



**HEAD &
HEART**



Calgary
Homeless
Foundation

ANNUAL REPORT 2013



HEAD

According to one Calgary emergency shelter,

individuals stayed an average of

**41 days
in shelters**

during a one-year period,

**but the most common
length of stay was**

one day

This indicates while most people are in and out of shelter quickly, some have been there for a long time.



HEART

Anthony

“The (homeless-serving) system can only move so fast to help people,” observes Anthony. “For the system to work well, people have to be honest with themselves and the system when they decide to make use of it.”

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.

Achieving this goal will require solid data, innovative research, in-depth analysis, strategic decision making and focused investment of resources. Clear thinking. **HEAD**

Achieving this goal will require connecting with people who are struggling and helping them to heal, to have hope and to trust. Compassion and persistence. **HEART**

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Please note the period April 1, 2011 to March 31, 2012 is referred to as 2012, the period April 1, 2012 to March 31, 2013 is referred to as 2013 and the period April 1, 2013 to March 31, 2014 is referred to as 2014. Sources for opposite page and pages 9, 11, 12 and 17 are found on page 48.

1. Please see important advisories regarding the Financial Statements and Notes on pages 28 and 31.

MESSAGE FROM THE BOARD CHAIR & PRESIDENT AND CEO

The year 2012 was the fifth year of the 10 Year Plan to End Homelessness (10 Year Plan) and the second year of Phase 2. In this phase, the focus is on making deeper, long-term changes to the homeless-serving system. We are pleased to say that exciting progress was made during the first half of the 10 Year Plan.



Alan Norris
Chairman of the Board



Dr. John Rook
President & CEO

It is estimated that around 4,500 men, women and children received housing and support in the first five years of the 10 Year Plan. It is safe to say that many of these people would be in the city's emergency shelters or sleeping outside if they had not been housed.

The growth in the number of people experiencing homelessness has stopped. A point-in-time count in August 2012 indicated 3,576 people were experiencing homelessness, compared with 3,601 in May 2008. Prior to the 10 Year Plan, the number of people experiencing homelessness increased by 20 to 30% every two years. The University of Calgary calculates the 2012 count would have been as much as 24 to 50% higher compared with 2008 if housing and support through the 10 Year Plan had not occurred.

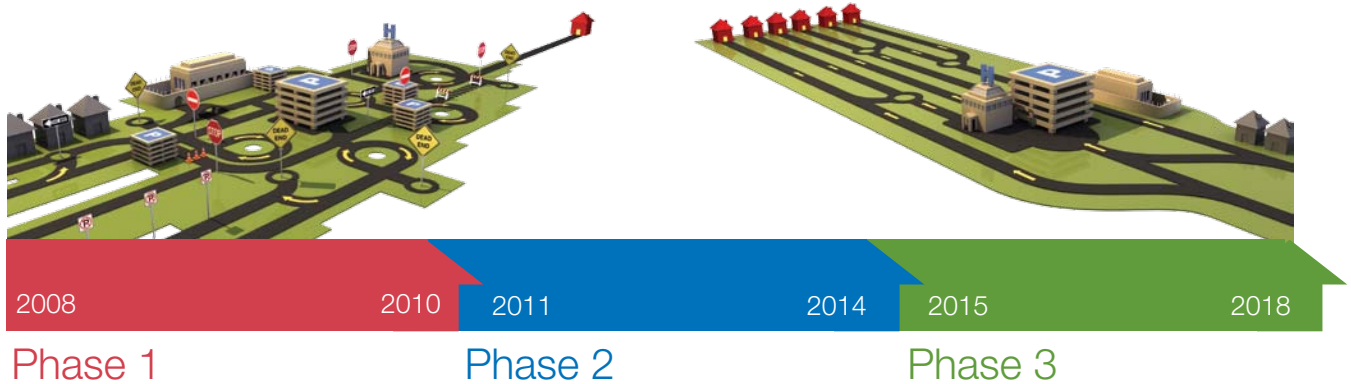
Housing First works. In a sample of 270 people who were successfully housed with support, 92% retained their housing after one year. This same group also reported a significant reduction in use of more expensive emergency and public systems. As well, one-third voluntarily sought help for mental illness and addictions.

The homeless-serving system in Calgary is more coordinated and collaborative. Front-line agencies are working together, referring clients, designing innovative programs and eliminating redundancies. The Homeless Management Information System (HMIS), the first of its kind in Canada, has 70 programs and thousands of client records online. With collaboration and HMIS, the homeless-serving system now can prioritize clients' needs as they enter the system, match them to the right housing and support, and measure how well services are working.

All levels of government have been extremely supportive, despite changing policy and economic conditions. This is especially true of the Government of Alberta, which is the only province in Canada to have its own 10 Year Plan.

At the same time, there are challenges.

Calgary continues to benefit from a strong provincial and local economy. This trend is resulting in increased migration to Calgary. People come here seeking employment but do not realize there is limited and expensive housing. The purpose-built apartment rental stock has declined leading to vacancy rates of about 1.5% and rent for a one-bedroom apartment currently averages around \$950 per month.




There is a clear need for more low-cost rental housing in Calgary. The provincial government provided nearly 3,000 units worth of capital grants, and over the past four years about 40% of these units have been delivered. There is a need to get the balance of the units delivered quickly and make sure they are focused on vulnerable populations. Creative and collaborative ways to quickly add affordable housing are critical. The collaborative RESOLVE campaign is an example of the kind of thinking that is necessary.


There is also more work to be done to focus Housing First programs on vulnerable populations, in particular those who have stayed in emergency shelters for a long time (chronically homeless) or cycle in and out (episodically homeless), as well as Aboriginal people, families, youth and women. In the future, the emphasis needs to be on the kind of people that are housed, not the quantity.

While buy-in to HMIS has been remarkable, data quality must be improved and some critical emergency shelters need to come on stream to show the whole picture of homelessness in Calgary. This data quality improvement effort is underway and all emergency shelters will be on HMIS this year. This information will allow us to more accurately analyze external trends feeding into, and our subsequent response, in the homeless-serving system. An example would be how to address the rise in family homelessness, driven by Aboriginal and immigrant families moving to Calgary.

Ending homelessness is not an easy task but as a community we are definitely up for the challenge, as proven in our work to date. The theme of this annual report is “Head and Heart.” This theme represents the mental capacity to gather data, analyze research and evidence and make strategic decisions. It also represents the emotional willingness to have compassion for our clients, persist with tenacity toward our goal and work positively together.

For the community’s willingness to provide both the Head and the Heart to this effort, we thank you and commit to do the same.


Alan Norris
 Chairman of the Board


Dr. John Rook
 President & CEO

Above
The homeless-serving system is much like a traffic system. The roads, which represent the way those experiencing homelessness get help from agencies, had no focus on creating traffic flow (a 10 Year Plan). This meant drivers (those at risk of or experiencing homelessness) faced traffic jams (long lines for service), dead ends (staying in emergency shelters or sleeping outside for many years) and traffic circles with no exits (repeatedly cycling in and out of homelessness). There was also little agreement over the rules of the road, such as applying a philosophy of Housing First. Investment into fixing the traffic infrastructure did not follow a plan.

The community can now anticipate where drivers will enter the roadways (become homeless) as a way to reduce the traffic to begin with, build programs to prevent homelessness and close gaps in the homeless-serving system. If drivers (people at risk of or experiencing homelessness) still enter onto the roadways, there is now agreement (among the homeless-serving agencies) that the traffic needs to be coordinated, prioritized and moved more effectively.

PERFORMANCE IN FISCAL 2013 AND GOALS IN FISCAL 2014

In fiscal 2013, 759 people received affordable housing and support from Housing First programs. This brings the total housed over five years to about 4,500 (adults and children) – a remarkable achievement!

People who were especially vulnerable were prioritized. Of the 759 people who received housing:



334

experiencing chronic homelessness

414

experiencing episodic homelessness

314

female

445

male

225

Aboriginal People

145

youths (age 24 or under)

161

families

Above

Data is subject to change as Human Service assessments are corrected. The housed data only consists of programs for Housing and Intensive Supports and Permanent Supportive Housing. Short-Term Supportive Housing program numbers will begin to be reported in HMIS in 2014. More information can be found at <http://calgaryhomeless.com/what-we-do/system-planning>

Progress toward 2013 strategic priorities

Implement system of care

The CHF and both funded and non-funded agencies continued work on building a robust system of care. An overview of the homeless-serving system can be found on page 6. During the year, more agencies began using the Homeless Management Information System (HMIS) and the provincial government required emergency shelters to implement HMIS. As well, contracts were aligned with outcomes in the system of care so there were consistent definitions and measurement. As more agencies go onto HMIS, the system will be more coordinated and comprehensive.

All CHF-funded case management programs underwent a national accreditation process to ensure consistent practices and excellence in standards of care. CHF also provided training for front-line workers needing certification or professional development in a range of topics.

Develop housing operations and implement CHF Housing Strategy

CHF established partnerships with non-profit agencies to operate each CHF-owned property either through master leases or program funding agreements. Tenant referral, intake, income testing, social service supports and other tenant-related services are done by the agencies, while CHF provides asset and property management. During the year, housing operations standards were developed and are being incorporated.

Fundraise for affordable housing through the capital campaign

The CHF and eight other non-profit agencies are working collaboratively in a capital campaign called RESOLVE to raise money specifically for affordable housing. The infrastructure, volunteer leadership and case for support have been developed and the goal of the campaign is to raise \$120 million toward 2,500 units of housing. The CHF's portion of this goal is \$45 million and a lead gift was secured for more than \$11 million to develop 240 units of housing for the CHF.

Focus government relations on funding, system prevention and regional issues

Government relations activity was successful during the year but requires more internal coordination going forward. During the fall, the CHF received additional funding from the Government of Alberta and underwent a very successful audit which was conducted by Human Services. Despite provincial government cutbacks, funding for Housing First programs was maintained going into 2014. Many different provincial ministries provide support to people at risk of and experiencing homelessness and the CHF is increasingly working with ministries such as Justice and Alberta Health. Significant in-migration to Calgary impacted the amount of work that was done on system prevention. Regional issues, particularly around family and Aboriginal homelessness, continue to be a focus.

A detailed list of the CHF's performance on its detailed goals for 2013 can be found on page 19.

