

2014
Annual Report

Working together to
build a better
homeless-serving system



Calgary
Homeless
Foundation

Table of Contents

Message from the Board Chair and Interim President & CEO	2
Performance in 2014 and Goals in 2015	4
Programs	6
Housing	7
Knowledge and Innovation	8
Donors and Volunteers	10
Management's Discussion and Analysis	13
Independent Auditor's Report	21
Financial Statements	22
Notes to Financial Statements	25
Appendix 1 – Program Funding	32
Appendix 2 – Research Projects	35
Appendix 3 – Housing Portfolio	36
Contact Information	IBC


Please note the period April 1, 2012 to March 31, 2013 is referred to as 2013, the period April 1, 2013 to March 31, 2014 is referred to as 2014 and the period April 1, 2014 to March 31, 2015 is referred to as 2015.

Photo on cover: A teenager staying at Brenda's House, a second-stage shelter for families in Calgary.

Nearly 6,000 people received housing with support in the first six years of the 10 Year Plan.

We are working with the community to build a better homeless-serving system where...

- the steps to get help are simple and fair
- agencies work together to match clients with services
- we track how well we are doing and improve



A young child staying at Brenda's House, a second stage shelter for families in Calgary

Message from the Board Chair and Interim President & CEO

With the community, we have been working on the goals in the 10 Year Plan to End Homelessness in Calgary (10 Year Plan) for six years. While we continue providing housing with support to those at risk of or experiencing homelessness, we are also building a high-functioning and sustainable homeless-serving system informed by data and guided by a spirit of collaboration.



Alan Norris
Chairman of the Board



Gerrad Oishi
Interim President & CEO



Diana Krecsy
Incoming President & CEO

More than any other year, we learned a tremendous amount about homelessness.

We learned most people stay in shelter for a short period of time, while a few remained in shelter for months and years. Data from the Calgary Drop-In & Rehab Centre (DI) from 2009 to 2012 indicated that 84% of shelter users stayed less than two weeks and had less than two shelter episodes at the DI. The data pointed to 2% of shelter users staying an average of two years. In between, a group of 14% spent an average of three months in shelter within seven shelter episodes. This data helps us to focus limited resources on those stuck in homelessness.

Last year, agencies began using a common intake and assessment tool across Calgary's homeless-serving system. The purpose of this tool is to help match a person or family with the services that best meet their needs. Will they be successful in a private rental apartment with a case manager visiting weekly? Are they better suited to living in an agency-operated building receiving 24/7 support? Looking at all assessments, we see the kinds of housing with support programs needed across the system and where there are gaps.

Data from the Homeless Management Information System (HMIS) is a great source of information. HMIS has grown to serve 30 agencies, 90 programs and thousands of clients. As the system matures, it provides more robust data to show us how successful individuals, programs and the system are and what improvements are required. We have acquired a better sense for program retention among those who had an intake into a program during the year. As of March 31, 2014, 88% of clients who entered a program remained in a program or had a positive reason for leaving the program. We continue to examine program retention over time and to identify how we can improve.

We also did a Point-in-Time Count in January 2014, with 3,533 people enumerated as homeless on one night. Despite the lack of affordable housing and record in-migration to Calgary, the number of people experiencing homelessness has stayed relatively flat compared with the counts done in 2012. This is good news; however, there remain some

troubling trends. Low-cost rental housing is scarce, Aboriginal people continue to be over-represented and there is an increase in the number of homeless families.

At the same time, agencies provided housing with support to 1,271¹ people during the year, bringing the total housed with support to nearly 6,000² in the first six years of the 10 Year Plan.

This feat could not be achieved without the consistent support from government. Last year, we received \$32.4 million in provincial funding and \$6.3 million in federal funding to support about 2,100³ housing program spaces in Calgary. These spaces are nearly full, so we rely on additional funding and clients successfully flowing through programs to serve more people.

We remain extremely appreciative of the work done by front-line agencies. Providing housing with support to people at risk of or experiencing homelessness requires compassion, persistence and skill. Many agencies' operations were significantly impacted by the June 2013 flood. Nevertheless they rose to the challenge and continued to help vulnerable citizens, many who were tipped into homelessness because of the flood.

While we have learned a lot about homelessness, lasting change requires a shift in thinking. Collaboration among agencies is at an all-time high. This is especially due to the introduction of a single process for clients to access services, with agencies meeting face-to-face each week to go over applications and collectively deciding on the best match. One agency staff member said, "Instead of clients being 'our' or 'their client,' they are now 'all of our' clients."

This collaborative approach is also evident in the RESOLVE Campaign, where nine agencies are working together to raise \$120 million for affordable housing in Calgary. The CHF's goal within the Campaign is \$45 million. We are fortunate to have 12 home builders who each committed \$1.4 million to match provincial grants to construct a minimum of eight apartment buildings for people who have been homeless for a long time.

In late May, we welcomed new President & CEO Diana Krecsy and will publish an updated 10 Year Plan in the fall of 2014. We are excited for the fresh perspectives she will bring and we are eager to share with you the updated 10 Year Plan, the result of extensive consultation, research and analysis.

In closing we want to thank the CHF team and Board of Directors for your openness to learn, willingness to collaborate and strength to persist. You continue to keep your eye on those in need of our help – Calgarians at risk of or experiencing homelessness. Wherever we contribute in the homeless-serving system, may we never forget those we serve.



Alan Norris
Chairman of the Board



Gerrad Oishi
Interim President & CEO

1 This number includes 874 single adults, unaccompanied youth and parent(s) and 397 dependants for a total of 1,271 individuals.

2 Between 2009 and 2012, about 3,500 people were housed with support. This was prior to using HMIS data and includes children. In 2013 and 2014, 1,610 individuals (single adults, independent youth and head of households) were housed with support. The number of dependents was 732 for a total of 5,842 people over six years. This is not necessarily unique individuals because privacy legislation restricts us at this time from determining if an individual was served by more than one program over six years. The number 5,842 is the number of intake assessments in housing programs. Due to the tight rental market, some individuals are in programs but may be waiting for housing.

3 This number includes 1,799 Permanent Supportive Housing and Housing with Intensive Supports spaces, 134 Short-Term Supportive Housing spaces, 111 Affordable Housing spaces, 15 Rapid Rehousing spaces and 100 Graduate Rent Supplements.

Performance in 2014 and Goals in 2015

People who were especially vulnerable were prioritized. Of the 1,271 people who received housing there were:



367

experiencing
chronic
homelessness

495

experiencing
episodic
homelessness

376

females

496

males

218

Aboriginal
people

94

youth

237

family units

See footnote below.

