

A CARING COMMUNITY

Annual Report 2011 - 2012

For the year ended March 31, 2012

OPERATIONAL HIGHLIGHTS *2011-12 YEAR*

- 589 units owned and operated
- \$764,000 spent in capital upgrades this year, over \$2.7 million spent in capital upgrades in the last five years
- Secured \$11.6 million for additional affordable housing units from the Government of Alberta
- Average rent: \$452
- Average tenancy: 4.2 years

2011-12 HOUSING SNAPSHOT

Below is a snapshot of the 106 tenants who have made their home with us this past year. These individuals experience a wide variety of vulnerabilities that lead to the need for affordable housing.

Experiencing Homelessness	7 %
At Risk of Homelessness	33 %
Low Income Families	16 %
Low Income Seniors	6 %
Mental Illness	30 %
Brain Injuries	4 %
Physical Disability	4 %

BOARD OF DIRECTORS - *AS OF MARCH 31, 2012*

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Kim O'Brien
Executive Director

LEADERSHIP MESSAGE

Thirty-six years ago when Horizon Housing Society was founded with the vision to provide Calgarians in need with affordable and supportive long term housing some might have thought it an impossible dream. Now, we know the dream as a reality.

Today, Horizon Housing Society provides over 700 Calgarians the opportunity to have their dream of living independently in a community setting come true. Today, for over 700 Calgarians, safe, affordable and supportive housing means each tenant experiences the joy and the benefits of living with dignity in our communities. It means each individual and family has an opportunity to dream of a better future.

The reality is that for Horizon Housing Society, we could not have built this dream without our community of supporters: staff, volunteers, donors, stakeholders, partners. You are part of our community. You make Horizon Housing Society work, every day, for Calgarians in need who might once have only dreamed there was a community where they belonged, a place that would provide them the necessary supports to ensure they could experience community living at its best.

That's the Horizon Housing Society way. Creating a place where everyone enjoys a caring community. A place where each individual feels worthy, where their contribution matters, where their value makes a difference.

YEAR IN REVIEW

The strength of our community is measured in the stability of the lives of the people we serve. In 2011, Horizon Housing Society once again exceeded industry standards for the average cost of housing. In a city where the average rent for a one-bedroom apartment is \$924, Horizon Housing Society's average rent for a one-bedroom apartment is \$439 and an average rent of \$452 for the portfolio. The average tenancy is 4.2 years with our longest tenancy being over 20 years. Horizon Housing Society invested \$764,000 back into our properties through capital upgrades this year. Maintaining affordable rents in clean, well cared for buildings while exercising sound financial management of our assets were all key markers of our success in 2011.

PARTNERSHIPS STRENGTHEN COMMUNITY

At Horizon Housing Society we are focused on delivering safe, affordable homes for our tenants. Our business is about the effective management of

our housing portfolio and delivering safe, affordable housing for our tenants. To pave the way to individual success for the people we serve, we partner with those who can deliver services and supports to ensure each tenant successfully maintains and sustains their independent living in our community. Our partnerships are vital to our community. Our partnerships ensure that each tenant, no matter their mental or physical limitations or whether they are just leaving homelessness are able to experience a success in their home. Our partnerships are how we build community, person by person, block by block.

We can't build community alone and are grateful to so many groups in the community who contribute to our success, in particular the Government of Alberta who has provided leadership and support in all facets of our work.

OUR TENANTS BUILD OUR COMMUNITIES

At Horizon Housing Society we believe strong tenants build strong communities. Over our thirty-six years of providing quality homes to people in need, we have fostered an environment where individuals and families live and grow in a community setting that reflects our belief that life is a journey best shared with people who care. We care about the people we serve and encourage our tenants to care about each other. In their caring, our communities are strengthened through the success of each individual's ability to play a role in building a vibrant community that nurtures and supports each person in building a life that enriches their dreams.

