



Community Leadership



Calgary
Homeless
Foundation



“I’m in a safe place.
That’s huge for me...
I’m surrounded by good,
kind-hearted people,”

Carole explains

Carole (not her real name) Sharing about her life growing up in a violent family, getting into drugs while in an abusive relationship for years, yet still always working and fending for herself, Carole is strong and composed.

She doesn’t tear up until she starts sharing about what receiving affordable housing, support from an agency, and a new community means to her. “I really want for everyone to know that this program works. You are really making a difference in a person’s life! Please know that I am grateful.”

Community leadership is ending homelessness in Calgary

The goal of the 10 Year Plan to End Homelessness in Calgary is that by January 29, 2018, an individual or family will stay in an emergency shelter or sleep outside for no longer than one week before moving into a safe, decent, affordable home with the support needed to sustain it.

Cover picture

Peter – Connaught

After serving in the Royal Canadian Navy for 11 years, Peter struggled to find secure, affordable housing.

When he was struck with a serious physical ailment and could no longer work, he didn't know how he could possibly get back on his feet.

At this point, Veterans Affairs referred him to the Calgary Homeless Foundation's (CHF's) building for veterans experiencing homelessness.

He says the best way to express his thankfulness is to "live a good clean life and be an upstanding citizen," while giving his time to some of the organizations that helped give him a home, his hope and his life back.

Table of Contents

Q&A with Board Chair & President & CEO	2
Performance in 2012 and Goals in 2013	4
Homeless-Serving System Programs	6
Research and Policy, Homeless Management Information System and Social Enterprise Incubator	8
Housing	10
Donors and Volunteers	12
Management's Discussion and Analysis	14
Independent Auditor's Report	18
Financial Statements	27
Notes to Financial Statements	28
Appendix 1 – Goals for 2013	31
Appendix 2 – CHF Programs	39
Appendix 3 – CHF Research Projects	41
Appendix 4 – CHF Housing Portfolio	44
Contact Information	46
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Please note the period April 1, 2010 to March 31, 2011 is referred to as 2011, the period April 1, 2011 to March 31, 2012 is referred to as 2012 and the period April 1, 2012 to March 31, 2013 is referred to as 2013.

Q & A with the Board Chair & President and CEO

Community leadership requires bold leaders who engage people and keep the momentum strong



Steve Snyder,
CHAIRMAN OF THE BOARD



Tim Richter,
PRESIDENT & CEO

Q. Is the number of people experiencing homelessness in Calgary going down?

RICHTER: Yes! For the first time in 20 years of counting, homelessness in Calgary is down. In January 2012, we did the first point-in-time count since May 2008 and saw an 11.4% reduction. Looking at a pretty conservative “business as usual” projection for 2012, this was a 24% reduction. We are going to do another count this summer so we can monitor the changes between winter and summer counts.

Q. Are there other indicators of success in the first four years of the 10 Year Plan?

SNYDER: I think it’s really important that we’re also meeting the promise of Housing First. In a sample of 270 people housed for 12 months, not only did 92% retain their housing, but they also improved their physical and mental health conditions. We also saw substantial reductions in use of hospitals, emergency rooms, EMS, jail and interactions with police.

Q. On the flip side, what areas are challenging?

RICHTER: Our biggest challenge is going to be keeping up with migration to Calgary. More people are moving to Calgary and we don’t have nearly enough affordable housing. Calgary is the epicentre of homelessness in Alberta driven by migration, a strong labour market and limited low-cost rental housing. Sixty-three per cent of all shelter users in Alberta are in Calgary, compared with 28% in Edmonton. The number of rental units in Calgary is also decreasing – Edmonton has double the per capita rental stock. This is going to be a huge challenge and it will certainly put pressure on the homeless system.

Q. Looking forward, in which areas do you think there are the greatest opportunities?

SNYDER: There are two things. First, building off Tim's point, every crisis presents an opportunity. In this case, the growing demand for affordable housing coupled with limited government capacity to fund new housing is going to force some creative thinking about how we build new affordable housing. I see the CHF, governments and the private sector looking at social finance and market-based solutions to create new affordable housing. Second, building a homelessness system of care which is coordinated and efficient is a huge opportunity. For the first time, we are moving from a collection of bolt-on emergency responses to a coordinated system – kind of like a well-built traffic system. With these changes, all the agencies understand what each other is doing, have common definitions and outcomes, a clear process to work together and an overall system where we have data to show where improvements can be made.

Q. What were the highlights of the past year?

RICHTER: It was another incredibly busy year with a lot of excellent work done, but for me there were three major highlights: First was the point-in-time count showing the first reduction in homelessness for as long as we've been counting. Second was the outstanding progress made on developing and implementing our system of care and our Homeless Management Information System (HMIS). This really is revolutionary stuff. Nobody else in Canada and very few cities in the U.S. have attempted to coordinate their system of care like we have. Third was beginning to look at new ways to fund the 10 Year Plan goals. This includes the creation of the RESOLVE Campaign (collaborative capital campaign for affordable housing), the first partnership of agencies to raise money together for affordable housing, and then our partnership with Alberta Treasury Branch on the Social Enterprise Incubator. The Incubator is a game changer in my mind that will use the market to bring Calgary the additional financial resources we need to end homelessness.

Q. How does Calgary compare with other communities trying to end homelessness?

SNYDER: I think Tim's departure to head the Canadian Alliance to End Homelessness speaks well of Calgary's leadership. We were the first city in Canada to have a 10 Year Plan and as a result have had a number of firsts, not only in Canada but across North America – these firsts are listed throughout this Annual Report, and I am so proud of how this community has pulled together to end homelessness. I really believe Calgary is the vanguard of a national movement to end homelessness in Canada. While I'm certainly sad to see Tim go, it's testament to Calgary's leadership that he was sought out to lead the Alliance, and I can't think of a better person for the job.

Q. Last word to you Tim. Any people you would like to thank?

RICHTER: I wish I could thank everyone who deserves thanks. I can't begin to explain what it has meant to me to be part of this.

I would like to thank my loving and incredibly supportive wife, Victoria, and our children, Charles, Finn and Alice. I have to thank the Board of the CHF for their support and leadership, in particular Tim Hearn and Steve Snyder. Huge thanks to our many partners, especially the brilliant executive directors and front-line staff housing and supporting our homeless neighbours – you all took a big leap of faith into Housing First and it's working. I want to thank Premier Stelmach for sticking his political neck out a mile to end homelessness in Alberta, and Premier Redford for picking up the homelessness baton and running with it so enthusiastically. I want to thank the small but mighty team of overachievers at the CHF, who have shown incredible energy, resilience, ingenuity and passion in leading Calgary's 10 Year Plan. Finally, I want to thank the people we serve - you are doing the hard work of ending homelessness yourselves. I wish we had homes for all of you today, but we don't. What we do have is the resolve to get there as fast as we can. And we won't stop trying until we do.

Performance in 2012 and Goals in 2013

Community leadership demands and demonstrates accountability and transparency

In 2012, 1,453 people received affordable housing and support. This brings the total housed over four years to 4,096 – a remarkable achievement!

1. Represents total since January 2008, when the 10 Year Plan was implemented. The number of people served is not available as this was not part of reporting at the start of the 10 Year Plan.
2. This table shows the distribution of services by priority population. The table above does not add to the same totals because people can be in more than one category.
3. Women are a priority population in the 10 Year Plan; however women receiving housing and services are currently not tracked separately by agencies. Data will become available as more information is put into HMIS over time.
4. Programs that provide services that do not include housing are under the "served" column. Programs that provide housing are under "housed."
5. The number for "housed" and "served" chronic and episodically homeless may have a level of inaccuracy due to different definitions for the terms "chronic" and "episodic."
6. The number "served" is lower due to the removal of data from NeighbourLink and the Canadian Red Cross. These agencies are no longer funded by the CHF.
7. Reported numbers may change based on verifying final numbers with Alberta Human Services (HS).

	2012	2011	Total ¹
Number of people housed	1,453	1,496	4,096

People who were especially vulnerable were prioritized.

Priority populations ^{2,3,4}	Housed		Served	
	2012	2011	2012	2011
Chronic and episodically homeless ⁵	630	793	1,222	894
Families with children	303	249	607⁶	1,663
Youth (young people up to age 24)	158	139	307	690
Aboriginal people ⁷	318	314	1,143	1,464

The CHF made excellent progress on its strategic priorities for the year.

2012 Strategic Priorities	Results
Acquire 175 to 230 permanent supportive and affordable housing units	<p>The CHF took possession of 83 units of housing in the neighbourhoods of Cliff Bungalow, Crescent Heights, Thorncliffe, Lower Mount Royal, Connaught, Huntington Hills and Silver Springs.</p> <p>The CHF also received funding for an additional 100 units from Alberta Municipal Affairs, for a total of provincial grant funding for 590 units. Persons with Developmental Disabilities (PDD) also provided the CHF with funding for another six units.</p> <p>The CHF slowed the pace of adding additional units so as not to exceed a \$10.5 million debt ceiling on mortgages. Units will be added as fundraising reduces mortgages or is in place in advance of new construction.</p>
Develop and implement a “System Planning Framework” (Framework) to guide program, capital and operating investments, as well as performance expectations	The Framework was completed by an Advisory Committee. The Framework includes: a common acuity assessment, a triage process, program and system indicators and benchmarks, and identification of system components and program types. Implementation has begun.
Fundraise for operations and launch RESOLVE Campaign (collaborative capital campaign for affordable housing)	The CHF raised \$1.15 million in operating dollars and about \$500,000 in capital dollars. The CHF also launched the RESOLVE Campaign (collaborative capital campaign for affordable housing) in partnership with the The Mustard Seed and Horizon Housing Society.

A detailed list of the CHF’s goals for 2013 can be found in Appendix 1.

The 10 Year Plan milestones are being advanced.

Strategic priorities in 2013:

- implement the system of care
 - focus on reducing emergency shelter use
 - continue to deploy HMIS and improve data quality
 - continue implementing standards of care and quality assurance processes
- develop housing operations and implement CHF Housing Strategy (more details on page 12)
- fundraise for affordable housing through the RESOLVE Campaign
- focus government relations on funding, system prevention and regional issues

Homeless-Serving System

Community leadership happens when a mix of people come together to bring out the best in each other and the community

The CHF is making the change from uncoordinated emergency responses to an effective and coordinated system of care focused on ending homelessness.¹

1. Please see the Calgary Homeless System Planning Framework for more details at <http://calgaryhomeless.com/assets/SystemPlanning/CHSS-System-Planning-Framework-online-jan2012.pdf>

Continuous Improvement

1

Prioritize target populations

These are vulnerable sub-populations with distinct needs who require more tailored interventions. Investment will be prioritized to these groups. In particular, there will be a focus on long-term shelter users.

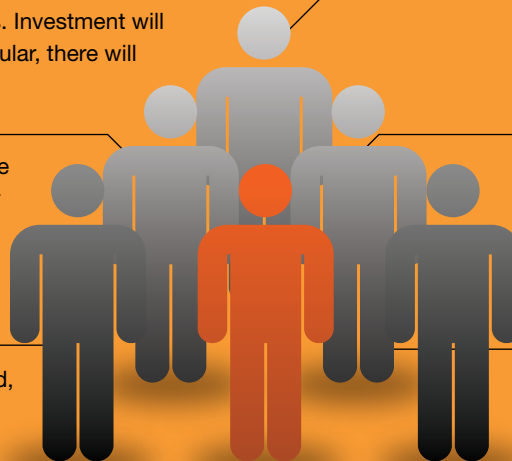
Chronic and episodically homeless are at higher risk of death due to very poor health and long-term homelessness. They also use more than 50% of emergency shelter capacity.

Aboriginal people are over-represented, making up about 2% of the Canadian population but 30% of the homeless population. They have culturally-specific needs calling for tailored strategies to overcome barriers to housing stability.

Youth (up to 24 years of age) are extremely vulnerable because they are at an early life-stage.

Families require immediate action because of the presence of children.

Women merit specific attention due to a higher vulnerability related to domestic violence, victimization on the street, poverty and frequently being the lone heads of households.



2

Develop eligibility criteria and triage assessment

Match people with the support they need and better target programs to the priorities of the 10 Year Plan.

3

Define the components of the system



Permanent supportive housing

Housing and support for people experiencing homelessness and major disabling conditions. There is no limit to length of stay. Support services are offered but are not necessary to remain in housing.



Housing with intensive supports

Housing with intensive supports for people experiencing long-term homelessness for up to 24 months, offering case management and financial assistance.



Short-term supportive housing

Time-limited housing program focused on moving clients to self-sufficiency.



Rapid rehousing

Targeted, time-limited financial assistance and support to help people exit emergency shelters and retain housing. Intended for those who can be independent after one year.