Progress toward 2014 strategic priorities

Improve the quality of data

Last year, we made significant strides by:

- aligning Calgary's HMIS system with the provincial system
- learning more about the number, patterns and needs of emergency shelter users
- using HMIS data to improve programs, calculate cost savings and leverage research
- conducting a winter Point-in-Time Count in January 2014
- building all of this learning into the updated 10 Year Plan to be released in the fall of 2014

Build coordinated intake into the homeless-serving system

Calgary implemented a Coordinated Access and Assessment process into its homeless-serving system. This means we have begun to streamline access to services, enhance coordination among agencies and identify gaps in the system that need to be addressed.

The numbers above are not mutually exclusive. Data is subject to change as Human Services assessments are corrected. The housed data consists of programs for Housing with Intensive Supports and Permanent Supportive Housing. Short-Term Supportive Housing program numbers will begin to be reported in HMIS in 2015. All figures except for family units are analyses of unaccompanied youth, single adults and parent(s). These do not include dependants. Youth refers to unaccompanied youth in youth programs who are between 13 and 24 years of age. There may also be youth (13-24) served in adult single programs.

In 2014, 1,271 people received housing and support from Housing First programs.

Continue to focus on vulnerable populations

In 2014, we:

- prioritized our funding to women, families, youth, Aboriginal people and those experiencing chronic and episodic homelessness
- developed a concept for Permanent Supportive Housing (PSH) for families and started developing PSH projects for singles
- increased agency capacity to serve complex clients
- conducted research on migration of vulnerable populations experiencing homelessness
- continued to support the Youth and Aboriginal Plans to End Homelessness

Provide leadership in advocating for more affordable housing in Calgary

In 2014, we did research to assemble an inventory of rental stock in Calgary to inform the updated 10 Year Plan. Fundraising in the RESOLVE Campaign in 2014 was extremely successful, with CHF receiving pledges and gifts of nearly \$10 million against a multi-year goal of \$45 million.

Continue to partner with government funders and investigate other sources of funding, such as social enterprise

Provincial and municipal governments recognize the need for homeless housing in Calgary. The first of eight Development Permits we applied for was received quickly, our contract with the federal government was renewed and provincial program funding increased for 2015. We further refined work on a Social Impact Investment tool.

A list of the CHF's performance on its detailed goals for 2014 can be found on page 14.

Strategic priorities in 2015

Our strategic priorities in 2015 are to improve Calgary's homeless-serving system by:

- scaling up the system to the needs and priorities in the updated 10 Year Plan
- implementing plans to address gaps in the system
- aligning outcomes expected from the overall system with program contracts
- securing funding from a broader range of sources within and outside of government
- participating in the re-visioning of shelters
- improving the quality of HMIS data and increasing the scope of shelter data analysis
- bringing PSH on-stream
- implementing a housing location strategy for scattered site-housing



Dan and his daughter went from living in a shelter to being housed at one of CHF's buildings

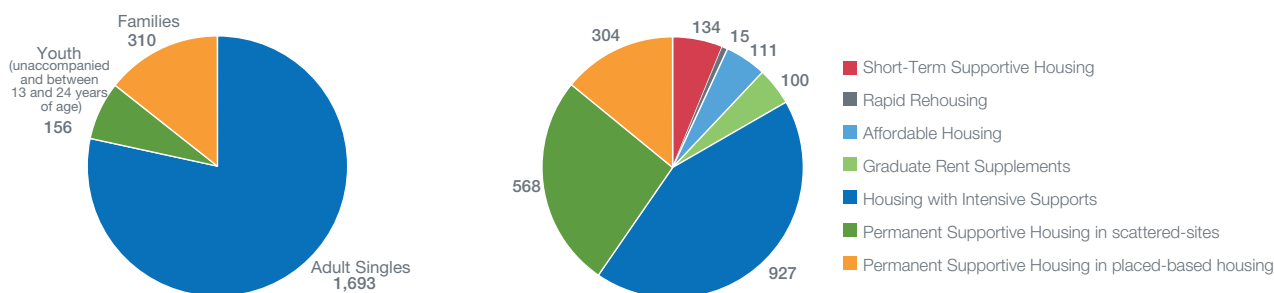
Programs

In 2014, Housing First program contracts were focused on those staying in emergency shelters for a long time and vulnerable populations such as families, youth, women and Aboriginal people.

About 82% of CHF's funding for programs comes from the Government of Alberta. In 2014, Alberta's Human Services Ministry contributed \$30.1 million to programs and Alberta Health contributed \$2.0 million to programs. Contracts are renegotiated on an annual basis.

The CHF administers the Government of Canada's Homeless Partnering Strategy funding, for which we received \$6.3 million in 2014. This contract expired in March 2014 and was renewed for another five years. A request for proposal process is being conducted in partnership with the Calgary Action Committee on Housing and Homelessness and the Aboriginal Standing Committee on Housing and Homelessness to determine program funding in 2015.

2014 program funding by demographic



In addition to housing with supports program spaces, we funded 41 emergency shelter beds for families, support services positions and prevention funding for 60 families.

We asked clients how satisfied they were with the housing and support they received. The survey results from 486 clients were:

- 90.5% indicated they were treated with respect by their case manager
- 81.9% indicated that their case manager was non-judgmental
- 84.7% indicated they were satisfied or very satisfied with their current housing
- 94.7% indicated they were satisfied or very satisfied with the quality of case management they receive
- 60.9% indicated they were confident or very confident they would not return to homelessness
- 51.2% indicated sharing their personal information with other agencies would be beneficial

A list of programs the CHF funded in 2014 is in Appendix 1 on page 32.

**We funded 2,159 Housing First spaces in
56 programs delivered by 27 agencies.**

Housing

People at risk of or experiencing homelessness are matched with the kind of housing that will suit their needs. They may live in private rental apartments, secondary suites, long-term supportive care facilities or buildings owned by non-profit agencies.

Affordable housing in Calgary

There is not enough affordable housing in Calgary right now so we are working with all levels of government, businesses, donors and agencies to add more low-cost rental housing. Solutions include:

- advocating for policy changes that will encourage more affordable rental housing
- fundraising for the RESOLVE Campaign
- securing more private rental apartments by connecting landlords with agencies and ensuring adequate rent supplements
- building place-based housing (PSH and Long-Term Supportive Care)
- requesting government funding (capital grants and rent subsidies)

In the updated 10 Year Plan, we will provide a more detailed look at Calgary's housing inventory and the amount and type of housing required.

Our housing portfolio

We received partial government funding for nearly 600 units. Typically, 70% of the cost of these projects is government-funded and 30% is funded through a combination of mortgages and donations. The CHF has a number of mortgages. The goal is to repay mortgages in order to lower rents and to develop additional units. We appreciate the credit facility provided by First Calgary Financial for our new construction projects.

By March 31, 2014, 364 units of housing were in place in 20 buildings. We partner with agencies to operate 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 support clients receive is based on their needs and the rent they pay is based on their capacity (typically 30% of their gross income).

