

# ***The Path Out of Homelessness***

**Annual Report  
2002-2003**



**calgary homeless foundation**



## Mission Statement

### Values

To preserve the dignity of an individual to have a place to call home, a place that is adequate, accessible, safe and affordable.

To foster respect for the homeless.

To work in collaboration with the Calgary community.

To advocate social responsibility to address homelessness issues.

### Vision

***Calgarians will have access to housing where they feel safe and secure.***

### Mission

To serve as a community partner in identifying the causes of and solutions to homelessness.

To develop plans, in conjunction with all aspects of the community, that will provide access to housing for the homeless in Calgary.

To provide leadership and focus to address homelessness issues in Calgary.

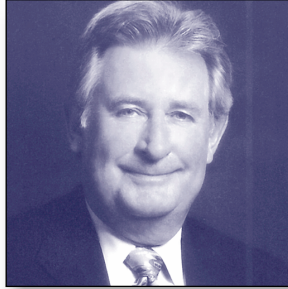
To raise such funds as may be necessary to achieve our Mission.

### Relationship with Other Agencies

It must be understood that we are not a substitute or duplication of the many care givers and agencies who have been dedicated to helping the homeless in Calgary for many years.

We are committed to working with and assisting these agencies.

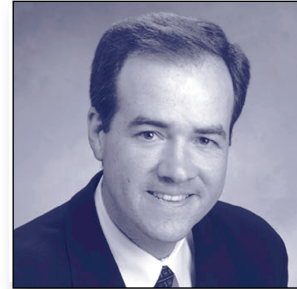
## Sponsors



**Ralph Klein**

Premier of Alberta

"The Government of Alberta greatly values its partnership with the Calgary Homeless Foundation in its ongoing effort to address the multi-faceted needs of homeless individuals in a caring and thoughtful manner."



**Dave Bronconnier**

Mayor of Calgary

"In a fast-growing city like Calgary, the issue of homelessness is one of our most pressing challenges. I commend the Calgary Homeless Foundation for tackling that challenge head on by bringing together stakeholders from across our community to work cooperatively on this important issue."



**Ken King**

Chair, Calgary Chamber of Commerce

"The Calgary Chamber of Commerce is honoured to be in partnership with the Calgary Homeless Foundation. There is no greater good that a business community can bring than that of help to those in most need."



**Peggy Valentine**

Chair, United Way of Calgary and Area

"United Way of Calgary and Area is pleased to be working in partnership with the Calgary Homeless Foundation to improve the quality of life for all, now and in the future."

## Patron



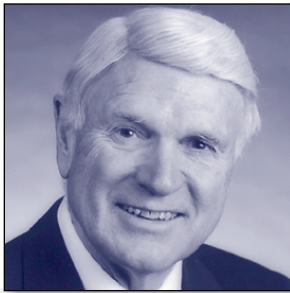
**Claudette Bradshaw**

Minister of Labour  
Federal Co-ordinator for Homelessness

## Government of Canada

"The Calgary Homeless Foundation is a shining example to all Canadians of what can be done at the local level. I congratulate the Foundation for being a model of community partnership. They provide crucial leadership and focus to help homeless Calgarians find the support they need to help them feel safe and secure."

## Message from the President



**John Currie**  
President and Chief Executive Officer

***A journey of  
a thousand  
miles begins  
with a  
single step.***

**Confucius**  
551-479 B.C.

May 1, 2003

This year, 2003, marks the Calgary Homeless Foundation's fifth year of operations. From our beginnings as the brainchild of Mr. Arthur Smith, prominent Calgarian businessman and Officer of the Order of Canada, with two staff members building a set of principles and processes to deal with every aspect of homelessness, to our current operation of a dozen staff and hundreds of volunteers, the Foundation is dedicated to the prospect that every Calgarian deserves a place to call "home."

Our fifth year of operations offers a natural checkpoint to look back at our progress to date and make sure we're still on the right track. The track we're on was described most accurately last year by our Board, when serious examination of our priorities and tactics brought us to the realization we were really working toward a path out of homelessness.

Our acceptance of this mission compels us to address the short-term needs of homeless men, women and children while keeping one eye fixed firmly on our ultimate goal – safe, secure housing for every Calgarian.

### **Mapping the Path**

Reaching our goal requires clear understanding of the causes and effects of homelessness. Without that core understanding it's impossible to develop lasting solutions to benefit the entire community. This is where our increasing commitment to research as a critical tool originates: the need for credible, unambiguous

information to inform meaningful strategies and objectives.

Research makes it possible to develop a roadmap leading from where we are to where we want to be. Our devotion of lots of time and resources in the machinery of research helps limit our potential for getting side-tracked. Hard data also help demonstrate to funders, governments, and agencies that our efforts are focused on the right things at the

right time. It's pretty easy to get lost if you don't know where you're going. We have the essentials of a roadmap now, thanks to projects like *Housing Our Homeless*, the *Homelessness in Calgary Study*, the International Downtown Association's research into homelessness across North

America, and the recently released *Societal Cost* study. Each of these refines our knowledge of the problems, and guides us along the path with more confidence.

### **Steps Along the Way**

To isolate the major features that stand out from our many activities in the past year is no simple matter. However, we can identify the following three achievements as sources of new energy and clarity to our efforts as we progress into our second half-decade:

The Homelessness in Calgary Study is the most specific document of its type ever attempted in Calgary. The study delves carefully into what brings people to the state of homeless-

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ness, then works from there to prescribe key recommendations that directly address those sources and lead to meaningful improvement. Among those recommendations:

- ??????
- ??????
- ??????

Our relationship with the International Downtown Association in their North American homelessness study is a tremendous step forward. As the only Canadian city chosen to take part in the study (thanks to the compelling case developed by Richard White of the Calgary Downtown Association, with help from the Foundation's Executive Director Terry Roberts), we stand to gain a wider perspective on homelessness issues along with an objective assessment of our success to date. Key recommendations from this project are:

- ??????
- ??????
- ??????

Finally, the establishment of the Calgary Community Land Trust offers a whole new way to look at providing affordable housing. The initial study group and the current Board of the CCLT have committed substantial examination of how other major Canadian centres have tackled the role of land cost in developing affordable housing. Their application of that knowledge to the Calgary environment, and their subsequent recommendations relating to tax laws and other factors that directly impact on the cost of building homes are already influencing the way governments approach the topic. As they continue to forge new relationships with organizations like Habitat for Humanity, we anticipate additional progress toward their goal of a lasting source of land to accommodate affordable housing.

### Keeping our Eye on the Destination

Over the past five years, the Foundation has devoted much of our energy to establishing the kind of trust and mutual respect that brings all the right players to the table. We've put the pieces in place to build a realistic picture of the situation as it is, along with some understanding of how we got here and what it all means to the individual and the city as a whole.

This collaborative approach has brought us miles (or kilometers, if you prefer) beyond what any of us, individually, could have achieved in so short a time.

Having established this firm base, we need to turn our attention to two critical questions: *Where do we go from here? What more needs to be done to blaze a path out of homelessness?*

The answers still lie in the core values we adopted five years ago. We believe in the power of those principles that have fired the imagination and passions of the many people who've supported us so far. We believe in their power to bring new believers on board for our journey.

The Foundation continues to refine our structure and expand our horizons in line with those guiding principles. A critical element toward progress is the team with which we surround ourselves.

We've taken steps in 2003 to define and consolidate our resources to make sure we're as effective as possible. We've examined our operations, restructured staff functions, added some new talents on the Board and on several committees, solidified existing relationships and developed some new ones. If we're to take the lead in addressing issues of homelessness, we need support systems we can rely on. It's my belief we have the kind of dedication and vigor we need to go forward with confidence.

