600
Boyle Street Community Services – Parklands	960,936	960,936
YMCA	303,592	234,747
E4C	891,043	827,043
Oxford House Foundation	83,160	76,160
Schizophrenia Society of Alberta	463,595	463,595
Edmonton Mennonite Centre for Newcomers	524,054	241,708

Winter Emergency	Total Project Cost		Trust Fund Contribution	
Edmonton Mennonite Centre for Newcomers	\$	29,671	\$	29,671
Boyle Street Community Services (Van and outreach service)		207,874		207,340
Boyle Street Community Services (Downtown drop-in service)		392,335		392,335
Jasper Place Health & Wellness Ce	entre	99,552	• • • • • •	99,195
Salvation Army (Mobile canteen)		113,839	• • • • • •	113,839
Salvation Army (Drop-in service)		164,263		164,263
Hope Mission Overflow		110,000		110,000
Victory Church on the Rock		42,732		42,732

IMPROVING THE QUALITY OF LIFE for First Nations, Inuit, Métic and Northerners

AMÉ

IMPROVING THE QUALITY OF LIFT

Partnering with the Urban Aboriginal Strategy



UAS Funded Projects in 2007 (Project - *Activity*)

Alberta Native Friendship Centre (ANFC) - Open Worlds

Edmonton Catholic School District -Spring Break Cultural Camp

Alberta Association of Aboriginal Music - Board Workshop

Alberta Native Friendship Centre (ANFC) - Health and Wellness via Arts and Crafts

Creating Hope Society -Support for Families

ANFC-Health and Wellness -Traditional Arts and Crafts

Creating Hope Society - Research and Development Children in Care

IAAW Esquao Inc -Economic Development, Health

NSCA computer technician training -Computer Technician Training

Dreamspeakers Festival Society -Film Industry Training

Northern Alberta Alliance on Race Relations - Human Rights Education Program

Yellowhead Tribal College -Language, Culture, History Project

U of A: Women & Children's Health Department - Visual Narrative Project

Bent Arrow - Community Mentorship, Web Design The Urban Aboriginal Strategy (UAS) was created in 1997 to help respond to the needs facing Aboriginal people living in key urban centers. Through the UAS, the Government of Canada partners with other governments, community organizations and Aboriginal people to support projects that respond to local priorities.

In Edmonton, the UAS is managed by Homeward Trust Edmonton through an Aboriginal-driven application review process. Since 2004, when the Trust came on board, 70 projects and \$4.4 million in UAS funding have been allocated to Edmonton. Another \$7.1 million in additional funding was leveraged on top of this.

In 2007 alone, 38 UAS projects were active. The projects achieved positive results by increasing the capacity of Aboriginal organizations to deliver services, addressing issues that came up in an extensive city-wide consultation process and increase the skills of Aboriginal Edmontonians. Through a community-wide recruitment process, the Aboriginal Application Review Committee (AARC) was reestablished in June 2007 to select projects that meet one of the three UAS National priority areas and at least one local priority identified by the Edmonton Aboriginal community.

The AARC committee members come from various backgrounds and positions. They are committed to a fair and open process. Current members include: Tom Ghostkeeper, Larisa Kreider, Clayton Kootenay, Ed Lavallee, George Vass, Carol Carifelle- Brzezicki. Government representatives were Scott Ferguson, Office of the Federal Interlocutor; Anne Fitzpatrick, City of Edmonton; and Phillip Lamouche, Province of Alberta. Projects approved by AARC strengthened the Aboriginal community and built bridges between communities; stakeholders; and the municipal, provincial and federal governments.



Wicihitowin: Circle of Shared Responsibility

Guided by a Circle of Elders, it was through a community designed process that the Aboriginal community identified three areas of work that are critical in meeting the needs of their community in Edmonton:

- 1. identifying urgent issues and priorities,
- creating an Accord Relationship Agreement to provide a set of principles and values to establish working relations, and
- creating a community mechanism for new ways of working together now called "Wicihitowin: Circle of Shared Responsibility."

Homeward Trust was a partner in the two-year community development initiative with UAS to develop the Wicihitowin: Circle of Shared Responsibility. Wicihitowin is a Cree word meaning "help each other," Wicihitowin: Circle of Shared Responsibility is a community driven model of urban governance that's inclusive of all Aboriginal peoples and the agencies that serve them in Edmonton. Thus, it's based on Indigenous traditions of governance and community decision making.

The goal is to help Aboriginal people work more effectively together on identifying and addressing vital issues and concerns impacting their community in Edmonton. The Structure of Wicihitowin: Circle of Shared Responsibility

Who are the Circle Participants?

- 4 Circles Elders, Women, Men and Youth
- 8 Action Circles
 Aboriginal & Non-Aboriginal
 organizations, agencies,
 aboriginal community
 members and the 3 orders of
 government technicians
- **Governments** Aboriginal, Federal, Provincial and Municipal

Wicihitowin's Administration

The Wicihitowin Secretariat provides administration, communication, and logistical support to the Wicihitowin Circle of Shared Responsibility and Action Circles. The Action Circles work to develop collective strategies in addressing urban Aboriginal issues.Moreover, the Secretariat will continue to pursue formal recognition, input, and participation from all potential partners.