A complete list of our buildings can be found in Appendix 3 on page 36.

Over the next four years, we will construct eight apartment buildings. Alberta's Ministry of Municipal Affairs committed \$27 million and 12 local home builders and a private donor generously committed to provide a gift of up to \$1.4 million each for a total of \$18.2 million. This will enable CHF to construct not only these eight projects, but additional projects for homeless families and singles. Once constructed, the CHF will partner with accredited social service providers to provide support to tenants on a 24/7 basis.



This mother and her child fled domestic violence and now live at one of CHF's buildings.

Knowledge and Innovation

Solid research and data, along with a willingness to learn, drive our decisions and actions. With a track record of results and trusting relationships, we can develop innovative solutions.

Research and Policy

The priorities in our Research Agenda 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 2014 are below.

- Most emergency shelter users are there for a short time. In a sample of about 27,000 emergency shelter users over a four-year period, 84% stayed less than two weeks and 34% stayed only one night.
- Family homelessness is increasing due to migration and a lack of availability of affordable housing. A small number of families require PSH.
- Aboriginal people continue to be over-represented among the homeless and require tailored strategies and interventions that are culturally safe and appropriate.
- Assertive outreach and engagement strategies are needed to reach Calgary's most marginalized and vulnerable groups – rough sleepers (those who primarily live outdoors).
- The hidden, transient nature of youth homelessness makes it hard to target youth for supportive housing. Youth require unique interventions that acknowledge adolescent development.

A list of the research projects the CHF participated in during 2014 can be found in Appendix 2 on page 35.

Homeless Management Information System

HMIS is the IT infrastructure for the whole system of care. This web-based software application collects, shares and analyzes data and coordinates services, referrals and reporting across agencies. HMIS participating agencies may work directly or indirectly with the homeless sector.

HMIS has grown to include 30 agencies (both CHF-funded and non-funded), 90 programs, 1,200 trained staff and 700 active users. In 2014, we added more programs, particularly emergency shelters, built coordinated intake into the system, improved the quality of the data, and used the data to drive program decisions and policies.

**On one night in January 2014, 3,533 people
were counted as homeless in Calgary.**

Key findings from HMIS¹ in 2014 included:

- As reported by HMIS agencies, 11,287 people were served during the year.² Services ranged from housing, rental assistance, shelter, education, employment, meals, transportation, information and referrals.
- Of the 874 people³ who received housing this year:
 - 61% stated they were absolutely homeless, while 39% stated they were relatively homeless
 - 36% stated their primary residence before being housed was emergency shelter and 19% were staying with family or friends
 - 91% were Canadian citizens, 6% were permanent residents and 1% were refugee claimants
- Of the 237 families who received housing this year:
 - 22% stated Child Protective Services involvement and 18% stated Foster Care involvement
 - 52% identified a history of family violence

Social Impact Investment

Building and sustaining the system to address homelessness in Calgary requires new funding models in addition to traditional government support and philanthropy. Over the past two years, we have been working with ATB Financial to explore new models.

One of the models we have explored is developing a Social Impact Investment (SII) to speed up the provision of housing and support to people who are chronically homeless. Data shows it costs less to provide housing with support to many of these people, compared with the cost of them using emergency shelters and other more expensive public systems.

The SII works by CHF signing an agreement with government for CHF to provide a program to house and support a group of chronically homeless people, reducing their inappropriate public system use (and costs) over three years. If targets are met, government compensates CHF for the program cost, plus a rate of return. The CHF raises capital from investors for the program and contracts with an agency to provide the program. We are working toward implementation of the SII pilot over the next year.

1. Variations to Human Services' data are due to methodology differences.

2. Not all participating agencies are using the Service Transactions functionality within the HMIS.

3. Single adults, unaccompanied youth and parents are included in this number, but dependants are not.



So far about 1,200 agency staff have been trained on using HMIS

Donors and Volunteers

Our homeless-serving system benefits greatly from the gifts of time, skill and resources by donors and volunteers. Thank you.

Volunteers

The Foundation relies on the dedication and generosity of volunteers to help with building projects and conduct Point-in-Time Counts. In total, nearly 250 people volunteered at the last Project Homeless Connect, the Point-in-Time Count and building clean-up days, representing 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 18 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.

RESOLVE Campaign

There is not enough affordable housing in Calgary. Adding more housing will take collaboration among government, agencies and donors. This is why nine agencies are teaming up to raise funds for affordable housing through the RESOLVE Campaign. This is the first-of-its kind collaborative capital campaign with a goal to raise \$120 million. The CHF's goal in the Campaign is \$45 million and we are delighted to report that in 2014, we received cash and pledges of nearly \$10 million. In particular, we would like to recognize contributions and commitments from: Albi Homes Ltd., Brookfield Residential, Calbridge Homes, Cardel Lifestyles, Cedarglen Living Inc., Centron Group of Companies, David and Leslie Bissett, Homes by Avi, Hopewell Residential, Jayman Group of Companies, Morrison Homes, Gary Nissen, Qualico and Shane Homes Ltd.

The CHF wants to recognize everyone who contributed financial and in-kind gifts to CHF operations and to CHF as part of the RESOLVE Campaign.

Our Valued Donors (in alphabetical order)

Government Support

Government of Alberta
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\$20,000 and above

Albi Homes Ltd.
ATB Financial
David and Leslie Bissett
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The CHF has a number of donors who wish to remain anonymous. While your name is not listed, please know that we sincerely appreciate your contribution. We made every effort to see that all donors are properly recognized. If there is an error or omission, please contact us at: 403.718.8537 or fundraising@calgaryhomeless.com.

MANAGEMENT'S DISCUSSION AND ANALYSIS

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

Please note the period April 1, 2012 to March 31, 2013 is referred to as fiscal 2013, the period April 1, 2013 to March 31, 2014 is referred to as fiscal 2014 and the period April 1, 2014 to March 31, 2015 is referred to as fiscal 2015.

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.

Overall, the January 2014 Point-in-Time Count (Count) found 10.8% more people experiencing homelessness compared with the Count conducted in January 2012, but 1.2% fewer than the Count held in August 2012. In total 3,533 people were found to be homeless on the night of the Count. This also represents a 1.9% decrease from the same time in 2008.

Homeless Numbers	Winter 2014	% of Total
Total number homeless people	3,533	100.0%
Emergency shelter	1,892	53.6%
Short-Term Supportive Housing	1,224	34.6%
Systems	202	5.7%
Rough sleeping	215	6.1%

External trends impacting the issue of homelessness are listed below.

- There continues to be significant in-migration into Calgary, with net migration of 19,067 and the overall population growing to 1,149,552 in 2013 compared with 1,120,225 in 2012.
- The vacancy rate for rental apartments went below 1% in fiscal 2013, due to in-migration and further loss of stock from the flood. Agencies which once waited one to three months to locate housing are in some cases waiting three to six months.