5

Use a Homeless Management Information System

This is a web-based software application to collect, share and analyze this data and to coordinate services, referrals and reporting (see page 10).



a. System level quantitative measures

- Occupancy – the rate of bed or program utilization
- Destinations at exit – the housing destination of people who exit shelter and programs
- Return to shelter/rough sleeping – the percentage of people who have a positive exit and then re-enter shelter/street in a short time period
- Interaction with mainstream systems – the number of interactions a client has with public institutions such as hospitals, jails and child intervention services; positive interactions, such as appropriate access for treatment

b. System level qualitative measures

- Privacy
- Client rights and satisfaction
- Safety

c. Program level quantitative measures

- Income gains at exit – the number of people who increase their income while in a program
- Length of stay/stability – the number of days a person is enrolled in a program
- Self-sufficiency measure – assessments such as the Calgary Acuity Scale, demonstrating client improvement towards self-sufficiency
- Additional program-defined measures further demonstrate impact

d. Program level qualitative measures

- Case management standards
- Outreach standards
- Housing standards
- Self-sufficiency measures

4

Defining quantitative and qualitative measures of the system and each program. The coordination of these outcomes will help drive system and program performance.

Define and track outcomes and performance



Emergency shelters

Temporary accommodations and essential services. Length of stay should not exceed 30 days and will be reduced to seven days by 2018.



Outreach

Basic services and referrals for people experiencing chronic homelessness and living outside.



Supportive services

Essential health and basic needs for those at risk of or experiencing homelessness to complement housing interventions.



Affordable housing

Housing for those who cannot afford market-priced rents. In Calgary, tenants should not spend more than 30% of their gross income on shelter.



Prevention

Short-term help for those at risk of homelessness. Intended for those who can live independently after one year.

Programs

Community leadership inspires a community to focus on a common goal, work together and seek constant improvement


The CHF leads the implementation of Calgary's 10 Year Plan and acts on behalf of the Government of Alberta to fund housing programs delivered by 18 agencies in support of the 10 Year Plan. In 2012, Alberta's Human Services (HS) department contributed \$24.4 million to programs, compared with \$19.1 million in 2011. An additional \$4.08 million was invested in winter emergency response, housing and case management for chronic and episodic homeless individuals, and permanent supportive housing.

Since 2008, the CHF has administered the Government of Canada's Homeless Partnering Strategy (HPS) funding. This

contract is effective through to March 2014. In 2012, \$1.6 million in funding was awarded to two agencies to be spent by March 2014 for programs ending youth homelessness. In addition, \$1 million was awarded to an agency for a capital purchase to provide housing for chronically homeless individuals.

The awarding of this funding was done by the Community Action Committee (representing 130 agencies) to align HPS funding to the 10 Year Plan. In 2013, HPS operating funding of \$6.3 million will be provided to 12 agencies.

A list of the programs the CHF funded in 2012 can be found in Appendix 2.

A man with dark hair, wearing a dark blue hoodie over a red shirt, is smiling and looking towards the camera. He is sitting on a couch with a patterned blanket. In the background, there is a white bookshelf filled with books and a window with light coming through.

Mike, who is 31, says

“I feel like I’m just starting to live.”

Mike – Crescent Heights It was while he was working the rigs, going from town to town with different people, that his addictions took hold. Eventually he returned to Calgary and entered treatment with Fresh Start Recovery. Facing homelessness after treatment, last November, Mike moved to Crescent Heights.

Mike was able to go back to work on the rigs, but this time it was at Cold Lake – perfect because it is year-around, has the same people, doesn’t move and has stricter rules so the temptation of Mike’s addictions are less.

Research & Policy, the Homeless Management Information System and Social Enterprise Incubator

Community leadership welcomes innovation and relies on solid data to arrive at better outcomes

Research and Policy

CHF works with the community on a number of research projects. The priorities are to use HMIS data on client demographics and system utilization, to continue best practice research specific to priority sub-populations including families, youth and Aboriginal people, to conduct a summer point-in-time count, and to implement multiple strategies for dissemination of research into policy and programmatic design. A list of the research projects the CHF participated in during 2012 can be found in Appendix 3.

Homeless Management Information System

The Homeless Management Information System (HMIS) is the IT infrastructure for the whole system. The HMIS is a web-based software application that collects, shares and analyzes data and coordinates services, referrals and reporting across agencies. The HMIS also allows an unduplicated count of people experiencing homelessness; tracks system and program performance; and reduces the administrative burden by automating reporting to multiple funders. The CHF worked with an Advisory Committee to implement HMIS in Calgary. To date, 24 agencies (54 programs and 350 users) have gone live with HMIS, including The Mustard Seed Emergency Shelter. Another 20 agencies are expected to come on board in the next 12-month period.

Social Enterprise Incubator

Ending homelessness cannot rely solely on government or philanthropic funding. The CHF realized it must explore market-based instruments and sources of revenue to ensure long-term sustainability. To this end, the CHF is working with ATB Financial on a three-year program called the ATB Social Enterprise Incubator (Incubator). The Incubator is charged with building investor-ready businesses and investment vehicles designed to support ending homelessness in Calgary. The incubator will focus on three main areas:

Innovative funding models: Create new ways for individuals, investment funds, foundations and government to invest and earn money while contributing to social good. These investments could be in the form of special bonds or GICs.

Social enterprise: Help homeless serving organizations build businesses that generate revenue in support of their missions.

Transformation of assets: Develop methods for donors to donate or invest land, businesses or buildings rather than traditional cash donations.



“This is my home.
Thank you for giving us the
opportunity to start over,”

Maddie says

Maddie – Capitol Hill Last year, with a change in her family situation and no extended family in Canada, Maddie found herself without a home. After staying at the YWCA shelter for seven months, she was offered an apartment in the CHF’s Capitol Hill building with enough room for her and her teenage daughter.

“I’m looking forward to bettering my finances, getting a second job, and finding a place of my own eventually,” Maddie says. “Without you, there wouldn’t have been anywhere to go.”

Housing

Community leadership recognizes today's vision can leave a legacy for future generations

With 706 units being funded in 2012, 3,677¹ units were funded in the first four years of the 10 Year Plan in Calgary. The 10 Year Plan forecasts that nearly 8,500 units of housing are needed to end homelessness.

(H) = Funded by Alberta Housing and Urban Affairs (HUA) Homelessness RFPs

(L-M) = Units funded through HUA RFPs for low-to-moderate income Calgarians

(O) = Home ownership units funded by HUA RFPs

Not included in this table is The City of Calgary's Financial Incentive Pilot Program to encourage the creation of affordable housing.

1. Funding by The City of Calgary for secondary suites was overstated in prior years by 80 units. The total number of units funded during the first three years of the 10 Year Plan was 2,971. With additional funding for 706 units (below), the new total (3,677) has been adjusted to correct this overstatement.

2. The City of Calgary's 2011 fiscal year, has approved funding for 80 secondary suites.

Affordable Housing Units Funded in 2012 Total

Private	Age Care Health Services Inc.: Walden Heights (L-M)	38
	Avanti Housing Inc. (H:8, L-M:8)	16
	Boardwalk REIT Property Holdings Ltd.: Sarcee Trail Village (L-M)	40
	Digital Audit Strategies: Findlay Manor	22
	<i>Subtotal</i>	116
Public	The City of Calgary: Parkdale (H:3, L-M:22)	25
	The City of Calgary: Crescent Heights (H:5, L-M:22)	27
	The City of Calgary: Kingsland (L-M:45)	45
	<i>Subtotal</i>	97
Non-profit	Bethany Care Group: Mikkelsen Phase 2 (L-M)	43
	Calgary Dream Centre: Returning Home Three (H)	60
	Calgary Homeless Foundation	100
	Horizon Housing Society (H:20, L-M:80)	100
	<i>Subtotal</i>	303
Secondary suites	The City of Calgary	80²
Affordable homes	Calgary Habitat for Humanity Society/Trico Homes Inc. (O)	100
	Calgary Habitat for Humanity Society - Home Ownership	10
	<i>Subtotal</i>	110
Total		706

CHF Housing Properties

In the first four years of the 10 Year Plan, the Foundation received partial government funding for nearly 600 units. At the end of 2012, 331 units were in place. The CHF is targeting a portfolio size of about 800 units focused on Permanent Supportive Housing (PSH).

Typically, 70% of these purchases are government-funded and 30% are funded through a combination of mortgages and donations. First Calgary Financial provides a \$5 million, interest-free evergreen line of credit for short-term financing up to one year. The Foundation also has a number of mortgages, which range from three to five-year terms. Most mortgages are provided by Peoples Trust, with this financing insured by Canada Mortgage and Housing Corporation. The goal is to repay lines of credit and mortgages to lower rent and develop additional units.

PSH provides long-term housing and support to individuals who are homeless and experiencing complex mental health issues, addiction or physical health barriers. There is a need for more PSH to meet 10 Year Plan goals. The CHF is filling this role as a developer and owner, with the goal to build agency capacity to provide PSH in the future. The CHF believes 80% of its portfolio should be PSH for chronically or episodically homeless people and/or long-term shelter users.

The CHF is managing financial risk by only adding new units if it can be done under a mortgage debt ceiling of \$10.5 million. This means the RESOLVE Campaign (collaborative capital campaign for affordable housing) must reduce current debt before adding units or, new units must take on zero new mortgage debt. The CHF has a track record of fundraising success. Since 1998, the CHF directly or indirectly fundraised for a number of affordable housing projects. Total unaudited donations to the CHF since 1998 were nearly \$47 million, with an average donation of \$16,000.

The CHF is managing operating risk by developing agency capacity. The CHF is funding and contracting partner agencies to provide social and program supports, and day-to-day tenant management. The CHF will provide asset management (portfolio, preventative and life-cycle maintenance) and there will be master agreements between non-profit agencies and the CHF for buildings.

A detailed list of the CHF's housing portfolio in 2012 can be found in Appendix 4.

To ensure housing meets the highest possible standard of operation, the CHF is going to:

- introduce a housing operation manual for all properties and compliance will be required as part of the funding contract;
- include housing operations in the CHF's program monitoring and quality assurance process and conduct program reviews at least annually;
- ensure newly acquired CHF housing applies standards for all physical aspects of CHF housing (e.g. fire safety equipment, security, flooring etc.);
- develop a housing program performance dashboard;
- conduct a third-party review of CHF housing operation and standards; and
- further improve emergency response procedures and crisis communication plan.

Donors and Volunteers

Community leadership is present when people are moved to take action

Volunteers

The Foundation relies on the dedication and generosity of volunteers to implement Project Homeless Connect (PHC) twice a year. As well, volunteers help with building projects at affordable housing properties. In total, more than 425 people volunteered at two PHC events and five building clean up days in 2012. This represented about 2,060 volunteer hours. Thank you!

Many volunteer hours are contributed by our Board of Directors and the related committees, which represents a cross section of the Calgary community (see page 23 of this Annual Report). The CHF is very fortunate to benefit from the Board's different perspectives, skills and leadership as the 10 Year Plan is implemented.

Donors

The CHF wants to recognize everyone who contributed financial and in-kind gifts, enabling the Foundation to achieve many milestones. In addition to recognizing our many contributors, there are three organizations who deserve special recognition for their long-term and significant support of the CHF and the 10 Year Plan.

Boardwalk Rental Communities

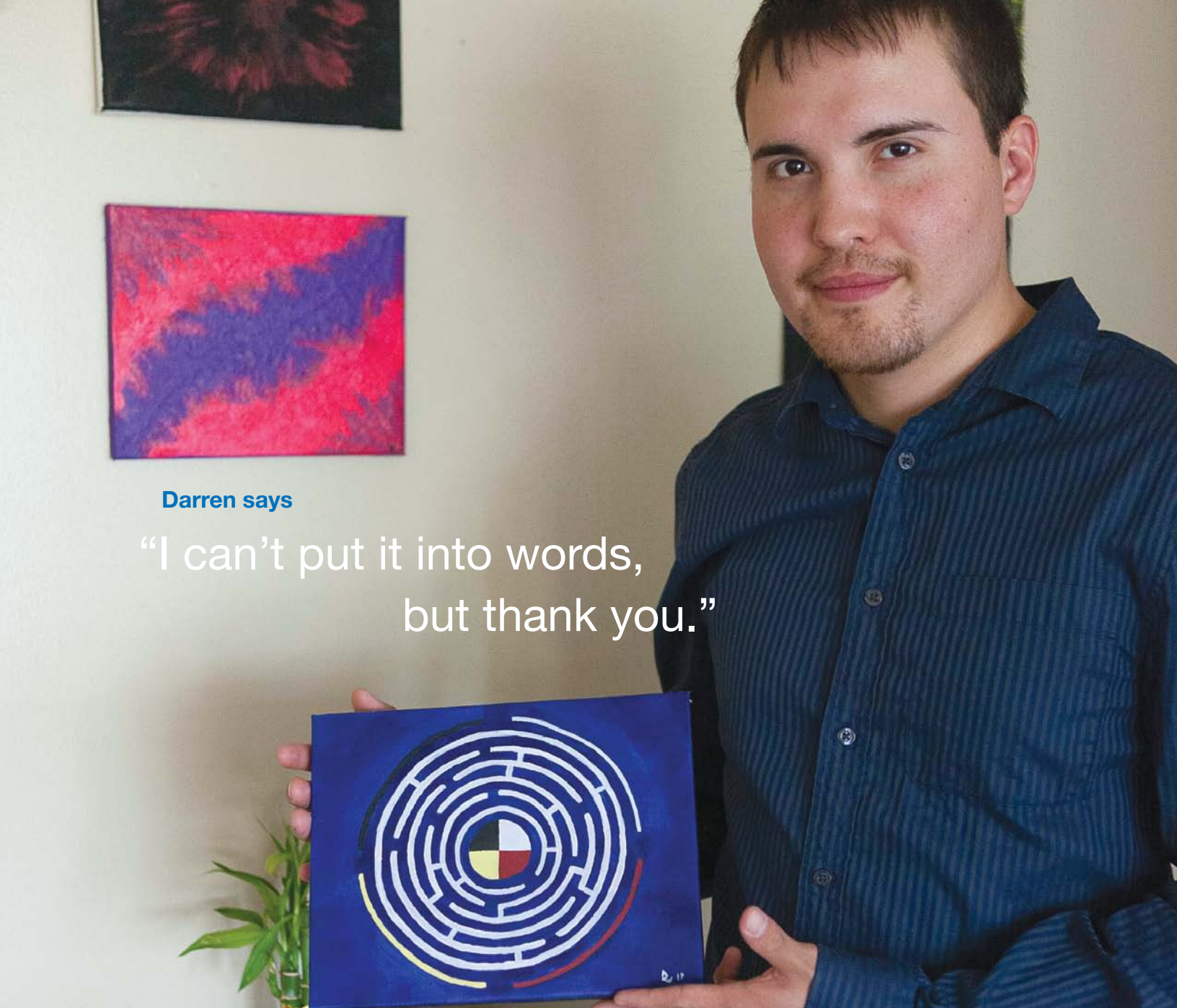
Since 1998, Boardwalk REIT, Boardwalk Rental Communities and their Charitable Foundation have donated well over \$1 million to the Foundation. Boardwalk continues to support CHF financially, as well as providing office space, sponsoring special events, contributing leadership and governance through Board participation and volunteering for property clean-ups.