Strategic priorities in 2014

1. Improve the quality of data

- Align HMIS with provincial system
- Prioritize relationships with emergency shelters
- Analyze HMIS data in light of the 10 Year Plan goals
- Conduct further cost analysis on programs and Housing First
- Align research goals and HMIS data

2. Build coordinated intake into the homeless-serving system

3. Continue to focus on vulnerable populations

- Develop Permanent Supportive Housing (PSH) for families, in addition to housing for singles
- Prioritize funding to vulnerable populations
- Develop regional partnerships, especially with nearby Aboriginal communities
- Monitor, analyze and communicate impact of migration
- Increase agency capacity to serve complex clients
- Continue to support the Youth and Aboriginal Plans to End Homelessness

4. Provide leadership in advocating for more affordable housing in Calgary

- Work with community to assess continuum of housing stock
- Determine best housing model for chronic homeless
- Fundraise for CHF housing and to help others (RESOLVE)
- Align program funding with capital investments

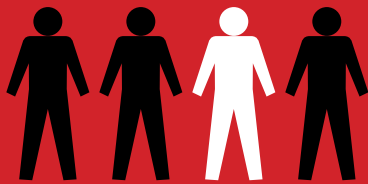
5. Develop a coordinated government relations strategy and investigate other sources of funding models such as social enterprise

- Continue to advocate with provincial government to secure resources for PSH and to provide rent supports
- Continue to advocate with provincial and federal government for Housing First program funding
- Continue to advocate with provincial and municipal government to add significant affordable housing

HOMELESS-SERVING SYSTEM

Working with the community, the CHF is building a more effective and coordinated system of care for people at risk of or experiencing homelessness. This will result in better service to clients, increased collaboration among agencies and effective use of limited resources.

1



Focus on vulnerable populations

These are populations with distinct needs who require more tailored interventions.

- Chronic or episodically homeless
- Aboriginal People
- Youth
- Families
- Women

2



Match people with services

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

3



Provide shelter, housing and services

- Permanent supportive housing
- Housing with intensive supports
- Short-term supportive housing
- Rapid rehousing
- Emergency shelters
- Outreach
- Supportive services
- Affordable housing
- Prevention

4



Measure outcomes & performance of system and programs

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

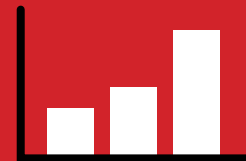
5



Gather and analyze all data in the system

Use the web-based Homeless Management Information System to collect, share and analyze the data.

↻



Iterative process

Take research and HMIS data and improve the system and the programs.

PROGRAMS

The CHF funds 53 programs delivered by 26 agencies in support of the 10 Year Plan. In 2013, Housing First program contracts were focused on those staying in emergency shelters for a long time. Further focus on the chronically homeless is required in 2014.



Claudia, wife of Miguel and mother to their three children.

About 84% of the CHF's funding for programs comes from the Government of Alberta. In 2013, Alberta's Human Services (HS) department contributed \$30.07 million to programs, compared with \$24.43 million in 2012. The increase represents an additional \$5.67 million from the province's Outreach and Support Services Initiative (OSSI) funds, less funds allocated to the CHF to support administration and oversight of programs. Additionally, CHF received \$1.12 million from Municipal Affairs and \$2.00 million in funding from Alberta Health.

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 2013, \$5.12 million in operating funds was awarded to 15 agencies.

All together this funding provides for 1,855 Housing First spaces and with turn-over, this represents 2,126 Housing First spaces in 2014. With the addition of graduate rent subsidies, there is capacity for 2,055 spaces. In addition, the CHF funds 132 short-term transitional housing spaces, 35 emergency shelter beds for families, six support services positions and prevention funding for 60 family spaces.

There are many inputs that go into determining average program costs by sub-population. More analysis is needed to determine the optimal costs per client. Nevertheless, the ranges were:

- highest acuity singles: \$15,000 – \$26,000
- families: \$15,000 – \$17,000
- youth: \$12,000 – \$20,00

A list of the programs the CHF funded in 2013 (from April 1, 2012 to March 31, 2013) can be found in Appendix 1. A list of the programs funded in 2014, along with contact numbers and names, can be found at <http://calgaryhomeless.com/assets/AboutUs/CHF-Resource-List-2013-v13.pdf>.



HEAD

On one night in the summer of 2012
198 families
were homeless



HEART

Miguel, Claudia, and family

Miguel, Claudia and their three children, ages six, five and three, arrived recently in Canada from Mexico. They fled their home country and are applying for refugee status in Canada because they were receiving kidnapping threats. Why Calgary? Because there was a timely, available, direct flight leaving at the right time from Puerto Vallarta. While they wait for a decision on their status, they are

staying at Inn from the Cold (two rooms, two beds in each).

Fluent in English, Miguel is a glazier (he works with glass), and although he is prevented from doing so by immigration regulations, he would love to be earning and contributing to his family situation by practicing his trade.

RESEARCH & POLICY, THE HOMELESS MANAGEMENT INFORMATION SYSTEM AND SOCIAL ENTERPRISE INCUBATOR

Success in achieving the goals of the 10 Year Plan relies on solid research and data driving decisions and a willingness to innovate to seek new solutions.



In the summer of 2012, CHF and the community conducted a point-in-time count.

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, to conduct point-in-time counts and to implement multiple strategies for dissemination of research into policy and program design.

Key findings from research in 2013 included:

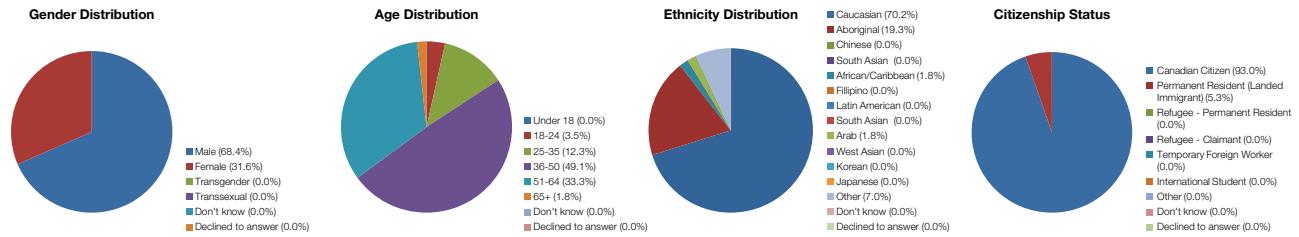
- Acquiring and sustaining housing is of primary concern for Aboriginal People.
- Family homelessness is one of the fastest growing segments, driven by Aboriginal and immigrant families moving to Calgary.
- Youth homelessness is different from adult homelessness, driven by family and economic problems and residential instability.
- The homeless population is a high user of the health care and judicial systems.
- Housing First is cost-effective and a useful strategy to address homelessness.
- Assessment of the risk and protective factors for homelessness is narrowing the significant variables for housing security.

The research group also gains insight into homelessness from a Client Advisory Committee. Key observations from the group are that the experience of homelessness is dehumanizing and frustrating, and clients struggle to communicate with agency front-line staff.

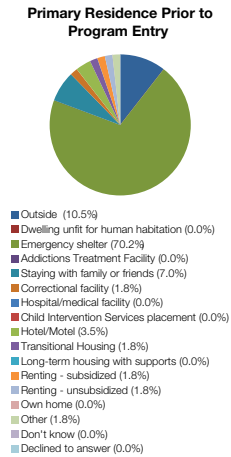
In 2013, analysis of information from the point-in-time counts, external indicators and trends, a housing scan and HMIS data, informed the CHF's strategic priorities for 2014.

A list of the research projects the CHF participated in during 2013 can be found in Appendix 2.

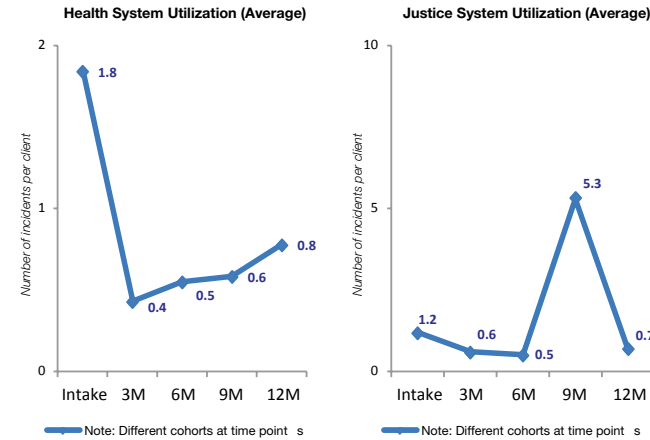
Demographics (Q4 housed)



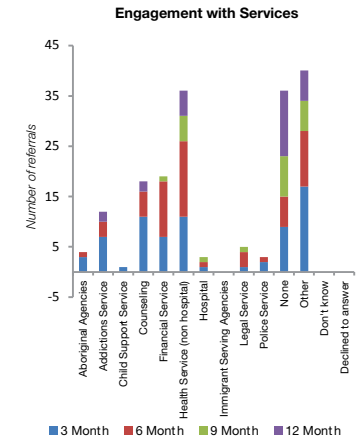
Primary Residence (Q4 housed)



Public System Utilization (Q4 housed and follow-ups)



Mainstream Service Interaction (Q4 follow-ups)



Homeless Management Information System

The Homeless Management Information System (HMIS) is the IT infrastructure for the whole system of care. The HMIS is a web-based software application to collect, share and analyze data and coordinate 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.

Discussions to create a Calgary HMIS began in 2009, with a Committee formed and system selected in 2010. In 2011, the HMIS was configured for Canadian use and 20 agencies representing 40 programs implemented the system. In 2012, an additional 20 agencies and another 30 programs went onto HMIS. All together there are more than 700 users currently on the system.

In 2014, a priority will be to continue to add agencies, particularly emergency shelters, build coordinated intake into the system, further improve the quality of the data and begin to use the data to drive programs and policies.

Social Enterprise Incubator

The CHF recognizes achieving the 10 Year Plan and sustaining homelessness-serving agencies beyond 2018 will require new funding models less dependent on government. To this end, the CHF began work in 2013 on a three-year program called the ATB Social Enterprise Incubator (Incubator). The CHF evaluated opportunities around innovative funding models, social enterprise and transformation of assets. This work led to CHF working during the last year to determine the viability and scope of a Social Impact LP to accelerate the growth rate of services to the chronically homeless.

Above

HMIS provides a whole new set of information in real-time, including this dashboard of Housing with Intensive Supports Q4 2012-13.



HEAD

In the fall of 2012, the

Calgary vacancy rate was
1.3%

The **average rent**
for a one-bedroom apartment was

\$958



HEART

Roxanne

At 51, Roxanne is back in school putting together a new, better-paying career. She has a home, but she is worried that with rent increases looming, she might lose it.

AFFORDABLE HOUSING IN CALGARY

In 2011, The City of Calgary analyzed the number of 'non-market' housing units in Calgary. Calgary Housing Company (CHC) currently has about 9,700 units, with the City's findings indicating that all other providers make up 5,451 units, for a total non-market housing of 15,151 units in Calgary. Wait lists in this market are over 3,200 people for CHC and 619 for other providers.

Since 2009, the provincial government has provided capital grants for about 900 affordable housing units for people who were formerly homeless and about 2,000 affordable housing units for low to medium income Calgarians. The CHF recently conducted an informal survey of grant recipients in Calgary, identifying that so far about 1,200 units of housing have been delivered or about 40%. This is made up of about 225 units for formerly homeless tenants and 975 units for low to medium income Calgarians. CHF's informal survey identified about 130 units that may not proceed, which leaves another 1,570 units to come on-stream in coming years. This low-cost rental housing stock is very much needed in Calgary in order to support the goals of the 10 Year Plan.