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

- agencies taking time to fill program spaces (moving from 70% in the fall of 2013 to 92% by year end)
- 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.

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 helps 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 the fall of 2014.

C. Organization and Leadership

The CHF is structured into four primary areas: operations, strategy, housing, and communications and fund development. Additionally, the 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, 2014, there were 33 employees. The leadership team includes:

Gerrad Oishi, Interim President and CEO and VP, Social Enterprise

Martina Jileckova, VP, Housing

Andrea Ranson, VP, Communications and Fund Development

Katrina Milaney, VP, Strategy

Nav Shergill, Chief Financial Officer

In May 2014, Diana Krecsy joined the CHF as President and CEO.

D. Performance in 2014 and Priorities in 2015

1. IMPROVE QUALITY OF DATA:

The impact is better data to update the 10 Year Plan, improve the overall system of care and adjust programs.

Goals	Achievements
Align HMIS with provincial system	<ul style="list-style-type: none"> Integrated between CHF and Government of Alberta
Prioritize relationships with emergency shelters	<ul style="list-style-type: none"> Analyzed DI data and working toward common goals
Analyze HMIS data in light of 10 Year Plan goals	<ul style="list-style-type: none"> Reviewed data to inform programs
Conduct further cost analysis on programs	<ul style="list-style-type: none"> Presented at annual meeting
Align research goals and HMIS data	<ul style="list-style-type: none"> Trained research staff on HMIS

2. BUILD COORDINATED INTAKE INTO THE HOMELESS-SERVING SYSTEM:

The impact is to streamline access to services, enhance coordination among agencies and identify system of care gaps.

Goals	Achievements
Implement Coordinated Access and Assessment	<ul style="list-style-type: none"> Made available at SORCe, through the Calgary Distress Centre and at several partner agencies Trained front-line staff on how to use the assessment tool Met weekly (agencies) to place clients

3. CONTINUE TO FOCUS ON VULNERABLE POPULATIONS:

The impact is investing resources into those in most need, those incurring the most system costs and those requiring customized approaches to Housing First programs.

Goals	Achievements
Develop PSH for families and singles	<ul style="list-style-type: none"> • Finished concept plans for families and singles • Began developing three singles projects • Started searching for family site, subject to grants • Conducted research on best practice support for PSH models
Prioritize funding to vulnerable populations (youth, women, families, Aboriginal people and chronic/episodic homeless)	<ul style="list-style-type: none"> • Prioritized funding based on populations • Analyzed needs based on Count numbers
Develop regional partnerships, especially with nearby Aboriginal communities	<ul style="list-style-type: none"> • Continued to work with Aboriginal Standing Committee on Housing & Homelessness (ASCHH) • Conducted research on Aboriginal people's migration patterns • Need to develop regional partnerships with Aboriginal communities
Monitor, analyze and communicate impact of migration	<ul style="list-style-type: none"> • Completed research
Increase agency capacity to serve complex clients, enhancing relations in community	<ul style="list-style-type: none"> • Focused on support for complex clients throughout the entire system, with learnings informing practices and contracts • Conducted training for over 700 front-line agency staff • Completed extensive engagement with First Responders and within communities
Continue to support the Youth and Aboriginal Plans to End Homelessness	<ul style="list-style-type: none"> • Worked with Youth Sector on housing continuum and funding advocacy • Continued to work with ASCHH

4. PROVIDE LEADERSHIP IN ADVOCATING FOR MORE AFFORDABLE HOUSING IN CALGARY:

The impact is identifying gaps, adding stock (RESOLVE Campaign and CHF's PSH), increasing awareness of affordable housing crisis and influencing municipal and provincial policies.

Goals	Achievements
Work with community to assess continuum of housing stock	<ul style="list-style-type: none"> • Gathered data to inform updated 10 Year Plan • Continued working with The City on its Affordable Housing Strategy
Determine best housing model for the chronically homeless	<ul style="list-style-type: none"> • Completed concepts for singles and families PSH • Researched Long-Term Supportive Care facility
Fundraise for CHF housing and to help others (RESOLVE Campaign)	<ul style="list-style-type: none"> • Secured \$6.5 million in pledges and \$3.3 million in donations for CHF through RESOLVE Campaign
Align program funding with capital investments	<ul style="list-style-type: none"> • Signed contracts with agencies to lease and provide programs in CHF buildings • Started matching funded programs with housing providers who received homeless capital grants

5. DEVELOP COORDINATED GOVERNMENT RELATIONS STRATEGY AND INVESTIGATE OTHER SOURCES OF FUNDING SUCH AS SOCIAL ENTERPRISE:

The impact is an efficient Development Permit process, securing of capital grants, expected increase in program funding and support of Social Impact Investment.

Goals	Achievements
Continue to advocate with provincial government to secure resources for PSH and to provide rent supports	<ul style="list-style-type: none"> Secured expired capital grants Advocating for rent supplements as part of 10 Year Plan update
Continue to advocate with provincial and federal governments for Housing First program funding	<ul style="list-style-type: none"> Renewed five-year contract for federal funding Received increase in 2015 provincial funding
Continue to advocate with provincial and municipal governments to add significant affordable housing	<ul style="list-style-type: none"> Applied for grants for family project Participating in The City's Affordable Housing Strategy

Our strategic priorities in 2015 are to improve Calgary's homeless-serving system by:

- scaling up the system to the needs and priorities in the updated 10 Year Plan
- implementing plans to address gaps in the system
- aligning outcomes expected from the overall system with program contracts
- securing funding from a broader range of sources within and outside of government
- participating in the re-visioning of shelters
- improving the quality of HMIS data and increasing the scope of shelter data analysis
- bringing PSH on-stream
- implementing a housing location strategy for scattered site-housing

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

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 in the process of updating

the 10 Year Plan based on consultation, gathering research and data, and analysis of what is working and what is not. The CHF is also working to ensure the HMIS is in place across the system of care to track system and program performance. Visibility of movement of people into and through the homeless system is important to address changes that might impact performance. The CHF 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 continues to conduct comprehensive program monitoring and quality assurance processes, 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.

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 continues to work with agencies and First Responders to resolve tenant issues quickly and continues 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 the 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 is working on a Social Impact Investment 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 appropriate levels of 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.