Nexen Inc.

Nexen has generously supported the Foundation since 2003, providing timely financial assistance for a number of initiatives. In 2008, Nexen was one of the five corporate leaders to provide funding for the launch and implementation of the 10 Year Plan with a three-year year pledge totaling \$750,000. Nexen has also been a proud sponsor of the CHF's annual fundraising event with the Premier.

TransCanada Corporation

TransCanada has partnered with the CHF since 1999, providing financial assistance and leadership through Board participation. To date, TransCanada has donated more than \$1 million to the CHF in support of programs and services, sponsorships, capital projects and donations, all of which have contributed to the success of the 10 Year Plan.



Darren says

“I can’t put it into words,
but thank you.”

Darren – Thorncliffe Darren’s walls are full of the artwork he did while going through Fresh Start’s Keys to Recovery program.

From living out of his car to a well-kept apartment in Thorncliffe, Darren credits getting his life back to sobriety. He’s resumed his work as a journeyman painter, reconnected with family, is pursuing his interest in music, art and film-making, and most importantly, gets to be a great father.

“It’s incredible. So much good has come out of it, and it keeps getting better.”

Our Valued Donors and Sponsors

Government Support

Government of Alberta
Government of Canada
The City of Calgary

(in alphabetical order below)

\$20,000 and above

Boardwalk REIT Limited Partnership
Burnet, Duckworth & Palmer LLP
Clearwater Charitable Foundation
First Calgary Financial
Flames Foundation for Life
Tim Hearn
Gary Nissen
NOVA Chemicals Corporation
Roman Catholic Bishop of the
Diocese of Calgary
Samuel Switzer
TELUS Corporation
The Calgary Foundation
The Calgary Foundation
– Poelzer Family Foundation Fund
The Flanagan Foundation

\$10,000 to \$19,999

Brookfield Residential Properties Inc.
Calgary B'Nai Brith
ExecSuite
Grace Presbyterian Church
Lakeview United Church
Lutheran Church of Our Saviour
Norris Family Foundation
The Calgary Foundation
– Wettstein Family Fund
– Hassanali and Khutun Hirji
Family Foundation Fund
TransAlta Corporation
United Way of Calgary & Area
– Donor Choice Program

\$500 to \$9,999

Mohamed Abousalem
Advent Lutheran Church
AgeCare Investments Ltd.
Bruce Alger
AltaLink L.P.
Paul Armstrong
Aspen Family & Community
Network Society
Atlas Development Corporation
Cameron Bailey
Bandi Photography
Margaret Bawden
Douglas Beamer
Janet Beattie
Pamela Berstad
Bonavista Baptist Church
Gregory Bounds
Bow Valley College
Brenda Strafford Foundation
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C.R. Hill Professional Corporation
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First Energy Capital Corp.
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Heritage Senior's Group
Horizon Housing Society
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Imagine Energy Inc.
Imperial Oil Limited
Incom Electric Corp.
Iridium Risk Services Inc.
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Legacy Kitchen Design Group Inc.
Robin G. Lokhorst
Glenn Malcolm
Mancal Corporation
Marathon Oil Canada Corporation
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Madelyn McDonald
Jeanie McKibbon
McKinsey & Company Canada
Keith McMullen
Mennonite Central
Committee Alberta

Donna Moore
Doz Moore
Michael Morin
Kerrie Murray
N.R. Farani Inc.
National Bank of Canada
Melissa Nelson
New Urban Consulting
Nexus Exhibits Ltd.
Brian & Anne O'Leary
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Stacey Petersen
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Andrea Ranson
Muhammad Rasheed
Yvette Rasmussen
RGO Office Products
Stephanie Robertson
Rotary Club of Calgary – West
Charles Ruigrok
Grant Sales
Leonard Schmidt
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Valerie Seaman
Shepherd King Lutheran Church
Brent Shervey
Otto Silzer
Kara Slemko
Unni Soelberg–Claridge
St. Andrew's Anglican Church
St. Andrew's United Church
St. Giles Presbyterian Church
St. Matthew's United Church
St. Thomas United Church
Lawrence Stalder
Standard Land Company Inc.
S. S. Stanjeck
Robin R. Stevenson
Strategic Charitable
Giving Foundation
J. Sutherland
Symons Valley United Church
Syn crude Canada Ltd
Talisman Energy Inc.
The Calgary Foundation
– The Mardon Fund
The Canadian Veterans Advocacy
The Church of St. Laurence
The Home Depot
Canada Foundation
The Hotchkiss Family Foundation
Tammy Thompson
Frank Tinsley
Charlene Tomlinson
Trico Developments Corporation
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The CHF has a number of donors who wish to remain anonymous. While your name is not listed, please know that we sincerely appreciate your contribution.

The CHF has made every effort to see that all donors are properly recognized. If there is an error or omission, please contact Wendy at 403 718 8537 or wendy@calgaryhomeless.com.

Management's Discussion and Analysis

This Management's Discussion and Analysis (MD&A) includes information about the Calgary Homeless Foundation's (the Foundation's or CHF's) expectations for the future. When strategy, plans and future operating performance, or other things that have not yet taken place are discussed, the Foundation is making statements considered to be forward-looking information. Forward-looking information involves risks, uncertainties and other factors that may cause actual results to differ materially from those stated in this MD&A. Forward-looking information is designed solely to help readers understand management's current views and is not appropriate for other purposes. The Foundation disclaims any intention or obligation to update or revise any forward-looking information, whether as a result of new information, future events or otherwise.

Please note the period April 1, 2010 to March 31, 2011 is referred to as fiscal 2011, the period April 1, 2011 to March 31, 2012 is referred to as fiscal 2012 and the period April 1, 2012 to March 31, 2013 is referred to as fiscal 2013.

A. Environment

In February 2012, the Foundation published a preliminary report on State of Homelessness in Calgary. This report includes a comprehensive overview of the environment in which the community is operating to end homelessness. Some of the following areas are covered in this report, which can be found at <http://calgaryhomeless.com/assets/research/The-State-of-Homelessnessonlineversion.pdf>.

Results to date show the 10 Year Plan to End Homelessness in Calgary (10 Year Plan) is working. Homelessness is down for the first time since 1992. There was an 11.4% reduction in the homeless count done in 2012, compared with the 2008 homeless count. There was a 24% reduction against conservative "business as usual" projections for 2012. The rough sleeping population is significantly smaller than previously believed.

Emergency shelter use was also down. From April 1, 2011 to March 31, 2012, Human Services (HS) funded shelters in Calgary showed a decreased rate of use (5.4% or 112 people), compared with the same period in the prior year. This given that HS and the Salvation Army closed 189 emergency shelter and transitional spaces at the Booth Centre. During fiscal 2012, HS-funded shelters in Calgary reported 93% funded occupancy levels. During fiscal 2011, HS-funded shelters in Calgary reported 90% funded occupancy levels. There was a 2.7% increase in the funded occupancy rate in fiscal 2012, compared with fiscal 2011. As this Annual Report was published, emergency shelter use was beginning to edge back up as migration to Calgary increases.

Despite this progress, challenges remain. Calgary is the epicentre of homelessness in Alberta. Sixty-three per cent of Alberta's short-term supportive and emergency shelter users are in Calgary facilities. Increased migration to Calgary, combined with a lack of affordable housing for 'at risk' households, remains the single biggest risk to the community's ability to end homelessness. The CHF is prioritizing housing of long-term shelter users. Housing long-term shelter users frees up capacity in the shelter system and continues to reduce the number of people experiencing homelessness.

New research suggests the number of people at risk of homelessness is smaller than previously believed and the risk of people becoming homeless follows predictable patterns. The estimated number of Calgary households at risk of homelessness is about 14,000, compared with the previously believed number of about 70,000 people. Homelessness happens when a predictable combination of risk factors is present and a number of protective factors are absent. Since homelessness is predictable, prevention programs can be precisely targeted.

While family homelessness is down, emergency shelters for families are full, driven by families coming to Calgary (Aboriginal people on and off-reserve, immigrants and people moving to Calgary for work) and a small number of high-acuity families who frequently return to shelter. Regional discussions with a variety of groups are needed to address this migration.

The 10 Year Plan shift from 'start-up' to 'scale' is presenting new challenges. Graduation of clients out of housing programs is very slow, limiting productivity and likely requiring new investment to maintain housing tempo. There is a

significant need for Permanent Supportive Housing (PSH) for clients with complex needs and/or challenging behaviours, which require long-term support. This need is pronounced for clients with more acute needs and behaviour challenges and requiring long-term financial support and additional support services to stay housed.

Significant population and data uncertainties remain. The Homeless Management Information System (HMIS) implementation is on track, but data quality issues are being uncovered. There is also a critical need for HMIS to be implemented in all emergency shelters to: ensure the right population is targeted to achieve shelter use reductions; to measure progress against critical 10 Year Plan milestones; and to ensure efficient referral into the housing system.

B. Strategy

The Foundation is responsible for overseeing implementation of the 10 Year Plan in Calgary. The goal is that by January 29, 2018, an individual or family will stay in an emergency shelter or sleep outside for no longer than one week before moving into a safe, decent, affordable home with the support needed to sustain it.

The milestones in the 10 Year Plan are:

- by 2014, 1,800 people who are chronically and episodically homeless will obtain and maintain housing;
- by 2014, no more than 10% of those served by Housing First programs will return to homelessness;
- by December 2014, all individuals who engage in rough sleeping will have access to housing and support options appropriate to their needs;
- by 2018, 85% of 2010 emergency shelter beds will be eliminated (1,700 beds). At minimum, a 600-bed reduction should be achieved by 2014; and
- by December 2014, the average length of stay in family emergency shelters will be reduced to 14 days and to seven days by January 29, 2018.

Calgary's 10 Year Plan has three distinct phases.

In the first three years of the 10 Year Plan (2008 to 2010), the community focused on creating rapid, visible and meaningful change. The community came together and agreed to shift from managing homelessness to ending homelessness. There was a large infusion of resources from the public sector. These resources were used to fund much more affordable housing and introduce innovative programs. For the first time, agencies applied and saw the success of Housing First programs. There was also an opportunity through research to better understand homelessness.

Starting in fiscal 2011, the community began work on moving from a loose system of uncoordinated emergency responses to an integrated system of care focused on ending homelessness. Coordination among agencies is helping prioritize, assess and serve clients more effectively. Other priorities include working with large institutional systems, advocating for long-term policy changes and prioritizing populations that are most vulnerable.

Starting in 2015, the community will begin fine-tuning the system for sustainability. This means making the necessary adjustments to complete and sustain success. An update of the 10 Year Plan is expected in 2014. An update on the original 2008 version was done in fiscal 2011.

C. Organization and Leadership

The CHF is structured into four primary areas: operations, strategy, housing, and communications and fund development. As well, the Community Action Committee (CAC) has one employee that works at the CHF on behalf of the member organizations. In fiscal 2013, a Chief Financial Officer (CFO) and VP, Social Enterprise joined the organization. As at March 31, 2012, there were 30 employees. The leadership team includes:

Tim Richter, President and CEO	Gerrad Oishi, VP, Social Enterprise
Nav Shergill, Chief Financial Officer	Andrea Ranson, VP, Communications and Fund Development
Martina Jileckova, VP, Housing	Alina Turner, VP, Strategy

Tim Richter is resigning to lead the Canadian Alliance to End Homelessness effective mid-August 2012. The Board is recruiting his replacement to be in place in the summer of 2012.

