



The Homeless

Among Us

Calgary Homeless Foundation Report to Community 2009

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You walk among them every day.

Men with jobs.

Mothers with children.

Kids going to school.

Good people—just like you—
going through bad times.

4,060 sleep in shelters or on the
streets of Calgary on any given night.

**They are homeless,
but not hopeless.**



Tyler, 7

Tolerates school, wants an iPod like his brother, his dad just got laid off, mom is looking for work

Rachelle, 6

Her dad works at home, her mom downtown, wishes she could live at the cabin full-time

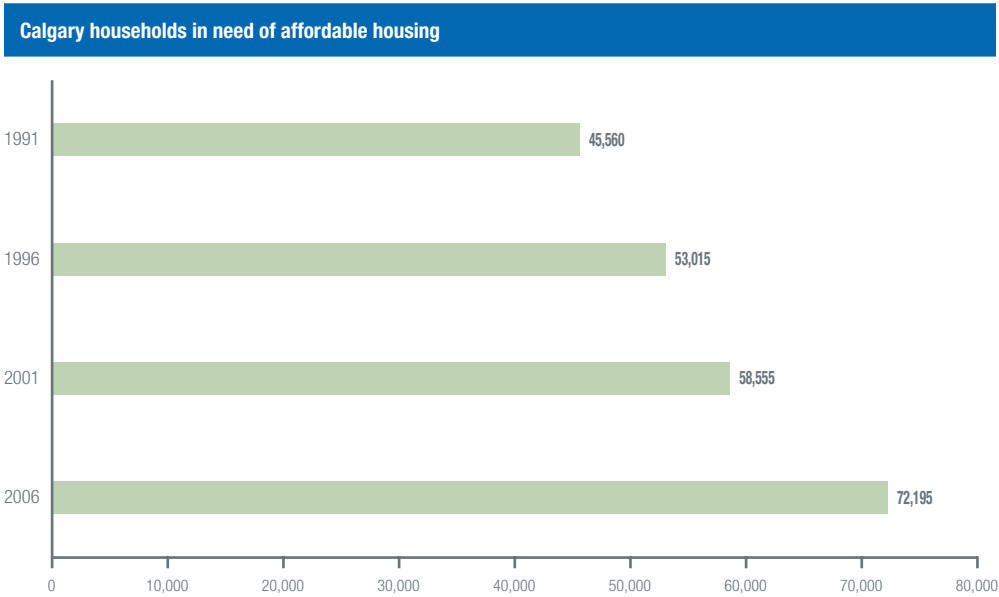
Briana, 8

Homeless with her mom, excited about sleeping at Rachelle's cabin tonight instead of in her mom's van

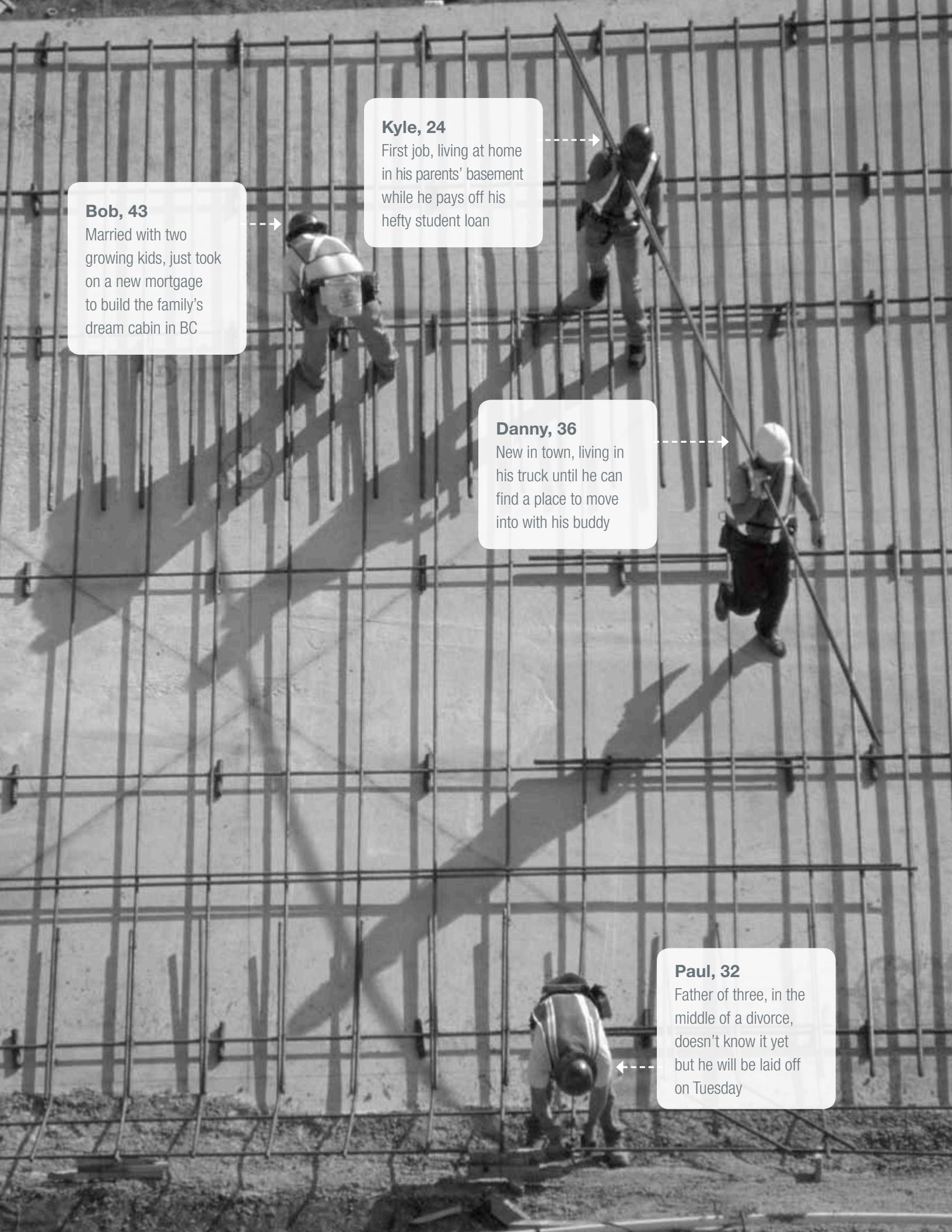
72,000 Calgary households are spending more than they can afford on housing.

Impossible decisions are being made in households across Calgary due to the recession and job loss. What will we go without this month in order to make the rent? Too many are at risk of descending into homelessness, joining thousands who are already straining their current resources.

Calgary's 10 Year Plan to End Homelessness hopes to catch them before they fall so they stay housed and return to a normal life faster than ever before.



Source: City of Calgary. 2008. *Research Brief #03 – Housing Affordability in Calgary and Fast Facts #09 – Housing Need over Time among All Calgary Households*. Updated September 11, 2008.