Another key element of success is the community in which we work and live. We can't lead in a vacuum. Calgarians and others beyond the city limits need to know who we are, what we do, why we're distinct, and how they can help. Our success to date with donations and volunteers has been outstanding, but to dramatically increase Calgarians' engagement in the struggle we need to explore even more aggressive and innovative ways to reach our citizens. Internal groups like the Public Affairs Committee and the Fundraising Committee are doing exactly that, and we're excited about our prospects going into our sixth year.

### Gaining Ground

Altogether in 2002-2003, the Foundation facilitated \$12.7million in funding to provide 185 living spaces (a combination of beds, emergency shelter mats, affordable housing units, or shared treatment spaces), bringing our five-year commitment to Calgarians to a total of \$55.3million for over 1,300 spaces.

The coming year promises even greater contributions. Preliminary numbers for the latest Funders' Table process indicate a total of XX projects will be approved, representing \$XX in funding. The levels of interest shown by applicants continue to expand, demonstrating growing awareness and dedication to the Foundation and its mandate within the community.

The efforts that have made these achievements possible would fill more than one report of this size. Each year we see new levels of ingenuity, courage, professionalism, and commitment, and each year we move a bit farther along the path.

*Is our current rate of progress fast enough to make a substantial dent in the problem?* Judging by the continued growth of homelessness in one of the most progressive and prosperous communities in the country, apparently not.

### Surveying the Path Ahead

*Three factors that will make a difference in 2003:*

If I was asked to go out on a limb and name three initiatives that will make a difference in the coming year, my response would be quick and decisive.

**First**, the renewed commitment of SCPI funding from the Federal government, and the accompanying commitments from provincial and municipal governments. The Community Action Committee of the Foundation will be delivering a more comprehensive version of the *Calgary Strategic Plan to Address Homelessness*. The new Plan will provide recommendations covering the next five years, with an entirely new section dedicated to provisioning affordable housing. Without reasonably priced homes to accommodate them, Calgarians and their families will be effectively trapped in the emergency or transitional shelter system. Recognition of this dilemma drives all of us to find lasting solutions in a city that has grown by more than 100,000 residents in the last ten years while reducing the number of rental accommodations by 500 units.

**Second**, the Foundation must work even more closely with every level of government to develop affordable housing solutions. This means not only addressing community concerns like NIMBY (Not In My Back Yard) and linking agencies with developers and funders, but exploring non-traditional taxation, zoning, and permit policies.

**Third**, we must apply all the experience and expertise at our disposal to maximize the potential of new approaches like the Calgary Community Land Trust and the Housing Registry Network. By effectively reducing the cost of homes for those on limited incomes, we can help break the cycle of dependency on temporary fixes like shelters.

### Clearing the Path

The Calgary Homeless Foundation has assembled all the ingredients of a successful venture, including the kind of influential resources that encourage participation in the community. But our participation in clearing the path is not enough. The challenge for all of us, me included, is to lead the way.

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The challenge for all  
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is to lead the way.**

We will only keep gaining ground by offering insight and inspiration to the community. We will do so by describing, in concrete terms, collaborative solutions that will work in the real world.

An integral part of our leadership role is in persuading all three levels of government to adopt the perception of a path out of homelessness. The very nature of this vision requires a holistic approach to solutions, an integrated approach to research, strategy, budget, prioritization, and action plans. Though this may be the most complex challenge of the three, it also

offers the most potential to deliver a spectrum of housing solutions to smooth the path out of homelessness.

We will progress farther and faster by stretching ourselves even more than we already have:

- By becoming more vocal advocates;
- By actively promoting our vision of the long-range target in the community;
- By encouraging risk-taking among all our partners;
- By pursuing new partnerships, sponsorships, and friendships;
- By challenging every citizen to understand and support our efforts;
- By demanding more of ourselves and our partners – agencies, governments, developers, media, donors, volunteers, and staff.

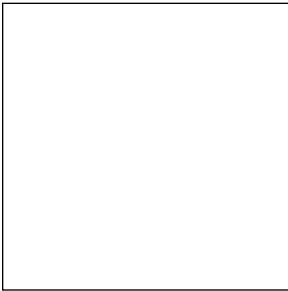
Our goal in 2003-2004 is to make “the path out of homelessness” a phrase that is immediately recognized and understood by all our partners and stakeholders, and Calgarians in general, as the Calgary Homeless Foundation’s driving purpose and our strength.

We welcome your participation and your leadership as we work together on clearing the path out of homelessness.



**John Currie**  
President and Chief Executive Officer

**Executive  
Director's  
Report**



**Terry Roberts**  
Executive Director  
Calgary Homeless Foundation

**Of the many people and organizations who apply their hearts and skills to our efforts in unique ways throughout the year, there are a few who have found a special place in our regard. Please accept our recognition for your extraordinary contributions.**

## Exceptional Friends of the Foundation

Burnet Duckworth & Palmer LLP	Brian Olson (In memory of Pam Olson)	Talisman Energy Inc.
Canadian Oilsands Trust	Pembina Pipeline Corporation	TransCanada
EnCana Corporation	Petro-Canada	Pipelines Limited
Nexen Inc.	Precision Drilling Corporation	

## Exceptional Contributors

Air Canada	Cap Gemini Ernst & Young Canada Inc.	Jayman Master Builder
Alger & Associates	CHQR 770	Morrison Homes
Beattie Homes	Calgary Olympic Development Association	Mullen Transportation Inc.
Big Rock Brewery Ltd.	Ernst & Young	Scotia Bank
Blaskin & Lane Tire Centres	Excel Homes Inc.	Shane Homes Ltd.
Borden Ladner Gervais LLP	First Calgary Savings	Stanford, James
Calgary Exhibition & Stampede	HAZCO Environmental Services Ltd	TELUS
Calgary Flames Hockey Club	Harley Hotchkiss	TransAlta
Calgary Herald		True North Energy Corp.
Calgary Marriott Hotel		Westcoast Energy Inc.
(Calgary) Stampeders Football Club		

## Donors

*Dreams come at a cost, and homes can't be built without money. To all who donated their hard-earned cash to make so many dreams come true, our sincere appreciation.*

David & Carol Abernathy	Centron Construction Limited	Susanne Kallis	Resorts of the Canadian Rockies
Advantage Exteriors Ltd.	Mr. & Mrs. Chorney	James Kennedy	Richter Allan & Taylor
The Apex Corporation	Karen Coe	KPMG LLP	Ena Roberts
Applied Communications Inc.	Mr. & Mrs. Couillard	Lafarge Canada Inc.	Roberts Family
ATB Financial Inc.	Vicky Couture	Land Measurement Systems Inc.	Mr. & Mrs. Schmitz
Avison Young Commercial Real Estate (Alberta)	John Currie	Marathon Canada Ltd	Scotia Bank
BMO Bank of Montreal	DeLoitte & Touche	Pat McKeever	Jim Stanford
Boardwalk Equities Inc.	Noranne Dickin	McLeod Dixon LLP	Calvin Starr
Borden Ladner Gervais LLP	Murray Edwards	Lynn McPhillamey	Jennifer Stewart-Smith
Joanne Buckner	Jessica Ernst	Margaret & Eli McQuaid	Superior Lodging Corp
Business Development Bank of Canada	Nadine Fletcher	Miles Davison McCarthy	Supreme Windows
The Calgary Foundation	Mr. & Mrs. Gehring	McNiven LLP	LeeAnn Thomson
Calgary Homeless Foundation Board	Golden 8 Holdings	Wayne Minion	Time Frame Construction Ltd.
Canada Mortgage & Housing Corporation	Christine Grenfell	Nu-Way Floor Fashions Ltd.	True North Energy Corp.
The Carthy Foundation	Anne Hartman	Paramount Energy Trust	Udderly Art
Canyon Plumbing & Heating Ltd.	Joanne Hawkes	Dr. Janice L. Pasieka	United Way of Calgary - Donor's Choice
Century Services Inc.	Hoover Mechanical Plumbing & Heating Ltd.	PriceWaterhouseCoopers LLP	United Way of York Region
Conroy Ross Partners Ltd.	Hopewell Residential Communities	PrimeWest Management Inc.	Viking Energy Acquisitions Ltd.
Canada Post Employees	Hudson and Company	The Production Crew of Burn: The Robert Wraith Story	Brenda Lee Rae Walker
Canadian Human Resource Planners	Kathleen Hunter	RBC Royal Bank	M. Webster
	Husky Oil Operations Ltd.	Renfrew Thompson Insurance	Westaim Corporation
	Insignia Corp.		W. Brett Wilson
	Rhonda Ireland		
	Jewish War Veterans		
	Ms. Carol Johnson		