D. Goals and Performance in 2012

Performance in fiscal 2012, based on 10 Year Plan milestones and business plan goals, can be found on page four of this Annual Report. From an organizational perspective, however here are the achievements last year.

1. Strategy

In fiscal 2012, the CHF received \$24.40 million in provincial funding (\$21.96 million to flow to 31 programs and \$2.44 million for administration). The federal government's Homelessness Partnering Strategy (HPS) allocated \$4.95 million to flow to 13 programs. The CHF distributed \$18.19 million of the provincial funding and \$3.41 million of the federal funding. The difference between the amount received and distributed is because there is funding committed that will be disbursed in fiscal 2013.

Forty-nine funding agreements were prepared and implemented. The CHF developed and implemented a comprehensive program monitoring and quality assurance process, completing audits of 38 funded programs.

Canada's first HMIS was implemented, with 24 agencies online and over 350 staff trained, including The Mustard Seed emergency shelter. As well, work to develop a more efficient and effective homeless-serving system saw the System Planning Framework completed – a first of its kind in Canada.

Twenty-one research projects were implemented focused on best practices in: outreach; housing options for homeless women; employment for chronically homeless adults; immigration and homelessness across Alberta; and, Aboriginal cultural practices and Housing First. The CHF led or co-led 13 of these projects, and supported another eight projects.

The first-ever, city-wide Plan to End Youth Homelessness was launched in consultation with more than 20 partners. The first ever Plan to End Aboriginal Homelessness was drafted and consultation with the community began. The Canadian Alliance to End Homelessness was incorporated as a federal not-for-profit corporation, with the founding Board meeting held in November 2011.

2. Operations

A competitive Request for Proposal (RFP) process was implemented for provincial and federal funds; CHF facilitated four RFPs this year to award five new funding agreements, including the first ever Aboriginal Housing First program.

The CHF staffed up to a full complement of employees. Adding a business analyst, a housing acquisitions expert, fundraising professionals and a quality assurance expert increased internal capacity and reduced costs. Subsequent to year end fiscal 2012, the CFO and VP, Social Enterprise joined the CHF.

The CHF annual audit from PwC resulted in an unqualified (clean) audit opinion. All "Management Letter Points" from the fiscal 2010 year-end audit were addressed and closed by fiscal 2012 – the first time our audit partner has ever had a client achieve this.

The CHF continues to have leading disclosure, with a MD&A and publicly disclosed quarterly reports, including financials and actuals against business plan goals.

A Financial Policy (including whistleblower), Gift Acceptance Policy, Conflict of Interest Policy, Risk Management Policy, Human Resource Policy and Information Security Policy were updated and approved by the Board. As well, HMIS Policies and Procedures, and Eligible Cost Guidelines for funded agencies were put in place.

3. Housing

The housing portfolio grew from 248 units (year-end fiscal 2011) to 331 units (year-end fiscal 2012), with the addition of seven properties (Cliff Bungalow – 15, Crescent Heights – 11, Thorncliffe – 17, Connaught – 16, Lower Mount Royal – 16, Huntington Hills – 4 and Silver Springs – 4.) Subsequent to year-end fiscal 2012, the CHF acquired a 21-unit building in Abbotsdale.

Provincial grants valued at \$10.8 million were awarded to the CHF for construction of 100 units. Persons with Developmental Disabilities (PDD) provided the CHF with \$2.5 million to purchase and renovate two properties. Before the end of fiscal 2012, PDD provided funding of \$1.1 million to the CHF to develop another six units.

The Board of Directors adopted a new Housing Strategy. This strategy is described on page 12 of this Annual Report.

Renovations valued at \$1.11 million were completed at all CHF buildings. Fire safety upgrades were completed at CHF properties, including a Crime Prevention Through Environmental Design (CPTED) review.

4. Communications and Fund Development

A RESOLVE Campaign (collaborative capital campaign for affordable housing) was built to raise nearly \$80 million – the first collaborative campaign for affordable housing the CHF is aware of. This RESOLVE Campaign began in fiscal 2012.

The CHF's fundraising achieved \$1.65 million in operating and capital dollars, of which \$1.15 million was operating and about \$500,000 was capital. The Premier's House Warming Party saw more than 500 people attend and netted \$145,000, which was included in operating fundraised dollars.

Two Project Homeless Connect (PHC) events were held, bringing the total number of clients participating in more than 13 events to approximately 10,000. The event was also relocated to City Hall. More than 425 people volunteered at two PHC events and five building clean up days.

Seventeen media releases were issued, with broadening of coverage to national media outlets. The CHF and CAC sponsored a 24-city Canadian tour by Mark Horvath, a U.S.-based homelessness advocate, to raise awareness of homelessness across the country.

E. Goals for Fiscal 2013

Each year, the Foundation publishes a Business Plan articulating its goals in support of the 10 Year Plan.

In fiscal 2013, the CHF's strategic priorities are to:

- implement the system of care
 - focus on reducing emergency shelter use
 - continue the HMIS deployment and improve data quality;
- continue implementing standards of care and quality assurance processes;
- develop housing operations and implement CHF Housing Strategy;
- fundraise for affordable housing through the RESOLVE Campaign; and
- focus government relations on funding, system prevention and regional issues.

More detailed goals relative to the 10 Year Plan can be found on page 39 of this Annual Report.

F. Risk Management

The CHF continues to mitigate enterprise risk through the maintenance of:

- an annual strategic review process;
- an annual budgeting and business planning process;
- boiler-plates for service agreements (projects and consulting);
- RFP and sole source project-related criteria and processes (from project identification to deal close to implementation); and
- a tracking process for current contractual commitments.

In fiscal 2013, the CHF will complete an Enterprise Risk Management review to ensure the necessary policies, processes and procedures are in place to appropriately manage risks associated with our work.

Key areas of CHF risk are categorized as: performance; financial; political and reputational; property; and, Board governance and regulatory compliance. Below is an overview of risks having the highest likelihood and impact on the Foundation, along with the associated mitigation strategies.

1. Performance Risk

Performance risk includes the risks related to strategy, program (agency) performance and the risk of a client incident with a CHF-funded program. There is a risk that the 10 Year Plan and/or annual plans and investments are not effective in reducing homelessness in Calgary. To address this risk, the CHF completes an annual strategy review process that: evaluates progress; identifies gaps in systems; integrates new knowledge and results from system and program monitoring processes; integrates best practices; and adjusts annual plans and investments, accordingly. The CHF is also working to ensure the HMIS is in place across the system of care to track system and program performance. Visibility of movement of people into and through the homeless system is important to address changes that might impact performance. The CHF is working with HS to ensure the HMIS is implemented in the emergency shelter system. The CHF is also introducing system and program dashboard reporting to monitor system performance.

There is a risk that agencies do not deliver on their program commitments. The CHF implemented comprehensive program monitoring and quality assurance processes in fiscal 2012, including site visits. The CHF is also introducing a significant training program on different topics for agencies in fiscal 2013. The CHF introduced case management standards with third-party accreditation and is developing standards of practice for remaining homeless-system components. Making CHF Permanent Supportive Housing (PSH) available to agencies will allow better supervision of clients with challenging behaviours. Improving agency capacity may create funding pressure to meet wage demands of more highly-skilled, front-line workers.

Another risk is that there could be a major safety incident that impacts the community, hurts the CHF's reputation, and/or undermines public or government confidence in the 10 Year Plan and the CHF. The CHF is implementing comprehensive program monitoring and training, and working with the Calgary Police Service on crime prevention. The CHF has an incident reporting system that triggers CHF's crisis communication response, stakeholder notification and investigation. Investigation may result in program changes and possibly system-wide alerts and changes. Emergency response training is being offered to agencies in fiscal 2013.

2. Financial Risk

There is a risk that inadequate financial management could impact the CHF's strategy, reputation and/or liquidity. The CHF mitigates this risk by regularly monitoring cash flow and debt levels. The CHF has a Board-approved Financial Policy which is updated annually. The CHF also is embarking on the RESOLVE Campaign to reduce debt levels and prevent the future need for long-term financing.

3. Political and Reputational Risk

There is a risk that a change in the Government of Alberta or Government of Canada priorities or a significant controversy eroding trust or public support could result in reduced funding. The CHF views one of the best protections as continued success in ending homelessness. The CHF engages with government and has frequent communications to build public support. Adequately managing risk and advocating for an exit clause in provincial funding agreements provides some protection in the case of funding change. The CHF introduced a Social Enterprise Incubator in fiscal 2013 to diversify capital and program funding options.

4. Property Risk

There is a risk that a major incident could occur at a CHF-owned property, causing property damage, death or injury either at the facility or in the neighbourhood as a result of client activity. Risk is being managed through: transitioning to a PSH model with more onsite support from a single agency; introducing operating policies; conducting annual program reviews and an ongoing monitoring and quality assurance program; conducting CPTED evaluations of all buildings, enhancing fire safety and security systems, and, working on crime prevention programs with the Calgary Police Service; introducing standards for PSH; and, conducting a third-party review of CHF standards, policies and practices in fiscal 2013. Risk remains elevated in early fiscal 2013, as risk management measures are put into effect and the CHF transitions to the PSH model.

5. Board Governance and Regulatory Compliance

There is a risk that the CHF fails to meet legal, contractual or regulatory requirements. The CHF is subject to a wide range of laws, policies and regulations. The CHF has internal legal counsel that monitors legal compliance and updates policies. The CHF has a Governance Committee, an annual compliance review and CEO sign-off processes. A Governance review is being conducted. The CHF is also subject to regular program audits by the Government of Alberta that reviews legal and regulatory compliance issues.

G. Governance

The Board ensures the Foundation meets all legal, financial and regulatory requirements, makes progress to achieve the 10 Year Plan goals and has adequate resources. The Board takes appropriate actions to remove barriers or impediments and enhances engagement among community leaders.

Board of Directors (fiscal 2012)

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Sharon Carry	President & CEO, Bow Valley College
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George Coppus	Principal, Dynawise Inc.
Trevor Daroux	Superintendent, Field Operations, Calgary Police Services
Barry Davidson	Executive Director, Community Life Improvement Council
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Darcy Verhun (Treasurer)	Managing Partner, Conroy Ross Partners Ltd.
Len Webber	MLA, Calgary Foothills
Robin Wortman	President, Barber Lucia Productions Ltd.

We thank Tim Hearn and Ruth Ramsden-Wood, who retired from the Board, for their guidance and stewardship.

The five Board Committees are: Governance, Audit and Risk Management, Human Resources, Fund Development, and Community Stakeholder and Engagement. Membership is as follows:

- Governance: Coppus (Chair), O’Leary, Maxwell and Wortman
- Audit and Risk Management: Verhun (Chair and Treasurer), Koliias, Stelmach and Luana Comin-Sartor (Partner, Ernst & Young LLP – public member)
- Human Resources: O’Leary (Chair), Carry and Bailey
- Fund Development: Felesky (Chair), Gregory, Hill and Norris
- Community and Stakeholder Engagement: Clark (Chair), Daroux, Davidson, Henry and Remu

A Housing Project Committee, co-chaired by a staff member and a Director, and including real estate experts, reviews and recommends housing projects to the Board. Members of this Committee include: Eric Horvath, Gene Fabro, Mike Coyne, Mike Fleming, Ralph Hubele, Rick Fuller and Tim Sommer.

H. Financial Results

1. Results of Operations

A summary of revenues, expense and surplus for the Foundation is below. Further detailed discussion and analysis of operations follow this summary:

Year ended March 31	2012	2012 Detail	2011
Total revenues	\$ 42,972,211	\$ 6,692,533 operating \$ 36,279,678 project	\$ 40,821,325
Expenses	\$ 36,437,348	\$ 6,037,188 operating \$ 30,400,160 project	\$ 31,951,890
Excess (deficiency) of revenues over expenses	\$ 6,534,863	\$ 655,345 operating \$ 5,879,518 project	\$ 8,869,435

2. Statement of Financial Position (as at March 31, 2012)

Cash of \$15.92 million in fiscal 2011 increased to \$18.10 million in fiscal 2012. This increase was due to additional funds provided to the CHF from the Government of Alberta. These funds were added from the Service Delivery Plan (SDP) and capital funding from PDD. As well, funds flowed from the Government of Canada in advance of federal project payments and the CHF received from Campaign Partners for their first installment for expense contributions towards the Campaign. Also, deposits in trust for real estate acquisitions declined from \$59,042 in fiscal 2011 to \$10,731 in fiscal 2012. This was because, while in both years there was one property under contract at year end, the deposit was lower at March 31, 2012. Property held for affordable housing also increased from \$29.57 million in fiscal 2011 to \$40.92 million in fiscal 2012. This was due to the acquisition of seven properties and significant renovation activity at owned properties.

In fiscal 2012, the Foundation accessed \$570,000 of a \$5 million line of credit from First Calgary Savings to purchase a property in Cliff Bungalow. This line of credit, due in May 2012, was fully discharged subsequent to year end. Mortgages on properties were \$9.84 million at March 31, 2012, compared with \$6.32 million at March 31, 2011 due to mortgages obtained for properties in Bankview, Crescent Heights, Lower Mount Royal, Thorndcliffe and Connaught, offset by scheduled principal repayments. Loans payable decreased from \$366,358 in fiscal 2011 to \$332,278 in fiscal 2012. Approved project disbursements were recorded at March 31, 2012 as a result of the Foundation being obligated to deliver funds in fiscal 2013 related to contracts signed in fiscal 2012.