ROOPH Awards



The ROOPH Awards --Recognizing Outstanding Organizations, People and Housing -- were created to acknowledge the efforts of people, organizations and businesses who work to address the housing challenges facing the homeless and those at risk of becoming homeless in Edmonton.

The awards are given in conjunction with Toque Tuesday, the national awareness campaign for homelessness sponsored by Raising The Roof.

It's an excellent opportunity to showcase housing and support service sector success stories by formally recognizing best practices. The proceeds from the ROOPH awards luncheon are donated to an Edmonton organization that supports individuals through homeless preventative measures and initiatives.

The 2007 winners were:

Innovative Partnerships Concept Developments Ltd. and the Umisk Affordable Housing Society

Excellence in Building Design L'Arche Ted Bradshaw House

Outstanding Leadership in the Housing Sector George Kelly, Edmonton Inner City Housing Society

Exceptional Volunteerism in the Housing Sector L'Arche Association of Edmonton Planning Committee

Outstanding Service for the Aboriginal Community Jennifer Hunter, Boyle Street Community Services

Auditors' Report

To the Board of Trustees

Edmonton Housing Trust Fund

The accompanying summarized statement of financial position and statements of operations and fund balances are derived from the complete financial statements of Edmonton Housing Trust Fund as at December 31, 2007 and for the year then ended on which we expressed an opinion with reservation in our report dated March 7, 2008. The fair summarization of the complete financial statements is the responsibility of management. Our responsibility, in accordance with the applicable Assurance Guideline of The Canadian Institute of Chartered Accountants, is to report on the summarized financial statements.

In common with many not-for-profit organizations, the Fund derives revenue from donations the completeness of which is not susceptible of satisfactory audit verification. Accordingly, our verification of these revenues was limited to the amounts recorded in the records of the Fund and we were not able to determine whether any adjustments might be necessary to contributions, excess of revenues over expenditures, current assets and fund balances.

In our opinion, except for the effect of adjustments, if any, which we might have determined to be necessary had we been able to satisfy ourselves concerning the completeness of the donations referred to in the preceding paragraph, the accompanying financial statements fairly summarize, in all material respects, the related complete financial statements in accordance with the criteria described in the Guideline referred to above.

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

Howard & Coyle

Howard & Coyle Chartered Accountants

March 7, 2008 Edmonton, Alberta

EDMONTON HOUSING TRUST FUND

Summarized Consolidated Financial Statements December 31, 2007

Total 2007	Total 2006
\$ 6,227,578	\$ 8,320,288
5,935,250	1,000,000
1,179,100	1,203,402
40,980	21,423
370,876	212,182
13,753,784	10,757,295
10,647,414	10,988,835
748,443	779,616
159,993	76,437
110,375	52,354
71,574	53,348
72,611	68,677
16,464	21,655
16,277	16,381
10,197	12,384
9,483	9,771
3,580	2,026
11,866,411	12,081,484
1,887,373	(1,324,189)
5,272,502	6,596,691
-	
\$ 7,159,875	\$ 5,272,502
	-

FINANCIAL POSITION	2007	2006
ASSETS		
Cash and term deposits	\$ 7,178,802	\$ 5,262,226
Other	50,783	23,801
Property and equipment	11,305	18,407
	\$ 7,240,890	\$ 5,304,434
LIABILITIES AND FUND BALANCES		
Accounts payable and accrued liabilities	\$ 81,015	\$ 31,932
FUND BALANCES		
Internally restricted fund balance		
Administrative reserve fund	925,000	-
Unrestricted fund balance	255,902	-
Restricted fund balances:		
Edmonton Housing Trust Fund	5,475,789	5,263,063
Edmonton Joint Planning Committee on Housing	4,415	-
Urban Aboriginal Strategy – administration	(88,484)	(3,611)
Urban Aboriginal Strategy – projects	587,253	13,050
	7,159,875	5,272,502
	\$ 7,240,890	\$ 5,304,434

EDMONTON HOUSING TRUST FUND

Consolidated Schedule of Project Expenditures (Recoveries) For the year ended December 31, 2007