## In-Kind Donors

*When the need arises, Calgarians from every occupation and background see fit to share their time, advice, and skills to move us farther along our path. We admire their diverse contributions to their fellow Calgarians.*

Adecco Employment Services Limited	Doggiwood	Party Lite
Accurate Repro	EnCana Corporation	Paul Van Ginkel
AGTI Consulting Services (West) Inc.	EnMarx Energy Marketing Inc.	Poon McKenzie Architects
Alberta Economic Development	Excellular Communications Ltd.	Prestique Kitchens Ltd.
Alberta Infrastructure	Express Signs Ltd.	Quickshot Photography
Archer Personal Training Centre	Final Goal Athletics	Regal Building Materials Ltd.
Art Expressions	Finning (Canada)	RGO Office Products
Assured Developments Ltd.	Gienow Windows & Doors	Vance Rodewalt
Babbling Brook Irrigation	Marlene Graham, MLA	West Canadian Graphics
Bathrooms By Design Inc.	Lorena Hall	Sandman Hotel West Edmonton
Bridge Brand Food Services	Houston Hot Shop	Slimline Sunrooms
Budget Rental Centres	Image 54 Gallery	Southern Alberta Office
Bud Moore Photography	Inglewood Family Health Center	of the Premier
BFI Canada Inc.	Inner Spirit Photography	Sportswise
Breckenridge Builders Ltd.	JP Express Courier Ltd.	Spots Parking
Burnett Duckworth Palmer	Keystone Excavating Ltd.	Stonecreek Properties
Calgary International Airport	Kingston Lehman Embroidery	Stonetile (Canada) Ltd.
Calgary Police Service	K&W Audio	Street Sheet Quilters
The Calgary Soccer Centre	LaFarge Canada Inc.	Style Council Salon
Wayne Cao, MLA	Lenbeth Weeping Tile	TC & Associates
CFCN Television	Linvest Resources	The Calgary Sun
CheckUp Publications	Kathryn Lock	Timberwolf Hearth
Clark Builders Ltd.	Kim Mackay	Products (1979) Ltd.
Conroy Ross Partners Limited	Marquis Communities	Tucker Photography
Consolidated Gypsum Supply Ltd.	Development Inc.	Urban Homescapes
Coronado Stone	McCarthur's Casual Living and Patio	West Jet
Country 105FM	McCormack Canada	West Chestermere Developments
Creative Door Services Ltd.	McKenzie Meadows Golf Club	Westburne Wolseley,
Crowfoot Ford Sales Limited	Mitchell's Gourmet Foods	Plumbing Division
Neil Degraw	MJS Recycling Inc.	Willow Park Golf & Country Club
Delta Bow Valley Hotel	M & M Meat Shops	Brett Wilson
Delta Membrane Systems Ltd.	Oak Creek Golf & Turf	Winding Road Legacy Art
Diamond Fireplace	Pandora's Gallery Inc.	YMCA Calgary
& Stone Distributors Ltd.	Paradise Bay	

### Special thanks to all those exhibitors at the Calgary Home & Garden Show who donated merchandise and materials to our Gargantuan Garage Sale.

A-I Distributors	Ocean Sales Ltd.	Sud-Z Cleaning Ltd.
Aerus	Old Hippy Wood Products	Sungreen Landscaping Ltd.
Alberta Market Gardeners	Paradise Bay Hot Tubs	SunroomsDirect Ltd.
Alberta Tree Movers & Nurseries	Pasu Farms Canada	T&T Woodworks
Allegro Cappuccino	Peddle Roofing & Waterproofing Ltd.	TAF Renovations
ARPI'S Industries Canada Ltd.	Pete The Plumber	The Security Depot
Attersall Marketing Ltd.	Phoenix Designs	The Trophy Cup
Auramarc Enterprises	Prairie West Landscapers	Total Cleaning Systems
Bathrooms By Design Inc.	Professional Garage Builders	Tourism Medicine Hat
B & D Custom Welding	Promotions Works	Tourism Vancouver Island
Balizoo Clothing	Protelec Alarms	Trail Appliances
Calgary EMS	Rainpro Underground	Tupperware (Big Sky)
Calgary Lock & Safe Ltd.	Lawn Sprinklers	Universal Closets
Eagle Lake Nurseries Ltd.	Regency Irrigation Ltd.	VacuFlo & Cyclonicvacs
From the Ground Up Inc.	Rite-Way Fencing Inc.	Vintage Keeper West
Floor Fusion	Royal Vinyl Deck Coverings Ltd.	Waterless Cookware
Glacier Spas Inc.	Rusco Industries Calgary Ltd.	of Calgary Ltd.
Kitchen & Patio Furniture Gallery	RV Sheet Solutions	Water Magic
Linwood Custom Homes	Select Home Products	Western Canada Compost
Lux Windows & Glass Ltd.	Sinclair Supply Ltd.	Whispering Pines Landscapes
McCarthur's Casual Living	Solatube Skylights	Wild Rose Doors Ltd.
Mirage Putting Greens	Sommer's-Grove Landscape	Willowbrook Homes Inc.
of Alberta Inc.	St. John's Music	Willmar Windows
Nutri-Lawn	Student Lawns	Year Round Landscaping Inc.

## Volunteers

**Volunteers  
enrich our  
experience,  
they make  
things happen  
and they teach  
us what it  
means to  
give selflessly.**

The Calgary Homeless Foundation is like any other charitable organization – volunteers are our life's blood. Volunteers not only provide cheerful hosting and helping duties at the high-profile public events like the Gala and the Roast; they also chip in answering phones, stuffing envelopes, compiling information kits, delivering packages, and many more things we don't have room to mention. This year, nearly 200 different volunteers contributed over 1,000 hours of effort to the Foundation's work. They did it all with grace, and a smile, and all they asked in return was a way to make a difference in their community. Volunteers enrich our experience, they make things happen, and they teach us what it means to give selflessly. For all this and so much more, we offer our admiration and thanks.