BUILDING A SUSTAINABLE FUTURE

We are committed to continue to build upon our solid foundation of creating housing that reflects the needs of the people we serve. As we move forward into our 37th year of operations we are excited to explore the development of new units and seek more collaborative partnership opportunities in the community.



Kim O'Brien
Executive Director

Chris Wallace
President

OUR VISION

All persons with special needs are living in appropriate homes integrated within our community.



HERITAGE GARDENS

Heritage Gardens is a five-story building located in the community of Fairview. The building has 95 units containing bachelor, one bedroom, two bedroom and three bedroom units.

Heritage Gardens was constructed in 1962 and acquired by Horizon Housing Society in 2010.

Average monthly rent: \$557

HERITAGE GARDENS IS A PLACE TO ENJOY RETIREMENT



Friendly, well spoken and living on a fixed income, retiree Chris S. is grateful for the security that living at Heritage Gardens affords him. "I've got everything I need, right here," he says of his ground floor apartment. For Chris, "everything" includes a place to call home filled with his television and computer and the opportunity to indulge in his passion, photography. Home means being part of a community where he feels like he belongs, a place that allows him the space to relax, to enjoy solitude and when he wants it, find companionship. "Everybody needs a place to call home," he says. That's why it's important there are agencies like Horizon Housing. Sometimes, people need help and it's nice to know Horizon Housing is there."

We have been there for Chris since October 2011. With the support of our partners, we plan on being there for him as long as he needs us. We currently provide 11 homes for Mustard Seed clients.

Referring partner: The Mustard Seed



OUR MISSION

To provide appropriate homes in an integrated environment for people with mental health challenges or other special needs.

HORIZON WEST

Horizon West is an eight-story building located in the community of Glendale. This building has 108 suites consisting of one bedroom, two bedroom and three bedroom units. It also includes a unique, split-level concept. Horizon West was constructed by Horizon Housing Society in 1983.

Average monthly rent: \$553



HORIZON WEST IS A GOOD PLACE TO RAISE A FAMILY

“Home means family, a quiet place, a place where I can feel good and safe,” says Valenta D. of the apartment she shares with her husband Papy and daughters, 3 year-old Sasha and 11 month old Mila. Leaving the war-torn country of her birth to travel half way around the world to Canada was scary for the young mother. “I miss my family back home,” she says, “but it is good for my children to grow up here. It is safe and I don’t feel so alone living in this building.” For Valenta, living at Horizon West gives her a sense of community. “There are all generations in this building,” she says. “Our neighbours are elderly and we always say hello and smile whenever we see each other.” And her smile widens as she tells of the gifts the elderly couple gave them at Christmas. “It’s nice to know if I need help I can call on them, or any of the Horizon staff. They are always so friendly and respond really quickly to any request.”

We provide 97 homes in Calgary to low income families like Valenta and her family. We have enjoyed having them as part of our community since February 2011.

Referring partner: Inn from the Cold

OUR PHILOSOPHY

All Calgarians deserve a safe, respectful and affordable place to live. We believe when people have a well-cared for and maintained environment to live in, they take better care of themselves and their families. Working in partnership with other agencies, we ensure our tenants have the supports they need to sustain their housing and to be strong, contributing members of society.



ALICE BISSETT PLACE

Alice Bissett Place is a three-story building located in the community of Inglewood. It has 114 suites consisting of bachelor, one bedroom, two bedroom and three bedroom townhouse units, as well as a five bedroom unit.

Alice Bissett Place was constructed by our Joint Venture Partnership with the Calgary Home Builders Foundation and the Calgary Homeless Foundation in 2009.

