

Two Decades of

TIME

& COMMUNITY
IMPACT

Can data truly save lives?

the significance of data
in ending homelessness

What exactly does

Recalibration

mean?

The importance of

System Level Leadership



Calgary Homeless
FOUNDATION

Some people think homelessness is a direct result of personal challenges such as poverty, mental illness, addictions, tragedy, or domestic violence.

The fact is, the major contributors to homelessness in Canada, and Calgary, are attributable to three major factors that impact an individual's ability to access the necessary resources they need to sustain themselves, retain housing, and be contributing members of society.

In broad terms, these factors are economics, our social services system, and policies whose specific intent is to respond directly to homelessness.

The policies and economic conditions that lead to homelessness are big societal issues that need to be addressed through advocacy and policy changes in all orders of government. But the system responses and how we as a community respond to homelessness in our city?

That, we can address.

**BE BOLD.
DO BETTER.**



CHF

2018 Report on Progress

2 | Homelessness 101

The scope of what we face in Calgary

MEASUREMENT

6 | 2017/18 Results

A look back over last year's accomplishments in our sector

SYSTEM PLANNING

10 | Care

A breakdown of Calgary's Homeless-Serving System of Care

11 | Recalibrate

What it is and why was it done?

12 | Backbone

Why it is imperative to have a backbone organization

FINANCIAL

13 | The Financial Report

Leveraging resources in service to our community



Calgary Homeless Foundation is grounded in a Housing First philosophy with a focus on creating meaningful life experiences

FEATURES

4 | The Past Twenty Years

CHF's 20 year history is rich with tenacity, relentlessness and the spirit of innovation

8 | Leveraging Knowledge & Expertise
How research enables better focusing of resources for the most effective results

14 | The Human Impact

The CAC has created a lasting impact in our community and its members

22 | Learning to See Through An Indigenous Lens

CHF's work on integrating and living the articles of the United Nations

24 | A Decade of Progress
What's beyond 2018?

17 | On the Move

CHF's new space

LEADERSHIP

18 | From Our Leaders

CHF's leaders talk about our past year and our vision for the future

20 | System Level Leadership

What does system level leadership look like in our city?

21 | Strategic Directions

Let's take a look at the future

25 | CHF's Board

Discover the people behind the vision

GRATITUDE

26 | The People Who Make it Possible

Thanks to those who have contributed to our collective success



THE PAST 20 YEARS

1998

Art Smith established the Calgary Homeless Foundation (CHF) in 1998 to unify efforts to end homelessness in Calgary through the strategic and focused management of local resources.

2000

Housing our Homeless released, defining 8 different sectors of homelessness. A marked moment of collaboration that brought agencies in Calgary together.

2002

George Coppus drives focus to chronic homelessness in Calgary.

2007

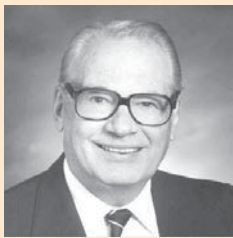
Calgary Committee to End Homelessness joins with CHF and community partners and creates 10 year plan to end homelessness.

2008

Calgary's 10 Year Plan to End Homelessness is launched January 29. CHF given mandate to implement the plan.

1998

COMMUNITY MOBILIZATION



2006 Steve Snyder forms the Calgary Committee to End Homelessness.

Draft ideas for Calgary's 10 Year Plan to End Homelessness begin.

2008 Art Smith passes away June 30, 2008, five months after Calgary's 10 Year Plan is announced.

PUBLIC & POLITICAL WILL

1998 UN urges Canada to address the homelessness problem, declaring it a national emergency with 100 people dying annually.

2002 Brian O'Leary goes public with a signed editorial in the Calgary Herald: A New Strategy to End Homelessness, stating that we cannot rely solely on the government to solve homelessness.

2007 Premier Ed Stelmach announces an Alberta Secretariat for action on homelessness to develop a provincial strategy to end homelessness in 10 years.