Carol Abernethy	Sharon Dunlop	Brenda Novlesky	Kevin Spracklin
Michelle Adrian	Maurice Fisher	Gerry Nufer	Mark Spracklin
Andrew Alaric	Holli Fraser	Dave Olsen	Jennifer Stewart-Smith
Marga Albornaz	Anne Gehring	Bill Pearson	Krzysztof Sujata
Eugene Arnold	Helena Gryckiewicz	JoAnne Pelletier	Eva Szelei
Linda Arnold	Doug Hamilton	Evonne Potts	Sarah Taggart
Linda Baranieski	Luke Hannah	Mary Ressler	Harington Telford & greengate Garden Centres
Jon Bateman	Rocky Huff	Martin Ressler	Sheryl Thompson
Don Belsher	Rodney Huff	Relizon Canada	Connie Tocher
Rosalee Belsher	Bradley Hunt	RGO Office Products	Evelyn Trinidad
Dawn Bernard	Gaetan Hunt	Ricoh Canada Inc.	Jessica Turcotte
Lee Anne Bertin	Carol Johnson	Janet Roach	Karen Vigiani
Lucie Bertin	Marlys Jordan	Jennifer Romanow	Rory Waite
Irene Bitensky	Diana Kailly	Aldo Romanzin	Arlene Walters
Jeannette Bolton	Linette Kelly	Shauna Romanzin	Noeline Ward
Maura Bosch	Jim Kennedy	Cary Ross	Maria Wardlaw
Laurie Bouffard	Shirley Koruluk	Jennifer Sanderson	Jill Watts
Calgary Eves	Leela Krishnamoorthy	Single Volunteers	Jorden Watts
Mala Chawla	Carol Lavine	Society of Calgary	Mary Webster
Brett Chisolm	Rod Love	Gemma Sarro	Rob Weston
Chris Chisolm	Terry Martin	Jude Schmitz	Mike White
Olly Chorney	Teresa Mayan	Janice Schnell	Henry Wiebe
Barb Clay	Pat McKeever	AnneMarie Schriener	Barb Willberg
Victoria Crackwell	Dolly McKercher	Mel Schwanky	Sho Tun Yee
Adrien Daniels	Lisa McKintosh & dmg	Yvonne Schwanky	Tyler Zurowski
Joel DeRaaf	world media (Canada)	Judy Silzer	
Helen Dodds	Margaret McQuaid	Wynona Sinclair	
Len Duby	Catriona Miller	Cindy Spracklin	

## Unsung Heroes

The staff of the Calgary Homeless Foundation works and consults with hundreds of people every year. Not all these generous individuals get the recognition they so richly deserve. To the following men and women, please accept our gratitude for all you do for us every day.

Bob Homme and Brenda Carriere, *Burnet Duckworth & Palmer LLP*

Collin Jang, *Human Resources Development Canada*

Jim Kennedy, *Calgary Public Library*

And, like every year, Helen Dodds and all the staff at *McDougall Centre*, who do their best to accommodate our needs day in and day out.

## Volunteers of the Year

*“Among all the outstanding efforts of our volunteers in the past year, two gentlemen stand out as remarkable. Contributing not only time and energy, these men throw their minds and hearts into everything they do, and we feel privileged to work beside them.”*

Both Darcy and George contributed their expertise to the 2002-2003 Administrative Review of the Foundation's structure and processes, shaping a more effective organization to meet the challenges that lie ahead.



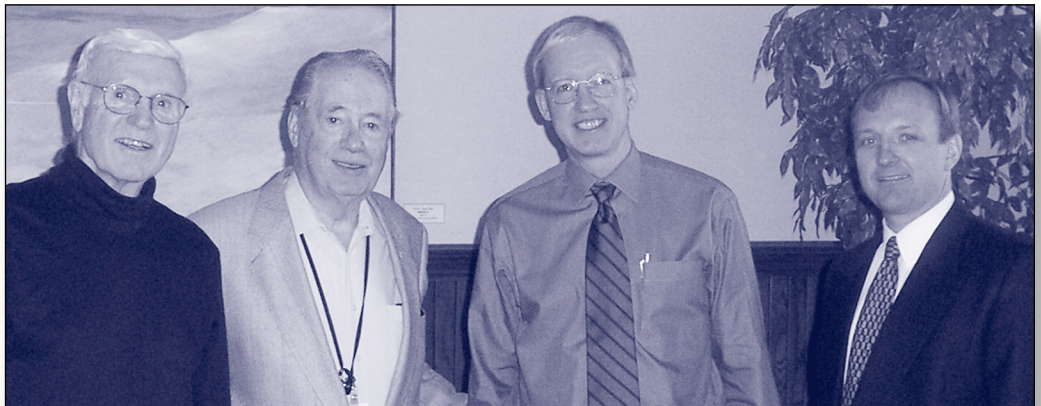
### George Coppus

As founder and CEO of CCS Incite Inc., George consults with major corporations seeking guidance in systems dynamics, change management, and other complex business functions. His passion for the problems of homelessness led George to tackle issues that, until now, have been difficult to define and measure. George has personally increased credibility and clarity around the Foundation's work with his strategic thinking and rigorous research practices. He is a valued speaker on the causes of and solutions to homelessness in the Calgary community, and provides invaluable insights in his roles on our Board and the Community Action Committee. The Calgary Homeless Foundation welcomes his enthusiasm and ability to shine new light on the path out of homelessness.



### Darcy Verhun

Darcy likes to say he was “conscripted” by Arthur Smith, our founder and Chairman Emeritus, in the earliest days of the Foundation's formation. As a vice-president of Cap Gemini Ernst & Young, his expertise in the fields of finance, strategic planning, and information technology are in demand across North America. The Board of Directors and our Shelter and Accommodation Committee are pleased to benefit from these skills and from Darcy's commitment to accountability and transparency in issues of finance and governance. Among his other contributions, Darcy was instrumental in establishing solid accounting practices for the Foundation and in our adherence to the principles of ethical fundraising. The realistic, thorough approach he brings to the challenges we face as a Foundation will continue to make us successful as we carry our vision ahead.



President and Chief Executive Officer, **John Currie**; Chairman Emeritus, **Art Smith**, **George Coppus** and **Darcy Verhun**.

## Projects

*...offering hope  
and shelter  
to men, women  
and youth  
working their  
way along the  
path of of  
homelessness.*

The Calgary Homeless Foundation is proud to have been involved in so many residential housing projects in 2002-2003, offering hope and shelter to men, women, and youth progressing along the path out of homelessness. To the agencies, funders, developers, volunteers, and the many others whose hands and hearts have been so profoundly involved with these efforts, the Foundation offers our heartfelt thanks.



### Aventa Addictions Treatment Centre

A residential housing and support facility offering 46 beds for women working to conquer addictions.  
**Scheduled opening: Fall 2003**



### Horizon 14

Horizon Housing Society is adding nine new units of affordable housing in a former commercial-use space for individuals coping with mental health issues.  
**Scheduled opening: Fall 2003**



### Raido House

Operated by the John Howard Society, Raido House will provide 15 transitional housing spaces for youth working through the justice system.  
**Opened: Spring 2003**



### Norfolk Housing

This project, formerly the Hillhurst-Sunnyside Housing Society, provides 11 units of affordable housing for small families.  
**Opened: 2002**



### Recovery Acres 1835 House

Recovery Acres Society added ten new transitional spaces to their inventory with the acquisition of a four-unit apartment for men working to overcome addictions.  
**Opened: Early 2003**

## Projects



### Bob Ward Residence

A joint partnership of the Calgary Home Builders Foundation, the Calgary Homeless Foundation, and Horizon Housing Society, the residence will offer 61 housing units for persons living with mental illness or brain injury. The project includes five main-floor barrier-free accessible units and is currently under construction.

**Scheduled opening: Fall 2003**



### Simon House Residence

Simon House's third project in partnership with the Foundation, this duplex provides housing for eight men working through addictions.