CHF HOUSING

In the first five years of the 10 Year Plan, the CHF received partial government funding for nearly 600 units. By March 31, 2013, 364 units of housing were in place and work had begun to develop about 250 more PSH 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.

Typically, 70% of the cost of these building purchases or construction projects are government-funded and 30% are funded through a combination of mortgages and donations. The CHF 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.

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.

From an operational perspective, in 2013, CHF partnered with agencies to operate most properties through master leases and program funding agreements. Tenant referral, intake, income testing, social service supports and other tenant-related services are done by agencies. CHF does asset and property management. The team is also developing the capacity of social service providers to manage residents and provide social service supports and basic building operations. Housing operations standards were developed and are being incorporated.

A detailed list of the CHF's housing portfolio in 2013 can be found in Appendix 3.



This building was purchased to house chronically homeless individuals.

DONORS AND VOLUNTEERS

Donors and volunteers represent the “head” and “heart” of the 10 Year Plan, sharing their time and money to those most in need.

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 360 people volunteered at two PHC events and 10 building clean-up days in 2013. This represented about 2,000 volunteer hours. Thank you!

Many volunteer hours are contributed by our Board of Directors and the related committees, which represent 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 CHF to achieve many milestones.

Our Valued Donors (in alphabetical order)

Government Support

Government of Alberta
Government of Canada

\$20,000 and above

ATB Financial
Boardwalk REIT Limited Partnership
Burnet, Duckworth & Palmer LLP
Canadian Oil Sands Limited
CNOOC Canada Inc.
Cushman & Wakefield Ltd.
Gary Nissen
NOVA Chemicals Corporation
James M. Stanford
Viterra

\$10,000 to \$19,999

BP Canada Energy Company
Brookfield Homes
Cenovus Energy Inc.
Husky Energy Inc.
Matco Investments Ltd.
Brian and Anne O'Leary
Samuel Switzer
The Wettstein Family Fund
TransAlta Corporation
United Way of Calgary, Donor Choice Program

\$500 to \$9,999

3 Eau Claire Developments Inc.
Mohamed Abousalem
Arlene Adamson
AltaGas Ltd.
AltaLink Management Ltd.
Kristen Anderson
Anonymous
ARC Financial Corporation
Cameron Bailey
Paul Battistella
Douglas Beamer
Gwendolyn Bertam
Manpreet Bhullar
Big Rock Brewery
Tanya Bilotta
Borger Group of Companies
Bow Valley College
Lawrence Braul
Brenda Strafford Foundation
Ron Brenneman
Joanne Briggs
Brookfield Asset Management
Brookfield Properties
Brookfield Residential
George Brookman
Wendy Brown
C.R. Hill Professional Corporation

Calgary Stampede
Calhome Properties Ltd
Claude Cameron
Canadian Alliance to End Homelessness
Canadian Counselling and Psychotherapy Association
Sharon Carry
Catholic Health of Alberta
Cenovus Employee Foundation
Calgary Parking Authority
Allison Clark
Leigh Clarke
Jean-Marc Cloutier
Quentin Collier
Collins Barrow Calgary LLP
Angela Congram
ConocoPhillips Canada
George Coppus
Corbin Coyes
Credit Union Alberta Central
Crescent Point Energy Corp.
Catherine Dube
Bruce Edgelow
Elbow River Lodge #180
Enbridge Inc.
Enbridge Pipelines Inc.
EnCana Cares Foundation

Encana Corporation
Evolution Presentation Technologies
Blaine Favel
First Calgary Financial
Sue Fortune
Lisa Garrison
Peggy Garrity
GLJ Petroleum Consultants Ltd.
Sandy Godel
Bruce Graham
Greengate Garden Centres Ltd.
Hamilton Hall Soles Ray &
Berndtson Inc.
Vanessa Hasdell
Heartprints - KIDS for a Cause
Foundation
Homeward Trust Foundation
Imperial Oil Limited
Iridium Risk Services Inc.
Linda Johnson
Martin Jones
Edward Kemp
Kate King
Kiwanis Club of Calgary - Chinook
Sam Kalias
Eva Kwan
Debbie LeBlanc
Darrin Lee
Joanne Manser
Anne Maxwell
David McIlveen
Andrea McManus
Katrina Milaney
William Milroy
Donna Moore
Andree Morier
Michael Morin
New Urban Consulting
Nexen Inc.
Kim O'Brien
Marshall Ouellet
PCL Construction Management Inc.
Jeff Pedde
Pembina Pipeline Corporation
Penn West Exploration Ltd.
RGO Office Products
Royal Bank of Canada
Royal Canadian Legion #10
Elaine Savoie
Susan Scott
Valerie Seaman
Shane Homes
Nav and Ranju Shergill
Sir Winston Churchill High School
John Sparks
Devin St. Louis
St. Michael's Hospital

St. Thomas United Church
Stantec Consulting Inc.
Penny Stauch
Stanley Stein
Amanda Storteboom
Strategic Charitable Giving Foundation
Syn crude Canada Ltd.
TELUS
Deborah Terakita
The Alex
The Hotchkiss Family Foundation
Lyll Thomson
Sheena Thornton
United Way of Calgary & Area
Margaret Van Tighem
Darcy Verhun
Aidan Walsh
David Watson
Kelly S. Watters-Radcliffe
Maureen Weber
Michael Wihak
Clayton Woitas
Dickson Wood
Woods Homes Foundation

Up to \$500

Alberta Health Services – Environmental
Public Health
Myrna Amey
Arif Amlani
An Affair To Remember
Anonymous
David Assels
ATB Corporate Financial Services
ATCO Gas
ATCO Structures & Logistics Ltd.
Cristelle Audet
AWW-TELAV
Baccalieu Energy Inc.
Clint Balla
BandiPhotoGraphy
Carol Bartolillo
Loretta Biasutti
Darius Boucher
Lindsey Bourk
Juan Carlos Abuapara Brahim
Robert Brault
Andrea Brickey
Mark Broadhurst
Sharyn Brown
Sandy Bruce
Lawrence Bunyan
Marlie Burt
Calgary Action Committee on Housing
and Homelessness
Canadian Online Giving Foundation
Canadian Tire

Wayne Cao
Kathy Christiansen
Mary and Liam Christie
Cob's Bakery
Sandra Collins
Heather Culbert
William Cummer
Trevor Daroux
Ron DaSilva
Christopher Davis
Lisa Davis
Peter Davis
Jaimie Dawson
Sareh Donaher
Tim Edwards
Trent Edwards
Elbow River Marketing LP
John Elliott
Susan Elliott
Mark Evans
Jean Eyking
Fahrenheit 451
Brian Felesky
Stephanie Felesky
Michael Fleming
Fluor United Way Campaign
Gregory Forsyth
Mayda Forsyth
Franciscan Missionaries of Mary
Louise Gallagher
Rhona Gearty
Valerie Gilmore
Loreen Gilmour
Brad Grant
William Gray
Kathy Greaney
Mernie Greenwood
Harold Gruman
Sheila Gurevitch
James Halterman
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David Heaton
Barb Higgins
Terrence E. Hodkinson
Gordon Hoffman
John Howard
Human Resources Association
of Calgary
Teresa Hutson
Connie Jakab
Kulwinder Jaswal
Janelle Jenkinson
Martina Jileckova
Joosun Jin
Al Johnson
Patricia Jones

Shaun Jones
Chris Jung
Just 4 Veterans Charity Poker Run
Kathryn Ward Communications Ltd.
Larissa Kevorkyan
Jeremy King
Gerry Kisil
Allan J. Klassen
Rhonda Kohlen
Diana Krecsy
Pat Krishnamoorthy
Nazim Lalani
Temina Lalani-Shariff
Norm Landry
Margaret Law
C. Derek Lester
Map World Services 2000 Inc.
Marks Work Wearhouse Ltd.
John Masters
Zeljko Matijevic
MBM Group
Ann McCaig
Leslie McMechan
Carol McNabb
Marina Mellino
Mobile Giving Foundation Canada
James Moore
Shelley Moore
Christopher P. Moser
Nilanjan Nag
Sandy Navrady
Muriel Nickerson
Robbie Nielsen
Lily Noble
Leslie O'Donoghue

Brian O'Kane
Patricia O'Neil
John O'Reilly
Gerrard Oishi
Paint Direct
Laura-Gene Pardoe
Sidney Pedersen
Tamara Polianina
Deborah Prowse
Andrea Ranson
Amal Remu
Donna Riback
Tim Richter
Gordon Ritchie
Avalon Roberts
Stephanie Robertson
Gayla Rogers
Jodi Rogers
John Rook
Royal Canadian Legion #1
Evelyn Russell
Grant Sales
Stephanie Schmidt
Gregg Scott
Flora Serchuk
Mike Shaikh
Alexander Shysh
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SNC Lavalin Inc.
Marion Snowdon
Unni Soelberg-Claridge
Sano Stante
Terry Stein
Atticus Stettler
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Wayne Stewart
Jo-Anne Stoltz
Cathy Strand
Laura Street
Mike Street
Suncor Energy Foundation
Leslie Tamagi
Andrena Taylor
Susan Taylor
Andrew Taylor-Kerr
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Walter Twiddy
Philip Uglow
United Farmers of Alberta
United Way of the Alberta
Capital Region
Valeant Canada
Phil Van Dyk
Kim Varey
Theodora Vasilev
H Vazquez
Riyaz Virani
Mark Waldron
Frances Watson
Robert Welin
Rod Wendt
Westcan Contracting Ltd.
WestJet
R E Wolf
Robin Wortman
Terese Wright
Mohamud Zaver

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

wendy@calgaryhomeless.com



HEAD

Of those families provided with housing and support last year

83% were
single-parent families



HEART

Louise & daughter

Louise recently moved with her daughter to Calgary from their hometown of Edmonton where she had been working two jobs. The move put some distance between Louise and her family which she did not view as a good influence on her or her daughter. Louise receives no child support payments, and her schedule and responsibilities make full-time work hard to obtain and sustain. But she has a plan.

She wants to take training in oil and gas administration and get her daughter into kindergarten. Louise doesn't like taking support from the homeless-serving community in Calgary, but she appreciates it, because it is helping her to keep strong for her daughter.

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, 2011 to March 31, 2012 is referred to as fiscal 2012, the period April 1, 2012 to March 31, 2013 is referred to as fiscal 2013 and the period April 1, 2013 to March 31, 2014 is referred to as fiscal 2014.

A. Environment

To ensure the 10 Year Plan's implementation is based on the best available information, the CHF conducts an annual review of new information and emerging trends within a constantly shifting context.

One point-in-time count was done in fiscal 2013, resulting in 3,576 counted in August 2012, compared with 3,190 people counted in the prior fiscal year (January 2012). The main difference was an increase in rough sleepers, which is typical during milder weather. The good news is that although August numbers showed stabilization of growth as opposed to significant decreases in homelessness, without Calgary's 10 Year Plan and the significant investment in housing and support programs, there would have been a significantly higher number counted.