Bob, 43

Married with two growing kids, just took on a new mortgage to build the family's dream cabin in BC

Kyle, 24

First job, living at home in his parents' basement while he pays off his hefty student loan

Danny, 36

New in town, living in his truck until he can find a place to move into with his buddy

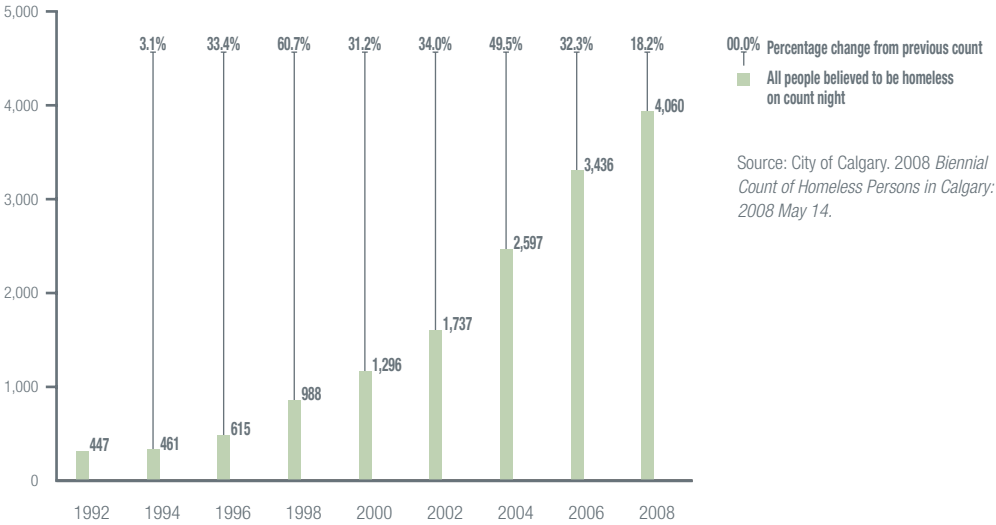
Paul, 32

Father of three, in the middle of a divorce, doesn't know it yet but he will be laid off on Tuesday

The number of people experiencing homelessness on any given night has quadrupled in the last decade.

This increase comes at a tremendous cost. Affordable housing is five times less expensive than institutional responses to homelessness. The average annual cost of system usage, such as hospitals, corrections and shelters, by a homeless person in Calgary is estimated to be approximately \$100,000.¹ And the moral cost of allowing our fellow citizens to suffer is simply too much to bear. We can solve this problem.

Point-in-time counts of homeless people in Calgary and biennial growth rates, 1992-2008



¹ RSM Richter and Associates Inc. 2008 Report on the Cost of Homelessness in the City of Calgary.

Linda, 37

Mother of two, victim of abuse, has finally decided she will leave her husband of 13 years after today's game

Colin, 44

Engineer at a firm where 200 were laid off, preparing his resumé and wondering when it will be his turn

Larry, 35

Father of three, dealing with a mortgage that doesn't leave much at the end of the month

Allan, 54

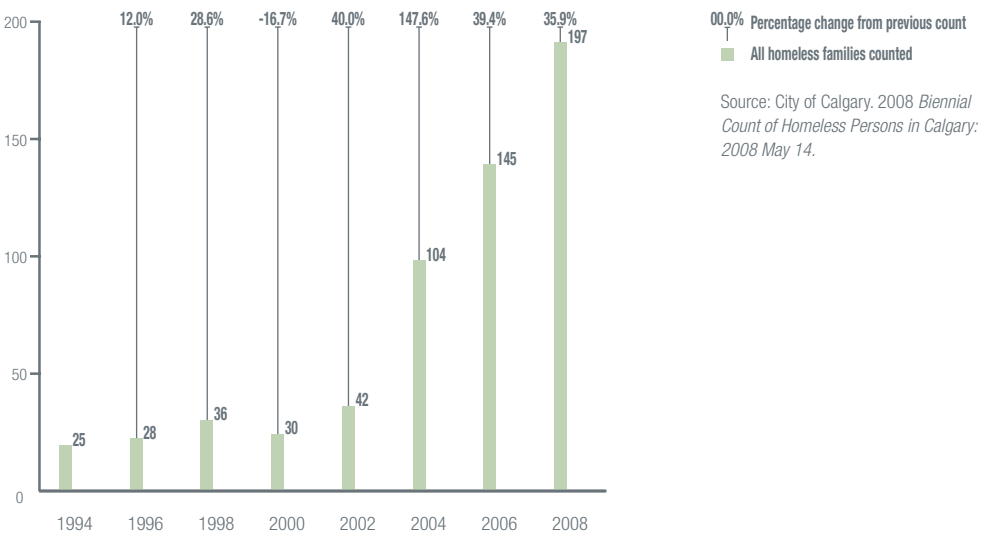
Recently had his oldest son move back home into his old bedroom after he lost his job at an IT firm



197 families were enumerated as homeless in 2008. This represents an increase of 36% over 2006 and a growth of more than 540% in the last decade.

Almost all of these families (96%) have children. Can you imagine the terror of homelessness for a child? Our city was built on the spirit of active citizenship and helping your neighbour. Are we so different today that we would turn our backs on those who need us? No, we are not, and we will not.

Point-in-time counts of homeless families in Calgary and biennial growth rates, 1994-2008





**It costs \$100,000 a
year** in social services
to support one
homeless person.

There are thousands
of them in Calgary.

Letter from the Chair

Working together as an entire community, we have successfully achieved the first year outcomes specified in Calgary's 10 Year Plan. But there is more to do.

When looking back on the first year of implementing Calgary's 10 Year Plan to End Homelessness, I reflect on the Plan's beginnings, the evolution of the Calgary Homeless Foundation and all the committed organizations and individuals in the community who have contributed their knowledge, efforts and expertise, finances and assets to move the Plan from vision to action.

The Calgary Committee to End Homelessness (CCEH), an organization that was made up of representatives from the private and non-profit sectors, the faith community and all levels of government, came together in 2007 to confront the problem of homelessness head-on. By pooling a broad cross-section of our community's minds for a collective solutions approach, the committee designed a 10 Year Plan specifically for the dynamics of Calgary.

In early 2008, the CCEH charged the Calgary Homeless Foundation with leading the implementation of Calgary's 10 Year Plan. In taking on this responsibility, the Calgary Homeless Foundation embarked upon a significant transformation by increasing its internal capacities over this past year.

I am pleased to report that in the first year the Foundation successfully completed all 11 first year outcomes specified in the 10 Year Plan. One outcome, a multilateral funding agreement between the Foundation and all levels of government, was achieved differently through bilateral funding and operating agreements with both the federal and provincial governments. The Foundation was also pleased to receive unanimous Calgary City Council support.

All sectors of the community have continued to offer support to the Foundation, including many corporations who have financially contributed to the important cause. Due to the unrelenting support of all sectors in our community, the challenge of ending homelessness has lost the sense of impossibility. We thank everyone for the support they have given during this first year.

The global economic downturn is continuing to take a toll here in Calgary. We know an increasing number of Calgarians are losing their housing or are at greater risk of that occurring. This sense of urgency does not dissuade us from our mission of ending homelessness, but rather causes us to work even harder to achieve it.

The Foundation will continue to move forward in partnership with the many homeless-serving agencies, the private sector, our government partners, the faith community, foundations and all Calgarians to end homelessness in Calgary once and for all. We know it is not how you start the race that's important, but how you finish it—and together we will finish strong.



Tim Hearn
Chair, Calgary Homeless Foundation



Tim Hearn (left) visits with Miles Parker and Jennifer Kent-Charpentier at the Fresh Start Recovery Centre booth during Project Homeless Connect on September 20, 2008

Calgary Mayor Dave Bronconnier (left) with Tim Richter at the Open House marking the Foundation's new office space in O'Neil Towers



Letter from the President and CEO

Homelessness is an unnatural disaster—and it can be stopped. Calgary's 10 Year Plan is working.

Calgary's 10 Year Plan to End Homelessness couldn't have been implemented at a more needed time. Between 1994 and 2008, the homeless count exploded from 400 to more than 4,000. And, later in 2008, we were hit with a global economic downturn that is pushing even more Calgarians over the edge into homelessness.