Average monthly rent: \$464

ALICE BISSETT PLACE IS A SAFE HAVEN

The first thing you notice about Julie F. is her sense of humour. Even on a day when MS is causing her pain, Julie shares a joke, teases her daughter and laughs about her situation. There is love in Julie's home. Love and caring and what is most important to Julie, safety. "I was scared I would end up on the streets," she says of the recent past when, after moving back to Calgary from Newfoundland and the sorrow of her brother's death, she felt lost and frightened about the future. "And then, Horizon Housing stepped in and I got this place where my daughter and I can be safe and I can be independent." Independence is important to Julie. Independent living builds a sense of self-worth, gives her self-respect. Independence fosters peace of mind. "When you're handicapped it's easy to feel like you don't matter. That there's nowhere you fit in. Living here, at Alice Bissett, I know I have worth. I know I matter. People here make me feel like I belong, and that makes a world of difference."



We currently provide 21 accessible housing units for individuals with mobility needs. We're glad Julie's found a place to belong. We celebrate Julie's difference because, like all our tenants, she's helps make our community special.

Referring partner: Accessible Housing Society



OUR HOUSING

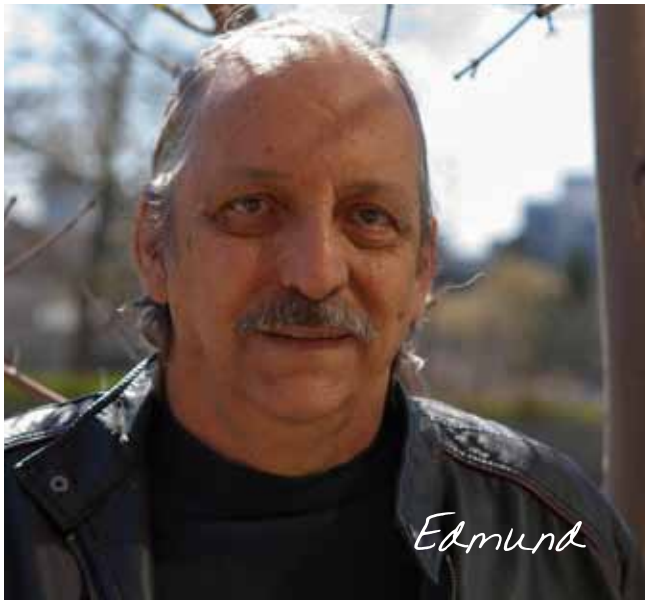
Horizon Housing Society owns and manages 15 different residences (seven multifamily buildings and eight group homes) in Calgary that provide a safe home to over 700 individuals.

HORIZON 14

Horizon 14 is a nine-story building located in the community of West Hillhurst. Horizon 14 has 59 units containing bachelor, one bedroom and two bedroom suites, along with first floor commercial space.

Horizon 14 was constructed by Horizon Housing Society in 1978.

Average monthly rent: \$553



We ensure people like Edmund have safe, secure homes. Along with all of our community partners, we are committed to ensuring we create an environment where all tenants like Edmund have the opportunity to create a long term home.

Referring partner: Canadian Mental Health Association – Calgary Region



HORIZON 14 IS A PLACE TO HEAL

It took a picture hook in the wall for Edmund P. to realize he really was at home. “After a lifetime of living in cockroach infested places or on the street, I even feared hanging a picture ‘cause it might give the landlord cause to kick me out to the street. After 19 years living here, I finally know it’s okay to put a picture hook in the wall. This is my home,” says the 67-year old. That picture hook represents the healing Ed has found living in his own apartment at Horizon 14. “I experienced a lot of trauma in my childhood and then as an adult,” he says of a 25-year period in his life when he was in and out of psychiatric facilities after being diagnosed with multiple mental health disorders and given drugs against his will. “In the end, they discovered I was none of those labels they attached to me. But, there was a lot of damage done, inside me, and I needed a safe place to heal.” Ed has found his safe place with Horizon Housing Society and he is grateful. “I’ve found validation here. I’m grounded. And because of that I’ve been able to let go of the past and change my whole life around. I’ve quit smoking, I eat healthily and I take care of myself.”

Ed has a new battle on the horizon. Recently, doctors found a spot on his lung. He doesn’t know what the future holds but as he says, “I’m okay. I have peace here.”