External trends impacting the issue of homelessness are listed below.

- While Calgary incomes are the highest in Canada, 30% of earners make under \$15,000 per year. More than 72,195 Calgary households are low income earners spending more than 30% of income on shelter.
- The strong demand for rental accommodations due to in-migration to Calgary combined with lower vacancies has led to an increase in rental rates. Agencies are having difficulty finding units for Housing First clients.

The CHF conducted reviews of agencies that are provided with Housing First program funding. A number of issues were identified. These include:

- programs not meeting their targets to fill spaces – across the system the average is 70% capacity, albeit this number is skewed by six programs
- burnout and turnover among front-line staff
- improving alignment of support with housing
- matching client acuity scores with programs

As a result, the CHF reallocates funding, modifies programs and provides front-line training.

B. Strategy

The CHF 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 housing.

The milestones in the 10 Year Plan are:

- by 2014, 1,500 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 2012, the community began work on moving from a loose system of uncoordinated emergency responders to an integrated system of care focused on ending homelessness. Coordination among agencies is helping prioritize, assess and serve clients more effectively.

Beginning 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 2015.

C. Organization and Leadership

The CHF is structured into four primary areas: operations, strategy, housing, and communications and fund development. As well, the Community Calgary Action Committee on Housing and Homelessness (CACHH) has one employee that works at the CHF on behalf of the member organizations. As at March 31, 2013, there were 36 employees. The leadership team includes:

Dr. John Rook, President and CEO	Gerrad Oishi, VP, Social Enterprise
Nav Shergill, Chief Financial Officer	Andrea Ranson, VP, Communications and Fund Development
Martina Jileckova, VP, Housing	Katrina Milaney, VP, Strategy (Acting)

D. Performance in 2013 and Goals in 2014

10 Year Plan Milestone 1		
House 1,500 chronic and episodically homeless people by 2014		
Over time, the definition of those who are chronically or episodically homeless has improved to be more focused and consistent. Similarly, contracts with Housing First programs have more clearly targeted this population.		
In the first half of the 10 Year Plan it is estimated 2,500 people in this population have been housed, with an annual average of about 500 people per year. This means overall progress on this milestone is ahead of schedule.		
2013 Target	Progress to Date	2014 Target
House 700 to 800 chronically and episodically homeless people	There were 748 individuals who were chronically or episodically homeless housed	House 400 to 600 chronically and episodically homeless people

10 Year Plan Milestone 2

By 2014, ensure that no more than 10% of those served by “Housing First” programs return to homelessness.

Work to develop a province-wide definition that aligns with other cities, improving the quality of data from agencies with Housing First programs already in HMIS and adding emergency shelters to HMIS will be key to achieving this milestone.

At this time, it is expected that achievement of this 2014 milestone is likely.

2013 Target	Progress to Date	2014 Target
Expand HMIS deployment in emergency shelters	Four emergency shelters are using HMIS	Advocate for four remaining shelters to go on HMIS
Develop HMIS benchmark to assess current rates of recidivism for families and individuals in the shelter system	Data quality issues and no provincially-recognized definition of ‘recidivism’ delayed setting this benchmark. Work is ongoing	Develop and propose a benchmark to the province
Improve data quality from funded programs to more accurately assess recidivism	Data quality improvements are ongoing	Assess recidivism

10 Year Plan Milestone 3

By December 2014, all individuals who engage in rough sleeping will have access to housing and support options appropriate to their needs.

To date, this milestone has been achieved by engaging with rough sleepers during point-in-time counts (two in 2012 and one scheduled for 2013) and during ongoing outreach efforts.

The view is that when the 10 Year Plan is updated this milestone should be made more specific and measurable.

2013 Target	Progress to Date	2014 Target
Complete summer homeless count and rough sleeper enumeration	Complete	Conduct provincial count, including rough sleeper enumeration
Refer all rough sleepers enumerated in the 2012 Homeless Counts to Housing First programs	Complete	Refer all rough sleepers enumerated in the 2013 provincial count to Housing First programs

10 Year Plan Milestone 4

Eliminate 85% of 2010 emergency shelter beds by 2018, in partnership with the provincial government (a 1,700 bed reduction – 600 bed reduction by 2014).

To date, 131 shelter beds and 58 transitional spaces were closed.

Significant in-migration starting in the spring of 2012, as well as a tight rental market, has hampered efforts to close further spaces and reduce shelter use despite Housing First programs targeting shelter users.

2013 Target	Progress to Date	2014 Target
Reduce the number of emergency beds needed in partnership with the provincial government ¹	Negotiations are ongoing to repurpose some emergency shelters	Support shelters re-vision, including possible expansion of Housing First in shelters
Bring overall shelter utilization down another 5% year over year	Not achieved, however CHF expanded Housing First programs into six emergency shelters	Develop in-migration strategy in parallel with shelter re-vision, continuing 5% reduction target in partnership with the provincial government
Advocate for more aggressive Housing First investment to accelerate shelter use reduction	CHF received an additional \$8 million in funding for Housing with Intense Support and PSH	Implement government relations strategy to expand Housing First funding

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.

10 Year Plan Milestone 5		
Reduce the average length of stay in family emergency shelters to 14 days by December 2014 and to seven days by December 2018.		
All family emergency shelters are now on HMIS and data quality is improving. Research is being done to develop Permanent Supportive Housing models to better meet the needs of high acuity families.		
2013 Target	Progress to Date	2014 Target
Reduce length of stay by 10% to 15% by targeting highest acuity and longest staying families who repeatedly use shelters	Family shelters are using HMIS. Data quality improvements will ensure 2014 goal is met	Reduce length of stay by 10% to 15%, targeting highest acuity and longest staying families who repeatedly use shelters

10 Year Plan Milestone 6		
Reduce the average length of stay in emergency shelters to seven days by December 2018.		
To achieve this milestone, a benchmark must be established for the existing length of stay in emergency shelters. Until recently, emergency shelters were not required to use or connect with HMIS. With this provincial requirement, remaining shelters will go onto HMIS and a benchmark should be available by December 2013.		
2013 Target	Progress to Date	2014 Target
Advocacy and engagement of shelters and HS to implement HMIS in all emergency shelters to develop benchmark for length of stay to develop reduction target	Four emergency shelters are using HMIS	Implement use of HMIS in remaining four shelters

E. 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 targeted RFP project-related criteria and processes (from project identification to deal-close to implementation); and
- a tracking process for current contractual commitments.

In 2013, the CHF completed 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 Government of Alberta agreed that the Calgary emergency shelter system must be on HMIS. The CHF has introduced 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 2013, including site visits and audits. The CHF continues to provide front-line agency staff with training programs to improve agency capacity. The CHF introduced case management standards with third-party accreditation and is developing standards of practice for remaining homeless-system components. The partnership of the CHF with agencies to provide Housing First for challenging tenants has been successful.

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, working with first responders and agencies on resolving tenant issues quickly and continuing to engage with community associations and elected officials where Housing First programs are located in the city. The CHF has an incident reporting system that triggers the CHF's crisis communication response, stakeholder notification and investigation. Investigation may result in program changes, tenant evictions and possibly system-wide alerts and changes.

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 is also participating in 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 a transition plan for wrap-up in provincial funding agreements provides some protection in the case of funding change. The CHF introduced a Social Enterprise Incubator in 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 partnering with agencies to have more onsite support; introducing consistent operating policies; conducting annual program reviews and an ongoing monitoring and quality assurance program; conducting Crime Prevention Through Environmental Design evaluations of all buildings, enhancing fire safety and security systems, and, working on increasing coordination among agencies and first responders. Risks were reduced through these efforts in 2013.

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 was conducted. The CHF is also subject to regular program audits by the Government of Alberta that reviews legal and regulatory compliance issues.

F. 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 2013)

Cameron Bailey	Director, McKinsey & Company Canada
Wayne Barkauskas	Lawyer, Mediator and Arbitrator, Wise Scheible Barkauskas
Sharon Carry	President & CEO, Bow Valley College
Stephen Clark	VP, Commercial-West, Canadian & Eastern U.S. Pipelines, TransCanada
George Coppus	Principal, Dynawise Inc.
Trevor Daroux	Deputy Chief, Bureau of Community Policy, Calgary Police Services
Barry Davidson	Director Operations/Media, Canadian Crime Prevention Centre
Druh Farrell	Alderman Ward 7, City of Calgary
Stephanie Felesky	Community Volunteer
Dave Gregory	Brand Insights Group
Bishop Fred Henry	Roman Catholic Diocese of Calgary
Craig Hill	Partner, Burnet, Duckworth & Palmer LLP
Tom Jackson	President & CEO, Dreamcatcher Housing Ltd.
Sam Kalias	Chairman & CEO, Boardwalk REIT
Gael MacLeod	Alderman Ward 4, City of Calgary
Bernadette Majdell (Secretary)	Director, Affordable Housing, AgeCare Communities
Anne Maxwell	Director, Imagine Energy Inc.
David McIlveen	Director, Community Development, Boardwalk REIT
Dr. Lucy Miller	President and CEO, United Way of Calgary and Area
Alan Norris (Chair)	President & CEO, Brookfield Residential Properties
Brian O'Leary, QC	Partner, Burnet Duckworth & Palmer LLP (retired)
Amal Remu	Manager Western Region, Public Health Agency of Canada
Lee Richardson	MP, Calgary Centre
Dr. John Rook	President and CEO, Calgary Homeless Foundation (ex-officio)
Steve Snyder (Past Chair)	Director, Intact Financial Corporation
Les E. Stelmach	Vice-President, Bissett Investment Management
Darcy Verhun (Treasurer)	Managing Partner, Conroy Ross Partners
Len Webber	MLA, Calgary Foothills
Robin Wortman	President, Barber Lucia Productions Ltd.

We thank Councillor Druh Farrell, Dave Gregory, Bishop Fred Henry, Lee Richardson, Steve Snyder and Len Webber, who retired from the Board, for their guidance and stewardship.

There are currently three Board Committees: Governance, Audit and Risk Management, Fund Development. Membership is as follows:

- Governance: Bailey, Coppus (Chair), O'Leary, Majdell, Maxwell, Norris and Wortman
- Audit and Risk Management: Verhun (Chair and Treasurer), Kalias, Stelmach and Luana Comin-Sartor (Partner (retired) Ernst & Young LLP – public member)
- Fund Development: Felesky (Chair), Hill and Norris

G. 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	2013	2013 Detail	2012
Total revenues	\$ 47,433,418	\$ 7,826,246 operating \$ 39,607,172 project	\$ 42,972,211
Expenses	\$ 44,031,827	\$ 7,151,892 operating \$ 36,879,935 project	\$ 36,437,348
Excess (deficiency) of revenues over expenses	\$ 3,401,591	\$ 674,354 operating \$ 2,727,237 project	\$ 6,534,863

2. Statement of Financial Position (as at March 31, 2013)

Cash of \$18.10 million in fiscal 2012 increased to \$20.06 million in fiscal 2013. 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, the CHF received from Campaign Partners who joined RESOLVE in 2013 their first installment for expense contributions towards the Campaign. Deposits in trust for real estate acquisitions increased from \$11,000 in fiscal 2012 to \$48,000 in fiscal 2013. This was because at March 31, 2012 the CHF held one property under contract while at March 31, 2013 the CHF held two properties under contract. Property held for affordable housing also increased from \$40.92 million in fiscal 2012 to \$44.27 million in fiscal 2013. This was due to the acquisition of three properties and significant renovation activity at owned properties, offset by annual amortization.