Fund balances were \$40.44 million in fiscal 2012, of which \$226,620 was internally restricted – net investment in property and equipment; \$30.18 million was internally restricted – net investment in property held for affordable housing; \$5.60 million was externally restricted; and, \$4.44 million was unrestricted. This compares with fund balances of \$33.90 million in fiscal 2011, of which \$353,132 was internally restricted – net investment in property and equipment; \$21.04 million was internally restricted – net investment in property held for affordable housing; \$8.86 million was externally restricted; and, \$3.65 million was unrestricted. The increase in fund balances compared with fiscal 2011 was due to additional project funding received and the addition of seven properties in fiscal 2012.

3. Statement of Operations

Donations and grants rose to \$40.58 million in fiscal 2012, compared with \$39.26 million in fiscal 2011. The \$1.32 million increase in fiscal 2012 was due to additional provincial project funding and PDD capital, offset by lower federal project funding. As well, rental revenue of \$1.85 million was generated in fiscal 2012, compared with \$1.21 million in fiscal 2011. The Foundation operated the equivalent of 282 affordable housing units in fiscal 2012, compared with 131 affordable housing units in fiscal 2011. In fiscal 2012, special events income was \$319,693, compared with \$236,404 in fiscal 2011. This was due to increased attendance at the Premier's Event. Investment income was \$227,592 in fiscal 2012, compared with \$112,623 in fiscal 2011 due to higher cash balances held.

Operating expense was \$31.43 million in fiscal 2012, made up of \$28.97 million in project disbursements, \$2.22 million in real property costs and \$176,793 in special events. The CHF also incurred \$59,528 in expenses contributed to the Campaign. This compares with operating expenses of \$27.57 million in fiscal 2011, made up of \$26.18 million in project disbursements, \$1.11 million in real property costs and \$275,256 in special events. The increase in operating expenses was due to higher project disbursements, more units of affordable housing operated and an increase in renovation activity at properties. This was offset by efficiencies obtained in special event costs.

Administration expenses were \$5.01 million in fiscal 2012, compared with \$4.38 million in fiscal 2011. Administration expenses in fiscal 2012 were made up of \$2.99 million in salaries, \$1.22 million in office expenses and \$803,767 in amortization. In comparison, fiscal 2011 administration expenses were made up of \$2.27 million in salaries, \$1.59 million in office expenses and \$523,708 in amortization. The increase in administration expenses was due to achieving the full staff complement and more real properties incurring amortization in fiscal 2012.

On a ratio basis, the Foundation's percentage of administration expense to total revenues was 9.8% in fiscal 2012, compared with 9.7% in fiscal 2011. The Foundation's administration is supported by the federal and provincial governments in its role as community funder. Administration costs include staff and related costs incurred to acquire and operate affordable housing, to perform research activities, to do communications and fund development and to develop and monitor contracts and funding agreements.

Seventy-five per cent of the CHF's operating costs are funded through a 10% fee applied to provincial disbursements for programs and a fixed administration fee funded by the Government of Canada. The balance of the operating costs is covered by donations. Two full-time equivalents are dedicated to fundraising for operating dollars and one employee is seconded to the Campaign. The costs for special events, including the annual Premier's Event, are covered by sponsorships.

Of the \$1.15 million in operating costs fundraised for fiscal 2012, 75% were gifts greater than \$2,000. Fundraising methods for operating dollars include on-line gifts, proceeds from special events, grants from Foundations, solicitations to individuals, corporations and community investment programs, specifically-defined grants available to eligible non-profit organizations through the Government of Alberta and unsolicited gifts. The CHF also receives gifts-in-kind, primarily to support building projects in the affordable housing portfolio. Of the approximately \$500,000 raised for capital costs, 84% were gifts greater than \$10,000. Fundraising methods for these gifts are primarily with higher wealth individuals or companies.

4. Liquidity and Capital Resources

Cash balances were \$18.10 million at the end of fiscal 2012, compared with \$15.92 million at the end of fiscal 2011. This was due to higher provincial funding for projects and PDD capital, and cash held for the Campaign, offset by lower federal program funding.

The Foundation's operating activities generated \$11.98 million in cash in fiscal 2012, compared with \$10.62 million in fiscal 2011. This was due to higher provincial program and capital funding.

Investing activities used \$12.05 million in fiscal 2012, primarily due to \$12.02 million spent to purchase affordable housing. A list of these properties can be found on page 46 in this Annual Report. Investing activities were \$17.51 million in fiscal 2011, due to \$17.10 million spent to purchase affordable housing.

Financing activities were \$2.24 million in fiscal 2012, compared with \$4.76 million in fiscal 2011. This was due to repayment of mortgages payable, offset by new mortgages entered into during the year.

Property	Interest Rate (%)	Monthly Principal and Interest Payments (\$)	Maturity (fiscal year)
Acadia	5.12	20,658	2015
Bankview	2.68	5,480	2017
Bowness	3.46	4,754	2016
Capitol Hill	3.62	4,805	2017
Connaught	2.25	n/a ¹	2013
Crescent Heights	3.22	2,301	2017
Kingsland	3.00	3,500	2014
Lower Mount Royal	3.45	2,715	2017
Thorncliffe	2.68	3,401	2017

1. Interest only payment dependent upon the monthly prime rate.

5. Activities Subsequent to March 31, 2012

Subsequent to March 31, 2012, the CHF completed the acquisition of a property in Abbeydale, for which a deposit was held in trust at March 31, 2012.

6. Significant Accounting Policies and Estimates

Significant accounting policies and estimates are those policies, assumptions and estimates most important in the preparation of the Foundation's financial statements. Policy selection requires management's subjective and complex judgement from many alternatives and estimates involving matters that are inherently uncertain. Management believes that those policies, assumptions and estimates are reasonable, based on the information available. Those policies, assumptions and estimates affect the reported amounts of assets and liabilities at the date of the financial statements and revenues and expenses during the period represented. More detail is available in note 2 of the audited financial statements and notes.

Independent Auditor's Report

To the Directors of Calgary Homeless Foundation

We have audited the accompanying financial statements of Calgary Homeless Foundation, which comprise the statement of financial position as at March 31, 2012 and the statements of operations, changes in fund balances, and cash flows for the year then ended, and the related notes including a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

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 comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained in our audit is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Calgary Homeless Foundation as at March 31, 2012 and the results of its operations and cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

PricewaterhouseCoopers LLP

Chartered Accountants

Calgary, Alberta

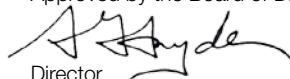
June 7, 2012

Statement of Financial Position

As at March 31, 2012 (\$)	Operating	Project	Total 2012	Total 2011
Assets				
Current assets				
Cash	3,650,659	13,715,502	17,366,161	15,922,864
Restricted cash for collaborative capital campaign (note 3)	729,876	–	729,876	–
Short term investments	1,044,846	–	1,044,846	1,021,850
Accounts receivable	230,930	1,522,167	1,753,097	1,673,501
Prepaid expenses	67,710	–	67,710	74,891
Deposits in trust for real estate acquisitions	–	10,731	10,731	59,042
	5,724,021	15,248,400	20,972,421	18,752,148
Property held for affordable housing (note 4)	–	40,920,722	40,920,722	29,574,070
Property and equipment (note 5)	226,620	–	226,620	353,132
	5,950,641	56,169,122	62,119,763	48,679,350
Liabilities				
Current liabilities				
Line of credit (note 6)	–	570,000	570,000	1,849,500
Tenant deposits	136,384	–	136,384	20,144
Accounts payable and accrued liabilities	418,889	156,244	575,133	373,726
Accounts payable for collaborative capital campaign (note 3)	61,734	–	61,734	–
Funds held in trust for collaborative capital campaign (note 3)	277,670	–	277,670	–
Deferred contributions (note 7)	393,461	–	393,461	144,232
Current portion of mortgage payable (note 8)	–	966,547	966,547	143,978
Current portion of approved project disbursements (note 10)	–	9,496,531	9,496,531	2,944,878
	1,288,138	11,189,322	12,477,460	5,476,458
Mortgage payable (note 8)	–	8,873,223	8,873,223	6,178,495
Loan payable (note 9)	–	332,278	332,278	366,358
Approved project disbursements (note 10)	–	–	–	2,756,100
	1,288,138	20,394,823	21,682,961	14,777,411
Fund balances				
Internally restricted – net investment in property and equipment	226,620	–	226,620	353,132
Internally restricted – net investment in property held for affordable housing	–	30,178,667	30,178,667	21,035,739
Externally restricted	–	5,595,632	5,595,632	8,859,042
Unrestricted	4,435,883	–	4,435,883	3,654,026
	4,662,503	35,774,299	40,436,802	33,901,939
	5,950,641	56,169,122	62,119,763	48,679,350

Commitments (note 12)

Approved by the Board of Directors


Director


Director

Statement of Operations and Changes in Fund Balances

For the year ended March 31, 2012 (\$)	Operating	Project	Total 2012	Total 2011
Revenue				
Donations and grants	4,459,059	36,118,613	40,577,672	39,262,248
Rental revenue	1,847,254	–	1,847,254	1,210,050
Special events	318,669	1,024	319,693	236,404
Investment income	67,551	160,041	227,592	112,623
	6,692,533	36,279,678	42,972,211	40,821,325
Operating expenses				
Project disbursements (note 10)	–	28,970,461	28,970,461	26,184,665
Real property costs	1,462,418	760,022	2,222,440	1,107,445
Special events	176,793	–	176,793	275,256
Capital campaign (note 3)	59,528	–	59,528	–
	1,698,739	29,730,483	31,429,222	27,567,366
Administration expenses				
Salaries	2,987,022	–	2,987,022	2,270,820
Office	1,217,337	–	1,217,337	1,589,996
Amortization	134,090	669,677	803,767	523,708
	4,338,449	669,677	5,008,126	4,384,524
Total expenses	6,037,188	30,400,160	36,437,348	31,951,890
Excess of revenue over expenses	655,345	5,879,518	6,534,863	8,869,435
Fund balances – Beginning of year	4,007,158	29,894,781	33,901,939	25,032,504
Fund balances – End of year	4,662,503	35,774,299	40,436,802	33,901,939

Statement of Cash Flows

For the year ended March 31, 2012 (\$)	2012	2011
Cash provided by (used in)		
Operating activities		
Excess of revenue over expenses	6,534,863	8,869,435
Items not affecting cash		
Amortization	803,767	523,708
Forgiveness of loan payable (note 9)	(34,080)	(8,520)
	7,304,550	9,384,623
Change in non-cash working capital items	882,169	(1,543,708)
Increase in approved project disbursements	3,795,553	2,780,965
	11,982,272	10,621,880
Investing activities		
Purchase of equipment	(7,578)	(387,220)
Purchase of property for affordable housing	(12,016,330)	(17,103,602)
Net change in short term investments	(22,996)	(21,850)
	(12,046,904)	(17,512,672)
Financing activities		
Increase in mortgage payable	3,930,560	3,306,216
Repayments of mortgage payable	(413,255)	(92,314)
Increase in line of credit	570,000	1,174,500
Repayment of line of credit	(1,849,500)	-
Increase in loan payable	-	374,878
	2,237,805	4,763,280
Increase (decrease) in cash	2,173,173	(2,127,512)
Cash – Beginning of year	15,922,864	18,050,376
Cash – End of year	18,096,037	15,922,864
Supplemental information		
Interest paid	355,867	180,947
Cash is comprised of:		
Cash	17,366,161	15,922,864
Restricted cash for collaborative capital campaign	729,876	-
	18,096,037	15,922,864

Notes to Financial Statements

March 31, 2012

1. Nature of operations

Calgary Homeless Foundation (the "Foundation") was incorporated under the Alberta Societies Act on September 4, 1998. The Foundation is a not-for-profit organization and a registered charity and is exempt from income taxes under the Income Tax Act. The Calgary Homeless Foundation's mission is to end homelessness in Calgary. The Foundation is the lead implementing agency of Calgary's 10 Year Plan to End Homelessness. The Foundation's stated objectives are 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 and to raise such funds as may be necessary to achieve these objectives. The continued operations of the Foundation are dependent on the ongoing financial support of its sponsors.

2. Significant accounting policies

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles. These financial statements have, in management's opinion, been properly prepared within the framework of the accounting policies summarized as follows:

Use of estimates

The preparation of 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. The effect of changes in such estimates on the financial statements in future periods could be significant.

Fund accounting

The Foundation follows the Restricted Fund Method for accounting for contributions. The Foundation maintains the following Funds:

The Operating Fund contains the assets, liabilities, revenue and expenses related to the Foundation's operating activities, the operation of affordable housing, "Project Homeless Connect" events, and other special events.

The Project Fund contains the assets, liabilities, revenue and expenses related to the Foundation's Homelessness projects and initiatives, including the operation of community programs and the acquisition of real estate property for affordable housing.