We are experiencing an unprecedented homelessness crisis in Calgary, and it is no longer an option to simply try to reduce it. We must end it. By choosing to end homelessness, we are making an important philosophical statement. We are saying "We are not willing to accept the homelessness of any of our neighbours."

With this economic change, it is likely that homelessness in Calgary will get worse before it gets better. But this only reinforces our determination to create long-term, sustainable solutions, so all our neighbours have the stability and security of a home. By the end of the 10 Year Plan, our goal is to have a system whereby no one in Calgary has to remain homeless for more than seven days.

It is satisfying to see the progress made by the Foundation in achieving the 11 first year outcomes as specified in the Plan. For instance, we hosted four successful Project Homeless Connect events, providing one-stop services to more than 3,250 people experiencing homelessness or at risk of becoming homeless.

Calgary's 10 Year Plan set the target of 850 new units of affordable housing in place by 2010-2011. To achieve that number, we had to ensure that sufficient funding was in place this year—and I am delighted to report that was achieved—and exceeded.

It's also been exciting to see the Government of Alberta step up as the first province to make a commitment to ending homelessness. This commitment was followed with its plan—"A Plan for Alberta—Ending Homelessness in 10 Years"—the first written plan to end homelessness authored by a provincial government. In its budget released



One of the families who received support at the Foundation's Project Homeless Connect on May 23, 2009



We've made a strong start, but we're sailing into a headwind. Mobilizing our community to overcome the tough challenges ahead is more important than ever.

in April 2009, the government allocated funding to support its commitment and its Plan. We are fortunate and grateful to live in a province where the provincial government has shown strong and courageous leadership to end homelessness at a time of economic uncertainty. We look forward to continuing to work with the province as it takes action on the vision articulated in its own 10 Year Plan.

As this goes to print, the Foundation has also confirmed that it will become the "federal entity" in Calgary for distributing funds from the federal government's Homelessness Partnering Strategy program. This additional responsibility will significantly increase the Foundation's ability to implement the strategies outlined in Calgary's 10 Year Plan.

Looking forward, the second year will present many challenges, but I believe we will also see progress. First, we will work to reach the milestone of ending family homelessness by the end of year two. Second, we will continue reaching out to the chronically homeless by developing or finding affordable housing specific for this population and by addressing individuals' level of vulnerability living on the street or in emergency shelters. Finally, as more Calgarians are affected by the economy and become one paycheque or one crisis away from homelessness, we will maintain a strong focus on prevention.

As the Foundation and the implementation of the 10 Year Plan continues to move forward, with the dedicated support of the community, I am confident we will meet the challenges to come.

I welcome you to join us as we begin another year determined to continue our work to end homelessness.

Tim Richter
President and CEO, Calgary Homeless Foundation

First Year Performance Progress

April 1, 2008 to March 31, 2009

In Calgary's 10 Year Plan to End Homelessness,² we detailed specific outcomes that were to be achieved by the end of the first complete year of implementation. This chart reports on the progress achieved on each of these outcomes as of March 31, 2009.

☆ Exceeded Target

✓ Achieved/On Schedule

🕒 Behind Schedule

Outcome as per 10 Year Plan	First Year Performance	Status
The Calgary Homeless Foundation (CHF) will be fully staffed and funded to lead the implementation of the 10 Year Plan.	<ul style="list-style-type: none"> The Foundation has fully staffed to our financial capability and added an additional office location in O'Neil Towers to accommodate additional staff. Raised approximately \$3.3 million in multi-year commitments from corporate Calgary plus funding from other sources. 	✓
A multilateral agreement between the Government of Canada, the Government of Alberta, the City of Calgary and the Calgary Homeless Foundation to implement and fund the 10 Year Plan will be substantially completed.	<ul style="list-style-type: none"> The Government of Alberta requested this outcome be held until the release of "A Plan for Alberta—Ending Homelessness in 10 Years," which occurred March 16, 2009. CHF will enter into a Service Agreement with Alberta Housing and Urban Affairs for 2009–2010. The Government of Canada extended its Homelessness Partnering Strategy (HPS) for two years, and the CHF became the "entity" for management of the Government of Canada's HPS funding in Calgary for fiscal 2009-2011. The City of Calgary endorsed Calgary's 10 Year Plan and adopted specific actions to support the Plan. 	🕒
100 chronically homeless Calgarians will be moved into permanent housing.	<ul style="list-style-type: none"> Pathways to Housing Calgary, a Housing First pilot program, re-housed 54 people as of March 31, 2009. The CUPS Rapid Exit for Singles Program (which started in January 2009), re-housed 45 people who were chronically homeless as of March 31, 2009. Trinity Place Foundation re-housed an estimated 125 chronically homeless people as of March 31, 2009. The CHF helped house 12 people (4 through Rapid Exit) who were chronically homeless as of March 31, 2009, through the Re-housing Triage and Assessment Program. 	☆
A pilot project with Alberta Solicitor General to re-house 50 previously homeless people about to be discharged from provincial corrections will be launched.	<ul style="list-style-type: none"> On October 31, 2008, the Government of Alberta announced funding for the Pathways to Housing Corrections Discharge project to house 60 individuals. 	✓
A case management pilot project to move 125 people out of shelter and into permanent housing will be launched. Case management contracts to move 500 people from emergency shelter into housing will be tendered.	<ul style="list-style-type: none"> A total of 121 families have been re-housed through the CUPS Rapid Exit for Families Program as of March 31, 2009. A case management Request for Proposal was tendered by the CHF, and outreach and case management standards are under development by the CHF and experts. 	✓
100 treatment beds for people experiencing mental illness and/or addictions will be under development.	<ul style="list-style-type: none"> Fresh Start Recovery Centre is currently constructing a 50-bed treatment centre. A five-person home for women needing treatment has been added by Oxford House. The Scope Society has acquired two fourplexes to house eight people experiencing mental illness and developmental disabilities. The Foundation is working with Recovery Acres Society on a facility that would add approximately 50 more beds for people experiencing addictions. 	✓

² See pages 14 and 15 of Calgary's 10 Year Plan to End Homelessness.

Outcome as per 10 Year Plan	First Year Performance	Status
50 women or families in crisis will be moved from emergency or transitional shelter into housing with support.	<ul style="list-style-type: none"> The CUPS Rapid Exit for Families Program helped 44 families experiencing domestic violence find housing as of March 31, 2009 (42 were female-led families). Discovery House has housed 11 families fleeing domestic violence (21 individuals) through its In-home Support Workers program. The Family Violence Housing First Pilot Project, led by Discovery House, received referrals of three female-led families in less than two months ending March 31, 2009. 	☆
Changes to provincial Income Support and Assured Income for the Severely Handicapped (AISH) will be introduced to increase incomes of Alberta's most vulnerable citizens.	<ul style="list-style-type: none"> Positive changes and increases to provincial Income Support and AISH programs were made by the Government of Alberta in June 2008. On April 7, 2009, the Government of Alberta announced \$2 billion in funding for seniors and persons with disabilities. This includes: <ul style="list-style-type: none"> increasing AISH payments by up to \$100 to a maximum monthly benefit of \$1,188 for the 2009 fiscal year; and increasing the Alberta Senior Benefit by up to \$40 for singles and \$60 for couples, to \$280 and \$420 per month, respectively, for the 2009 fiscal year. The Foundation continues to advocate for improvements to a wide range of homelessness prevention strategies. 	✓
Three Project Homeless Connect (PHC) events will provide one-stop service to over 4,000 people at risk of, or experiencing, homelessness.	<ul style="list-style-type: none"> More than 3,255 people participated in the four PHCs held during the 2008–2009 fiscal year. Three more PHCs are planned for the remainder of 2009. 	✓
A comprehensive land acquisition strategy will be completed and two acres of new land for affordable housing will be acquired by the Calgary Homeless Foundation.	<ul style="list-style-type: none"> The CHF is actively pursuing land opportunities for affordable housing with the Government of Alberta and The City of Calgary. An acre of land was secured for affordable housing through an agency that works with the CHF. The CHF continues to assess strategic land acquisitions as lower-cost opportunities become available. 	✓
The Foundation has a 2010-2011 target of adding 850 units of affordable housing. To reach that future target, funding commitments and effective policies must be in place now.	<ul style="list-style-type: none"> Actual units, commitments and funding are in place now for a total of 891 units system-wide. This includes City of Calgary Provincial Block Funding and its policy changes for secondary suites. 	☆