2009 Government of Alberta launches its 10 year plan to end homelessness.

RESEARCH & DATA

2010 CHF launches the Homeless Management Information System. (HMIS)

FUNDER OF OUTCOMES & IMPACT

2003 Calgary Community Land Trust (CCLT) is created.

2009 CHF becomes community entity for federal distribution of program funding. Provincial government follows suit appoints CHF as CBO to lead program funding stewardship.

2011 CHF partners with KAIROS to help homeless families in Acadia Place.

HOMELESS COUNT (POINT IN TIME)

1998

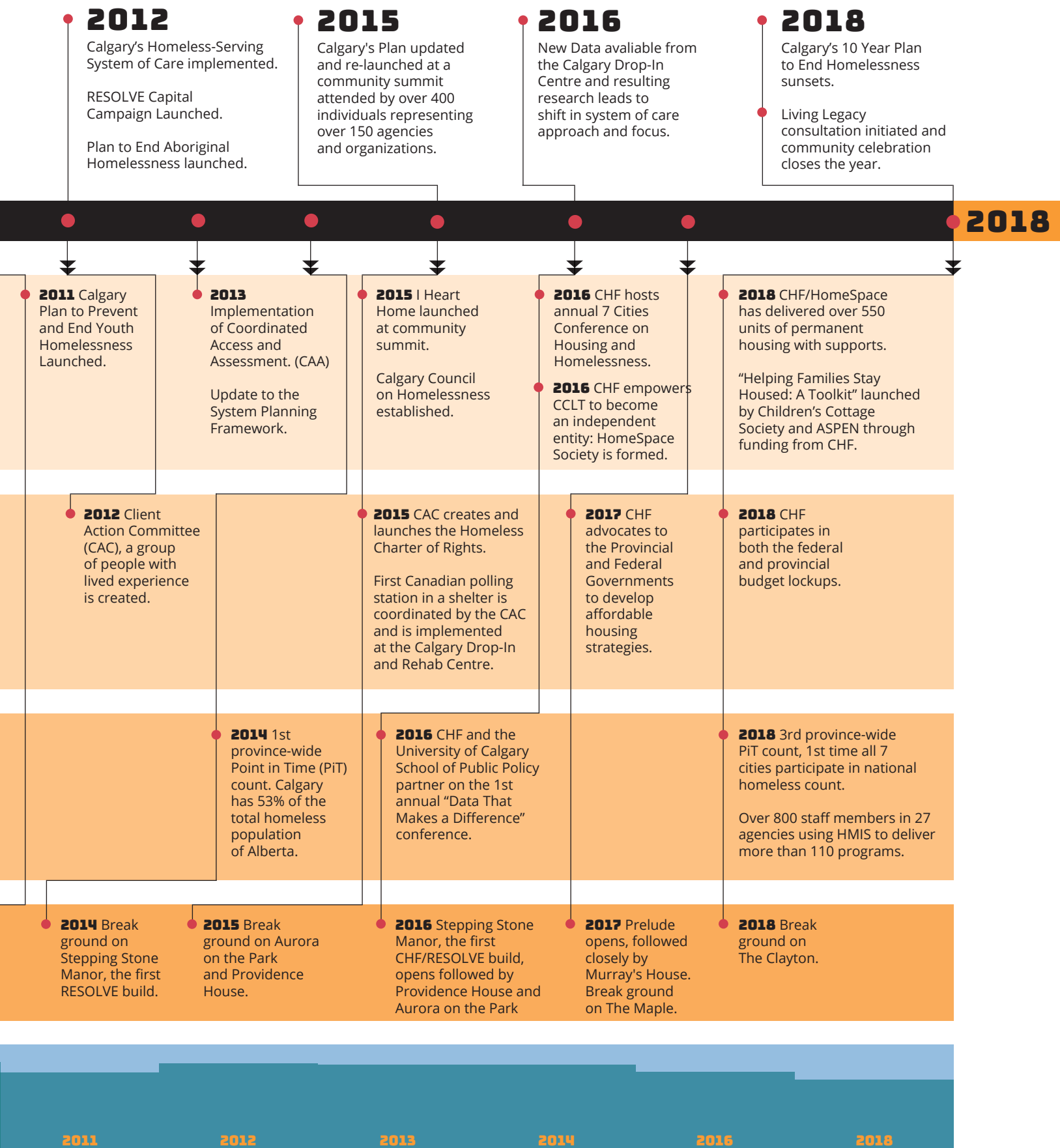
2000

2002

2004

2006

2008



The Accomplishments OF OUR SECTOR

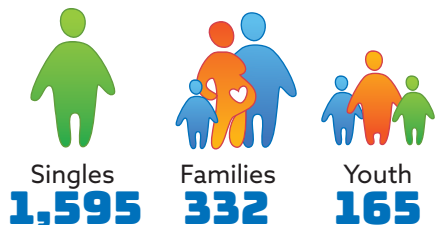
AS THE CATALYST AND FACILITATOR FOR SYSTEMS AND SERVICE AGENCIES TO OPTIMIZE CLIENT success, CHF focuses on four strategic pillars of work: Public and Political Will, Research and Data, Community Mobilization and Funding of Outcomes and Impact. In addition, CHF addresses gaps and identifies best practices to improve the system of care and enhance desired client outcomes. Through mobilization of collective impact, CHF is committed to move forward in partnership with homeless-serving agencies, the private sector, government partners, local communities, the faith community, foundations, and *all Calgarians* to end homelessness in our city.