OUR CONCEPT

Horizon Housing Society promotes a mixed use concept for our apartments, which helps reduce the stigma attached to a particular group. This model promotes community integration and acceptance while enhancing the quality of life for our tenants.

BOB WARD RESIDENCE

Bob Ward Residence is a three-story residence located in the community of Glamorgan. It consists of 61 suites containing bachelor, one bedroom and two bedroom units, as well as a four-bedroom unit.

Bob Ward Residence was constructed by our Joint Venture Partnership with the Calgary Home Builders Foundation and the Calgary Homeless Foundation in 2003.

Average monthly rent: \$423



BOB WARD RESIDENCE BUILDS INDEPENDENCE

When Rosalee T.'s beloved husband died in 2004 her life spiraled into alcohol abuse and homelessness. "I didn't know how to cope with my pain," she says of those dark years after his death. "I hurt so much inside, I couldn't see straight." It wasn't until she awoke in a Detox Centre, her mind clear for the first time in years that she realized she had to do something different, or die. "I want to live," she says with a beautiful toothy smile and dark eyes glistening with tears. Wanting to live is a long way from the day an attempted suicide left her confined to a wheelchair. "I didn't have any hope back then. Today I do. This place gives me that. I have pride here. Independence. I like that I have to pay my rent every month, buy groceries, pay my phone bill." And when 'the emptiness' occasionally hits, Rosalee can pick up the phone and call her sponsor in AA. "I don't want to go back there, where I was homeless, living in shelters, living in the blur of alcohol. I was so broken."

No longer broken, Rosalee looks forward to getting a new wheelchair. "I'm getting an electric scooter," she laughs. "I'll have even more independence and will be able to take myself to the grocery store!"



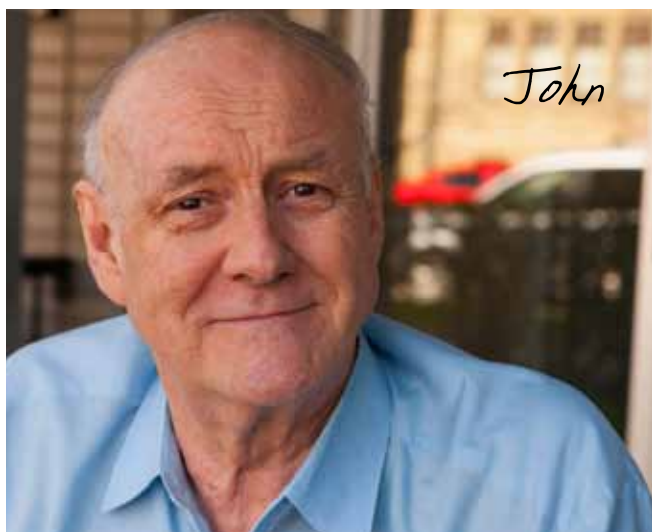
We are happy that after seven months of living at Bob Ward Residence, Rosalee continues to delight in the conveniences and accessibility of her ground floor apartment. And we continue to be committed to ensuring Rosalee has a place to access the support she needs to thrive in her new home.

Referring partner: Accessible Housing Society



OUR PARTNERSHIPS

Partnerships are vital to the work we do. Partner agencies refer tenants to Horizon Housing and provide the varied supports, such as case management and counseling, to ensure each tenant is able to successfully integrate into community and sustain their housing.



HORIZON PARK

Horizon Park is a six-story building located in the Beltline. This building contains 35 units consisting of one bedroom and two bedroom suites.

Horizon Park was constructed in 1968 and acquired by Horizon Housing Society in 1993.