Revenue recognition

Restricted contributions are recognized as revenue of the appropriate restricted fund when received or when future receipt of cash is guaranteed by a funding agreement. If no restricted fund exists, they are recognized in the Operating Fund when the related expenditures are incurred. Unrestricted contributions are recognized as revenue of the Operating Fund when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Rental revenue related to the provision of affordable housing is recognized when received.

Special events revenue, such as event ticket sales and sponsorships, is recognized when the amount can be reasonably assured to be received.

Restricted investment income is recognized as revenue of the Project Fund when earned.

Unrestricted investment income is recognized as revenue of the Operating Fund when earned.

Short term investments

Short term investments are investments other than cash, and have an initial maturity in excess of three months and less than twelve months. Interest income on the deposits is accrued over the term of the deposit. The term deposit bears interest at 1.50% and matures on December 1, 2012.

Assets held for affordable housing

The Foundation acquires real estate properties that are to be used as affordable housing in current and future years. These properties held as ongoing investments in affordable housing are stated at cost less accumulated amortization. Cost includes all expenditures incurred in connection with the acquisition of real estate property including all direct costs. Major capital improvements and replacements are capitalized and amortized over the term appropriate to the expenditure.

The purchase price of assets held for affordable housing is allocated to land and building.

Buildings included in assets held for affordable housing are amortized over the estimated life of 40 years on a straight-line basis. In the year of acquisition the assets are amortized at one-half the normal rate.

Property and equipment

Effective April 1, 2010, the Foundation changed its amortization calculation for its furniture and equipment and computer equipment assets from declining balance to straight-line method to more accurately reflect the pattern of usage and the expected benefits of these assets.

Purchased property and equipment are recorded at cost and are amortized over the estimated useful life on a straight-line basis as follows:

Furniture and equipment	4 years
Computer equipment	2 years
Software	3 years
Leasehold improvements	Remaining life of the lease including the first renewal option

In the year of acquisition, the assets are amortized at one-half of the normal rate.

Financial instruments

The Foundation has chosen to follow the disclosure requirements of CICA Handbook Section 3861, instead of new expanded rules set out in Sections 3862 and 3863, in keeping with the options provided by Handbook Sections 3862.43(c) and 3863.40(c).

The Foundation's financial instruments recognized on the balance sheet consist of cash, restricted cash for collaborative capital campaign, short-term investments, deposits in trust for real estate acquisitions, accounts receivable, accounts payable and accrued liabilities, line of credit, funds held in trust for collaborative capital campaign, tenant deposits, approved project disbursements and mortgage payable. The Foundation has classified its financial instruments into the following categories:

Category	Financial Instrument
Held for trading	Cash, restricted cash for collaborative capital campaign, short-term investments, deposits in trust for real estate acquisitions
Loans or receivables	Accounts receivable
Financial liabilities	Line of credit, accounts payable and accrued liabilities, accounts payable for collaborative capital campaign, funds held in trust for collaborative capital campaign, mortgage payable, tenant deposits and approved project disbursements.

All financial instruments must initially be recognized at fair value on the balance sheet. Subsequent measurement of the financial instruments is based on their classification. Held for trading financial assets are measured at fair value with unrealized gains or losses recognized in the Statement of Operations. Financial loans or receivable and other financial liabilities are measure at cost or amortized cost.

a) Fair values

The fair value of these financial instruments, excluding mortgage payable and approved project disbursements, approximate their carrying amount due to their short term nature. The fair value mortgage payable, loan payable and approved project disbursements are not materially different from their respective carrying amounts.

b) Credit risk

The Foundation does not have a concentration of credit exposure with any one party. The Foundation does not consider that it is exposed to undue credit risk.

c) Price risk

The Foundation is subject to price risk in the value of donated shares on the date of sale compared to the date of donation. The Foundation mitigates this risk by selling all shares upon release to the Foundation in an effort to ensure that price on date of transfer does not materially differ from the price on transfer.

d) Liquidity risk

Liquidity risk is the risk that the Foundation will encounter difficulties in meeting its financial obligations. The Foundation manages its liquidity risk through cash and debt management.

e) Interest rate risk

The Foundation is exposed to interest rate risk to the extent of any upward revision in prime lending-rates. The Foundation attempts to mitigate this risk by limiting the debt assumed and entering into medium-term mortgages.

Contributed goods and services

Donations of materials and services are recognized when the fair value can be reasonably estimated and the materials and services are used in the normal course of operations.

Volunteers have contributed a variety of services to assist the Foundation in carrying out its objectives. The fair value of such services is not recognized in these financial statements.

Deposits in trust for real estate acquisitions

Deposits in trust for real estate acquisitions include all payments made for properties whose purchases have not yet been finalized. Deposits are held in trust by solicitors for the Foundation. The amount is applied to the purchase price upon close or is refunded if the purchase does not close.

3. Calgary Collaborative Capital Campaign for Affordable Housing (RESOLVE)

During the year, the Foundation entered into an agreement with two other homeless serving charities to form the Calgary Collaborative Capital Campaign for Affordable Housing (CCCAH). The purpose of the CCCAH is to fundraise to support the acquisition (both past and future) of affordable housing to meet 10 year plan goals. The Foundation acts as Fiscal Agent for the CCCAH. Funds received from the other parties pursuant to the CCCAH agreement for administration of the CCCAH are recorded as restricted cash and funds held in trust until CCCAH costs are incurred. Amounts provided by the Foundation towards the CCCAH are reported as restricted cash. During the year, the Foundation recorded expenses of \$59,528 related to its share of the CCCAH expenses in the statement of operations.

4. Assets held for affordable housing

(\$)	Cost	Accumulated Amortization	2012 Net	2011 Net
Land	11,597,000	–	11,597,000	7,521,000
Building	30,538,931	1,215,209	29,323,722	22,053,070
	42,135,931	1,215,209	40,920,722	29,574,070

5. Property and equipment

(\$)	Cost	Accumulated Amortization	2012 Net	2011 Net
Computer equipment	52,413	44,835	7,578	6,212
Furniture and equipment	82,385	64,355	18,030	36,415
Software	273,327	136,663	136,664	227,772
Leasehold improvements	109,794	45,446	64,348	82,733
	517,919	291,299	226,620	353,132

6. Line of credit

The Foundation has available a line of credit for an authorized amount of up to \$5,000,000. The purpose of this credit is to assist in financing the purchase of real estate property for affordable housing purposes.

Individual draw amounts of less than \$500,000 are repayable within six months of draw date and amounts greater than \$500,000 are repayable within one year of draw date. The balance at March 31, 2012 was fully paid April 30, 2012.

Interest on advances is payable on demand, but until demanded, interest is payable annually at the bank's prime lending rate. Interest payable will be offset by a charitable donation to the Foundation from the lender to a maximum of \$250,000 per year, in accordance with the lending agreement.

Security for the line of credit includes a general security agreement over certain property held for affordable housing.

7. Deferred contributions

Deferred contributions relate to restricted operating contributions that relate to subsequent years.

Changes in deferred contributions are as follows:

(\$)	2012	2011
Opening balance	144,232	278,322
Amounts received during the year	731,530	383,458
Amounts recognized as revenue during the year, reported as donations and grants	(482,301)	(517,548)
Closing balance	393,461	144,232

8. Mortgages Payable

(\$)	2012	2011
Mortgage payable for the Acadia property bears interest at a rate of 5.12% per annum, is payable in monthly principal and interest installments totalling \$20,658, matures in 2015 and is secured by the Acadia property having a carrying value of \$8,886,719.	2,915,254	3,015,868
Mortgage payable for the Bowness property bears interest at a rate of 3.46% per annum, is payable in monthly principal and interest installments totalling \$4,754, matures in 2016 and is secured by the Bowness property having a carrying value of \$3,119,029.	931,695	956,280
Mortgage payable for the Capitol Hill property bears interest at a rate of 3.62% per annum, is payable in monthly principal and interest installments totalling \$4,805, matures in 2017 and is secured by the Capitol Hill property having a carrying value of \$3,113,855.	928,443	950,325
Mortgage payable for the Kingsland property bears interest at a rate of 3.00% per annum, principal is payable at maturity, monthly interest installments total \$3,500, matures in 2014 and is secured by the Kingsland property having a carrying value of \$5,892,174.	1,400,000	1,400,000
Mortgage payable for the Bankview property bears interest at a rate of 2.68% per annum, is payable in monthly principal and interest installments totalling \$5,480, matures in 2017 and is secured by the Bankview property having a carrying value of \$4,090,458.	1,184,959	–
Mortgage payable for the Crescent Heights property bears interest at a rate of 3.22% per annum, is payable in monthly principal and interest installments totalling \$2,301, matures in 2017 and is secured by the Crescent Heights property having a carrying value of \$1,635,515.	467,482	–
Mortgage payable for the Lower Mount Royal (Croydon) property bears interest at a rate of 3.45% per annum, is payable in monthly principal and interest installments totalling \$2,715, matures in 2017 and is secured by the Lower Mount Royal (Croydon) property having a carrying value of \$1,882,837.	545,608	–
Mortgage payable for the Thornccliffe property bears interest at a rate of 2.68% per annum, is payable in monthly principal and interest installments totalling \$3,401, matures in 2017 and is secured by the Thornccliffe property having a carrying value of \$2,442,174.	735,527	–
Mortgage payable for the Connaught property bears interest at a rate of prime plus 2.25% per annum, is payable in monthly interest installments amount dependent on interest rate, matures in 2013 and is secured by the Connaught property having a carrying value of \$2,477,345.	730,802	–
	9,839,770	6,322,473
Less: Amounts due in one year	966,547	143,978
	8,873,223	6,178,495

Principal repayments related to the mortgages payable are as follows:

Year (\$)	Amount
2013	966,547
2014	1,645,276
2015	2,846,538
2016	970,695
2017 and thereafter	3,410,714

9. Loan payable

The loan is payable to Canadian Mortgage and Housing Corporation (CMHC). It is a non-interest bearing loan granted for the purpose of developing affordable housing which was expended on the Sunalta Lodging House. The loan is forgivable over 15 years.

(\$)	Balance – Beginning of year	Additions	Forgiven in year	Balance – End of year
Sunalta Lodging House	366,358	–	34,080	332,278

10. Approved project disbursements

The Foundation has entered into contracts with various agencies to deliver project funds of \$9,496,531 (2011 – \$2,944,878) over the next fiscal year.

During the year, approved project disbursements payable were reduced by \$3,141,442 due to the termination of certain contracts in fiscal 2012 which had been accrued for in 2011. This reduction to approved project disbursement payable was recorded against the 2012 project disbursement expenses.

11. Related parties

a) Board of Directors

- i) The Foundation paid disbursements amounting to \$47,798 (2011 – \$24,987) to a law firm of which a Director of the Foundation was a partner during the year.
- ii) The Foundation paid operating expenses amounting to \$76,580 (2011 – \$68,464) to a trust which a Director of the Foundation controls. The Foundation also recorded \$181,192 (2011 – \$172,157) of donations in kind from the trust. A charitable receipt for tax purposes was not issued for this donation.
- iii) The Foundation paid operating expenses amounting to \$6,800 (2011 – \$nil) to a corporation of which a Director of the Foundation was a Director of during the year.

b) Controlled entity

The Foundation controls Calgary Community Land Trust Society (the “Society”), as the Foundation’s Board of Directors appoint the Board of Directors of the Society, who are all members of the Foundation.

The Society is a not-for-profit society incorporated June 19, 2003 under the Societies Act of Alberta. The Society receives and holds donations and purchases of land, land and buildings and funds to acquire land and buildings that will be dedicated in perpetuity for transitional and affordable housing in Calgary. The Society is a designated charitable organization and is exempt from income taxes under the income Tax Act.

There are no significant differences in the accounting policies of the Foundation and the Society.

During the year the Foundation recorded as project expenditures \$nil (2011 – \$1,730) granted to the Society for the repair of real property to provide affordable housing, which is included as donation revenue of the Operating Fund (2011 – Project Fund) of the Society.

Accounts receivable includes \$5,403 (2011 – \$5,225) receivable from the Society related to amounts paid by the Foundation on the Society's behalf. The amount is non-interest bearing and payable on demand.

Accounts payable includes \$5,777 (2011 – \$nil) payable to the Society related to amounts deposited in the Foundation on the Society's behalf. The amount is non-interest bearing and payable on demand.

The Foundation reports condensed financial information of this controlled not-for-profit organization as follows:

(\$)	Total 2012	Total 2011
Assets		
Current assets	428,094	448,789
Property held for affordable housing	4,068,674	4,098,593
	4,496,768	4,547,382
Liabilities		
	171,224	187,269
Fund Balances		
Internally restricted net assets invested in property held for affordable housing	3,909,186	3,925,648
Externally restricted	324,131	319,131
Internally restricted	82,520	102,902
Unrestricted	9,707	12,432
	4,325,544	4,360,113
	4,496,768	4,547,382

(\$)	Total 2012	Total 2011
Revenue	119,269	118,548
Expenses	153,838	110,275
(Deficiency) excess of revenue over expenses	(34,569)	8,273
Cash (outflow) inflow from operating activities	(6,911)	30,502
Cash (outflow) inflow from investing activities	(16,620)	23,731

12. Commitments

The Foundation has entered into a lease agreement for \$1 with the Government of Alberta for premises which expires on March 31, 2015, with no option to renew.