Capital Projects

Calgary's 10 Year Plan to End Homelessness has a 2010-2011 target of adding 850 units of affordable housing. To reach that target, funding commitments and effective policies must be in place during the first year of Plan implementation. The following chart reports on affordable housing units funded during 2008-2009 that help achieve—or in this case exceed—the first-year target contained in Calgary's 10 Year Plan.

Strategy 3 of Calgary's 10 Year Plan PHASE I 2008/09 Units

Affordable Housing Program	Project	Units Funded
Secondary suites		
Target: 100 units	City of Calgary Secondary Suites Pilot	50
Result: 50 units		
Affordable home ownership		
Target: 200 units	Norfolk Housing Association and Trico Homes	58
Result: 79 units	Habitat for Humanity Calgary	21
Affordable rental: private sector		
Target: 100 units	Kanas Shelter Corporation Lumino	100
Result: 100 units		
Affordable rental: public and non-profit		
Target: 150 units	City of Calgary White Haven Manor	46
Result: 284 units	City of Calgary Montreaux	150
	City of Calgary Lumino	88
Specialized and SROs		
Target: 300 units	The Scope Society of Calgary	8
Result: 378 units	Fresh Start Recovery Centre	50
	Accessible Housing Society	6
	Brenda Strafford Foundation—Brenda's House	14
	Oxford House	5
	Mustard Seed Street Ministry	112
	Calgary Drop-In & Rehab Centre Sundial	59
	Calgary Housing Company Independence House	8
	Boys and Girls Club	12
	McMan Youth, Family and Community Services Association	24
	Calgary Homeless Foundation Family Project	80
	Total Target:	850
	Total Result (Units Funded):	891

NOTES: The City of Calgary Rent Supplement Program added 2,068 rent supplements in the last two years. In addition to the 2007-2008 Provincial Block Funding, The City of Calgary received Provincial Block Funding in 2008-2009 and is working on additional projects, which are not included in the above list.

What's the ROI on Housing First?

The driving philosophy behind Calgary's 10 Year Plan to End Homelessness is "Housing First." The goal is to put people into housing with support first, and then help them work on the issues that contributed to their homelessness without having to still face the trials and unpredictability of street life.

There's a strong economic argument for the Housing First approach, too. Here's why Housing First holds a strong return on investment:

- Government pays a shelter \$40 a day to give someone a mat on the floor and a meal, which is \$1,200 a month. On the other hand, a person can live in an apartment for \$600 to \$800 per month, and the money saved can go towards support services.
- Building affordable housing helps create jobs. The construction industry employs more than one million Canadians, and each new home built creates four to six years of employment for Canadian workers. Renovating existing housing also provides work.
- Homelessness rings up an annual cost to taxpayers of \$4.5 billion. Research and recent Canadian experience proves that affordable and supportive housing is five times less expensive than current institutional responses to homelessness and about half the cost of emergency shelters.
- Supportive housing can be more cost effective than an array of emergency services. The average annual costs per person were \$66,000 to \$120,000 for institutional responses (prison, detention and psychiatric hospitals) and \$13,000 to \$42,000 for emergency shelters, but only \$13,000 to \$18,000 for supportive and transitional housing and \$5,000 to \$8,000 for affordable housing without supports.

Surveying Success



◀ **BEFORE:** Our Re-housing Triage and Assessment Survey team found Les and Diane on a cold December night, sleeping in a lonely alleyway in the Beltline, lying on a thin foam mat and sharing sleeping bags to keep warm. They had been homeless for seven years and unable to find employment.

AFTER: Les and Diane share a laugh in their apartment, which the Calgary Homeless Foundation and supporting agencies helped them move into in time for Christmas. They've been to the doctor and food bank and have visited an employment centre to update their resumés. Diane says she loves being able to make her own dinner rather than "looking for it."



Re-Housing and Prevention Projects

The Calgary Homeless Foundation was involved in a wide variety of re-housing and prevention projects in the 2008-2009 fiscal year. These projects relate to Strategies 1 and 2 in Calgary's 10 Year Plan to End Homelessness.

Funding for each project can be provided by a number of collaborative funding sources, including anonymous and corporate donors as well as the agency involved, but several government programs provided the majority of financial support for these projects during 2008-2009. The Government of Alberta provided funding through the Outreach Initiative Pilot Project Program of Alberta Housing and Urban Affairs and the Government of Canada provided financial support through the Homelessness Partnering Strategy.

Projects initiated or active during 2008-2009 included the following:

Alex Community Health Centre: Pathways to Housing Hospital Discharge

Pilot – This project, which started operations in December of 2007, houses clients and provides them with long-term intensive and diverse support to ensure they remain housed. Pathways focuses on complex cases, primarily clients exiting city hospitals following a period of homelessness with a lengthy history of unstable housing due to problems with mental health and addictions. During the 2008-2009 fiscal year, Pathways received 129 referrals with 40 individuals housed.

All Roads Lead Home – This program is led by NeighbourLink Calgary, in partnership with other homeless-serving agencies and faith-based groups. All Roads Lead Home personally connects volunteers and faith groups with families needing help to transition into healthy, community-based lifestyles. With support from the program, friendship, practical assistance and household items are provided to families in need who were previously homeless or at risk of becoming homeless.

Brenda's House – This program utilizes a "housing first" mandate with the primary objective to move previously homeless or at-risk families into permanent housing as soon as possible and provide the support they need to remain housed. Brenda's House is a collaborative effort of the Brenda Strafford Foundation, the Children's Cottage Society and several other agencies.

CUPS Rapid Exit for Families – This project rapidly re-houses families identified as homeless. A skilled team of professionals is responsible for the recruitment, engagement and retention of private landlords willing to rent units at fair market value to these families. The project re-housed 121 families during 2008-2009 and has a significant waitlist. The program is operated by the CUPS Community Health Centre.

CUPS Rapid Exit for Singles – This pilot program, for which funding was announced on September 12, 2008, assists single individuals who were previously homeless by matching them with appropriate rental accommodation and provides supports that ensure individuals and landlords are satisfied with continued tenancies. The program has housed 45 people up to March 31, 2009, and is operated by the CUPS Community Health Centre.

Aspen Family Services, CUPS and Distress Centre: Integrated Services

Assessment and Case Coordination (ISACC) – This pilot program, which started to intake during March 2008, provides system-wide case management for families

experiencing homelessness, facilitating rapid re-housing, wrap-around support and the matching of services to families' needs. Initial housing stability indicators showed a decrease of 90% in shelter stay and 70% in family and friend stays (also known as couch surfing).