Average monthly rent: \$443

HORIZON PARK PROVIDES A PLACE TO BEGIN AGAIN

At age 14, polio stole the use of John C.'s left leg . At 28, the loving father of three small children was in a fiery plane crash that left him without a right hand and severe damage to his spine and legs that would eventually put him into a wheelchair. Determined to provide for his young family, John worked hard, always ensuring his wife and children had a safe place to call home. And then, in 1988, under the influence of prescribed medication, John made a decision that cost him his family, his home, his life savings, and everything that gave his life meaning. Penniless, disheartened and unsure of his next direction, John arrived in Calgary searching for a safe place to call home. It was a friend who introduced him to Horizon Housing Society. "I am so grateful for living here," he says of his two-bedroom ground floor apartment in Horizon Park where he's lived for eleven years. "Everything is built to be functional for someone like me. It makes living in a wheelchair easier."

It also gave John the stability and strength he needed to create Global Disability Foundation (GDF) a not-for-profit committed to 'distributing mobility devices globally to those in need'. "I need to give back to my

community and the world," John says. "Anything is possible when you know you're safe, when you know the little things are taken care of." A humble man, John is hesitant to talk about the thousands of people with disabilities GDF has helped around the world. "I didn't do it alone," he says. "Not only do I have people here, at Horizon Housing, helping me, ensuring I have the support I need, but I also have friends all over the world who have helped me rebuild my life."

We feel it is important for people to have the support they need to live well, no matter their circumstances. Working with our partners, we will ensure John has the support he needs to continue to make a difference in his own life, and the world. John has been living with us for 11 years.

Referring partner: Accessible Housing Society



OUR DREAMS

Helping people live their dreams is important to us. Making sure they have a solid foundation upon which to map out their future is one of the keys to ensuring we help strengthen lives and build better futures for everyone. We dream of one day being part of a community where there is an ample supply of affordable housing so that everyone has a safe and stable home in which to build upon their dreams.

HORIZON ON 8TH

Horizon on 8th is a five-story building located in the west end of downtown Calgary. This building consists of 50 bachelor suites.

Horizon on 8th was constructed in 1962 and acquired by Horizon Housing Society in 2001.

Average monthly rent: \$375



HORIZON ON 8TH IS A PLACE TO PLAN FOR THE FUTURE

For Janine K. living on her own in her bachelor apartment in the city's downtown core gives her access to what she needs to maintain independent living: access to transit, shopping, social services and community. "It's a great location," says the 30 year old woman who likes to volunteer as often as she can. "Volunteering lets me give back for all I've received."

Diagnosed in her late teens with OCD and Schizoaffective Disorder, Janine knows how unpredictable and unstable having a mental illness can make life. "There are things I can't do anymore," she says. "Things most people take for granted, like working. Because, while the drugs are helping, there is still lots of uncertainty and having support makes a difference in how well I cope day to day."

Living on her own has had a positive impact on Janine's life. "I couldn't do it without the help of my support system," she says of her Supportive Living Coordinator from CMHA, the building manager and others who help ensure she is connected to the resources she needs to sustain independent living. "I feel good about myself when I'm taking care of myself. I can dream and make plans for the future."

We like helping people like Janine realize their dreams. Janine dreams of going back to school to study music and one day give concerts to support others with mental illnesses. We currently provide 134 units to CMHA clients.

Referring Agency: Canadian Mental Health Association - Calgary Region



PARTNERSHIPS STRENGTHEN OUR COMMUNITIES

WOOD'S HOMES: WORKING TOGETHER TO END HOMELESSNESS FOR YOUTH

For some, home is sanctuary. Safety. Comfort. A place to belong. Family.

For others, like the at risk young adults between the ages of 18 - 24 served through our partners at Wood's Homes in the New Horizon Program, home is a place where putting a key in the lock and opening the door is not just about crossing the threshold to home. It's also about not fearing falling into homelessness again. It's about knowing, no matter what, there is someone there to support you as you move away from street life into community.

In a unique partnership established in August 2010, Wood's Homes leases ten apartments owned by Horizon Housing Society and rents the apartments to youth at risk of, or formerly experiencing homelessness.

"It's an elegant solution to a very pressing need," says Madelyn McDonald, Program Manager, Street Services, Wood's Homes. "For the youth we serve, who often don't have the life skills they need to be self-sufficient in community, we have an assured housing base, a really understanding and supportive landlord and the opportunity to work with each youth as they transition away from homelessness back into community."