The Foundation has a lease for additional office space. This lease requires monthly base rent payments of \$15,099 plus operating expenses and expires on July 31, 2015. The annual commitment related to future fiscal periods is as follows:

	(\$)
2013	181,192
2014	181,192
2015	181,192
2016	60,397

The Foundation has received additional funding from the Province of Alberta and Government of Canada to assist in the prevention and elimination of homelessness in Calgary. The undisbursed portion of amounts received at March 31, 2012 is as follows:

(\$)	2012	2011
Project flow-through activities	10,686,945	8,779,297
Project capital acquisitions	1,445,267	182,363

In addition, the Foundation has entered into long-term funding agreements with payments totalling \$8,066,346 due in fiscal 2014 and 2015. Payments will be made subject to receipt of future government funding to meet these commitments.

13. Capital management

The Foundation defines capital as the amounts included in its Fund balances.

The Foundation's objective when managing capital is to safeguard the Foundation's ability to continue as a going concern so that the Foundation can provide the appropriate level of benefits and services to its stakeholders.

A portion of the Foundation capital is restricted in that the organization is required to meet certain requirements included to utilize its externally restricted funds.

The Foundation monitors its capital through the use of detailed budgets that are approved by the Board of Directors, and the actual results are compared to budget on a monthly basis. Changes to the activity of the Foundation's expenditures are approved by the Board of Directors as needed. The Foundation has internal control processes to ensure that the restrictions are met prior to the utilization of these resources and has been in compliance with these restrictions throughout the year.

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

14. Subsequent events

At March 31, 2012, the Foundation held deposits on a real estate property reported as deposits held in trust for real estate acquisition for \$10,000. On April 25, 2012, the Foundation completed the acquisition for a purchase of \$900,000 funded by the deposit of \$10,000, government funding received in fiscal 2013 of \$680,418, and a private donation of \$219,582 recorded in fiscal 2010.

15 Statutory disclosures

As required under Section 7(2) of the Charitable Fundraising Regulation of Alberta, the Foundation discloses the following:

	(\$)
Amounts paid as remuneration to employees whose principle duties involve fundraising	248,903
Direct expenses incurred for the purposes of soliciting contributions	200,012

Appendix 1 – Goals for 2013

Continued from page five of this Annual Report

10 Year Plan Milestone	2012 Goal	Result	2013 Goal
House and support 1,500 chronically and episodically homeless people by 2014.	House and support 500 chronically and episodically homeless people.	Housed and supported 630 chronically and episodically homeless people.	House 700 to 800 chronically and episodically homeless people.
Ensure that no more than 10% of those served by "Housing First" programs return to homelessness by 2014.	Implement HMIS to begin understanding the current recidivism rate.	<p>A sample of 270 clients showed that 5% reported they no longer had permanent housing after 12 months of being in the program.</p> <p>HMIS analysis of Brenda's House shows that out of 348 unique families using the shelter from 2009 to 2011, 26 (7.5%) used the shelter system more than once.</p> <p>Inn From The Cold reported 14% of families used the shelter system repeatedly.</p>	<p>Expand HMIS deployment in emergency shelters.</p> <p>Develop HMIS benchmark to assess current rates of recidivism for families and individuals in the shelter system.</p> <p>Reduce recidivism by targeting highest acuity and longest staying families who repeatedly use emergency shelters.</p> <p>Improve data quality from funded programs to more accurately assess recidivism.</p>
Provide access to housing and support options appropriate to the needs of all individuals engaged in rough sleeping (sleeping outside) by December 2014.	Enumerate rough sleeping population and develop housing and support for this population.	Sixty-four rough sleepers were counted in the January 2012 count, compared with an estimate of 569 rough sleeping in May 2008. The CHF had capacity to accommodate all rough sleepers enumerated in January who consented to rehousing in 2012 program targets.	<p>Complete summer homeless count and rough sleeper enumeration.</p> <p>Refer all rough sleepers enumerated in the 2012 Homeless Counts to Housing First programs.</p>

10 Year Plan Milestone	2012 Goal	Result	2013 Goal
Eliminate 85% of emergency shelter beds by 2018 (a 1,700 bed reduction), reducing a minimum of 600 beds by 2014.	Reduce 150 emergency shelter beds.	<p>From April 1, 2011 to March 31, 2012, Human Services (HS) funded shelters in Calgary showed a decreased rate of use (5.4% or 112 people), compared with the same period in the prior year. This decrease occurred during the same period as HS and the Salvation Army closed 189 emergency shelter spaces and transitional spaces at the Booth Centre.</p> <p>During 2012, HS-funded shelters in Calgary reported 93% funded occupancy levels. During 2011, HS-funded shelters in Calgary reported 90% funded occupancy levels. There was a 2.7% increase in the funded occupancy rate in 2012, compared with 2011.</p> <p>As this Annual Report was published, emergency shelter use was beginning to edge back up.</p>	<p>Work with HS to close 150 to 160 beds.</p> <p>Bring overall shelter utilization down another 5% year over year.</p> <p>Advocate for more aggressive Housing First investment to accelerate shelter use reduction.</p>
Reduce the average length of stay in family emergency shelters to seven days by January 2018.	Reduce year-over-year length of stay in family emergency shelters.	Brenda's House (BH) and IFTC are reporting a 28- and 26-day length of stay, respectively, in 2011. This represents a 10% decrease from 2010 for BH.	Reduce length of stay by 10% to 15% by targeting highest acuity and longest staying families who repeatedly use shelters.
Reduce the average length of stay in emergency shelters to seven days by January 2018. ¹	Establish a benchmark for length of stay in the singles emergency shelter system.	<p>The Mustard Seed shelter was the first emergency shelter to implement the HMIS.</p> <p>Need participation by all emergency shelters in HMIS, which requires provincial permission participations.</p>	Get HMIS in all emergency shelters.

1. The objective of the local and provincial 10 Year Plan is to reduce the length of stay in emergency shelters. HS has the responsibility and contractual relationship with emergency shelters to impact achievement of this objective.

Appendix 2 – Program Funding in 2012

Continued from page eight of this Annual Report

F = Federally funded

P = Provincially funded

D = Funded through donations

Aboriginal Friendship Centre of Calgary: Aboriginal Homeless Initiative (P)

This program offers Permanent Supportive Housing and case management for chronically homeless Aboriginal singles. CUPS will be providing housing location services for the program participants.

Aboriginal Friendship Centre of Calgary: Aboriginal Homeless Outreach and Aboriginal Prevention (F)

This program offers cultural reconnection, outreach and referrals to chronically and episodically homeless Aboriginal individuals and families.

Aboriginal Standing Committee on Housing and Homelessness: Aboriginal Community Liaison (F, P)

This Committee supports Aboriginal people experiencing homelessness, as well as other economic, social and health issues. The Community Liaison represents, supports and advocates for the Committee's mission and priorities.

Aboriginal Standing Committee and the Foundation: Plan to End Aboriginal Homelessness in Calgary (P, F, D)

The community is drafting a Plan that recognizes:

- the disproportionate representation of Aboriginal peoples among the homeless
- that Aboriginal peoples have greater barriers to access help
- the need for cultural reconnection
- the importance of working with public systems

The Foundation is working in partnership with the Aboriginal Standing Committee on Housing and Homelessness to develop this Plan in 2013.

Accessible Housing Society: Bridge to Home (F)

Chronically and episodically homeless individuals with physical disabilities and mobility issues receive permanent housing by coordinating support services and collaborating with landlords.

Alpha House: Case Management (P)

This program houses and supports chronically and episodically homeless who have an active addiction.

Alpha House: Downtown Outreach Addiction Partnership (DOAP) Outreach Overnight (P)

The DOAP team provides 24/7 outreach and crisis response to ensure that those staying outside can survive.

Alpha House: (DOAP) Encampment Outreach (P)

A team locates, engages and triages rough sleepers (those sleeping outside) into housing with supports.

Alpha House: Harm Reduction Housing (P)

This program offers permanent supportive housing and case management for chronically homeless Aboriginal and non-Aboriginal singles.

Alpha House: Transition Beds (P)

These beds help individuals stay connected to their housing and/or addiction treatment plans by providing support to the housing process and to address areas of concern. These beds also help those recovering from illness, surgery or other health issues.

Alpha House: Veterans Program (F, P)

The Veterans Program provides place-based permanent supportive housing and case management to high acuity, chronically homeless veterans at the CHF's Connaught building.

Alpha House: Winter Emergency Response (P)

Alpha House provides extra shelter mats during the winter months to ensure that the homeless have a warm place to stay during the coldest days of the year.

Aspen Family and Community Services: Sustainable Families (P)

The program provides case management to house and assist families who are chronically and episodically homeless.

Boys and Girls Clubs of Calgary: Infinity Project (P, F)

Youth up to the age of 24 are helped to find permanent housing and support to maintain housing and move to self-sufficiency.

Brenda's House: Family Emergency Shelter (P)

This emergency family shelter provides temporary housing and services while families connect with rapid rehousing programs to locate and secure appropriate housing and support.

Calgary Alternative Support Services: Langin Place (P)

Langin Place is supportive housing for single males. The agency provides day and evening support to tenants, as well as general maintenance and operations of the facility.

Calgary Alternative Support Services: Sunalta Lodging House (P)

This agency provides a community liaison at the Foundation-owned building in the community of Sunalta. The liaison facilitates relationships amongst tenants and provides social connections to the community and other supports.

Calgary Drop-In & Rehab Centre: Winter Emergency Response (P)

The Calgary Drop-In & Rehab Centre provides extra shelter mats during the winter months to ensure that the homeless have a warm place to stay during the coldest days of the year.

Calgary John Howard Society: Raido House and Windsor Park (F)

At Raido House and Windsor Park, youth receive transitional housing.

Calgary Urban Project Society (CUPS): Rapid Exit Singles and Families Case Management and Housing Location (P)

These programs rehouse and provide case management to low- to medium-acuity families or individuals who are staying in emergency shelters or transitional housing.

Discovery House: Community Housing (P)

Families experiencing domestic violence are helped to find and keep safe, appropriate housing. The project provides wrap around support services and treatment to families.

Foundation: Arthur R. Smith Awards (D)

Created in the name of the founder of the CHF, this award recognizes and honours front-line staff, teams and volunteers who provide rehousing and support to those at risk of or experiencing homelessness in Calgary.

Foundation: Community Action Committee (CAC) (F)

The CAC represents more than 130 agencies and groups. The Foundation provides funding for capacity building among non-profit agencies, research and a community liaison position.

Foundation: Project Homeless Connect (PHC) (D)

This is a one-day event where people at risk of or experiencing homelessness can access information and services in one location. As of the end of fiscal 2012, 13 PHCs have been held, with approximately 10,000 participants and an average of 40 to 50 agencies.

Fresh Start Recovery: Keys to Recovery (P)

This program houses and supports single individuals who would otherwise be discharged into homelessness from addictions treatment centres.

Homeless Awareness Calgary: Community Voices (F,P)

Community Voices engages people previously or currently experiencing homelessness to gather and share insights into government policies, existing programs and services, and the 10 Year Plan.

Inn From the Cold and Aspen Family and Community Services: Family Homelessness Prevention and Floating Outreach (P)

This program identifies families at imminent risk of homelessness and provides support so they do not have to use an emergency shelter.

Inn From The Cold: Case Management (P)

Families that have been rehoused receive support to maintain their housing.

Inn From The Cold: Family Emergency Shelter (P)

This shelter provides resources, services and shelter to families and pregnant women experiencing homelessness.

McMan Child and Family Services: Hope Homes, Hope Homes Aboriginal and Wellington (F)

This program helps 16 to 24-year-olds experiencing or at risk of homelessness through residential placements and support (education and employment).

Metis Calgary Family Services: Rainbow Lodge (F, P)

Aboriginal families exiting the emergency shelter system receive permanent housing and support.

Oxford House Foundation of Canada: Aboriginal Outreach Worker (F)

The Aboriginal housing outreach worker provides cultural reconnection, support and information on educational opportunities to Aboriginal individuals recovering from addiction.

Servants Anonymous Society of Calgary: Housing and Life Skills (F)

Sexually exploited women receive support, including immediate safe housing, a recovery-focused life skills program and childcare.

The Alex: HomeBase (P)

This program houses long-term, chronically or episodically homeless individuals with a history of emergency shelter use through housing and case management supports.

The Alex: Pathways to Housing (P)

Chronically homeless individuals, including those leaving hospitals and corrections and those with a history of unstable housing due to problems with mental health and addictions, receive housing and support.

The Calgary Dream Centre: Moving Home (P)

Permanent housing and case management support are provided to those experiencing chronic and episodic homelessness.

The Calgary Dream Centre: Residential Program (P)

This program provides permanent supportive housing and case management to chronically homeless men.

The Mustard Seed: Aftercare (P)

This program helps people staying at the emergency shelter move into stable, independent rental housing, with ongoing support to ensure they keep their housing.