Discovery House: Domestic Violence Housing First Pilot Project – This project, announced October 2008, aims to end homelessness for abused women and children leaving women's shelters by providing access to more permanent housing with appropriate support systems. Led by Discovery House, the project is a collaboration of the Women's Shelter Directors Network.

John Howard Society, McMan Youth Family and Community Services, Boys and Girls Clubs of Calgary: Youth Housing Connection – This project, which started operations in April 2008, helps to alleviate youth homelessness through coordination of services and streamlined, accessible case management for youth. The project housed 66 people.

Potential Place Society: Housing Outreach Support Workers (known as HOST) – This pilot project, which started operations in October 2007, helps Potential Place Clubhouse members maintain current housing through an intense emphasis on supporting landlord/tenant relationships, accessing available rental subsidies and other instrumental financial supports necessary to maintain their housing. This project saw 48 people re-housed, and 35 people were able to retain their housing through the Housing and Eviction Prevention Program.

Project Homeless Connect (PHC) – The Calgary Homeless Foundation operated four PHC events during 2008-2009. These one-day events provide one-stop services and support for Calgarians experiencing or at risk of experiencing homelessness. More than 3,255 people visited the four PHC events and were served at each by more than 50 agencies and several hundred volunteers. Burnet, Duckworth & Palmer LLP provided funding for the November 2008 offering and Petro-Canada provided funding for the February 2009 edition of PHC.

Trinity Place: Housing First for Older Adults – This project, which started operations in October 2007, aims to house older adults (60 years of age or older) in Trinity Place apartment buildings with support by outreach workers. The project was designed to fill 45 beds vacant in two Trinity Place apartments: Murdoch Manor and King Tower. This project housed 90 older adults.

Surveying Success



◀ **BEFORE:** Joseph was one of the people identified in our Re-housing Triage and Assessment Survey to prioritize the street homeless population by mortality risk, indicating who needs housing most urgently to stay alive. He had been living on the street for the last six years, but had been homeless on and off for the past 20 years. Joseph didn't choose to live on the street—it was a combination of mental illness and other factors that kept him there.

AFTER: Joseph now lives in his own apartment in a friendly neighbourhood. With the stability and security of housing, and the support of neighbours and social workers, he feels much stronger and more able to overcome the obstacles in his life.



Donors

The Calgary Homeless Foundation gratefully recognizes the following donors whose financial and in-kind gifts support the mission of ending homelessness in Calgary. If your donation was not recognized, please accept our sincere apologies and inform us of our oversight so we can correct the information on the Foundation's web site.

Government Support

Government of Alberta
Government of Canada
City of Calgary

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Roslyn Mundelson
Nexus Builder Group
Nicholls Consulting Ltd.
Muriel Nickerson
Ian Norris
North West Upgrading
Doug & Dianna Oberg
Maureen O'Connor
Tim O'Gryzlo
James Ontko
Oscar Fech Construction Ltd.
Gordon Pearce
Laverne Peckham
Floyd Peras
Shirley Phillips
Devin Pickering
Probus Club of Calgary
Jordan Prokopy
RBC Royal Bank
Holly Rechenmacher
Refresh Homes Inc.
The Retirement Specialists
Donna Riback
Faith Riback
Ted Riback
Todd Richardson
C.W. Roenisch
Georgette Rothstein
Carrie Rowe

Glen Rumpel
Larry Ryder
Sharon Salloway
Brad Shackman
Rachna Sharma
Marcey & Doug Skye
Sleep Country Canada
Arthur & Beverley Snell
Terry & Ann Sparks
Sprouse Fire & Safety
Cedric Stapleton
Les Stelmach
Dell Stephens
Nancy-Lynn Stevenson
Wayne Stewart
Jason Stratton
Stuart Olson Construction
Todd Studer
Teresa Sulkin
Andrea Sunderland
Lorri Swinsen
Sylvia Taldorf
Hon. Nick Taylor
J Thomson
Pam Thomson
Kari Townsend
TransAlta Corporation
Craighton & Irene Twa
United Way of Greater Toronto
Upside Engineering Ltd.
Antonie Vandenbrink
Jennifer Varzari
Venturion
Darcy Verhun
Volunteer Calgary
Tim Wade
Mary Walsh
Gord Weber
Katherine Weishar
Robert Welin
Robert Welty
Caitlan Wharton
Tom & Verle Wood
Harold Wyatt
Trevor Yelich

Gifts In-Kind

All Floors Inc.
An Affair to Remember Catering
Banff Caribou Properties
Alex Baum
BKDI
Blackfoot Inn
Blackfoot Motosports
Barry & Sheila Bloomfield
Boardwalk Rental Communities
Brookfield Properties
Burnet, Duckworth & Palmer LLP
Calcon Construction Inc.
The Camera Store Inc.
Canada Diagnostic Centres
Carriage House Inn
DATA Printing
Bill Duma
First Calgary Savings and Credit Union
Gunther's Building Center Ltd.
Glen & Patricia Gurr
Hotel Grand Pacific
Heidi Hubner
Ideal Insulation & Roofing Ltd.
Karo Group
Tony LeFebre
Mabe Canada Inc.
Midwest Contracting Ltd.
O'Dell Electric
Brian & Anne O'Leary Q.C.
Planet Foods
Primco
RGO Office Products
Ricoh Canada
Second Look Painting Ltd.
Shaw Communications Inc.
Sleep Country Canada
Ryan Studzinski
Darlene Switzer-Foster
Thyme and Lime
Timberwolf Hearth Products (1979) Ltd.
TransAlta Corporation
The Wine Shop
Ashley Zavarella

Donors, continued

Event Sponsors

AltaLink
Birchcliff Energy Ltd.
Burnet, Duckworth & Palmer LLP
Calgary Herald
Classic Country AM 1060
CMHC
CUPE
EnCana Corporation
Ernst & Young
EventPlan
Field Law
Fuze Entertainment Solutions
Gibson Energy Ltd.
Glenmore Audi
Gowlings
Great-West Life Assurance Company
Hopewell Development Corporation
Horizons Betapro
Irene Besse Keyboards Ltd.
The Kahanoff Foundation
The Mancal Group
Marriott Calgary
MediaCo
National Bank Financial
RBC Dominion Securities
RGO Office Products
Savanna Energy Services Corp.
TELUS
TransCanada Pipelines
Willow Park Wines & Spirits
Worley Parsons Komex

Event Gifts In-Kind

Adanac Carbon and Ribbon Company Ltd.
Ambassador Limousine Service
Barbecues Galore
Batsch Group
Big Rock Brewery
Blackfoot Motosports
Blue Flame Kitchen
Bottomline Productions
Bridge Brand Food Services Ltd.
Sharyn Brown
Bust Loose Tours
Calaway Park
Calgary Co-op
Calgary Stampede

Calgary Stampede – Parade Committee
Calgary Flames Foundation
Calgary Folk Festival
Calgary Police Service
Calgary Roughnecks and the Drill Crew Cheerleading Team
Canyon Meadows Golf & Country Club
Carstairs Golf Club
Carthy Foundation
City of Calgary
City of Calgary Police Service
Classic Country AM 1060
George Coppus
Cotton Candy Distribution
Country Hills Golf Club
Cowboys
Earl Grey Golf Club
Edible Arrangements
The Fairmont Banff Springs
Fifth Avenue Auto Haus Ltd.
Flora Tech Garden Design
Foothills Creamery
Glenmore Audi
GLJ Petroleum Consultants Ltd.
Greengate Garden Centres
GWR Designs
Healing Touch
Heritage Park
Heritage Park Historical Village
Heritage Pointe Golf Club
Rhonda Hicklin
Home Place Ranch
Irene Besse, Irene Besse Keyboards
Kicking Horse Coffee
Jim & Bridgette Kinnear
Lenny Kreps, Calgary TELUS Convention Centre
Cyril Lewis, Calgary Marriott Hotel
Mac's Convenience Stores
Marriott Calgary
Mayfair Diagnostics
Janet & Dan Mericle
Multi-Sport Fitness
Nakoda Lodge & Conference Centre
National Car and Truck Rental
Newbury Spa
Gerry Nufer