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 2014)

Cameron Bailey	Retired Director, McKinsey & Company Canada
Wayne Barkauskas	Lawyer, Mediator and Arbitrator, Wise Scheible Barkauskas
Sharon Carry	President & CEO, Bow Valley College
George Coppus	Principal, Dynawise Inc.
Trevor Daroux	Deputy Chief, Bureau of Community Policy, Calgary Police Service
Stephanie Felesky	Community Volunteer
Craig Hill	Partner, Burnet, Duckworth & Palmer LLP
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 & CEO, United Way of Calgary and Area
Alan Norris (Chair)	President & CEO, Brookfield Residential Properties
Gerrad Oishi	Interim President & CEO, Calgary Homeless Foundation (ex-officio)
Les E. Stelmach	Vice-President, Bissett Investment Management
Darcy Verhun (Treasurer)	Chief Operating Officer, FYidoctors
Robin Wortman	President, Barber Lucia Productions Ltd.

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

- Governance: Bailey, Coppus (Chair), Majdell, Maxwell, Norris and Wortman
- Audit and Risk Management: Verhun (Chair and Treasurer), Hill, Stelmach and Luana Comin-Sartor (Director, Internal Audit – Suncor Energy Inc.)
- Fund Development: Felesky (Chair), Hill and Norris

G. Financial Results

1. Results of Operations

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

Year ended March 31	2014	2014 Detail	2013
Total revenues	\$ 49,954,259	\$ 8,281,705 operating \$ 41,672,554 project	\$ 47,433,418
Expenses	\$ 42,870,856	\$ 7,445,202 operating \$ 35,425,654 project	\$ 44,031,827
Excess (deficiency) of revenues over expenses	\$ 7,083,403	\$ 836,503 operating \$ 6,246,900 project	\$ 3,401,591

2. Statement of Financial Position (as at March 31, 2014)

Cash of \$20.06 million in fiscal 2013 increased to \$22.07 million in fiscal 2014. This was due to significant donations received that were directly related to capital construction. Deposits in trust for real estate acquisitions increased from \$48,000 in fiscal 2013 to \$160,000 in fiscal 2014. The reason for this was because at March 31, 2013 the CHF held two properties under contract while at March 31, 2014 the CHF held three properties under contract. Property held for affordable housing also increased from \$44.27 million in fiscal 2013 to \$45.10 million in fiscal 2014. This was due to the acquisition of one property and significant renovation activity at owned properties, offset by annual amortization.

Mortgages on properties were \$9.38 million (including internally held debt of \$505,650) at March 31, 2014, compared with \$9.43 million at March 31, 2013 due to scheduled principal repayments offset by a mortgage on a newly acquired property. Loans payable decreased from \$298,000 in fiscal 2013 to \$264,000 in fiscal 2014. Approved project disbursements were recorded at March 31, 2014 as a result of the Foundation being obligated to deliver funds in fiscal 2015 related to contracts signed in fiscal 2014.

Fund balances were \$50.92 million in fiscal 2014, of which \$35,953 was internally restricted – net investment in property and equipment; \$35.46 million was internally restricted – net investment in property held for affordable housing; \$506,000 was internally restricted – mortgage; \$8.78 million was externally restricted; and, \$6.14 million was unrestricted. This compares with fund balances of \$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. The increase in fund balances compared with fiscal 2013 was due to an increase in significant donations and decrease in project disbursements.

3. Statement of Operations

Donations and grants rose to \$46.91 million in fiscal 2014, compared with \$44.70 million in fiscal 2013. The \$2.21 million increase in fiscal 2014 was due to significant donations received that are directly related to capital construction. As well, rental revenue of \$2.51 million was generated in fiscal 2014, compared with \$2.17 million in fiscal 2013. The Foundation operated the equivalent of 364 affordable housing units in fiscal 2014, compared with 312 affordable housing units in fiscal 2013. In fiscal 2014, special events income was \$193,000, compared with \$324,000 in fiscal 2013. Investment income was \$338,000 in fiscal 2014, compared with \$240,000 in fiscal 2013 due to provincial funding being received earlier in the fiscal year.

Operating expense was \$36.36 million in fiscal 2014, made up of \$34.34 million in payments to agencies, \$1.48 million in real property costs and \$73,000 in special events. The CHF also incurred \$469,000 in expenses contributed to the RESOLVE Campaign. This compares with operating expenses of \$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 the RESOLVE Campaign. The decrease in operating expenses was due to lower project disbursements.

Administration expenses were \$6.51 million in fiscal 2014, compared with \$6.12 million in fiscal 2013. Administration expenses in fiscal 2014 were made up of \$3.71 million in salaries, \$1.88 million in office expenses and \$926,000 in amortization. In comparison, fiscal 2013 administration expenses were made up of \$3.65 million in salaries, \$1.55 million in office expenses and \$926,000 in amortization. The increase in administration expenses was due to achieving the full staff complement.

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

Of the \$1.370 million in operating costs fundraised for fiscal 2014, the average gift was about \$5,200. 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 \$3.3 million and secured commitments of \$6.5 million in fiscal 2014. Fundraising methods for these gifts are primarily with high net worth individuals or companies.

4. Liquidity and Capital Resources

Cash balances were \$22.07 million at the end of fiscal 2014, compared with \$20.06 million at the end of fiscal 2013.

The Foundation's operating activities generated \$3.72 million in cash in fiscal 2014, compared with \$7.68 million in fiscal 2013. This was due to delivering a lower value of project disbursements in fiscal 2014, compared with fiscal 2013.

Investing activities used \$1.70 million in fiscal 2014, primarily due to \$1.68 million spent to purchase affordable housing. A list of these properties can be found on page 36 in this Annual Report. Investing activities used \$4.18 million in fiscal 2013, primarily due to \$4.15 million spent to purchase affordable housing.

Financing activities used \$1,314 in fiscal 2014, compared with \$1.54 million in fiscal 2013. This was due to repayment of mortgages payable, offset by one new mortgage 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	2,500	2015
Lower Mount Royal	3.45	2,715	2017
Thorncliffe	2.68	3,401	2017
Victoria Park	Prime	–	2015

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 statements. 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 statements and revenues and expenses during the period represented. More detail is available in note 2 of the audited financial statements and notes.

INDEPENDENT AUDITOR'S REPORT

To the Directors of Calgary Homeless Foundation

We have audited the accompanying financial statements of Calgary Homeless Foundation, which comprise the statement of financial position as at March 31, 2014, and the statements of operations, 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

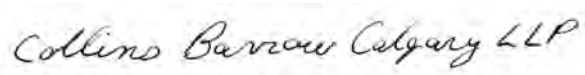
Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable 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, 2014, 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.