**Scheduled opening: Spring 2003**



### Universal Rehabilitation Service Agency (URSA)

A transitional home for persons living with brain injury, the URSA development provides 12 beds in a supportive community environment.

**Scheduled opening: Fall 2003**



### Oxford House Foundation of Canada

The Foundation is pleased to continue working with Oxford House on acquiring three additional residences this year, bringing total beds to 45. These homes provide a mutually supportive group-living environment to integrate those recovering from addictions back into the community.

**Opened: Spring 2003**



### Discovery House

Offering 19 new beds, this project will provide safe transitional housing for women fleeing family violence.

**Scheduled opening: Early 2004**

## Committee Reports

### Aboriginal Standing Committee on Housing and Homelessness

<b>Elder</b>	<i>Olive Manitowpes</i>
<b>Co-Chairs</b>	<i>Carrie Neilson, Joan Wilson</i>
<b>Members</b>	<i>Beryl Kootney, Ramona Kuhn, Eve MacMillan, Ron MacMillan, Donna McPhee, John Parkins, Joanne Pinnow, Gladys Richards, Lance White, Charlene Hellson, Ermine Cummings, Mary Millward, Sky Blue Morin, Kathy Christensen, Anita Large</i>
<b>Staff Support</b>	<i>Sharyn Brown</i>
<b>HRDC Resource</b>	<i>Collin Jang</i>

This Committee is an important tool for Calgary's Aboriginal community as we work to address both the root causes and associated outcomes of homelessness among Aboriginal people in Calgary.

The Committee continues to work collaboratively with many committed individuals and organizations to develop lasting solutions. A prime example is the partnership with the John Howard Society, resulting in the purchase of the former Sunrise Residence, now Raido House, for the purpose of youth transition housing. The Committee also supported a relationship between Awo Taan Native Women's Shelter and Sheriff King to provide treatment services for Aboriginal men involved with domestic violence, one contributing factor to Aboriginal homelessness.

With the commitment of further funding from the Federal Homelessness Secretariat for 2003-2004, the Committee will be focusing on supportive and transitional housing for Aboriginal families and the creation of a sustainable Urban Aboriginal Strategy to address the needs of urban Aboriginal people.

The Committee thanks the Calgary Homeless Foundation Board of Directors, HRDC and the Federal Homelessness Secretariat for their tremendous support of our Aboriginal community in creating, developing and sustaining community-driven solutions to Aboriginal homelessness in Calgary.

### Community Action Committee

<b>Co-Chairs</b>	<i>Bonnie Laing, Bob Hawkesworth</i>
<b>Members</b>	<i>Beverly Adams, Dermot Baldwin, Katie Black, Trish Bond, Lawrence Brault, Trish Cameron, Sharon Carry, Kathy Christiansen, George Coppus, John Currie, Carlene Donnelly, Susan Easton, Beth Evans, Stephanie Felesky, Lois Finlay, Carolyn Goard, Dave Harty, Charlene Hellson, Ralph Hubele, Lauren Ingalls, Collin Jang, John Martin, Teresa McDowell, Lorraine Melchior, Carrie Neilson, Colin Penman, Joanne Pinnow, Terry Roberts, Mary K Short-Poirier, David Staines, David Vincent, Cathy Wood, Gordon Young, Linda White, Steve Windlinger</i>

**Staff Support** *Martina Jileckova*

In addition to reviewing 25 per cent more funding proposals than last year, the committee delivered two important documents during 2002-2003.

The first of these was an assessment of the *Community Plan to Address Homelessness* in order to gauge our progress. The assessment showed that we've come a long way – and there's still work to be done.

The evaluation of the community plan will shape the preparation of the new plan, targeted for delivery in the third quarter of 2003. Experience has shown the need for a new kind of community-based plan, establishing effective solutions that both prevent and reduce homelessness, and increase access to affordable housing options.

The new plan will establish community priorities, develop action plans, and recommend appropriate funding allocation to support necessary actions. The plan will also categorize commonly recognized community assets and gaps, in order to more clearly measure community needs.

The CAC Research Steering Committee (Chair: Stephanie Felesky) delivered the *Calgary Homelessness Study*, identifying major causes and statistics surrounding the issue in

2002. The researchers co-chaired a press conference with John Currie in October that resulted in over ten different reports in the media. The entire report is available for viewing on the Foundation's website at [www.calgaryhomeless.com](http://www.calgaryhomeless.com). The researchers, Helen Gardiner and Dr. Kathy Cairns, are currently working on a closer examination of the collected data for Phase II of the report, due this summer.

We look forward to even more strategic information with the delivery of the Societal Cost of Homelessness Study, due just shortly before the Foundation's Annual General Meeting of 2003. This type of solid data contributes greatly to media attention, and leads directly to more understanding and support in the community for the goals and vision of the Foundation.

## Fundraising Committee

**Chair** Bill Kilbourne

**Vice-chair** Brian Olson

**Honorary Campaign Chair** James Stanford

**Members** Glen Cameron, Dale Caudron, Karen Coe, John Currie, Murray Edwards, Catherine Evamy, Stephanie Felesky, Evan Hazell, Sam Kalias, Gunther Kruger, Dianne Legros, Derek Lester, Brian MacNeill, Brian O'Leary, David Richard, Mike Roulston, Dean Slater, Hank Swartout, Gord Tallman, Darcy Verhun, Peter Wallis

## Advisory Committee

(informally and admiringly referred to as "the Godfathers")

Hy Belzberg, John Currie, Kevin Gregor, Bob Hamilton, Doug Mitchell, Arthur Smith, and Jim Stanford

**Staff Support** Wendy Black

The ongoing purpose of the Calgary Homeless Foundation is to raise capital funding for emergency and transitional housing projects.

To achieve this goal the volunteers identified above have faced this past year a difficult economic environment. The private sectors as well as the three orders of government agree all men, women and children deserve a safe home. However the financial response to the fundraising efforts in 2002 to develop a path out of homelessness has slowed. Despite this, we will continue to approach corporations, individuals, foundations by direct calls, special events, mailings and public communication programs to seek support. Progress is being made. Positive accomplishments are being achieved.

Our Advisory Committee continues to suggest new, unique

and effective fundraising activities. Their continuing advice to maintain momentum is appreciated.

The main focus this past year has been to fund and construct the Bob Ward Residence Project in southwest Calgary scheduled for completion in November 2003. This \$5 million dollar project requires only a further \$300,000 to complete the funding necessary to provide 61 apartments for persons living with mental illness or brain injury. This unique partnership with the Calgary Homebuilders Foundation and Horizon Housing is a model for collaborative community-based efforts to overcome homelessness in Calgary.

We achieved \$350,000 in cash donations from the private sector in 2002. Donations-in-kind plus donations instigated by the Calgary Homeless Foundation that went directly to other operating agencies exceeded this direct funding. We were pleased to assist our sister organizations in achieving their goals.

The Fundraising Committee looks forward to the challenges in 2003 and to the funding of new projects that are now under active review that will benefit the homeless in Calgary.

## Shelter and Accommodation Committee

**Co-Chairs** David McIlveen; Derek Lester

**Members** Mike Coyne, Ralph Hubele, Richard Lewis, Rod Peden, Fred Schickedanz, Sano Stante, Darcy Verhun, Barb Wilkinson and Ian Wilson.

**Staff Support** Kent Morelli, Sharyn Brown

The Shelter and Accommodation Committee is a team of volunteers dedicated to supporting local organizations that serve and house the homeless population of Calgary. Committee members are sophisticated in real estate development, mortgage financing, construction, brokerage, renovation, management, and more. Members apply their talents to help service organizations in a number of ways: determining real estate needs, outlining the best options that will meet those needs, exploring feasible real estate opportunities in the current market, and suggesting practical solutions to real estate-related problems. The committee also gives counsel to the Foundation Board of Directors and to the Funders' Table.