At the heart of the relationship is open communication and a mutual respect for the strengths of each agency. "Our core business is not about managing buildings or creating a housing portfolio," says McDonald. "We're all about serving youth in need. This partnership allows both sides to do what they do best to the benefit of those we serve."

CANADIAN MENTAL HEALTH ASSOCIATION - CALGARY REGION: BUILDING UPON THE STRENGTH OF OUR PAST

In 1976, when Horizon Housing Society established its roots as a provider of affordable housing for Calgarians unable to live safely and comfortably without community support, our focus was on serving people with mental health issues. While our partnerships have evolved to serve a variety of other needs, we have not altered our belief in the importance of ensuring people with mental illnesses have access to safe, secure and affordable housing. Thirty-six years after providing a

home to our first tenant, 25% of those we serve live under our roof because of mental health needs. Helping us meet their right to housing is the same partner we began with 36 years ago: Canadian Mental Health Association, (CMHA) Calgary Region.

Today, like Horizon Housing Society, CMHA has expanded its services, reach and community impact. Regardless of how many more people we serve or CMHA supports, the foundational pillars of our partnership remain the same: a shared vision of creating well-being for people with mental illnesses, trust, and the belief that we are stronger when we work together, sharing our resources, knowledge and support.

"Our relationship has stood the test of time," says Dan Delaloye, CMHA - Calgary Region's, Executive Director. "And what time has demonstrated again and again is, we have more capability and capacity when we leverage the strengths of each other to create a holistic program to meet the needs of the people we serve."

Through CMHA we provide housing for 134 individuals and families. Through partnering together, we continue to meet core needs that have both economic and societal impact.

"In broad terms, mental health has the greatest economic impact of any disability in the world," says Delaloye. "One in five Canadians will experience mental illness in their lifetime. Supporting these individuals and their families, ensuring they have the supports they need to optimize their sense of purpose and belonging, is vital to our economic well-being as well as our sense of social justice. With Horizon Housing, we mitigate the impact of mental illness and give people a chance to live with dignity within community. Everyone wins when we take care of each other and work together."

OUR STRENGTH IS IN OUR PARTNERSHIPS

Doing what we do best, leveraging the strengths of our partners to strengthen our collective success in the community is at the core of our vision and mission at Horizon Housing Society. That's why we work in concert with our partners to ensure all Calgarians have a place to call home. Through sharing our strengths and building upon our shared values of being of service to people in need, we create stronger, healthier communities.

Thank you Accessible Housing Society, Aspen Family & Community Network Society, Assertive Community Treatment, Calgary Housing Company, Canadian Mental Health Association - Calgary Region, Calgary Urban Project Society, Discovery House, Inn from the Cold, Kerby Centre, Pathways to Housing, Saint Jude's, St. Vincent de Paul, the Mustard Seed, Universal Rehabilitation Service Agency, Wood's Homes and YWCA - Mary Dover House.

Working together builds strong communities.

OUR COMMUNITY IN ACTION

Throughout the year, we work with tenants, volunteers, staff, and our partners to create opportunities for community to grow. From our Stampede BBQ to Christmas parties, to simple building get-togethers, putting action into our community through engaging tenants, volunteers and the greater community makes a difference to the quality of life of everyone.