Chartered Accountants

Calgary, Canada
May 28, 2014

STATEMENT OF FINANCIAL POSITION

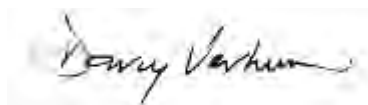
As at March 31, 2014 (\$)	Operating	Project	RESOLVE Campaign	March 31, 2014 Total	March 31, 2013 Total
Assets					
Current assets					
Cash	6,219,653	14,994,111	-	21,213,764	19,731,280
Restricted cash for RESOLVE Campaign (note 3)	-	-	857,645	857,645	329,159
Short-term investments	1,081,957	-	-	1,081,957	1,060,522
Accounts receivable	155,675	2,215,266	-	2,370,941	903,487
Prepaid expenses	94,583	-	-	94,583	135,762
Prepaid project disbursements	-	-	-	-	875,552
Deposits in trust for real estate acquisitions	-	160,000	-	160,000	47,823
	7,551,868	17,369,377	857,645	25,778,890	23,083,585
Property held for affordable housing (note 4)	-	45,102,928	-	45,102,928	44,272,131
Property and equipment (note 5)	35,953	-	-	35,953	110,895
	7,587,821	62,472,305	857,645	70,917,771	67,466,611
Liabilities					
Current liabilities					
Tenant deposits	131,241	-	-	131,241	131,122
Accounts payable and accrued liabilities	478,144	-	-	478,144	842,462
Accounts payable for RESOLVE Campaign (note 3)	-	-	-	-	65,867
Funds held in trust for RESOLVE Campaign (note 3)	-	-	857,645	857,645	329,159
Deferred contributions (note 6)	805,076	-	-	805,076	696,267
Current portion of mortgages payable (note 7)	-	4,490,500	-	4,490,500	1,645,276
Approved project disbursements (note 9)	-	8,587,840	-	8,587,840	12,391,919
	1,414,461	13,078,340	857,645	15,350,446	16,102,072
Mortgages payable (note 7)	-	4,381,410	-	4,381,410	7,227,948
Loan payable (note 8)	-	264,119	-	264,119	298,198
	1,414,461	17,723,869	857,645	19,995,975	23,628,218
Funds Balances					
Internally restricted – net investment in property and equipment	35,953	-	-	35,953	110,895
Internally restricted – net investment in property held for affordable housing	-	35,461,249	-	35,461,249	34,547,180
Internally restricted – mortgage	-	505,650	-	505,650	553,524
Externally restricted	-	8,781,537	-	8,781,537	3,400,832
Unrestricted	6,137,407	-	-	6,137,407	5,225,962
	6,173,360	44,748,436	-	50,921,796	43,838,393
	7,587,821	62,472,305	857,645	70,917,771	67,466,611

Subsequent events (note 14)

Approved by the Board of Directors



Director



Director

STATEMENT OF OPERATIONS

For the year ended March 31, 2014 (\$)	Operating	Project	2014 Total	2013 Total
Revenue				
Donations and grants	5,497,936	41,414,716	46,912,652	44,699,250
Rental revenue	2,510,655	-	2,510,655	2,169,732
Special events	192,627	-	192,627	323,976
Investment income	80,487	257,838	338,325	240,460
	8,281,705	41,672,554	49,954,259	47,433,418
Operating expenses				
Project disbursements (note 9)	-	34,336,528	34,336,528	35,780,964
Real property costs	1,241,174	237,856	1,479,030	1,720,918
Special events	73,282	-	73,282	200,752
RESOLVE Campaign (note 3)	468,800	-	468,800	212,352
	1,783,256	34,574,384	36,357,640	37,914,986
Administrative expenses				
Salaries	3,705,179	-	3,705,179	3,645,331
Office	1,881,825	-	1,881,825	1,545,338
Amortization	74,942	851,270	926,212	926,172
	5,661,946	851,270	6,513,216	6,116,841
Total expenses	7,445,202	35,425,654	42,870,856	44,031,827
Excess of revenue over expenses	836,503	6,246,900	7,083,403	3,401,591

STATEMENT OF CHANGES IN FUND BALANCES

For the year ended March 31, 2014 (\$)	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, 2014	March 31, 2013
Fund balances, beginning of year	110,895	34,547,180	553,524	3,400,832	5,225,962	43,838,393	40,436,802
Excess of revenue over expenses	-	-	-	6,246,900	836,503	7,083,403	3,401,591
Purchase of property and equipment	(74,942)	-	-	-	74,942	-	-
Purchase of property held for affordable housing	-	866,195	-	(866,195)	-	-	-
Interfund transfer	-	47,874	(47,874)	-	-	-	-
Fund balances, end of year	35,953	35,461,249	505,650	8,781,537	6,137,407	50,921,796	43,838,393

STATEMENT OF CASH FLOWS

For the year ended March 31, 2014 (\$)	2014	2013
Cash provided by (used in):		
Operating activities		
Excess of revenue over expenses	7,083,403	3,401,591
Add (deduct) items not affecting cash		
Amortization	926,212	926,172
Forgiveness of loan payable (note 8)	(34,079)	(34,080)
	7,975,536	4,293,683
Changes in non cash working capital	(1,331,223)	1,364,963
Increase (decrease) in prepaid project disbursements	875,552	(875,552)
Increase (decrease) in approved project disbursements	(3,804,079)	2,895,388
	3,715,786	7,678,482
Financing activities		
Repayments of mortgage payable, net	(1,314)	(966,547)
Repayment of line of credit	-	(570,000)
	(1,314)	(1,536,547)
Investing activities		
Purchase of equipment	-	(6,887)
Purchase of property for affordable housing	(1,682,067)	(4,154,970)
Net change in short-term investments	(21,435)	(15,676)
	(1,703,502)	(4,177,533)
Cash inflow		
	2,010,970	1,964,402
Cash, beginning of year	20,060,439	18,096,037
Cash, end of year	22,071,409	20,060,439
Cash is comprised of:		
Cash	21,213,764	19,731,280
Restricted cash for RESOLVE Campaign	857,645	329,159
	22,071,409	20,060,439

NOTES TO FINANCIAL STATEMENTS

March 31, 2014

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.
- (iii) The RESOLVE fund contains the assets and liabilities related to the Foundation's fiscal agent agreement with Calgary Collaborative Capital Campaign for Affordable Housing fundraising parties (note 3).

(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, 2014 consists of a term deposit bearing interest at 1.70% and maturing on December 1, 2014.

(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	Remaining term of the lease including the first renewal option

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.

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.

The valuation of approved project disbursements is based on management's best estimate of the disbursements to be made under existing funding agreements.

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 RESOLVE Campaign, short-term investments, accounts receivable and deposits in trust for real estate acquisitions.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities, funds held in trust for RESOLVE 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 the fiscal agent for the campaign. Funds received from the other parties of \$857,645 (2013 – \$329,159) pursuant to the RESOLVE agreement for administration of the campaign are recorded as restricted cash and funds held in trust until costs are incurred. During the year, the Foundation recorded expenses of \$468,800 (2013 – \$212,352) related to its share of the RESOLVE expenses in the statement of operations.