EDMONTON HOUSING TRUST FUND		2007
Aboriginal Partners & Youth Society - APYS	\$	(1,099)
Bissell Centre – Phase I		62,431
Boyle Street Community Services Co-op		112,312
Boyle Street Community Services – Parklands		72,050
BSCS 06/07 Winter Warming Drop-in		29,065
CRHC – Ambrose Place Development		44,230
E4C 9515 – 110 Avenue Development		407,000
E4C – Case Management Team		124,159
E4C - Elizabeth House Damage Deposit Project		14,705
E4C – Hub Project		22,500
EW 06/07 BSCS Coordinator Role		42,801
EW 06/07 BSCS Transportation Van		142,453
EW 06/07 Hope Mission Shelter		261,303
Edmonton Centre for Equal Justice		5,213
Edmonton John Howard Society - M.A.T.H.		18,188
Edmonton Mennonite Centre		51,200
Edmonton Mennonite Centre Winter Emergency		7,997
Geo. Spady Centre – shelter Mats		59,247
Geo. Spady Centre Short Term Housing		110,542
Homeless Camping Hope Mission - Women & Youth Centre		81,051
•		121,861
Immigration Building Purchase Immigration Building Purchase – Pre-development costs		868,265 4,989
J.P. Health & Wellness - Winter Emergency		4,989
J.P. Health & Wellness – Winter Hours		45,941
L'Arche Association of Edmonton		29,373
McDougall House Association		(3,502)
Old Strathcona Youth Co-op		25,864
Our House Addiction recovery Centre		2,975,000
Oxford House Foundation		763,000
Oxford House – Support Services		9,519
Salvation Army Crossroads Drop-in		35,705
Salvation Army Winter Emergency - 50 mats		115,352
Salvation Army Winter Warming Shelter		30,716
Schizophrenia Society – OIPP		38,770
Strathcona Baptist Church Winter Emergency Drop-in Centre		18,913
Terra Association		18,135
Terry Dragina – Weyser Manor		7,000
Umisk 6 Unit Townhouse		1,255,629
Winnifred Stewart - Joey's Home Complex		30,000
Women Building Futures		1,036,474
YMCA – Homeless Camp Outreach Support		4,758
YMCA Housing Redevelopment		293,219
YMCA – Transition to Market Housing		38,000
	\$	9,475,850
EDMONTON JOINT PLANNING COMMITTEE ON HOUSING		
Advocacy and Awareness	\$	150,336
Community Plan Committee		1,927
Edmonton Aboriginal Committee on Housing		500
Homeless Count		-
Research	•	8,432
	\$	161,195
TOTAL HOUSING PROJECTS	\$	9,637,045

EDMONTON HOUSING TRUST FUND

Consolidated Schedule of Project Expenditures (Recoveries) Continued For the year ended December 31, 2007

Urban Aboriginal Strategy		2007
Aboriginal Justice Committee - Sentencing Circle	\$	(8,768)
Aboriginal Women's Professional Association - Capacity Building		6,454
Alberta Association of Aboriginal Music		10,000
Alberta Native Friendship Centre – Open Worlds		23,346
Ben Calf Robe - Mooswa Project II		104,744
Boyle Street Community Services - Aboriginal Services		2,721
City of Edmonton, Aquatic Leadership		8,647
City of Edmonton Community Workshop		13,050
City of Edmonton Community Service - Proposal Writing Worksho	р	1,450
CNFC - First Stop Shop Service		50,113
CNFC - Residential School Survivors Society		24,043
Creating Hope Society – Children in Care		46,754
Creating Hope Society		21,771
Crystal Kids Youth Centre		57,554
Dreamspeakers Festival Society – Capacity Building		15,410
Edmonton Catholic School District – Camp		12,256
Edmonton Native Basketball Association		26,010
EmployAbilities		28,868
Financial Literacy Workshops		28,357
Indigenous Elders Cultural Resource Circle		125,850
IAAW - Esquao		58,270
IAAW – Finance Officer		43,189
LaSalle Women's Housing Society of Alberta		34,204
Native Counselling Services of Alberta - LINKS		31,134
NCSA - Gang Prevention Program		55,986
NCSA – Computer Training		8,442
NCSC – Links		15,143
NiGiNan Housing Ventures		40,508
Northern Alberta Alliance on Race Relations - Education		34,280
Northern Alberta Alliance on Race Relations		11,857
Sun & Moon Visionaries – Capacity Building		24,876
Sun & Moon Visionaries - HOSW Conference		3,416
The Family Centre of Northern Alberta		(7,466)
Treaty 8 First Nations of Alberta		11,798
Two Spirit Circle of Edmonton Society		1,250
University of Alberta Native Studies - Research		(925)
Wasah'gam Full Circle FASD		20,777
Yellowhead Tribal Council – College Capacity Building		25,000
TOTAL URBAN ABORIGINAL PROJECTS	\$ -	1,010,369
TOTAL PROJECTS	5 10	0,647,414

Acknowledgements

Homeward Trust Edmonton gratefully acknowledges the support and assistance of all three levels of government in 2007 as well as the many individuals and organizations who contributed through in kind donations and contributions. Without this support, our success and progress would not have been possible.

2007 Edmonton Housing Trust Fund Trustees

Harvey Voogd, Chair (*until July 1, 2007*), City of Edmonton

Martin Garber-Conrad, Vice Chair (assumed chairmanship July 1, 2007), Edmonton Coalition on Housing and Homelessness Society

Bill Lusk, Secretary/Treasurer Canadian Home Builders' Association – Edmonton Region

Don Mayne, Edmonton Interfaith Centre for Education and Action Society

Rick Beaupre, Edmonton Coalition on Housing and Homelessness Society

Bob McKeon, Edmonton Coalition on Housing and Homelessness Society

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Jay Freeman, City of Edmonton, Chair Ron Allen,

ECOHH

Tim Collins, Metis Nation of Alberta

Angela Ballard, Service Canada

Faye Dewar, Aboriginal Community

Margaret Dewhurst, Community at Large (to Apr. '07)

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Victor Tanti, Business Community

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Community Plan

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