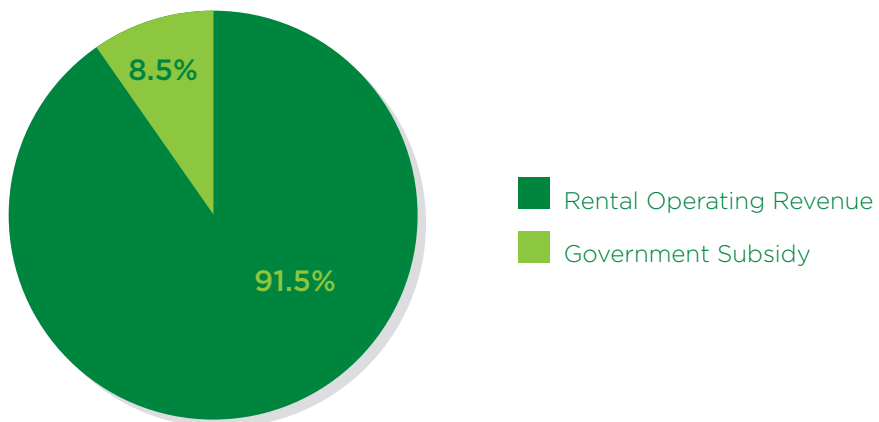




STEWARDSHIP OF FUNDS

Horizon Housing Society is self-sustaining, with operating costs funded primarily through rental revenues. An experienced management team and Board, ensure a solid operating platform and sustainable operations.

HORIZON HOUSING SOCIETY'S OPERATIONAL FUNDING



All growth is supported through government funding and individual and corporate donations. We raise funds to acquire or construct new properties. Our main fundraising event, Fish & Chips, is a golf tournament and fly-fishing derby held each year in September. In 2011, this event raised \$117,000 for Horizon Housing Society and our longest standing partner, Canadian Mental Health Association - Calgary Region.

FINANCIALS

HORIZON HOUSING SOCIETY FINANCIAL REPORT
(AS PREPARED BY MANAGEMENT).

CONDENSED BALANCE SHEET - MARCH 31, 2012

	2012	2011
Assets		
Current Assets	\$ 3,279,166	\$ 11,238,235
Property and Equipment	35,302,657	24,038,509
Total	\$ 38,581,823	\$ 39,520,670
Liabilities and Net Assets		
Current Liabilities	\$ 858,429	\$ 790,872
Long-Term Liabilities	8,063,017	8,176,751
Net Assets Invested in Property and Equipment	28,221,816	29,284,782
Net Assets Restricted for Reserves	1,438,561	1,268,265
Total	\$ 38,581,823	\$ 39,520,670

CONDENSED STATEMENT OF REVENUE AND EXPENDITURES; YEAR ENDED MARCH 31, 2012

	2012	2011
Revenue		
Rental Revenue	\$ 2,388,611	\$ 2,358,441
Government Assistance and Donations	681,897	762,371
Other	442,178	636,926
Contribution Renovation and Retrofit	-	27,719
Interest	23,330	13,879
Total	\$ 3,536,016	\$ 3,799,336
Expenditures		
Amortization and Interest	\$ 1,747,610	\$ 1,552,744
Expenditure Renovation and Retrofit	-	26,445
Salaries and Benefits	835,517	721,999
Maintenance	670,077	616,657
Utilities	460,221	477,630
Insurance	77,761	85,172
Property Taxes	161,898	195,921
Administration	475,602	376,667
Total	\$ 4,428,686	\$ 4,053,235
Gain From Disposal of Art Smith House	-	173,707
Excess of Revenue Over Expenditures	\$ (892,670)	\$ (80,192)

CONDENSED STATEMENT OF CHANGES IN NET ASSETS; YEAR END MARCH 31, 2012

	General Fund	Capital Fund	New Growth Fund	2012 Total	2011 Total
Balance, beginning of year	\$ 1,199,188	\$ 29,284,782	\$ 69,077	\$ 30,553,047	\$ 30,633,239
Excess (Deficiency) of Revenue over Expenditures	349,464	(1,274,000)	31,866	(892,670)	(80,192)
Repayment of long-term debt	(211,034)	211,034	-	-	-
Balance, End of Year	\$ 1,337,618	\$ 28,221,816	\$ 100,943	\$ 29,660,377	\$ 30,553,047

OUR DONORS

WE ARE PROUD TO ACKNOWLEDGE THE GENEROUS SUPPORT OF THE FOLLOWING DONORS:

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THANK YOU!



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