Oasis Wellness Centre & Spa
Brian & Anne O'Leary Q.C.
Olives Restaurant, Hotel Arts
Michelle Papero
Peggy Perry, Willow Park Wines & Spirits
Eleanor Pidgeon
Planet Foods
RGO
Riley & McCormick
San Remo Ristorante
Shaw Communications
Alice Shostak
Janet Shostak
Silver Springs Golf & Country Club
SMS Distributing
Unni Soelberg-Claridge
Sounds of Music
Linda Spencer, Panda Flowers Southwood
Stampede Toyota
Cathy Strand, Toole Peet
Tinhorn Creek Vineyards
Tom's House of Pizza
Toole Peet & Co. Limited
Travel Trends
Unicom Graphics Ltd.
Vibe 98.5
Villa Firenze
Visions Electronics
VW Canada
Gordon Weber
Western Stores
The Westin Calgary
Willow Park Golf & Country Club
XL Fine Foods
You've Been Gifted

Unsung Heroes

Rick Clark, Clark Inspection Agency
Jim David
Government of Alberta – Alberta Infrastructure & Housing and Urban Affairs
Elvina Hussein, Burnet, Duckworth & Palmer LLP
John Kyle
Anita Massey, Floen & Sloan Appraisals
McDougall Centre Staff
Mrs. Betty Ann Smith & Family
Staff of the Southern Alberta Office of the Premier

Production and printing of Report to Community 2009 was funded in part by Alberta Lotteries.



Financial Report



300, 625 11th Avenue SW, Calgary, Alberta T2R 0E1
T 403.265.0340 F 403.265.3142 www.hudsonllp.ca

Auditors' Report

To the Members of the Calgary Homeless Foundation:

We have audited the statement of financial position of Calgary Homeless Foundation (the "Foundation") as at March 31, 2009 and the statements of operations, changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of the Foundation's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Foundation as at March 31, 2009 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Hudson LLP

HUDSON LLP
Chartered Accountants
Calgary, Alberta
May 28, 2009

A Member of Nexia International



Statement of Financial Position

March 31	Unrestricted	Restricted	Total 2009	Total 2008 (Restated, see note 10)
ASSETS				
Current				
Cash (note 8)	\$ 1,057,604	\$ 4,233,055	\$ 5,290,659	\$ 5,728,334
Term deposits	953,065	–	953,065	923,483
Accounts receivable	17,541	4,303	21,844	53,421
Accrued interest receivable	2,200	1,100	3,300	23,559
Prepaid expenses	–	800	800	–
Deposits	170,000	600	170,600	–
Note receivable (note 3)	–	–	–	109,000
Assets held for sale (note 4)	1,162,075	–	1,162,075	466,000
	3,362,485	4,239,858	7,602,343	7,303,797
Property, Plant and Equipment (note 5)	84,618	2,593	87,211	12,682
	3,447,103	4,242,451	7,689,554	7,316,479
LIABILITIES				
Current				
Accounts payable	53,719	7,000	60,719	34,106
Deferred contributions (note 6)	4,052,715	–	4,052,715	4,976,236
	4,106,434	7,000	4,113,434	5,010,342
NET ASSETS				
Invested on Equipment	84,618	2,593	87,211	12,682
Restricted Net Assets	–	4,232,858	4,232,858	2,905,479
Unrestricted Net Assets	(743,949)	–	(743,949)	(612,024)
	(659,331)	4,235,451	3,576,120	2,306,137
	\$ 3,447,103	\$ 4,242,451	\$ 7,689,554	\$ 7,316,479

Approved on behalf of the board by:



Director



Director

Statement of Operations

Year Ended March 31	Unrestricted	Restricted	Total 2009	Total 2008 (Restated, see note 10)
REVENUE				
Donations and grants	\$ 2,140,989	\$ 9,599,599	\$ 11,740,588	\$ 7,027,067
Special events	76,570	342,195	418,765	521,395
Interest	91,219	69,328	160,547	210,478
	2,308,778	10,011,122	12,319,900	7,758,940
OPERATING EXPENSES				
Project disbursements	720,392	8,059,450	8,779,842	5,570,996
Special events	467,711	82,719	550,430	347,662
Advertising and promotion	30,528	–	30,528	9,252
Loss on sale of marketable securities	–	–	–	102,856
	1,218,631	8,142,169	9,360,800	6,030,766
ADMINISTRATION EXPENSES				
Salaries	596,289	428,554	1,024,843	633,353
Office	494,656	113,020	607,676	135,732
Amortization	21,655	864	22,519	8,921
Repairs and maintenance	4,670	–	4,670	–
Telephone	29,409	–	29,409	5,528
	1,146,679	542,438	1,689,117	783,534
Total Expenses	2,365,310	8,684,607	11,049,917	6,814,300
Excess (Deficiency) of Revenues Over Expenses	\$ (56,532)	\$ 1,326,515	\$ 1,269,983	\$ 944,640

Statement of Changes in Net Assets

Year Ended March 31	Invested in Equipment	Unrestricted	Restricted	Total 2009	Total 2008 (Restated, see note 10)
Balance, beginning of year					
As previously stated	\$ 12,682	(1,078,024)	\$ 2,905,479	\$ 1,840,137	\$ 1,361,497
Prior period adjustment (note 10)	–	466,000	–	466,000	–
As restated	12,682	(612,024)	2,905,479	2,306,137	1,361,497
Purchases of equipment	97,048	(97,048)	–	–	–
Excess (deficiency) of revenues over expenses	(22,519)	(34,877)	1,327,379	1,269,983	944,640
Balance, end of year	\$ 87,211	\$ (743,949)	\$ 4,232,858	\$ 3,576,120	\$ 2,306,137

Statement of Cash Flows

Year Ended March 31	Total 2009	Total 2008 (Restated, see note 10)
CASH FLOWS FROM OPERATING ACTIVITIES		
Excess (deficiency) of revenues over expenses	\$ 1,269,983	\$ 478,640
Item not affecting cash		
Amortization	22,519	8,921
	1,292,502	487,561
Change in non-cash working capital items		
Accounts receivable	31,577	175,296
Accrued interest receivable	20,259	(8,295)
Prepaid	(800)	–
Deposits	(170,600)	–
Accounts payable and accrued liabilities	26,613	(14,651)
Note receivable	109,000	251,000
Deferred contributions	(923,521)	3,976,490
	385,030	4,867,401
CASH FLOWS FROM INVESTING ACTIVITY		
Purchase of equipment	(97,048)	(7,689)
Purchase of assets held for resale	(696,075)	–
Purchase of term deposit	(29,582)	(923,483)
Proceeds of term deposit	–	889,328
	(822,705)	(41,844)
INCREASE (DECREASE IN CASH)	(437,675)	4,825,557
Cash, beginning of year	5,728,334	902,777
Cash, end of year	\$ 5,290,659	\$ 5,728,334

Notes to the Financial Statements

March 31, 2009

1. NATURE OF OPERATIONS

Calgary Homeless Foundation (the "Foundation") was incorporated under the Alberta Societies Act on September 4, 1998. The Foundation is a not-for-profit organization and a registered charity and is exempt from income taxes under the Income Tax Act. The Calgary Homeless Foundation's mission is to end homelessness in Calgary. The Foundation is the lead implementing agency of Calgary's 10 Year Plan to End Homelessness. The Foundation's stated objectives are to serve as a community partner in identifying the causes of and solutions to homelessness; to develop plans, in conjunction with all aspects of the community, that will provide access to housing for the homeless in Calgary; to provide leadership and focus to address homelessness issues in Calgary and to raise such funds as may be necessary to achieve these objectives. The continued operations of the Foundation are dependent on the ongoing financial support of its sponsors.