Committee members routinely consult with organizations on tasks associated with specific projects. In 2003 for instance, committee members were involved in negotiations to purchase single-family homes, apartment buildings, and a seniors' lodge. Shelter and Accommodation also performed preliminary evaluations of the 30 capital funding proposals received by the

Foundation. These evaluations provided valuable support to community organizations applying for funding through the Funders' Table.

The commitment of energy and volunteer hours from private sector and public sector representatives to this committee represents a priceless resource to the Foundation. That commitment combines with excellent support from Foundation staff to deliver the best real estate solutions for organizations serving Calgary's homeless.

## Public Affairs Committee

**Chair** Richard White

**Members** Jeff Adams, Mike Pietrus, Terry Roberts, Joy Zerke

**Staff Support** Rion Sillito

Communications with donors, funders, volunteers, governments, agencies, and the general public has become more important than ever to promote the Foundation's role as a credible source of information and solutions relating to homelessness. The Public Affairs Committee has recently supplemented its membership with new members bringing fresh talents and energy to the task, and our effectiveness as a team continues to grow. The past year has seen increased exposure in the media due to several high-profile events and reports.

September's annual Homeless Awareness Week launch, the Premier's Roast held in October, the Bob Ward Project groundbreaking and annual Gala, and the spring Calgary Home and Garden Show all brought new attention to the Foundation and its activities.

Reports and studies are a tremendous source of profile for us, as evidenced by the extensive coverage of October's press conference announcing the results of Phase I of the *Calgary Homelessness Study*. The recommendations of the *International Downtown Association's Homelessness Study* team, expected in June 2003, will also generate interest with media and other concerned individuals and organizations.

The Foundation continues to pursue formal relationships with media to tell our story. The Foundation's partnerships with media including the Calgary Herald and CHQR Radio offer tremendous advantages, and we're currently exploring a television sponsorship to round out this portfolio. All of us on the committee believe there are still endless opportunities to inform and engage the people of Calgary, and we look forward to the challenges to come in 2003-2004.

## Events Committee

**Chair** Betty Thompson

**Members** **Roast:** Betty Thompson (Chair), Sylvia Benson, Sharyn Brown, Dianne Cooper-Ponte, Stephanie Felesky, Rhonda Fulton, Val Hak, Debra Huff, Linette Kelly, Leela Krishnamoorthy, Lois Mitchell, Rion Sillito, Unni Soelberg-Claridge, Barb Sturdy, Maddie Walker  
**Gala:** Jay Westman, Hyman Belzberg (Honorary Co-chairs); John Apfeld, Dorothy Briggs, Sharyn Brown, Marianne Cantrill, Stephen Carter, Tom Collins, Anne Crossley, Sandy Finkbiner, Alison Geskin, Debra Huff, Les Johannesen, David McIlveen, Heather McRae, Donna Moore, Brian O'Leary, Terry Roberts, Rion Sillito, Betty Thompson

**Staff Support** Debra Huff, Sharyn Brown

Special events enjoyed great success with the three major events held this year. The Fourth Annual Premier's Roast, "In the Ring with Ralph," was a fun-filled evening with a sports theme. Once again Premier Klein showed himself to be a good "sport" as he faced roasters Robin Burwash, Willie DeWit, Cary Mullen, Jim Peplinski, and Tony Spoletini, with a special appearance by Joe Carbury and guest videos from Wayne Gretsky and Ron McLean. The Foundation netted \$100,000 from this year's festivities.

The second "Diamonds Are Forever, Homelessness Shouldn't Be" gala provided attendees with an evening of good food, good music and great bidding on a wide selection of auction items. The gala is presented jointly with the Calgary Home Builders Foundation, with this year's net proceeds of \$160,000 going to the Bob Ward Residence.

The *Calgary Home and Garden Show* continued its sponsorship of the Foundation with a "garage sale" featuring donated items from generous exhibitors for purchase by the public. The \$10,000 raised to help in acquisition of a third duplex by Simon House is much appreciated by all of us at the Calgary Homeless Foundation.

Thank you to all who provided sponsorships and auction items, purchased tickets, and supported these events in so many other ways. Our events not only raise money, but also raise the profile of the issues the Foundation is working to address. We salute the extraordinary contributions of the organizing committees and dozens of volunteers who contributed to each event's success.

## Housing Registry Network Report

### Members

*Carlene Donnelly (Jim Haycock), Ralph Hubele, Larry Lemecka, Rebecca LeVant, Shirley Smith McLean, Frankie McNabb, Arlene Oostenbrink, Shirley Reddy, Jane Snider, David Staines, Lesley Washington*

### Staff Support

*Joy Zerke*

Our demonstration project, housed at Calgary Homeless Foundation (CHF), links clients to low-cost rental spaces and to many resources and links on our website. Each month we showcase an average of 140 low cost rental spaces all below \$800. Every imaginable choice is available – houses, duplexes, basement suites, apartments, rooms, and shared homes. Traffic to the website continues to grow along with time spent browsing the site.

Our website address and logo are becoming very familiar to Calgarians. Signage in LRT cars, articles in local newspapers, posters in food stores, branded pencils distributed to potential renters and landlords, postcards in coffee shops, presentations at agency events, notices in community newsletters, advertising stickers on public access computers, displays at fairs, and a bimonthly newsletter to agencies, have com-

bined to bring about new awareness and appreciation of our service.

We're proud to have been a part of Connectcalgary as we work to "bridge the digital divide" – a key component in Calgary being named co-recipient of the World's Top Intelligent Community of 2002.

Visit our website [www.lowcostrent.org](http://www.lowcostrent.org) to view our new look – and in particular some additional features recently added or coming soon:

- *An advanced search feature that enables a renter to personalize his/her search needs*
- *Tutorials for prospective landlords and tenants to enhance their visit to the website*
- *Printer-friendly pages; and*
- *A cut-and-paste search enhancement allowing users in any agency serving at-risk clients to point to our website on their own web pages.*

Our sights continue to soar as we expand our inventory and increase the stock of affordable rental housing in this city. The Calgary Homeless Foundation mission statement is a guiding principle and we are happy to embody the principle of providing "Calgarians... access to housing where they feel safe and secure."

## Calgary Community Land Trust Report

### Chair

*Brian O'Leary, Q.C.*

### Members

*Dennis Bathory, John Currie, Ralph E. Hubele, Bill Joyner, Gael MacLeod, Tony Mitchell, Bill Overend, Peter Salmon, Alan Scheibner, Eric Stewart, Paul Taylor, Janet Willson*

### Staff Support

*Matt McNeil, Brenda Naylor (AREF), Terry Roberts*

### In-kind Donors

*Alpine Environmental Consulting Ltd., Applied Communications; Beck Drilling and Environmental Services Ltd. (a division of HAZCO Environmental Services Ltd.), Burnet, Duckworth & Palmer LLP; Enviro-Test Laboratories, Floen & Sloan Appraisals (1985) Ltd., Global Surveys Corp., Home-Alyze®, Maranda Reprographics & Printing Inc.*

In 2002, the Calgary Community Land Trust Society was established through a partnership among the Alberta Real Estate Foundation, the Calgary Homeless Foundation, and Canada Mortgage and Housing Corporation to set aside land in perpetuity for homelessness and affordable housing projects in Calgary. Our first funding contribution – an anonymous donation of \$75,000 over the next three years – is an encouraging first step toward our goal of donations of land, land and buildings, or money. The Trust primari-

ly targets singles and families earning between \$18,000 and \$35,000, paying more than 50 per cent of household income on shelter. This includes:

- *People with low savings levels who would benefit from long-term rent-to-own;*
- *Service industry workers and other low-income earners;*
- *Households paying too much of their income on rent to be financially stable; and*
- *Social housing residents who could "move up" effectively, thus relieving long waiting lists.*

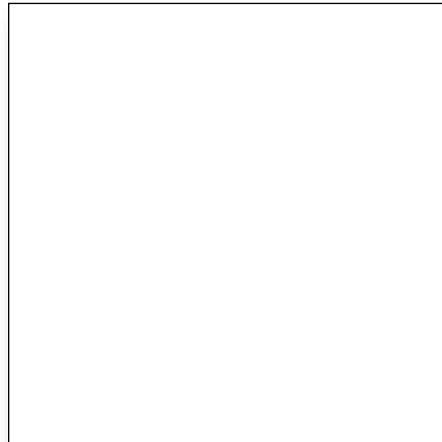
Our Board of Directors (upon official registration as a Society) represents a wide range of industries: housing development; legal; banking; home inspection; government; business management; communications; architecture; and environmental consulting. Each member brings substantial expertise and a passion for affordable housing and homelessness.

Our first housing project, pending in Dover on Federal Government land through a land swap with the City of Calgary, is already beginning to generate excitement. Twenty-eight units of affordable housing for low-income families will be developed through a unique partnership with Habitat for Humanity Calgary. We anticipate this to be only the beginning of a very productive long-term relationship. Our support to date from corporate Calgary, the City and the Federal Government is exceptional. We look forward to sharing these and many more successes with the Calgary community.

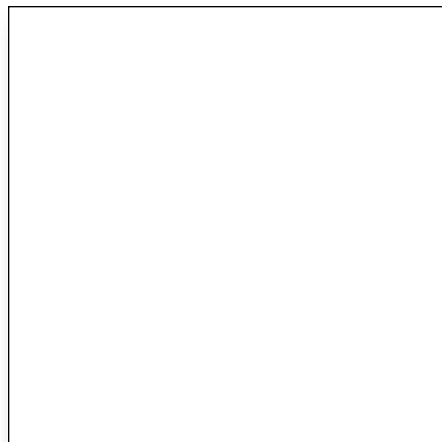
## A Year of Special Events

*The Calgary Homeless Foundation offers sincere appreciation to the organizing committees and volunteers who gave so unselfishly to these dazzling celebrations.*

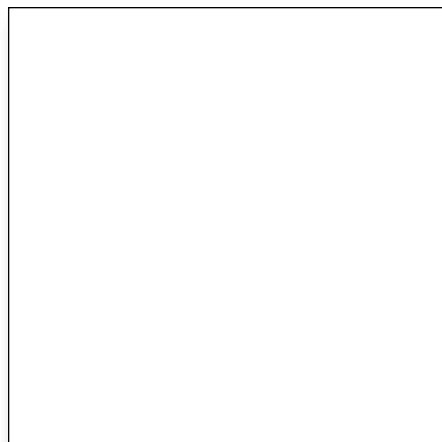
This year brought new excitement to Calgary Homeless Foundation events. Friends new and old came out by the hundreds to celebrate our successes and to make their own contributions through ticket purchases, table sponsorships, auction bidding, and especially through their good thoughts and best wishes.



***“In the Ring with Ralph”*** the fourth annual Premier’s Roast, took on a sports theme that inspired guests to dress in their favourite athletic attire and join our team for a night of fun and excitement. Celebrity roasters – *Jim Peplinski, Tony Spoleitini, Robin Burwash, Willie DeWit, and Cary Mullen* with a special appearance by *Joe Carbury* and guest videos from *Wayne Gretsky* and *Ron McLean* – had the crowd rolling in the aisles. The Foundation thanks the Premier for his good-natured tolerance, and the Flames, the Stampeders, the Calgary Exhibition & Stampede, and the Calgary Olympic Development Association along with all those who made it possible to net \$100,000 for our initiatives.



***“Diamonds are Forever – Homelessness Shouldn’t Be”*** chaired jointly by the CHF and the Calgary Homebuilders Foundation, carried on in its second year as the white-tie event of the season. Presented on a custom-built stage in the Hyatt Regency Calgary’s Imperial Ballroom, our Broadway-style song-and-dance production saluted those glamorous women through the ages who continue to fascinate and inspire. The late-night speakeasy, complete with live jazz band and fun-casino, crowned an outstanding evening. Net proceeds of \$160,000 go directly to the Bob Ward Residence, offering hope and homes to 61 disadvantaged individuals.



***The Calgary Home and Garden Show*** continued its sponsorship of the Foundation, resulting in over \$50,000 to date in donations over our three-year partnership. Between our information booth, the daily 50/50 draw, and this year’s *“Gargantuan Garage Sale”* featuring all-new items donated by the Show’s exhibitors, 45,000 Calgarians gained an opportunity to learn more about homelessness and support our work for the coming year. This relationship is certain to grow in coming years thanks to the commitment of its organizers.

## Auditor's Report

### To the Directors of the Calgary Homeless Foundation

We have audited the statement of financial position of the Calgary Homeless Foundation as at March 31, 2002 and the statements of operations, changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of the Foundation's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a

test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Foundation as at March 31, 2002 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Calgary, Alberta  
May 16, 2002

Hudson & Company  
Chartered Accountants

## Statement of Financial Position

March 31	General	Restricted	2002 Total	2001 Total
<b>Assets</b>				
<b>Current</b>				
Cash	\$ 665,278	\$ 1,321,481	\$ 1,986,759	\$ 2,258,477
Accounts receivable	26,129	125,927	152,056	5,375
Prepaid expenses	950	—	950	792
Accrued interest receivable	992	1,218	2,210	5,224
	693,349	1,448,626	2,141,975	2,269,868
<b>Capital Assets, net of accumulated amortization</b>	3,060	—	3,060	870
	<u>\$ 696,409</u>	<u>\$ 1,448,626</u>	<u>\$ 2,145,035</u>	<u>\$ 2,270,738</u>
<b>Liabilities</b>				
<b>Current</b>				
Accounts payable	\$ 61,718	\$ 71,329	\$ 133,046	\$ 901
Deferred revenue	—	16,500	16,500	—
	<u>\$ 61,718</u>	<u>\$ 87,829</u>	<u>149,546</u>	<u>901</u>
<b>Net Assets</b>				
INVESTED IN CAPITAL ASSETS	3,060	—	3,060	870
RESTRICTED NET ASSETS (Note 3)	—	1,360,797	1,360,797	1,758,543
UNRESTRICTED NET ASSETS	631,632	—	631,632	510,424
	<u>634,692</u>	<u>1,360,797</u>	<u>1,995,489</u>	<u>2,269,837</u>
	<u>\$ 696,410</u>	<u>\$ 1,448,626</u>	<u>\$ 2,145,035</u>	<u>\$ 2,270,738</u>