In fiscal 2012, the Foundation accessed \$570,000 of a \$5.00 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 in April 2012. Mortgages on properties were \$9.43 million (including internally held debt of \$554,000) at March 31, 2013, compared with \$9.84 million at March 31, 2012 due to scheduled principal repayments. Loans payable decreased from \$332,000 in fiscal 2012 to \$298,000 in fiscal 2013. Approved project disbursements were recorded at March 31, 2013 as a result of the Foundation being obligated to deliver funds in fiscal 2014 related to contracts signed in fiscal 2013.

Fund balances were \$43.84 million in fiscal 2013, of which \$111,000 was internally restricted – net investment in property and equipment; \$34.55 million was internally restricted – net investment in property held for affordable housing; \$554,000 was internally restricted – mortgage; \$3.40 million was externally restricted; and, \$5.23 million was unrestricted. This compares with fund balances of \$40.44 million in fiscal 2012, of which 227,000 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. The increase in fund balances compared with fiscal 2012 was due to additional project funding received and the addition of three properties in fiscal 2013.

3. Statement of Operations

Donations and grants rose to \$44.70 million in fiscal 2013, compared with \$40.58 million in fiscal 2012. The \$4.12 million increase in fiscal 2013 was due to additional provincial project funding, PDD capital, and federal project funding, offset by lower general donations. As well, rental revenue of \$2.17 million was generated in fiscal 2013, compared with \$1.85 million in fiscal 2012. The Foundation operated the equivalent of 312 affordable housing units in fiscal 2013, compared with 282 affordable housing units in fiscal 2012. In fiscal 2013, special events income was \$324,000, compared with \$320,000 in fiscal 2012. Investment income was \$240,000 in fiscal 2013, compared with \$228,000 in fiscal 2012 due to higher cash balances held.

Operating expense was \$37.91 million in fiscal 2013, made up of \$35.78 million in payments to agencies, \$1.72 million in real property costs and \$201,000 in special events. The CHF also incurred \$212,000 in expenses contributed to RESOLVE.

This compares with operating expenses of \$31.43 million in fiscal 2012, made up of \$28.97 million in project disbursements, \$2.22 million in real property costs, \$177,000 in special events and \$60,000 in expenses contributed to RESOLVE. 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 capitalization of certain renovation expenses at real property.

Administration expenses were \$6.12 million in fiscal 2013, compared with \$5.01 million in fiscal 2012. Administration expenses in fiscal 2013 were made up of \$3.65 million in salaries, \$1.55 million in office expenses and \$926,000 in amortization. In comparison, fiscal 2012 administration expenses were made up of \$2.99 million in salaries, \$1.22 million in office expenses and \$804,000 in amortization. The increase in administration expenses was due to achieving the full staff complement and more real properties incurring amortization in fiscal 2013.

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 RESOLVE Campaign. The costs for special events, including the annual Premier's Event, are covered by sponsorships.

Of the \$1.387 million in operating costs fundraised for fiscal 2013, the average gift was about \$2,500. Fundraising methods for operating dollars include on-line gifts, proceeds from special events, grants from Foundations, solicitations to individuals, companies 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. The RESOLVE campaign raised \$195,931 and secured commitments of more than \$11 million in fiscal 2013. Fundraising methods for these gifts are primarily with higher wealth individuals or companies.

4. Liquidity and Capital Resources

Cash balances were \$20.06 million at the end of fiscal 2013, compared with \$18.10 million at the end of fiscal 2012. This was due to higher provincial funding for projects and PDD capital, and cash held for the Campaign.

The Foundation's operating activities generated \$7.68 million in cash in fiscal 2013, compared with \$11.98 million in fiscal 2012. This was due to delivering a higher value of project disbursements in fiscal 2013 compared with fiscal 2012.

Investing activities used \$4.18 million in fiscal 2013, primarily due to \$4.15 million spent to purchase affordable housing. A list of these properties can be found on page 43 in this Annual Report. Investing activities were \$12.05 million in fiscal 2012, due to \$12.02 million spent to purchase affordable housing.

Financing activities used \$1.54 million in fiscal 2013, compared with generation of \$2.24 million in fiscal 2012. This was due to repayment of mortgages payable, with no 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
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

5. 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 statements¹. Policy selection requires management's subjective and complex judgment 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 statements¹ and revenues and expenses during the period represented. More detail is available in note 2 of the audited financial statements and notes¹.

1. Please see important advisories regarding the Financial Statements and Notes on pages 28 and 31.

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, 2013, and the statements of operations and changes in fund balances and cash flows for the year then ended, and 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 accounting standards for not for profit organizations, 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.

Auditors' 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 auditors' 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 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, 2013, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not for profit organizations.

Comparative Information

Without modifying our opinion, we draw attention to note 14 to the financial statements which describes that Calgary Homeless Foundation adopted Canadian accounting standards for not for profit organizations on April 1, 2012 with a transition date of April 1, 2011. These standards were applied retrospectively by management to the comparative information in these financial statements, including the statement of financial position as at March 31, 2012 and April 1, 2011, and the statements of operations and changes in fund balances and cash flows for the year ended March 31, 2012 and related disclosures. We were not engaged to report on the restated comparative information, and as such, it is unaudited.

Other Matter

The financial statements of Calgary Homeless Foundation for the year ended March 31, 2012 were audited by another auditor who expressed an unmodified opinion on those statements on June 7, 2012.

Collins Barrow Calgary LLP

Chartered Accountants

Calgary, Canada
June 6, 2013

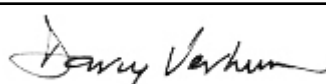
Due to the 2013 Calgary floods, the Calgary Homeless Foundation's (CHF's) Annual General Meeting was postponed. As a result, the financial statements and notes included in this annual report have not been approved by the members of the CHF at the time of publication. The CHF accepts no responsibility for your reliance, in any way or part, on the information contained in the financial statements and notes.

STATEMENT OF FINANCIAL POSITION

As at March 31, 2013 (\$)	Operating	Project	March 31, 2013 Total	March 31, 2012 Total <i>(unaudited)</i>	April 1, 2011 Total <i>(unaudited)</i>
Assets					
Current assets					
Cash	5,043,751	14,422,977	19,466,728\$	17,366,161	15,922,864
Restricted cash for collaborative capital campaign (note 3)	593,711	-	593,711	729,876	-
Short-term investments	1,060,522	-	1,060,522	1,044,846	1,021,850
Accounts receivable	162,712	740,775	903,487	1,753,097	1,673,501
Prepaid expenses	135,762	-	135,762	67,710	74,891
Prepaid project disbursements	-	875,552	875,552	-	-
Deposits in trust for real estate acquisitions	-	47,823	47,823	10,731	59,042
	6,996,458	16,087,127	23,083,585	20,972,421	18,752,148
Property held for affordable housing (note 4)	-	44,272,131	44,272,131	40,920,722	29,574,070
Property and equipment (note 5)	110,895	-	110,895	226,620	353,132
	7,107,353	60,359,258	67,466,611	62,119,763	48,679,350
Liabilities					
Current liabilities					
Line of credit (note 6)	-	-	-	570,000	1,849,500
Tenant deposits	131,122	-	131,122	136,384	20,144
Accounts payable and accrued liabilities	548,081	294,381	842,462	575,133	373,726
Accounts payable for collaborative capital campaign (note 3)	65,867	-	65,867	61,734	-
Funds held in trust for collaborative capital campaign (note 3)	329,159	-	329,159	277,670	-
Deferred contributions (note 7)	696,267	-	696,267	393,461	144,232
Current portion of mortgages payable (note 8)	-	1,645,276	1,645,276	966,547	143,978
Current portion of approved project disbursements (note 10)	-	12,391,919	12,391,919	9,496,531	2,944,878
	1,770,496	14,331,576	16,102,072	12,477,460	5,476,458
Mortgages payable (note 8)	-	7,227,948	7,227,948	8,873,223	6,178,495
Loan payable (note 9)	-	298,198	298,198	332,278	366,358
Approved project disbursements (note 10)	-	-	-	-	2,756,100
	1,770,496	21,857,722	23,628,218	21,682,961	14,777,411
Funds Balances					
Internally restricted – net investment in property and equipment	110,895	-	110,895	226,620	353,132
Internally restricted – net investment in property held for affordable housing	-	34,547,180	34,547,180	30,178,667	21,035,739
Internally restricted – mortgage	-	553,524	553,524	-	-
Externally restricted	-	3,400,832	3,400,832	5,595,632	8,859,042
Unrestricted	5,225,962	-	5,225,962	4,435,883	3,654,026
	5,336,857	38,501,536	43,838,393	40,436,802	33,901,939
	7,107,353	60,359,258	67,466,611	62,119,763	48,679,350

Approved by the Board of Directors


Director


Director

STATEMENT OF OPERATIONS

For the year ended March 31, 2013 (\$)	Operating	Project	2013 Total	2012 Total
				<i>(unaudited)</i>
Revenue				
Donations and grants	5,280,600	39,418,650	44,699,250	40,577,672
Rental revenue	2,169,732	-	2,169,732	1,847,254
Special events	323,976	-	323,976	319,693
Investment income	51,938	188,522	240,460	227,592
	7,826,246	39,607,172	47,433,418	42,972,211
Operating expenses				
Project disbursements <i>(note 10)</i>	-	35,780,964	35,780,964	28,970,461
Real property costs	1,425,507	295,411	1,720,918	2,222,440
Special events	200,752	-	200,752	176,793
Capital campaign <i>(note 3)</i>	212,352	-	212,352	59,528
	1,838,611	36,076,375	37,914,986	31,429,222
Administrative expenses				
Salaries	3,645,331	-	3,645,331	2,987,022
Office	1,545,338	-	1,545,338	1,217,337
Amortization	122,612	803,560	926,172	803,767
	5,313,281	803,560	6,116,841	5,008,126
Total expenses	7,151,892	36,879,935	44,031,827	36,437,348
Excess of revenue over expenses	674,354	2,727,237	3,401,591	6,534,863