2. SIGNIFICANT ACCOUNTING POLICIES

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

Use of estimates

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. By their nature, these estimates are subject to measurement uncertainty. The effect of changes in such estimates on the financial statements in future periods could be significant. Accounts specifically affected by estimates in these financial statements are accounts receivable; property, plant and equipment; accounts payable and accrued liabilities; and deferred contributions.

Cash

Cash consists of balances with Canadian financial institutions. The bank accounts bear interest at prime minus 2.5%, which averaged 1.54% for the year.

Term deposits

Term deposits are accounted for as current assets as they can be redeemed at any time. Deposits with an initial maturity in excess of three months are not classified as cash equivalents. Interest income on the deposits is accrued over the term of the deposit. The term deposit bears interest at prime minus 2.25%, which averaged 1.79% for the year, and matures on March 4, 2010.

Property, plant and equipment

Property, plant and equipment costing in excess of one thousand dollars are recorded at cost and are amortized using the declining balance method at rates designed to amortize the cost of the property, plant and equipment over its estimated useful life. The annual amortization rates are as follows:

An impairment loss is recognized when the carrying amount of these assets is not recoverable and exceeds their fair value.

Furniture and equipment	25%	Declining balance
Computer equipment	50%	Declining balance
Leasehold improvements	3 years	Straight-line

Amortization of leasehold improvements is recorded over the remaining term of the lease plus the first renewal option. In the year of acquisition, the assets are amortized at one-half of the normal rate. Computer software is expensed in the year of purchase.

Fund accounting

The Foundation follows the restricted fund method of accounting for contributions.

Assets, revenues and disbursements relating to funds received from the Provincial and Federal Governments are shown in the Restricted Fund. Donations and related disbursements from private corporations and individuals that require a specific use usually are shown in the Restricted Fund.

Expenses are reconciled monthly to determine the breakdown between Federal and Community funding and then the appropriate transfer of funds between accounts is made to ensure that all funding sources are appropriately applied.

All other assets, liabilities, revenues and disbursements of the Foundation are shown in the General Fund.

Revenue recognition

Restricted contributions are recognized as revenue in the Restricted Fund, when receivable. Contributions received for a specific project for which no restricted fund has been set up, are recognized as revenue in the General Fund when the related disbursement is incurred.

Unrestricted contributions are recognized as revenue of the General Fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Unrestricted investment income is recognized as revenue of the General Fund in the year earned. Investment income earned on restricted funds is recorded as revenue in the Restricted Fund in the year earned.

Financial instruments

The Foundation's financial instruments consist of cash, term deposits, accounts receivable, accrued interest receivable and accounts payable and accrued liabilities. The Foundation has classified its financial instruments as follows:

- Cash, term deposits and accrued interest receivable are classified as "held-for-trading" and are measured at fair value.
- Accounts receivable are classified as "loans and receivables" and are measured at amortized cost, which is generally the amount on initial recognition less an allowance for doubtful accounts.
- Accounts payable and accrued liabilities are classified as other financial liabilities and are measured at cost.

Contributed goods and services

Donations of materials and services, such as rent, 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, if they cannot be reasonably estimated, are not recognized in these financial statements.

Assets held for sale

The Foundation is involved with the purchase of properties that are to be used as affordable housing in future years. The housing will be sold to agencies that will use the properties for this purpose. These properties are held at cost on the financial statements.

Deposits

Deposits include all payments made for properties whose purchases have not yet been finalized.

Change in accounting policies

Going Concern

The Canadian Institute of Chartered Accountants (“CICA”) amended Handbook Section 1400, General Standards of Financial Statement Presentation. There were no changes required to the financial statements as a result of this change.

Financial Instruments

Effective April 1, 2008, the Foundation prospectively adopted the new CICA Handbook Sections 3862, Financial Instruments–Disclosures and 3863, Financial Instruments–Presentation. The purpose of these sections is to enhance the financial statement users’ ability to evaluate the significance of financial instruments on an entity’s financial position, performance and cash flows; the nature and extent of risks arising from financial instruments to which the entity is exposed during the period and at the balance sheet date; and how the entity manages those risks.

The new standards required additional disclosure and had no effect on the financial position, results of operations or cash flows in 2009.

Capital Disclosure

Effective April 1, 2008, the Foundation adopted the new CICA Handbook Section 1535, Capital Disclosures for disclosure of an entity’s objectives, policies and processes for managing capital. The new standard requires additional disclosure with no effect on the financial position, results of operations or cash flows in 2008.

3. NOTE RECEIVABLE

The note receivable at March 31, 2008, was due from the Oxford House Foundation of Canada, bears interest at 7.35% and is unsecured. This note was repaid during 2009.

	2009	2008
Oxford House Foundation of Canada	\$ –	\$ 109,000

4. ASSETS HELD FOR SALE

	2009	2008
Parkdale Housing	\$ 466,000	\$ 466,000
Accessible Housing	696,075	–
	\$ 1,162,075	\$ 466,000

Subsequent to year-end, the Accessible Housing property was resold to an agency at cost.

5. PROPERTY, PLANT AND EQUIPMENT

	2009 Cost	2009 Accumulated Amortization	2009 Net	2008 Net
Furniture and equipment	\$ 60,418	\$ 17,706	\$ 42,712	\$ 3,457
Leasehold improvements	17,868	2,978	14,890	–
Computer equipment	71,689	42,080	29,609	9,225
	\$ 149,975	\$ 62,764	\$ 87,211	\$ 12,682

6. DEFERRED CONTRIBUTIONS

During the year, contributions of \$7,095,049 were received relating to several specified projects. Spending of \$8,018,570 had occurred in the year on the related projects and this amount was moved to income. The carryforward amount at year-end is \$4,052,715, which will be used to fund projects in the next year, and therefore the amounts are deferred at year-end. In the prior year, contributions of \$7,861,261 were received for various projects. Of this amount, \$3,884,771 was expensed in the prior year on the related projects and this amount was moved to income. There was \$4,976,236 remaining from the previous year that was deferred at the end of 2008.

	2009	2008
Opening balance	\$ 4,976,236	\$ 999,746
Proceeds received during the year	7,095,049	7,861,261
Expenditures made during the year	(8,018,570)	(3,884,771)
Closing balance	\$ 4,052,715	\$ 4,976,236

7. RELATED PARTIES

During the year, the Calgary Community Land Trust Society (the “Land Trust”) became related to the Foundation by virtue of having a common Board of Directors. In the year, the Foundation donated \$20,000 to the Land Trust for ongoing projects.

8. RESTRICTED CASH

The Foundation has received grants from the Province of Alberta and the Federal Government. The agreement between the Foundation and the grantors require that the grants and accrued interest must be used exclusively for investment in capital projects or eligible operating expenses as determined by the grantor (designated to alleviate the homeless problem in Calgary and the surrounding area).