The University of Calgary and the Foundation: Homeless Service Provider Certificate (F, P, D)

The Foundation supports the Faculty of Social Work's Homeless Service Provider Certificate, a program designed to enhance the skills of those working in the homeless-serving sector, by funding a part-time program coordinator and scholarships.

Universal Rehabilitation Service Agency's: Kootenay Lodge (P)

This facility provides specialized housing for severely disabled Aboriginal adults experiencing homelessness.

Wood's Homes: New Horizons (P)

Highly vulnerable youth who are living in shelters, sleeping on the street or who are leaving the child welfare system receive housing and support.

Youth Sector and the Foundation: Plan to End Youth Homelessness in Calgary (P, F, D)

The community drafted a Plan to End Youth Homelessness in Calgary. The plan aligns with Calgary's 10 Year Plan to End Homelessness and was published in 2011.

YWCA of Calgary: Mary Dover House (F)

This shelter provides crisis intervention and stabilization for women, and then case management and support for rehousing.

YWCA of Calgary: Community Housing (P)

Single women experiencing homelessness in Calgary receive permanent housing with case management and support.

Appendix 3 – Research Projects in 2012

Continued from page 10 of this Annual Report

Aboriginal Homelessness: The Intersections of Rural and Urban Homelessness

The CHF and University of Calgary's (U of C's) Faculty of Medicine received grant funding from the federal government to study the migration patterns of Aboriginal people from rural to urban centres and the impact this has on homelessness.

Alberta Homelessness Research Consortium (AHRC)

The CHF has been a member of the AHRC for three years. This included engagement in province-wide consultation to develop a provincial research agenda to align with the provincial Plan (A Plan for Alberta: Ending Homelessness in 10 Years). A request for proposals was sent out in 2011 to build capacity in centres across Alberta to engage in research specific to homelessness. Eleven projects were successful, six of them from Calgary. Findings from this research will be disseminated in 2013.

Alberta Seven Cities Quantitative Survey Analyses

The CHF, in partnership with U of C's Faculty of Social Work, analyzed provincially-collected survey data to identify vulnerabilities of newcomers and to explore factors that explained newcomer homelessness. The goal was to get a more substantial knowledge base on the intersection between immigration, housing and homelessness in Alberta.

Calgary Homelessness Research Agenda

Local research partners will be engaged in the fall of 2012 to review and update Calgary's research agenda on ending homelessness. Calgary's first research agenda was released in 2008, followed by a review and update in 2010.

Canadian Homelessness Research Network (CHRN)

The CHF continues to be a key partner in the national effort to align research efforts to end homelessness. The CHF sits on the National Advisory Board and participated in the development of a national definition of homelessness and a 'best practice' framework for programs to end homelessness. The CHRN and the CHF also partner to support the network, which has expanded to more than 100 research partners.

Comparative Case Study Analysis: 10 Year Plans

The CHF is a partner in the National Reach 3 Alliance. The priority project for 2012 is to analyze the development and implementation of four Plans to End Homelessness across Canada.

Dimensions of Promising Practice for Outreach Services for Rough Sleepers

The CHF led a multi-methods research project to identify promising practices when engaging rough sleepers in housing and supports. The research is being used to develop standards of practice for outreach.

Harm Reduction: Impacts and Implications

The CHF and U of C's Department of Economics conducted a study of the health and legal implications of harm reduction strategies specifically as they relate to homelessness.

Housing Subsidies and Homelessness

The CHF partnered with U of C's School of Public Policy on a research project to examine the pros and cons of implementing a housing allowance as a tool for preventing homelessness.

Inside Out Action Research

The CHF, U of C and Berkana House led a participatory action research project on the experiences of women being discharged into community following incarceration. The research team consisted of six women with lived experience who led the data collection and analysis.

Interventions and Preventions for Ending Youth Homelessness: Phases 1 and 2

The U of C, the Calgary Youth Sector and the CHF partnered on a research project to identify the key interventions to stop the transition of homeless youth into adult homelessness. A multi-method approach is underway, including a literature review and development of an assessment tool to triage homeless youth into supported housing. The tool will be tested for validity by community agencies supporting youth.

Pandemic Preparedness Research Phase 2

The 2009-10 H1N1 outbreak led to a pan-Canadian study to understand the ways in which current emergency responses to pandemics affect the lives of people experiencing homelessness. The CHF partnered with the Faculty of Social Work at the U of C as part of a larger study led by York University. Several sites across Canada recruited and interviewed more than 500 people on their experiences.

Plan to End Aboriginal Homelessness

The CHF, in partnership with the Aboriginal Standing Committee on Housing and Homelessness, engaged in a multi-methods research project to understand the homelessness experiences of Aboriginal people. The research articulated goals and strategies to be part of Calgary's Plan to End Aboriginal Homelessness. A literature review, interviews with 50 people with lived experience and surveys with 20 service providers were completed.

Research on the Needs of Low-Income Calgary Families

The CHF acted in an advisory capacity, supporting the United Way of Calgary and Area to determine the social service needs of Calgary's low-income families. The intention is to determine what is needed to prevent at-risk families from becoming homeless.

Research on Subsidized Housing for Low-Income Pre-seniors

The CHF supported a community/university partnership study of issues and solutions to obtain safe and affordable housing for vulnerable older adults aged 55 to 64. The research is designed to identify the key gaps in housing designed for this population.

Summer 2012 Point-in-Time Count

The CHF will lead a summer count of people experiencing homelessness. Findings will enable the CHF to compare seasonal fluctuations between winter and summer counts.

Supportive Employment for Chronic and Episodically Homeless Men

The CHF and the Interagency Sector led a collaborative research project to examine the issues and solutions to sustaining employment for men over the age of 40 with a history of employment and homelessness.

The Cost of Ending Homelessness

The CHF is working with the U of C's School of Public Policy to scope out and compare the costs associated with shelter use, Housing First programs and public system utilization for homeless Calgarians.

The Risks and Assets for Homelessness Prevention (Homeless Asset and Risk Tool)

In 2009, U of C and the CHF conducted an in-depth literature review of risks and assets in homelessness prevention. This research led to development of a prevention assessment tool. Data collection for Phase 2 of this project is now complete. More than 740 valid surveys and 88 follow up interviews were done with individuals/families. Findings are being used to determine the effectiveness of the tool in preventing homelessness.

Appendix 4 – Housing Portfolio

Continued from page 13 of this Annual Report

Below are the properties the Foundation owns, with the exception of the properties in Bridgeland, Dover, Capitol Hill and Martindale, which are owned by the Calgary Community Land Trust Society (CCLT). The CCLT is a charitable society controlled by the Foundation, as the Foundation's Board of Directors appoint the Board of Directors of the Society, who are all members of the Foundation.



Acadia

With mainly two- and three-bedroom units, this housing complex has 58 units ideally suited for families. This complex was purchased for a total project cost of \$9.66 million in September 2009 using funds from the Government of Alberta, The City of Calgary and a \$3.15 million mortgage. The Foundation is working with KAIROS Calgary to reduce the mortgage and to help with building projects and tenant support. Aspen Family Services provides community support to tenants.



Bankview

Singles, couples and small families reside in this apartment building with 27 units and receive support from a variety of agencies. The building was purchased for a total project cost of \$4.24 million in April 2010 with funds from the Government of Alberta. David Bissett contributed \$97,500 toward the building and the Foundation obtained financing for \$1.2 million.



Bowness

This building has 26 units intended for singles, couples and small families. The building was purchased for a total project cost of \$3.25 million in April 2010 with funding from the Government of Alberta. The building has a \$936,000 mortgage that needs to be fundraised over the next four years. David Bissett contributed \$39,000 to the building. The Westside King's Church congregation partners with the Foundation on building projects. A variety of agencies support tenants.



Bridgeland

With 11 bachelor units, this building is intended for low-income women, and has deeply subsidized rents. The building was purchased for a total project cost of \$1.10 million in January 2010 with funds from The City of Calgary and a \$76,000 donation from Brian and Anne O'Leary. Tenants are referred and supported by the YWCA of Calgary.



Capitol Hill

Singles, couples and families live in this 27-unit building made up of bachelor and one-bedroom units. The building was purchased in March 2011 for a total project cost of \$3.78 million using funds from the Government of Alberta, a donation from David Bissett for \$202,500, along with financing. Donations totalling \$930,000 are needed to pay off this building. A variety of agencies provide support to tenants at this building.



Capitol Hill

This Habitat for Humanity complex called Sheftel Court was developed in 2008 for low-income families. Families own the buildings through the Habitat for Humanity program, and the Calgary Community Land Trust Society (CCLT) owns the land and leases it back to Habitat for Humanity.



Cliff Bungalow

Very low-income singles at risk of or experiencing homelessness and suffering from addictions reside in this building with 15 one-bedroom apartments. Tenants are referred and supported by Keys to Recovery. The building was purchased for a total project cost of \$2.27 million in May 2011 using funds from The City of Calgary, a donation from David Bissett of \$380,000 and a donation from the Flanagan Foundation for \$300,000.



Connaught

This 16-unit building provides housing and support to male veterans experiencing homelessness. The building was purchased for a total project cost of \$2.50 million in November 2011, using \$1.80 million in provincial grants, a donation from David Bissett of \$23,000 and assuming a mortgage of \$734,000. Alpha House Society provides support services to tenants.



Crescent Heights

The Foundation purchased this 11-unit building (eight one-bedroom units and three two-bedroom units) in June 2011. The total project cost was \$1.77 million. The Government of Alberta contributed \$1.24 million, David Bissett contributed \$56,000 and there is a mortgage of \$475,000. Tenants are recovering from addictions with support from Fresh Start Recovery.



Dover

This Habitat for Humanity complex called Sun Court was developed in 2006 for low-income families. Families own the buildings through the Habitat for Humanity program and the CCLT owns the land and leases it back to Habitat for Humanity.



Huntington Hills

The Foundation partnered with Persons with Developmental Disabilities (PDD) to purchase this building in January 2012 for a total project cost of \$783,000. PDD provided the capital funding for the building and will oversee tenant referral and support. There are four units in this building.



Kingsland

This 40-unit apartment has mixed use with market-rent tenants and low-income small and single-parent families. The building was purchased in January 2010 for a total project cost of \$6.33 million with funds from the Government of Alberta, as well as private financing of \$1.40 million over three years from Canadian Avatar Inc. and a generous donation of \$500,000 from Gary Nissen. Tenant referrals into this property are from Inn from the Cold.



Lower Mount Royal

This building has 15 units, which are available for low-income women transferring from Mary Dover House or other homeless-serving agencies serving women. The building was purchased in March 2010 for a total project cost of \$2.27 million and was funded by a grant from The City of Calgary and a generous donation of \$681,000 from David Bissett. Tenants are referred and supported by the YWCA of Calgary.



Lower Mount Royal

In January 2012, the Foundation purchased this 16-unit (studio size) apartment building for a total project cost of \$2.19 million. A Government of Alberta grant covered \$1.53 million and a private donation from David Bissett covered \$96,000, leaving a \$560,000 mortgage. Tenants are low-income women transferring from Mary Dover House or other homeless-serving agencies serving women. Tenants are referred and supported by the YWCA of Calgary.



Martindale

The Kootenay Lodge was purchased in 2006 with funding from the Government of Canada and the Government of Alberta. Universal Rehabilitation Service Agency (URSA) property manages this property and provides referrals and support to 10 people with disabilities.



Parkdale

This northwest home was purchased with a private donation and houses a single family. The Foundation works with agencies to help those living in this home.



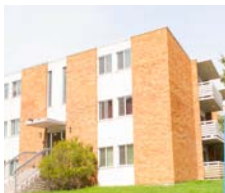
Silver Springs

This is another property at which the Foundation partnered with PDD to purchase in February 2012. This building has four units. PDD providing the capital funding of \$783,000 for this property and will provide tenant referrals and support.



Sunalta

With 33 units, this building houses people who are chronically and episodically homeless. The building had a project cost of \$1.78 million and was purchased in June 2009 with funds from The City of Calgary and the Government of Canada. Funding from CMHC's Rooming House Residential Rehabilitation Assistance Program and Human Resources and Skills Development Canada provided more than \$330,000 in renovations funding. Tenants are supported by a variety of agencies.



Thornccliffe

In October 2011, the CHF purchased this 17-unit building (11 one- and six two-bedroom units) for a total project cost of \$2.67 million. The Government of Alberta contributed \$1.87 million, David Bissett donated \$70,000 and there is a mortgage of \$729,000. Tenants are singles recovering from addictions who are supported by Keys to Recovery.

Acquisitions Subsequent to Year End



Abbeydale

In April 2012, the Foundation took possession of this building, which has a permit for a special care facility that can serve 21 clients. The total project cost was \$1.20 million of which the Government of Alberta provided \$840,000 and David Bissett contributed \$360,000. The Foundation is hoping to partner with Fresh Start Recovery to provide second-stage housing for tenants recovering from addictions.

Contact Information

The Foundation aims to provide all of our stakeholders with transparency and accountability. Any complaints or concerns with the Foundation can be anonymously reported through an external whistleblower line: 403 214 1821.

We also welcome your feedback on this Report.

Calgary Homeless Foundation

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