STATEMENT OF CHANGES IN FUND BALANCES

For the year ended March 31, 2013 (\$)	Internally restricted – net investment in property and equipment	Internally restricted – net investment in property held for affordable housing	Internally restricted – mortgage	Externally restricted	Unrestricted	March 31, 2013	March 31, 2012
Fund balances, beginning of year	226,620	30,178,667	-	5,595,632	4,435,883	40,436,802	33,901,939
Excess of revenues over expenses	(122,612)	(769,480)	-	3,496,717	796,966	3,401,591	6,534,863
Purchase of property and equipment	6,887	-	-	-	(6,887)	-	-
Purchase of property held for affordable housing	-	4,154,970	-	(4,154,970)	-	-	-
Repayments of mortgage payable	-	966,547	-	(966,547)	-	-	-
Repayment of line of credit	-	570,000	-	(570,000)	-	-	-
Interfund transfer	-	(553,524)	553,524	-	-	-	-
Fund balances, end of year	110,895	34,547,180	553,524	3,400,832	5,225,962	43,838,393	40,436,802

STATEMENT OF CASH FLOWS

For the year ended March 31, 2013 (\$)	2013	2012 <i>(unaudited)</i>
Cash provided by (used in):		
Operating activities		
Excess of revenue over expenses	3,401,591	6,534,863
Add (deduct) items not affecting cash		
Amortization	926,172	803,767
Forgiveness of loan payable <i>(note 9)</i>	(34,080)	(34,080)
	4,293,683	7,304,550
Changes in non cash working capital	1,364,963	882,169
Increase in prepaid project disbursements	(875,552)	-
Increase in approved project disbursements	2,895,388	3,795,553
	7,678,482	11,982,272
Financing activities		
Increase in mortgage payable	-	3,930,560
Repayments of mortgage payable	(966,547)	(413,255)
Increase in line of credit	-	570,000
Repayment of line of credit	(570,000)	(1,849,500)
	(1,536,547)	2,237,805
Investing activities		
Purchase of equipment	(6,887)	(7,578)
Purchase of property for affordable housing	(4,154,970)	(12,016,330)
Net change in short-term investments	(15,676)	(22,996)
	(4,177,533)	(12,046,904)
Cash inflow	1,964,402	2,173,173
Cash, beginning of year	18,096,037	15,922,864
Cash, end of year	20,060,439	18,096,037
Cash is comprised of:		
Cash	19,466,728	17,366,161
Restricted cash for collaborative capital campaign	593,711	729,876
	20,060,439	18,096,037

Due to the 2013 Calgary floods, the Calgary Homeless Foundation's (CHF's) Annual General Meeting was postponed. As a result, the financial statements and notes included in this annual report have not been approved by the members of the CHF at the time of publication. The CHF accepts no responsibility for your reliance, in any way or part, on the information contained in the financial statements and notes.

NOTES TO FINANCIAL STATEMENTS

March 31, 2013

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 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.

2. Significant accounting policies

The financial statements were prepared in accordance with Canadian generally accepted accounting standards for not-for-profit organizations and include the following significant accounting policies:

(a) Fund accounting

The Foundation follows the restricted fund method for accounting for contributions. The Foundation maintains the following Funds:

- (i) 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.
- (ii) 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.

(b) 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.

(c) 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. Short-term investments at March 31, 2013 consists of a term deposit bearing interest at 1.65% and maturing on December 1, 2013.

(d) 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.

Assets held for affordable housing are evaluated for impairment when events or circumstances indicate its carrying value may not be recoverable. Any impairment is measured by comparing the carrying value of the assets to the fair value, based on the present value of future cash flows expected to be generated by the assets.

(e) Property and equipment

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	5 years

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

Property and equipment is evaluated for impairment when events or circumstances indicate its carrying value may not be recoverable. Any impairment is measured by comparing the carrying value of the assets to the fair value, based on the present value of future cash flows expected to be generated from the assets.

(f) Measurement uncertainty

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting periods. Actual results could differ from those estimates.

The valuation of property held for affordable housing and property and equipment is based on management's best estimates of the future recoverability of these assets and the determination of costs subject to classification as property held for affordable housing and property and equipment. The amounts recorded for amortization of the property held for affordable housing and property and equipment are based on management's best estimates of the remaining useful lives and period of future benefit of the related assets.

Similarly, amounts accrued as receivable pursuant to various funding contracts associated with the Foundation's programs are based on management's best estimates of the amounts to be received for the periods in question upon the actual finalization of the associated claims and/or contract processes.

The valuation of accounts receivable, whether from the government funding contracts, or other receivables, is based on management's best estimate of the provision for doubtful accounts.

By their nature, these estimates are subject to measurement uncertainty and the effect on the financial statements of changes in such estimates in future periods could be significant.

(g) Financial instruments

Measurement

The Foundation initially measures its financial assets and liabilities at fair value, except for certain non-arm's length transactions that are measured at the exchange amount.

The Foundation subsequently measures all its financial assets and financial liabilities at amortized cost.

Financial assets measured at amortized cost include cash, restricted cash for collaborative capital campaign, short-term investments, accounts receivable and deposits in trust for real estate acquisitions.

Financial liabilities measured at amortized cost include line of credit, accounts payable and accrued liabilities, accounts payable and funds held in trust for collaborative capital campaign, mortgages payable, loan payable and approved project disbursements.

Impairment

Financial assets measured at cost or amortized cost are tested for impairment, at the end of each year, to determine whether there are indicators that the asset may be impaired. The amount of the write-down, if any, is recognized in excess of revenue over expenditures. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account. The reversal may be recorded

provided it is no greater than the amount that had been previously reported as a reduction in the asset and it does not exceed original cost. The amount of the reversal is recognized in excess of revenue over expenditures.

Transaction costs

Financial instruments, that are subsequently measured at cost or amortized cost, are adjusted by the transaction costs and financing fees that are directly attributable to their origination, issuance or assumption. Long-term debt is also reduced by financing fees and any debt premiums or discounts. The Foundation uses the effective interest method to amortize these adjustments to long-term debt.

(h) 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.

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

During the 2012 fiscal year, the Foundation entered into an agreement with two other homeless-serving charities to form the Calgary Collaborative Capital Campaign for Affordable Housing. During the 2013 fiscal year the Campaign was rebranded "RESOLVE" and six additional partners joined. The purpose of RESOLVE 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 RESOLVE. Funds received from the other parties pursuant to the RESOLVE agreement for administration of the RESOLVE are recorded as restricted cash and funds held in trust until RESOLVE costs are incurred. Amounts provided by the Foundation towards the RESOLVE are reported as restricted cash. During the year, the Foundation recorded expenses of \$212,352 (2012 \$59,528) related to its share of the RESOLVE expenses in the statement of operations.

4. Property held for affordable housing

(\$)	Cost	Accumulated Amortization	Net Book Value		
			March 31, 2013	March 31, 2012	April 1, 2011
				<i>(unaudited)</i>	<i>(unaudited)</i>
Land	12,597,000	–	12,597,000	11,597,000	7,521,000
Building	33,693,900	2,018,769	31,675,131	29,323,722	22,053,070
	46,290,900	2,018,769	44,272,131	40,920,722	29,574,070

5. Property and equipment

(\$)	Cost	Accumulated Amortization	Net Book Value		
			March 31, 2013	March 31, 2012	April 1, 2011
				<i>(unaudited)</i>	<i>(unaudited)</i>
Furniture and equipment	67,818	61,011	6,807	18,030	36,415
Computer equipment	14,465	1,894	12,571	7,578	6,212
Software	273,326	227,772	45,554	136,664	227,772
Leasehold improvements	109,794	63,831	45,963	64,348	82,733
	465,403	354,508	110,895	226,620	353,132

6. Line of credit

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

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

During the fiscal year end 2013 the line of credit expired. There was no draw on the line of credit at March 31, 2013 (\$570,000 – March 31, 2012; \$1,849,500 – April 1, 2011).

7. Deferred contributions

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

Changes in deferred contributions are as follows:

(\$)	March 31, 2013	March 31, 2012	April 1, 2011
		<i>(unaudited)</i>	<i>(unaudited)</i>
Opening balance	393,461	144,232	278,322
Amounts received during the year	1,058,526	731,530	383,458
Amounts recognized as revenue during the year, reported as donations and grants	(755,720)	(482,301)	(517,548)
Closing balance	696,267	393,461	144,232

8. Mortgages payable

(\$)	March 31, 2013	March 31, 2012	April 1, 2011
		<i>(unaudited)</i>	<i>(unaudited)</i>
Mortgage payable for the Acadia property bears interest at a rate of 5.12% per annum, is payable in monthly principal and interest instalments totalling \$20,658, matures in 2015 and is secured by the Acadia property having a carrying value of \$8,886,719.	2,812,687	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 instalments totalling \$4,754, matures in 2016 and is secured by the Bowness property having a carrying value of \$3,119,029.	906,253	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 instalments totalling \$4,805, matures in 2017 and is secured by the Capitol Hill property having a carrying value of \$3,113,855.	903,737	928,443	950,325
Mortgage payable for the Kingsland property bears interest at a rate of 3% per annum, principal is payable at maturity, monthly interest instalments totalling \$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	1,400,000

(\$)	March 31, 2013	March 31, 2012	April 1, 2011
		<i>(unaudited)</i>	<i>(unaudited)</i>
Mortgage payable for the Bankview property bears interest at a rate of 2.68% per annum, is payable in monthly principal and interest instalments totalling \$5,480, matures in 2017 and is secured by the Bankview property having a carrying value of \$4,090,458.	1,150,363	1,184,959	–
Mortgage payable for the Crescent Heights property bears interest at a rate 3.22% per annum, is payable in monthly principal and interest instalments totalling \$2,301, matures in 2017 and is secured by the Crescent Heights property having a carrying value of \$1,635,515.	454,638	467,482	–
Mortgage payable for the Lower Mount Royal property bears interest at a rate of 3.45% per annum, is payable in monthly principal and interest instalments totalling \$2,715, matures in 2017 and is secured by the Lower Mount Royal property having a carrying value of \$1,882,837.	531,493	545,608	–
Mortgage payable for the Thorncliffe property bears interest at a rate of 2.68% per annum, is payable in monthly principal and interest instalments totalling \$3,401, matures in 2017 and is secured by the Thorncliffe property having a carrying value of \$2,442,174.	714,053	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 instalments 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	–
	8,873,224	9,839,770	6,322,473
Less: Portion due within one year	1,645,276	966,547	143,978
	7,227,948	8,873,223	6,178,495

Assuming renewal at similar terms, the estimated principal payments due are as follows:

Year (\$)	Amount
2014	1,645,276
2015	2,846,538
2016	970,695
2017	3,410,715
	8,873,224

Total interest paid on mortgages payable during the year was \$370,209 (2012 – \$355,867).

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.

(\$)	March 31, 2013	March 31, 2012	April 1, 2011
		<i>(unaudited)</i>	<i>(unaudited)</i>
Sunalta Lodging House			
Balance, beginning of year	332,278	366,358	–
Additions	–	–	374,878
Forgiven in year	34,080	34,080	8,520
Balance, end of year	298,198	332,278	366,358

10. Approved project disbursements

The Foundation has entered into contracts with various agencies to deliver project funds of \$12,391,919 (2012 – \$9,496,531) over the next fiscal year.