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

The Restricted Fund balance is comprised of the following closing balances:

	2009	2008
Federal restricted funds	\$ 130,339	\$ 102,145
Provincial restricted funds	1,860,920	2,159,398
Donor restricted funds	–	65,084
	\$ 1,991,259	\$ 2,326,627

9. APPROVED EXPENDITURES

Beyond the deferred contribution closing balance of \$4,052,715 in note 6 above, the Foundation has additional approved project disbursements to assist in reducing homelessness in Calgary. The unspent portion of the commitment at March 31, 2009, is as follows:

	2009	2008
Various provincial pilot projects (flow-through funded)	\$ –	\$ 2,272,000

During the year, the Foundation has approved the use of all funds for projects in place at March 31, 2009.

10. PRIOR PERIOD ADJUSTMENT

During the year ended March 31, 2008, the Foundation recognized the transfer of a building to a third party as a project expense. On further review it was determined that the building had not been transferred to the third party at March 31, 2008, and was still held by the Foundation at that date. Adjustments have therefore been made in the financial statements to correct this error as follows:

Net earnings for the year ended March 31, 2008, have increased by \$466,000. In addition, the Foundation has increased previously reported assets held for sale by \$466,000 at March 31, 2008.

	As previously stated March 31, 2008	Adjustment on expense of property held for sale	As restated March 31, 2009
Project disbursements	\$ 6,036,996	\$ (466,000)	\$ 5,570,996
Assets held for sale	–	466,000	466,000

11. COMMITMENTS

The Foundation has entered into a lease agreement with the Government of Alberta for premises, which expires on August 1, 2011. There is an option to renew for an additional three years at the option of the landlord.

The consideration paid for the lease is \$1 per year.

During the year, the Foundation entered into a lease for additional office space with O'Neil Towers. This lease requires monthly base rent payments of \$12,841 plus operating expenses and expires on April 30, 2011.

2010	\$	154,089
2011		154,089
2012		12,841

12. FINANCIAL INSTRUMENTS

The Foundation is exposed to the following risks in respect of certain of the financial instruments held:

(a) Interest rate risk

The Foundation is exposed to interest rate risk on its floating rate borrowings, as the required cash flows to service the debt will fluctuate as a result of changes in market rates. The Foundation's interest rate risk is low.

(b) Credit risk

Financial instruments that potentially subject the Foundation to credit risk are principally cash and accounts receivable.

Cash is held with a reputable Canadian chartered bank, from which management believes that the risk of loss is minimal.

Accounts receivable comprises an insignificant amount of accrued interest receivable from a reputable Canadian chartered bank, from which management believes that the risk of loss is minimal.

(c) Fair value

The Foundation's carrying value of accounts receivable and accounts payable and accrued liabilities approximates its fair value due to the immediate or short-term maturity of these instruments.

(d) Liquidity risk

Liquidity risk is the risk that the Foundation will not be able to meet its obligations as they become due.

The Foundation's current ratio is 1.85, meaning that the Foundation has sufficient current assets to cover its current liabilities. The Foundation's liquidity risk is low.

13. CAPITAL MANAGEMENT

The Foundation defines capital as its net assets and accordingly manages its restricted and unrestricted funds to further the goals and purpose of the Foundation.

The Foundation monitors its capital through the use of detailed budgets that are approved by the Board of Directors, and the actual results are compared to budget on a monthly basis. Changes to the activity of the Foundation's expenditures would be approved by the Board of Directors as needed.

There were no changes in capital management during the year, and the Foundation is not subject to any externally imposed capital restrictions.

14. RECENT ACCOUNTING PRONOUNCEMENTS

In September 2008 the Accounting Standards Board (AcSB) issued a number of amendments to certain parts of the Canadian Institute of Chartered Accountants (CICA) Handbook which deal with accounting by not-for-profit organizations. These changes are summarized as follows:

(a) Financial Statement Presentation By Not-For-Profit Organizations, Section 4400

This Section has been amended to:

- Eliminate the requirement to treat net assets invested in capital assets as a separate component of net assets and, instead, permit a not-for-profit organization to present such an amount as a category of internally restricted net assets when it chooses to do so;
- Clarify that revenues and expenses must be recognized and presented on a gross basis when a not-for-profit organization is acting as a principal in transactions; and
- Make Cash Flow Statements, Section 1540, applicable to not-for-profit organizations.

The amendments apply to financial statements relating to fiscal years beginning on or after January 1, 2009.

(b) Capital Assets Held By Not-For-Profit Organizations, Section 4430

This Section has been amended to provide additional guidance with respect to the appropriate use of the scope exemption for smaller entities in paragraph 4430.03 to clarify how to calculate the \$500,000 threshold if the organization is reporting net profits. For the purpose of this exemption calculation, the gross revenues for those transactions would be used.

The amendments apply to financial statements relating to fiscal years beginning on or after January 1, 2009.

(c) Disclosure of Related Party Transactions By Not-For-Profit Organizations, Section 4460

This Section has been amended to make the language in Section 4460 consistent with Related Party Transactions, Section 3840. The amendments apply to financial statements relating to fiscal years beginning on or after January 1, 2009.

(d) Disclosure of Allocated Expenses By Not-For-Profit Organizations, Section 4470

This new Section establishes disclosure standards for not-for-profit organizations that choose to classify their expenses by function and allocate expenses from one function to another. The main features of the new Section are:

- A requirement for an entity that allocates its fundraising and general support expenses to other functions to disclose the policies adopted for the allocation of expenses among functions, the nature of the expenses being allocated and the basis on which such allocations have been made; and
- A requirement for an entity to disclose the amounts allocated from each of its fundraising and general support functions and the amounts and functions to which they have been allocated.

The new requirements are effective for financial statements relating to fiscal years beginning on or after January 1, 2009.

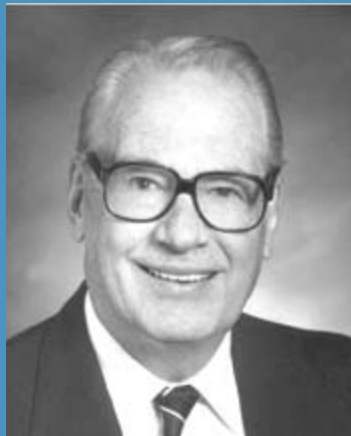
Management is currently reviewing the impact that these pronouncements will have on the Foundation's financial statements.

In Memoriam

Hon. Col. Arthur Ryan Smith, OC, AOE, DFC, Hon. LLD
May 16, 1919 – June 30, 2008

During this past year, the Foundation lost its founder. Arthur was a friend, colleague, mentor and so much more to the people involved with the Foundation since its inception, as well as to so many other Calgarians, Albertans and Canadians.

The Foundation misses his sage advice on all matters related to those in our community living in poverty or without homes. Arthur understood their plight and he helped us understand as well. His foresight, compassion and energy led him to start the Foundation some ten years ago.



10 Year Plan to End Homelessness and to have had Arthur's wise counsel about the path forward before his passing.

On behalf of the staff and Board of the Foundation—current and retired—we again extend our condolences to Betty Ann Smith and the family on their loss and the loss

to so many others. Through Arthur's work, the Calgary Homeless Foundation became the leader of homelessness efforts in our own community and across the nation. We were particularly pleased to have completed the work on Calgary's

to so many others.

We continue to draw upon Arthur's initiative and example to guide the Foundation in our mission to end homelessness in Calgary. But we do miss him very much.



Calgary
Homeless
Foundation

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