4. Property held for affordable housing

(\$)	Cost	Accumulated Amortization	March 31, 2014	March 31, 2013
Land	13,517,000	–	13,517,000	12,597,000
Building	34,455,967	2,870,039	31,585,928	31,675,131
	47,972,967	2,870,039	45,102,928	44,272,131

5. Property and equipment

(\$)	Cost	Accumulated Amortization	March 31, 2014	March 31, 2013
Furniture and equipment	67,818	66,503	1,315	6,807
Computer equipment	14,465	7,405	7,060	12,571
Software	273,326	273,326	–	45,554
Leasehold improvements	109,794	82,216	27,578	45,963
	465,403	429,450	35,953	110,895

6. Deferred contributions

Deferred contributions relate to restricted operating contributions for subsequent years.

Changes in deferred contributions are as follows:

(\$)	March 31, 2014	March 31, 2013
Opening balance	696,267	93,461
Amounts received during the year	739,828	1,058,526
Amounts recognized as revenue during the year, reported as donations and grants	(631,019)	(755,720)
Closing balance	805,076	696,267

7. Mortgages payable

(\$)	March 31, 2014	March 31, 2013
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 \$8,588,143.	2,704,763	2,812,687
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 \$2,995,906.	879,923	906,253
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 \$3,291,175.	878,128	903,737
Mortgage payable for the Kingsland property bears interest at a rate of 3% per annum, principal is payable at maturity, monthly interest instalments totalling \$2,500, matures in 2015 and is secured by the Kingsland property having a carrying value of \$5,852,305.	1,000,000	1,400,000
Mortgage payable for the Bankview property bears interest at a rate of 2.68% per annum, is payable in monthly principal and interest instalments totalling \$5,480, matures in 2017 and is secured by the Bankview property having a carrying value of \$3,938,656.	1,114,834	1,150,363
Mortgage payable for the Crescent Heights property bears interest at a rate of 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 \$1,621,568.	441,376	454,638
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 \$2,216,604.	516,886	531,493
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 \$2,392,751.	692,000	714,053
Mortgage payable for the Victoria Park property bearing interest at a rate of prime, requires monthly interest only instalments, matures in 2015 and is secured by the Victoria Park property having a carrying value of \$1,104,873.	644,000	-
	8,871,910	8,873,224
Less: Portion due within one year	4,490,500	1,645,276
	4,381,410	7,227,948

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

Year (\$)	Amount
2015	4,490,500
2016	970,695
2017	3,410,715
	8,871,910

Total interest paid on mortgages payable during the year was \$312,066 (2013 – \$370,209).

During the year, the Foundation acquired a credit facility in the amount of \$5,000,000 to assist with the purchase and construction of various properties in order to meet the Foundation's mandate of ending homelessness in Calgary by January 29, 2018. The facility is repayable on demand and bears interest at the Bank Prime lending rate. As at March 31, 2014, the Foundation has not drawn on this credit facility.

8. 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, 2014	March 31, 2013
Sunalta Lodging House		
Balance, beginning of year	298,198	332,378
Forgiven in year	(34,079)	(34,080)
Balance, end of year	264,119	298,198

9. Approved project disbursements

The Foundation has entered into contracts with various agencies to deliver project funds of \$8,587,840 (2013 – \$12,391,919) over the next fiscal year.

During the year approved project disbursements payable were reduced by \$2,008,393 (2013 – \$339,864) due to the changes of certain contracts in fiscal 2014 which had been accrued for in 2013. This reduction to approved project disbursement payable was recorded against the 2014 project disbursement expense.

10. Related party transactions

(a) Board of Directors

- (i) The Foundation paid disbursements amounting to \$2,910 (2013 – \$1,442) 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 \$74,225 (2013 – \$77,149) to a trust which a Director of the Foundation controls. The Foundation also recorded \$181,192 (2013 – \$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 \$Nil (2013 – \$461) to a corporation with a common Director.
- (iv) The Foundation paid expenses amounting to \$Nil (2013 – \$1,618) 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 \$225 (2013 – \$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 \$15,573 (2013 – \$5,177) 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:

(\$)	2014	2013
Assets		
Current assets	504,864	505,354
Property held for affordable housing	3,975,158	4,021,916
	4,480,022	4,527,270
Liabilities		
	138,831	152,342
Fund Balances		
Internally restricted net assets invested in property held for affordable housing	3,856,911	3,863,969
Externally restricted	324,131	324,131
Internally restricted	136,154	162,834
Unrestricted	23,995	23,994
	4,341,191	4,374,928
	4,480,022	4,527,270

(\$)	2014	2013
Revenue	113,533	142,969
Expenses	147,270	93,585
(Deficiency) excess of revenue over expenses	(33,737)	49,384
Cash (outflow) inflow from operating activities	(19,760)	80,646
Cash (outflow) inflow from investing activities	(4,256)	(321,896)

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

11. 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 (2013 – \$15,099) plus operating expenses and expires on July 31, 2015. The annual commitment related to future fiscal periods is as follows:

	(\$)
2015	181,192
2016	60,397
	241,589

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, 2014 is as follows:

(\$)	2014	2013
Project flow-through activities	8,587,840	12,391,919
Project capital acquisitions	2,851,293	1,757,186

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.

12. 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.

The Foundation is also exposed to credit risk relating to cash and short-term investments. The risk is mitigated as cash and short-term investments are deposited with major Canadian financial institutions.

(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.

13. 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	221,123	270,055
Direct expenses incurred for the purposes of soliciting contributions	36,663	174,208
	257,786	444,263

14. Subsequent event

Subsequent to year end, the Foundation purchased a property in the Hillhurst area of Calgary for \$875,000. The purchase was partially financed through obtaining a Promissory Note for \$611,153. The note bears interest at Bank Prime Rates and requires monthly payments of interest only. The Promissory Note is secured by a general security agreement on the land acquired.

Appendix 1 – Program Funding

These are programs funded from April 1, 2013 to March 31, 2014.

F = Federally funded

P = Provincially funded

D = Funded through donations

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

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

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.

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

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

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

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

Accessible Housing Society – Newbridge (P)

This program provided specialized housing for adults experiencing homelessness, who also had severe physical disabilities, with a focus on Aboriginal individuals.

Alpha House – Case Management (P)

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

Alpha House – Transitional Bed Program (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) (P)

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

Alpha House – Harm Reduction Housing (P)

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

Alpha House – Permanent Supportive Housing (Community) (P)

This program provided long-term housing and case management for individuals with an active addiction and who were chronically or episodically homeless.

Alpha House – Trauma Care Pilot Program (F)

This pilot offered culturally-informed trauma counselling to Aboriginal individuals who had experienced homelessness and bridged the gap between homeless services and mainstream clinical supports.

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 Distress Centre – Coordinated Access and Assessment (P)

The Distress Centre oversaw the coordinated intake program, doing screening and referral to the system of care through 211, the Safe Communities Opportunity and Resource Centre and partner agencies.