During the year, approved project disbursements payable were reduced by \$339,864 (2012 – \$3,141,442) due to the changes of certain contracts in fiscal 2013 which had been accrued for in 2012. This reduction to approved project disbursement payable was recorded against the 2013 project disbursement expenses.

11. Related party transactions

(a) Board of Directors

- (i) The Foundation paid disbursements amounting to \$1,442 (2012 – \$47,798) 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 \$77,179 (2012 – \$76,580) to a trust which a Director of the Foundation controls. The Foundation also recorded \$181,192 (2012 – \$181,192) 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 \$461 (2012 – \$6,800) to a corporation with a common Director.
- (iv) The Foundation paid expenses amounting to \$1,618 (2012 – \$NIL) for a Director to attend a conference 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.

Accounts receivable includes \$5,403 (2012 – \$5,403) 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 \$5,177 (2012 – \$5,777) 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:

(\$)	2013	2012
Assets		
Current assets	505,354	428,094
Property held for affordable housing	4,021,916	4,068,674
	4,527,270	4,496,768
Liabilities	152,342	171,224
Fund Balances		
Internally restricted net assets invested in property held for affordable housing	3,863,969	3,909,186
Externally restricted	324,131	324,131
Internally restricted	162,834	82,520
Unrestricted	23,994	9,707
	4,374,928	4,325,544
	4,527,270	4,496,768

(\$)	2013	2012
Revenue	142,969	119,269
Expenses	93,585	153,838
(Deficiency) excess of revenue over expenses	49,384	(34,569)
Cash (outflow) inflow from operating activities	80,646	(6,911)
Cash (outflow) inflow from investing activities	(321,896)	(16,620)

All related party transactions are recorded at the exchange amount, which is the amount agreed upon by the parties.

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. This space is currently being used by the RESOLVE campaign.

The Foundation has a lease for additional office space. This lease requires monthly base rent payments of \$15,099 (2012 – \$15,099) plus operating expenses and expires on July 31, 2015. The annual commitment related to future fiscal periods is as follows:

	(\$)
2014	181,192
2015	181,192
2016	60,397
	422,781

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, 2013 is as follows:

(\$)	2013	2012
Project flow-through activities	12,169,792	10,686,945
Project capital acquisitions	1,757,186	1,445,267

In addition, the Foundation has entered into long-term funding agreements. Payments will be made subject to receipt of future government funding to meet these commitments.

13. Financial instruments

The Foundation is exposed to the following significant financial risks:

(a) Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Foundation does not have a concentration of credit exposure with any one party. The Foundation does not consider itself exposed to undue credit risk.

(b) Liquidity risk

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

(c) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. 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.

(d) Other price risk

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. 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 sale does not materially differ from the price on transfer.

14. First-time adoption

The financial statements for the year ended March 31, 2013 are the first financial statements for which the entity has applied Canadian generally accepted accounting standards for not-for-profit organizations (“ASNPO”) in Part III of the Canadian Institute of Chartered Accountants (“CICA”) CICA Accounting Handbook. The financial statements were prepared in accordance with Section 1501, “First-time adoption by not-for-profit organizations” which requires full retrospective application of all ASNPO accounting policies as of the date of transition, which is the beginning of the earliest period for which the Foundation presents full comparative information under ASNPO. Previously, the Foundation prepared its financial statements in accordance with Canadian generally accepted accounting standards in Part V of the CICA Handbook (“previous GAAP”). The Foundation did not elect to use any exemptions available for first-time adopters of ASNPO nor was the Society prohibited from the retrospective application of any standards. There are no significant differences in the accounting policies applied by the Foundation under ASNPO and those applied under previous GAAP. As a result, the impact of the change in the accounting standard framework from previous GAAP to ASNPO is limited and there have been no adjustments to net assets as of the date of transition.

15. Subsequent event

At March 31, 2013, the Foundation held deposits on a real estate property reported as deposits held in trust for real estate acquisition for \$47,823 (2012 \$10,000).

16. Statutory disclosures

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

(\$)	Total CHF	Total CHF Share of RESOLVE
Amounts paid as remuneration to employees whose principle duties involve fundraising	337,792	133,817
Direct expenses incurred for the purposes of soliciting contributions	113,411	155,320
	451,203	289,137

APPENDIX 1 – PROGRAM FUNDING IN 2013

Continued from page 8 of this Annual Report

Please note: These are programs funded from April 1, 2012 to March 31, 2013. A current list of funded programs, along with contact information, can be found at <http://calgaryhomeless.com/assets/AboutUs/CHF-Resource-List-2013-v13.pdf>

F = Federally funded

P = Provincially funded

D = Funded through donations

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

This program offered cultural reconnection, outreach and referrals to chronic and episodically homeless Aboriginal individuals and families.

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

This program offered Permanent Supportive Housing (PSH) and case management to chronically homeless Aboriginal singles.

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

This Committee supported Aboriginal Peoples experiencing homelessness, as well as other economic, social and health issues. The Community Liaison supported the Committee's mission and priorities.

ASCHH – Plan to End Aboriginal Homelessness in Calgary (Aboriginal Plan) (F)

This Committee worked with the community to publish the Aboriginal Plan in 2012. The Aboriginal Plan is being implemented by the Committee.

Accessible Housing Society – Bridge to Home (F,P)

This program provided permanent housing for chronic and episodically homeless individuals with physical disabilities and mobility issues by coordinating support services and collaborating with landlords.

Alpha House – Case Management (P)

This program housed and case managed chronically and episodically homeless with an active addiction.

Alpha House – Transition Beds (P)

These beds helped 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 helped those recovering from illness, surgery or other health issues.

Alpha House – Downtown Outreach Addiction Partnership (DOAP) (F)

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

Alpha House – Harm Reduction Housing (F)

This program offered PSH and case management for chronically homeless singles.

Alpha House – Veterans Program (F, P)

The Veterans Program provided place-based PSH and case management to high acuity, chronically homeless veterans.

Alpha House – Winter Emergency Response (P)

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

Aspen Family and Community Services – Home Stay (P)

This prevention program was for families at imminent risk of homelessness. The goal was to maintain the families existing housing by providing short term case management and supports, as needed.

Aspen Family and Community Services – Sustainable Families (P)

This Housing with Intensive Supports (HIS) program provided case management, housing location and supports to families who were chronically and episodically homeless.

Boys and Girls Clubs – Infinity Project (P, F)

This HIS program for youth offered case management, housing location and supports for up to two years.

Brenda's House – Family Emergency Shelter (P)

This emergency family shelter provided temporary housing and services, while families connected with HIS programs and located appropriate housing.

Calgary Alternative Support Services – Langin Place (P)

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

Calgary Drop-In and Rehab Centre – Winter Emergency Shelter (P)

Calgary Drop In Centre provided extra shelter mats during the winter months to ensure that homeless had a warm place to stay during the coldest days of the year.

CHF Initiative – Project Homeless Connect (D)

This was a one-day event where people at risk of or experiencing homelessness accessed information and services in one location.

Calgary Urban Project Society (CUPS) – Inclusive Housing (P)

CUPS provided community building and support to clients living in CHF buildings.

CUPS – Graduate Rental Subsidy (P)

This program provided a rental subsidy to clients who had completed a Housing First Program, and who no longer required case management support, beyond rental subsidy.

CUPS – Case Management (P)

This program rehoused and provided case management to low- to medium-acuity families or individuals who were staying in emergency shelters or transitional housing.

Discovery House – Community Housing Program (P)

This was a HIS program for women and children experiencing domestic violence. The program provided case management, housing location, counseling and supports.

Fresh Start Recovery – Keys to Recovery (P)

This program housed and supported single individuals who would otherwise have been discharged into homelessness from addictions treatment centres.

Hull – Bridging the Gap (P)

This was a supportive service for youth dealing with mental health concerns. This program partnered with McMan Hope Homes to provide mental health supports and referrals for four youth and independently served another 20 youth.

Inn From The Cold – Case Management Program (P)

This HIS program provided case management, housing location and client support dollars.

Inn From The Cold – Family Emergency Shelter (P)

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

Inn From The Cold – Floating Outreach (P)

This prevention program was for families at imminent risk of homelessness. The goal was to maintain the families existing housing by providing short-term case management and supports, if needed.

John Howard Society – Radio House and Windsor Park (F)

Radio House and Windsor Park programs provided Short Term Supportive Housing (STSH) to youth.

John Howard Society – Roof's for Youth (F)

This was a HIS program that provided case management and clinical supports for youth ages 15 to 18 who were exiting the justice system.

John Howard Society – Adult Reintegration Program (P)

This program provided a scattered site, HIS program for chronically homeless men and women who were involved with the justice system.

McMan Child and Family Services – Hope Homes (F)

This was a HIS program for youth which offered case management, housing location and supports for up to two years. This program served youth from 16 to 24 years of age who were experiencing or at risk of homelessness. This program partnered on four mental health-specific beds with Hull.

McMan Child and Family Services – Hope Homes Aboriginal (F)

This was a HIS program for Aboriginal youth, which offered case management, housing location and supports for up to two years. This program provided cultural reconnection and supports to Aboriginal youth.

McMan Child and Family Services – Wellington Place (F)

This was a STSH program for five youth with a Support Services component in the community for up to 20 youth at a time.

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

This was a PSH program for Aboriginal families.

Mustard Seed – Aftercare Program (P)

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

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

The Aboriginal Housing Outreach Worker provided cultural reconnection, support and information on educational opportunities to Aboriginal individuals recovering from addiction. This was considered a SS.

Servants Anonymous – Ask Classroom and Followcare (F)

This was a SS for sexually exploited women. The funded components of the program were life skills and support for graduates in community.

The Alex – Home Base (P)

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

The Alex – Pathways to Housing (P)

This program provided housing and case management supports to chronically homeless individuals, including those leaving hospitals and corrections and those with a history of emergency shelter use.

The Calgary Dream Centre – Living In Community (P)

This program provided permanent housing and case management support to those experiencing chronic and episodic homelessness.

Wood's Homes – New Horizon Program (P)

This was a HIS program for youth 18 to 24 years of age, which offered case management, housing location and supports for up to two years.

Wood's Homes – Roof's for Youth (F)

This was a SS, which offered case management and clinical supports for youth aged 15 to 18 who were exiting the justice system.

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

This facility provided specialized housing for Aboriginal adults experiencing homelessness, who also had severe disabilities.

YWCA of Calgary – Mary Dover House (F)

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

YWCA – Community Housing Program (P)

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

APPENDIX 2 – RESEARCH PROJECTS IN 2013

Continued from page 8 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)

As a member in AHRC for the past three years, CHF is helping develop a provincial research agenda to align with the provincial Plan (A Plan for Alberta: Ending Homelessness in 10 Years). There are 11 projects in Alberta to engage in research specific to homelessness, with results distributed this year.

Best Practice Interventions for Chronic and Episodically Homeless Families

The CHF partnered with U of C to understand the unique support needs of families at risk of or experiencing homelessness and to develop interventions that can significantly improve outcomes for both chronically and episodically homeless families.