APPROVED ON BEHALF  
OF THE BOARD

  
Director

  
Director

## Statement of Operations

March 31	General	Restricted	2002 Total	2001 Total
<b>Revenues</b>				
Donations and grants	\$ 335,084	\$ 2,434,182	\$ 2,769,266	\$ 2,456,707
Special events	499,721	—	499,721	264,291
Interest	17,945	28,568	46,513	70,254
	852,750	2,462,750	3,315,500	2,791,252
<b>Operating Expenses</b>				
Project disbursements	190,951	2,727,503	2,918,454	1,981,564
Special events	360,583	—	360,583	46,154
Advertising and promotion	13,999	—	13,999	5,605
Security deposit defaults	—	—	—	2,342
	565,533	2,727,503	3,293,036	2,035,665
<b>Administration Expenses</b>				
Salaries	81,100	132,993	214,093	88,853
Office	75,678	—	75,678	39,427
Telephone and fax	5,731	—	5,731	4,294
Amortization	1,310	—	1,310	870
	163,819	132,993	296,812	133,444
Total expenses	729,352	2,860,496	3,589,848	2,169,109
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ 123,398	\$ (397,746)	\$ (274,348)	\$ 622,143

## Statement of Changes in Net Assets

Year Ended March 31	Restricted	General	2002 Total	2001 Total
Balance, beginning of year	\$ 1,758,543	\$ 511,294	\$ 2,269,837	\$ 1,647,694
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	(397,746)	123,398	(274,348)	622,143
Balance, end of year	\$ 1,360,797	\$ 634,692	\$ 1,995,489	\$ 2,269,837

## Statement of Cash Flows

Year Ended March 31	2002	2001
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Excess (deficiency) of revenues over expenses	\$ (274,348)	\$ 622,143
Items not affecting cash		
Amortization	1,310	870
	(273,038)	623,013
Net change in non-cash working capital balances		
Increase in accounts receivable	(146,681)	(6,338)
Decrease in accrued interest receivable	3,014	—
Increase in prepaid expenses	(158)	(792)
Increase in accounts payable	132,145	639
Increase in deferred revenue	16,500	—
Cash flows from (used in) operating activities	(268,218)	616,522
<b>CASH FLOWS USED IN INVESTING ACTIVITY</b>		
Purchase of capital assets	(3,500)	—
INCREASE (DECREASE) IN CASH	(271,718)	616,522
CASH, beginning of year	2,258,477	1,641,955
CASH, end of year	\$ 1,986,759	\$ 2,258,477

## Notes to Financial Statements

### 1. PURPOSE OF THE FOUNDATION

The Calgary Homeless Foundation was incorporated under the Alberta Societies Act on September 4, 1998. The Foundation is a not-for-profit organization and is exempt from income taxes under the Income Tax Act. The Foundation's stated objectives are to serve as a community partner in identifying the causes and solutions to homelessness; to develop plans, in conjunction with all aspects of the community, that will provide access to housing for the homeless in Calgary; to provide leadership and focus to address homelessness issues in Calgary and to raise such funds as may be necessary to achieve these objectives.

### 2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared in accordance with Canadian generally accepted accounting principles, and reflect the following policies.

#### Cash

Cash is comprised of deposits with financial institutions.

#### Capital assets

Purchased computer equipment is recorded at cost and is amortized using the declining balance method at 50% per year.

Certain office equipment and furniture has been donated to the Foundation by various organizations. The fair value of these items at the date of contribution is not readily determinable, therefore these donations are not recognized in these financial statements.

#### Revenue recognition

Contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

#### Contributed services

Volunteers have contributed a variety of services to assist the Foundation in carrying out its objectives. Due to the difficulty of determining their fair value, contributed services are not recognized in these financial statements.

#### Use of estimates

The preparation of the financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. By their nature, these estimates are subject to measurement uncertainty and the effect on the financial statements of changes in future periods could be significant.

### 3. RESTRICTED NET ASSETS

The Foundation has received grants from the Alberta Gaming and Liquor Commission and from the Federal Government. The agreement between the Foundation and the grantors require that the grants and accrued interest must be used exclusively for investment in capital projects designed to alleviate the homeless problem in Calgary, Alberta and the surrounding area.

The Foundation has also received donations from private donors. Certain of these donors have requested a report on which projects their donations have been applied to. These donations have therefore been segregated as donor restricted assets.

The restricted fund balance is comprised of the following closing balances:

	2002	2001
Federal restricted funds	\$ 30,536	\$ 805,378
Provincial restricted funds	1,004,261	953,165
Donor restricted funds	326,000	—
	<u>\$ 1,360,797</u>	<u>\$ 1,758,543</u>

### 4. COMMITMENTS

In 2000 the Foundation entered into an agreement with the Mennonite Central Committee for the purpose of funding a Security Deposit Loan Program. Under this agreement the Foundation is committed to funding \$30,000 for the program in the next fiscal year and will consider further funding requests for this program not exceeding \$40,000 in year 2 and \$30,000 in year 3 of the program.

The Foundation entered into a lease agreement with the Government of Alberta for premises which expires on July 31, 2005. The consideration paid for the lease is \$1 per year.

### 5. APPROVED EXPENDITURES

The Foundation has approved expenditures to assist in the housing of the less fortunate. The net commitment at March 31, 2002 is as follows:

Horizon Housing	\$ 800,000
Native Addiction Services	360,000
Simon House	(20,000)
Oxford House	40,000
Woods Homes	100,000
CFB West	220,000
Discovery House	320,000
Aventa	340,000
Recovery Acres	100,000
Update of Calgary Homeless Study	39,900
Mennonite Central Committee	34,500
	<u>\$ 2,334,400</u>

**Board of  
Directors  
2002/2003  
Term**

**John Currie**  
*President and Chief  
Executive Officer*

**Peter Wallis**  
*Vice-Chair*

**Arthur Smith**  
*Chairman Emeritus*

**Stephanie Felesky**  
*Secretary*

**Darcy Verhun**  
*Treasurer*

**Roderick W. Peden**  
*Board Solicitor*

**Milton Bogoch**

**Tom Collins**  
*(Appointed March, 2002)*

**George Coppus**

**Bob Hawkesworth**

**Jerry Joynt**

**Bill Kilbourne**

**Sam Kolias**

**Bonnie Laing**

**Derek Lester**

**Jon Lord**

**John Martin**

**George Mylonas**  
*(Retired)*

**Carrie Neilson**

**Brian O'Leary**

**Brian Olson**

**Ruth Ramsden-Wood**

**Dale Stamm**

**Barb Sturdy**  
*(Retired)*

**Betty Thompson**

**Gerry Thompson**

**EX-OFFICIO BOARD MEMBERS 2001/2003 TERM**

**Dermot Baldwin**  
**Lawrence Brault**

**Trish Cameron**  
**Carlene Donnelly**

**Eve MacMillan**

**STAFF AND INDIVIDUAL SPONSORS 2002/2003**

*Particular thanks to our staff and their individual sponsors.*

**STAFF**

**Terry Roberts**  
**Sharyn Brown** *Province of Alberta*  
**Joy Zerke** *City of Calgary*  
**Cam-Van Mackie** *City of Calgary*  
**Lorne Stapleton** *City of Calgary*  
**Wendy Black** *Government of Canada*

**CONTRACT STAFF**

**Kent Morelli** *Government of Canada*  
**Rion Sillito** *Government of Canada*  
**Matt MacNeil** *Alberta Real Estate Foundation*  
**Rebecca Levant** *Infoport*  
**Linda Fry** *Government of Canada*  
**Martina Jileckova** *Government of Canada*  
**Debra Huff** *Government of Canada*



## **calgary homeless foundation**

McDougall Centre, 455 - 6th Street SW  
Calgary, Alberta T2P 4E8

**Telephone** (403) 262-2921

**Fax** (403) 262-2924

**E-mail** [chf@calgaryhomeless.com](mailto:chf@calgaryhomeless.com)

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<b>Printing</b>	Unicom Graphics
<b>Design and Graphic Production</b>	Dianne Mitchell
<b>Audit Services</b>	Hudson and Company