Calgary Drop-In & Rehab Centre – Housing with Intensive Supports (P)

This HIS program offered housing location, case management and supports to individuals who had experienced a long-term stay at an emergency shelter.

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 individuals had a warm place to stay during the coldest days of the year.

Calgary John Howard Society – Adult Housing Reintegration Program (P)

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

Calgary John Howard Society – Roofs 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.

Calgary John Howard Society – Youth Residential Services (Raido House and Windsor Park) (F)

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

Calgary Urban Project Society (CUPS) – Keys 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.

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.

CUPS – Inclusive Housing (P)

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

Children's Cottage Society – Homelinks (P)

The program offered HIS to homeless families, including case management, housing location, counselling and supports.

Children's Cottage Society – Rapid Rehousing (P)

The program offered Rapid Rehousing services to homeless families, including case management, housing location, counselling and supports.

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, counselling and supports.

Hull – Bridging the Gap (P)

This was a Supportive Service (SS) for youth dealing with mental health concerns. This program partnered with McMan Hope Homes to provide mental health supports.

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 – Family Support Housing (P)

This HIS program provided case management, housing location and client support for families who experienced 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.

Inn from the Cold – Winter Emergency Response (P)

The Inn from the Cold provided extra spaces during the winter months to ensure that homeless families had a warm place to stay during the coldest days of the year.

Keys to Recovery (P)

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

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.

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

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

McMan Child and Family Services – Wellington Place (F)

Wellington Place offered STSH to homeless youth who were transitioning to adult independence in a parented, group-care living model.

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.

Mustard Seed – Allied Restorative Community Housing (P)

This HIS program is for long-term shelter users and rough sleepers with frequent involvement with the public health system.

Mustard Seed – Winter Emergency Response (P)

The Mustard Seed shelter provided additional spaces during the winter months to ensure that homeless adults had a warm place to stay during the coldest days of the year

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 Society – 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 – Abbeydale (P)

This program provided PSH for chronically homeless singles with significant mental health and addiction issues.

The Alex – Pathways to Housing (P)

This program provided housing and Assertive Community Treatment 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.

Universal Rehabilitation Service Agency – Holland Street (P)

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

Wood's Homes – New Horizon (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.

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.

YWCA of Calgary – Winter Emergency Response (P)

The YWCA added shelter capacity during the winter months to ensure that homeless women had a warm place to stay during the coldest days of the year.

Appendix 2 – Research Projects

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 four 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 in 2015.

Best Practice Interventions for Chronic and Episodically Homeless Families

The CHF partnered with U of C to understand the needs and develop interventions for families who stay in emergency shelter for a long time and have many barriers to housing stability.

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 project analyzed the development and implementation strategies of four Plans to End Homelessness across Canada, including ways in which progress is being measured.

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.

Developing Interventions for "Hard to House" Clients

Evaluations of Housing First programs consistently demonstrate an 80 to 85% housing retention rate. This research seeks to explore the needs of those who have been unsuccessful in supportive housing programs and deemed "complex" or "hard to house." This research is developing an operational definition to classify cases and develop effective models to appropriately serve this population

Emergency Shelter Length of Stay

CHF partnered with the Calgary Drop In & Rehab Center to conduct a clustering analysis to determine typologies of homeless shelter stayers and length of stay among three groups: transitional, chronic and episodic.

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.

Housing First Outcomes for Aboriginal People

CHF is conducting survival analysis on program outcomes for Aboriginal clients to identify the relationship of variables to positive outcomes. This work is guiding the development of an Aboriginal Evaluation Framework for CHF-funded programs.

Knowledge Translation

A key component of research is mobilizing knowledge into practice. At CHF, we improve program design and models of service delivery, strategic planning and collaborative efforts with the community. Activities include sharing presentations, toolkits and reports with promising practices, as well as sharing HMIS data to enhance our understanding of homelessness and effective interventions.

Point-in-Time Count

In January 2014, the CHF partnered with several organizations to conduct a Point-in-Time Count in Calgary. Data was collected from service providers and comprehensive street enumerations were undertaken to capture accurate data and compare with the January 2012 and August 2012 Point-in-Time Counts.

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 populations. More specifically, this project will explore the impact of FASD on service utilization, program compliance and housing outcomes within the homeless-serving system.

Psychosocial 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 to address rates of burnout and vicarious trauma among front-line service providers.

Appendix 3 – Housing Portfolio

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 has a master lease contract to provide housing with support to tenants.



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 \$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 \$2.70 million remaining on the mortgage. The RESOLVE Campaign is fundraising to eliminate this mortgage. KAIROS Calgary works with the RESOLVE Campaign to fundraise to reduce the mortgage. KAIROS Calgary also helps 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 \$2.97 million from the Government of Alberta, \$97,500 from David Bissett and a mortgage of \$1.17 million. At year end, there was \$1.11 million remaining on the mortgage. The RESOLVE Campaign is fundraising 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 \$880,000 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, \$202,500 from David Bissett and financing of \$930,000. At year end, there was \$878,000 remaining on the mortgage. The RESOLVE Campaign is fundraising 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, \$380,000 from David Bissett and \$300,000 from the Flanagan Foundation. 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 grant and a donation from David Bissett of \$16,000, and assuming a mortgage of \$734,000. The mortgage was paid off at maturity, using donor funding of \$180,000 and unrestricted funds, resulting in internal debt of \$506,000 at year end. The RESOLVE Campaign is fundraising 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

We 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 \$441,000. 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

In March 2013, the CHF partnered with the Government of Canada and Persons with Developmental Disabilities (PDD) to purchase this building which provides housing for up to four individuals 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, Vecova, to oversee tenant referral and support.



Huntington Hills

The Government of Canada and PDD partnered with CHF to purchase this building which provides housing for up to six individuals 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, Supported Lifestyles, to oversee tenant referral and support.



Huntington Hills

CHF again partnered with 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. This building provides housing for up to six individuals 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. Mr. Nissen contributed \$400,000 to the mortgage in 2014, leaving the current mortgage at \$1 million. The RESOLVE Campaign's goal is to fundraise to eliminate this debt. 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 \$517,000. 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. Accessible Housing Society provides referral of tenants and support for 10 people with accessibility issues.



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

The CHF partnered with PDD to purchase this property in February 2012. This building provides housing for up to four individuals. 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.



This is a rendering of the apartment to be built.

Beltline (Victoria Park)

In December 2013, the CHF purchased this property for \$920,000 with the intent to construct a 30-unit PSH building for singles. Total project cost is expected to be \$4.65 million, with occupancy slated for May 2015.

Contact Information

The Foundation aims to provide all of our stakeholders with transparency and accountability. Any complaints or concerns with the Foundation can be anonymously reported through an external whistleblower line: 403.214.1821.

We also welcome your feedback on this Report.

Calgary Homeless Foundation

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