Calgary Homeless Foundation Research Agenda

The CHF hosted its third biannual research symposium, bringing together a diverse range of stakeholders to collaborate, share, and learn from one another to help develop priorities to update Calgary's local research agenda in support of the 10 Year Plan to End Homelessness.

Canadian Homelessness Research Network (CHRN)

The CHF is a key partner in CHRN, sitting on the National Advisory Board and helping develop a national definition of homelessness and a 'best practice' framework for homelessness programs. The CHRN and the CHF also partner to support the network, which has expanded to over 100 research partners.

Comparative Case Study Analysis: 10 Year Plans

The CHF is a partner in the National Reach³ Alliance. The priority project for 2012 is to analyze the development and implementation of four Plans to End Homelessness across Canada.

Developing a Framework for Hiring People with Lived Experience as Peer Support Workers

The CHF is developing a framework for a peer support position to aid in service delivery and increase employment opportunities for people with lived experience of

homelessness. A Client Advisory Committee is instrumental in the design and implementation of the position.

Homeless Charter of Rights

The CHF received funding to create a Homeless Charter of Rights to ensure Albertans experiencing homelessness have full access to services, housing and employment without discrimination.

Impact of Maintenance Enforcement and Debt-Related Barriers on Chronic Homelessness in Calgary

This research explores the prevalence and impact of debt amongst the homeless population, specifically within the context of Calgary. This study will conduct surveys with 500 shelter residents to assess debt burden and its impact on formal employment and housing.

Plan to End Aboriginal Homelessness in Calgary (Aboriginal Plan)

The CHF supported the Aboriginal Standing Committee on Housing and Homelessness (ASCHH) to understand the homeless experiences of Aboriginal People. The research articulated goals and strategies to be part of ASCHH's Aboriginal Plan.

Point-in-Time Counts

In January and August 2012, the CHF partnered with several organizations to conduct two point-in-time counts in Calgary. Data was collected from service providers and comprehensive street enumerations were undertaken to capture accurate data in both the winter and summer seasons.

Promising Practices in Delivering Housing and Support Interventions to Chronically and Episodically Homeless with Fetal Alcohol Spectrum Disorder (FASD)

The goal of this project is to understand the prevalence of FASD within the single adult episodically and chronically homeless population. More specifically, this project will explore the impact of FASD on service utilization, program compliance and housing outcomes within the homeless-serving system.

Psycho-Social Needs of Front-Line Service Providers in the Homeless System

This study will determine the factors that either create barriers or facilitate success among front-line workers in Calgary's homeless-serving system. Results will guide the training and supports required in the future.

APPENDIX 3 – HOUSING PORTFOLIO

Continued from page 13 of this Annual Report

Below are the properties the CHF 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 CHF. The CHF's Board of Directors appoints the Board of Directors of the Society, who are all members of the CHF Board.



Abbeydale

In April 2012, the Foundation took possession of this building, which has a permit for a special care facility that can serve 21 tenants. The total project cost was \$1.24 million of which the Government of Alberta provided \$868,000 and David Bissett contributed \$372,000. The Alex's HomeBase program has a master lease contract to provide housing with support to tenants beginning in the spring of 2013.



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 \$9.83 million in September 2009 using capital grants of \$5.96 million from the Government of Alberta, \$724,000 from The City of Calgary and a \$3.15 million mortgage. At year end, there was \$2.81 million remaining on the mortgage. The RESOLVE campaign's goal is to fundraise to eliminate this mortgage. RESOLVE is also working with KAIROS Calgary to reduce the mortgage and to help with building projects and tenant support. CHF has a program funding agreement with CUPS to do tenant referrals, intakes and income testing, and to provide tenant support services and community building.



Bankview

Singles, couples and small families reside in this 27-unit apartment building and receive case management support from a variety of agencies. The building was purchased for a total project cost of \$4.24 million in April 2010 with capital grants of \$2.97 million from the Government of Alberta, a \$97,500 donation from David Bissett and a mortgage of \$1.17 million. At year end, there was \$1.15 million remaining on the mortgage. The RESOLVE campaign's goal is to fundraise to eliminate this mortgage. CHF has a program funding agreement with CUPS to do tenant referrals, intakes and income testing, and to provide tenant support services and community building.



Bowness

This building has 26 units for singles, couples and small families. Case management support for tenants comes from a variety of agencies. The building was purchased for a total project cost of \$3.25 million in April 2010 with funding of \$2.275 million from the Government of Alberta, a \$936,000 mortgage and a donation from David Bissett of \$39,000. At year end, there was \$906,000 remaining on the mortgage. The RESOLVE campaign's goal is to fundraise to eliminate this mortgage. CHF has a program funding agreement with CUPS to do tenant referrals, intakes and income testing, and to provide tenant support services and community building.



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 \$770,000 from The City of Calgary and a \$76,000 donation from Brian and Anne O'Leary. CHF has a program funding agreement with the YWCA of Calgary to do tenant referrals, intakes and income testing, and to provide tenant support services and community building.



Capitol Hill

Very-low income singles 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 \$2.64 million from the Government of Alberta, a donation from David Bissett for \$202,500, along with financing of \$930,000. At year end, there was \$904,000 remaining on the mortgage. The RESOLVE campaign's goal is to fundraise to eliminate this mortgage. CHF has a master lease with Alpha House to do tenant referrals, intakes and income testing, and to provide tenant support services and community 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 who were formerly at risk of or experiencing homelessness and suffering from addictions reside in this building with 15 one-bedroom apartments. The building was purchased for a total project cost of \$2.27 million in May 2011 using \$1.59 million from The City of Calgary, a donation from David Bissett of \$380,000 and a donation from the Flanagan Foundation for \$300,000. CHF has a master lease with Keys to Recovery to do tenant referrals, intakes and income testing, and to provide tenant support services and community building.



Connaught

This 16-unit building provides housing and support to low-income male veterans formerly experiencing homelessness. The building was purchased for a total project cost of \$2.50 million in November 2011, using \$1.75 million in provincial grants, a donation from David Bissett of \$16,000 and assuming a mortgage of \$734,000. During the year, the CHF paid off this mortgage at maturity, using donor funding of \$180,000 and unrestricted funds. The CHF is holding the balance of the mortgage as internally held debt. At year end, there was \$554,000 remaining in internally-held debt. The RESOLVE campaign's goal is to fundraise to eliminate this debt. CHF has a master lease with Alpha House to do tenant referrals, intakes and income testing, and to provide tenant support services and community building.



Crescent Heights

The Foundation purchased this 11-unit building for singles (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 financing of \$475,000. The RESOLVE campaign's goal is to fundraise to eliminate this debt, which at year end was \$455,000. 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.



Greenview

The CHF partnered with the Government of Canada and Persons with Developmental Disabilities (PDD) to purchase this four-unit building in March 2013 for a total estimated project cost of \$943,000. The Government of Canada provided capital funding of \$575,000 and PDD provided capital funding of \$368,000. PDD funds an operator, Supported Living, to oversee tenant referral and support.



Huntington Hills

The CHF partnered with the Government of Canada and PDD to purchase this six-unit building in March 2013 for a total estimated project cost of \$950,000. The Government of Canada provided capital funding of \$585,000 and PDD provided the capital funding of \$365,000. PDD is funding an operator, Vecova, to oversee tenant referral and support.



Huntington Hills

The CHF partnered with Persons with Developmental Disabilities (PDD) to purchase this building in January 2012 for a total project cost of \$950,100. PDD provided the capital funding for the building and funds an operator to oversee tenant referral and support. There are five units in this building and tenants are supported by Community Living Alternative Services.



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 \$4.4 million from the Government of Alberta, private financing of \$1.40 million over three years from Canadian Avatar Inc. and a donation of \$500,000 from Gary Nissen. The CHF has a program funding agreement with CUPS to do tenant referrals from the Inn from the Cold, intakes and income testing, and to provide tenant support services and community building.



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 \$1.58 million grant from The City of Calgary and a donation of \$690,000 from David Bissett. CHF has a program funding agreement with the YWCA of Calgary to do tenant referrals, intakes and income testing, and to provide tenant support services and community building.



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 \$123,000, leaving a \$535,000 mortgage. At year end, the mortgage was \$531,000. The RESOLVE campaign's goal is to fundraise to eliminate this debt. Tenants are low-income women transferring from Mary Dover House or other homeless-serving agencies serving women. CHF has a program funding agreement with the YWCA of Calgary to do tenant referrals, intakes and income testing, and to provide tenant support services and community building.



Martindale

The Kootenay Lodge was purchased in 2006 with funding from the Government of Canada and the Government of Alberta. In the past, Universal Rehabilitation Service Agency (URSA) property managed this property and provided referrals and support to 10 people with disabilities. During the year, tenants were moved from Kootenay Lodge and a new operator and agency will provide referral of tenants and offer support by the fall of 2013.



Parkdale

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



Silver Springs

This is another property with which the CHF partnered with PDD to purchase in February 2012. This building has four units. PDD provided the capital funding of \$936,000 for this property and SCOPE provides tenant support.



Sunalta

With 33 units, this building houses people who were formerly chronically and episodically homeless. The building had a project cost of \$1.87 million and was purchased in June 2009 with funds from The City of Calgary in the amount of \$1.21 million and the Government of Canada in the amount of \$286,000. CMHC's Rooming House Residential Rehabilitation Assistance Program provided \$375,000 in renovations funding. The CHF has a master lease with Alpha House to do tenant referrals, intakes and income testing, and to provide tenant support services and community building.



Thorncliffe

In October 2011, the CHF purchased this 17-unit building for singles (11 one- and six two-bedroom units) for a total project cost of \$2.63 million. The Government of Alberta contributed \$1.84 million, David Bissett donated \$61,000 and there is a mortgage of \$729,000. At year end, there was \$714,000 remaining on the mortgage. The RESOLVE campaign's goal is to fundraise to eliminate this debt. The CHF has a master lease with Keys to Recovery to do tenant referrals, intakes and income testing, and to provide tenant support services and community building.

SOURCES

IFC: Data is derived from a March 2013 singles emergency shelter statistics presentation and is based on HMIS data.

Page 9: Data is derived from the Point-in-Time Count conducted in August 2012 by the CHF. The full report is at calgaryhomeless.com/assets/research/CHF-Summer-2012-PIT-report.pdf.

Page 11: Data for this dashboard is derived from HMIS Housing First data for CHF funded agencies from April 1, 2012 to March 31, 2013.

Page 12: Data is from Canada Mortgage and Housing Corporation's October 2012 Rental Market Statistics. cmhc-schl.gc.ca/odpub/esub/64725/64725_2012_B02.pdf?fr=1370381055679.

Page 17: Data is derived from HMIS Housing First data for CHF funded agencies from April 1, 2012 to March 31, 2013.

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.

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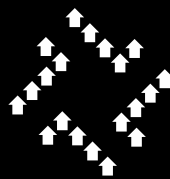
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