As the system planner for Calgary's Homeless-Serving System of Care, we coordinate the system to connect people to the right resources so homelessness can end as quickly and compassionately as possible.

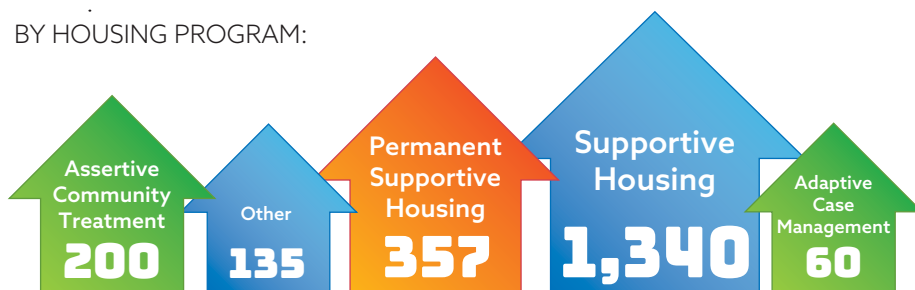
We fund 23 agencies operating 57 programs, and we keep those programs accountable to our funders by defining their level of service quality. We monitor how these programs function and compare with one another to reduce duplication of services and leverage resources more effectively. By providing the structure to enhance opportunities for service providers to work more collaboratively, we help match residents with the right agencies and services to maximize their success.

2,092 HOUSING SPACES WITH SUPPORT

BY POPULATION:



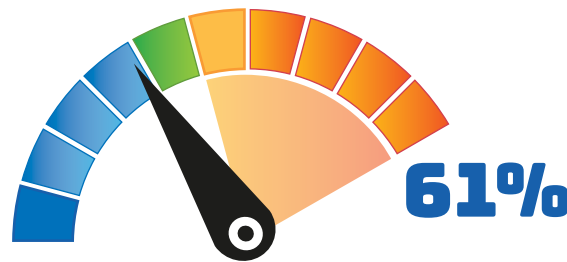
BY HOUSING PROGRAM:



CURRENT HOUSING STABILITY RATE:



PUBLIC SYSTEMS USAGE REDUCTION:



57 CHF FUNDED PROGRAMS IN 23 AGENCIES



TRAINING PROGRAMS ADMINISTERED IN 2017/18:

34 Unique Trainings **1,121** People Trained

PEOPLE HOUSED IN 2017/18:

820 RESIDENTS
PLACED IN HOUSING*



HOUSING PROGRAMS:

Assertive Community Treatment (1 program)	28
Other (2 programs)	31
Adaptive Case Management (3 programs)	45
Permanent Supportive Housing (14 programs)	161
Supportive Housing (25 programs)	555


BY POPULATION:

 Families
178

 Youth
69

 Singles
573


PRIMARY RESIDENCE PRIOR TO INTAKE:

 **44%** Emergency Shelter
32% Other
16% Couch Surfing
8% Outside

GENDER:

 Female **47%**  Male **52%**  Spectrum **1%**

IMMIGRATION STATUS:

 **96%** Canadian Citizen
3% Permanent Resident
1% Other

BY DEMOGRAPHIC:

 Caucasian
50%

 Indigenous
38%

 Diversity
12%

* Includes re-housing

Leveraging Knowledge & Expertise

CHF's national and internationally recognized research allows us to continually focus our resources where they will have the most impact



WE KNOW THAT ENDING HOMELESSNESS takes more than just one person, more than just one agency, and more than just one approach. It takes a collective of organizations who have come together with the understanding that it is up to us to work together to create a city where everyone thrives.

Each one of us contributes to the system of care; a strong network of agencies and dedicated professionals committed to helping people out of homelessness - working together to guide those in need to safe, secure housing and healthier, more sustainable lives.

The Calgary Homeless Foundation empowers our city's system of care by leveraging knowledge and expertise gained through our nationally and internationally recognized research, which allows us to continually focus our resources to where they will have the most impact.

Guided by our research agenda, the Calgary Homeless Foundation bases our decisions and planning on applied homelessness research, which empowers us to move into new directions and areas of inquiry - translating into more effective delivery of services in Calgary and elsewhere. Continuous capacity building, combined with ongoing acquisition and analysis of data, determines future research directions - the results of which will, in turn, continue to improve service delivery and impact policy for true systems change.

However, our ability to engage in effective research and be an effective system planner is only as strong as the data used to underpin it. Calgary's Homeless Management

Information System (HMIS), (our electronic data management system), has been invaluable in our work to end homelessness. Because it tracks key indicators on homelessness, it provides vital insights into homelessness so we can efficiently and effectively focus resources.

Through HMIS, CHF has been collecting and analyzing data from homeless-serving agencies in Calgary since 2008. This electronic data collection system is used to gather system-wide, standardized data that provides vital insights into homelessness. Rigorous data evaluation lets us know what is and isn't working, which has led to more informed decision making, greater exchanges of best practices, and the ability to focus resources where they will have the most impact.

In 2016, the value of data, research and HMIS was strongly brought to the forefront when CHF's Senior Researcher, Dr. Ali Jadidzadeh, was examining newly available data from the Calgary Drop-In and Rehab Centre (CDIRC). He observed that, although we were housing more and more people, we were simply not moving the bar on chronic homelessness. People were remaining homeless for years while never meeting the criteria for housing placement. When Ali looked at the new composite data shared by the CDIRC, he saw a whole new story. Data is people's stories. Each data point represents a part of someone's life today; their home or lack of a home, their family, their education, their health - and it can become a chapter in the story of their future.

Ali's new research included data on chronic and episodic shelter users dating back to 2007. Based on the total length



Clockwise from left: Based in a Housing First philosophy, data informs our decisions and measures our impact | Ron Kneebone and Jackie Bromley Speak at “Data That Makes a Difference”, CHF’s annual data sharing initiative | An audience of researchers learn about how Indigenous-led research is conducted at CHF’s Biennial Research Symposium



of stay measured by days, it used more filtering options than earlier practices, including a filter by first date in shelter (a measure of chronicity), last date in shelter (how recently the person was in the shelter system), and the number of episodes of homelessness. This new data shone a new light on people who had been chronically homeless for 5, 10 - and up to 20 years.

This discovery led directly to a shift in systems focus, which empowered us to allocate 50 percent of housing spaces specifically to chronic shelter users.

Together, with our community partners, we launched the Chronic Shelter Users Pilot, whose goal was to develop a systematic way to house people who had been staying in shelters for five years or more, but who were never “acute” enough on the existing scoring system to be triaged for supportive housing.

Over a six month period in 2017, as a result of the newly shared data and CHF’s research, 109 people who had been chronically homeless in Calgary’s three biggest shelters for single adults, (the Calgary Drop-In Centre, Calgary Alpha House and the Mustard Seed), were housed.

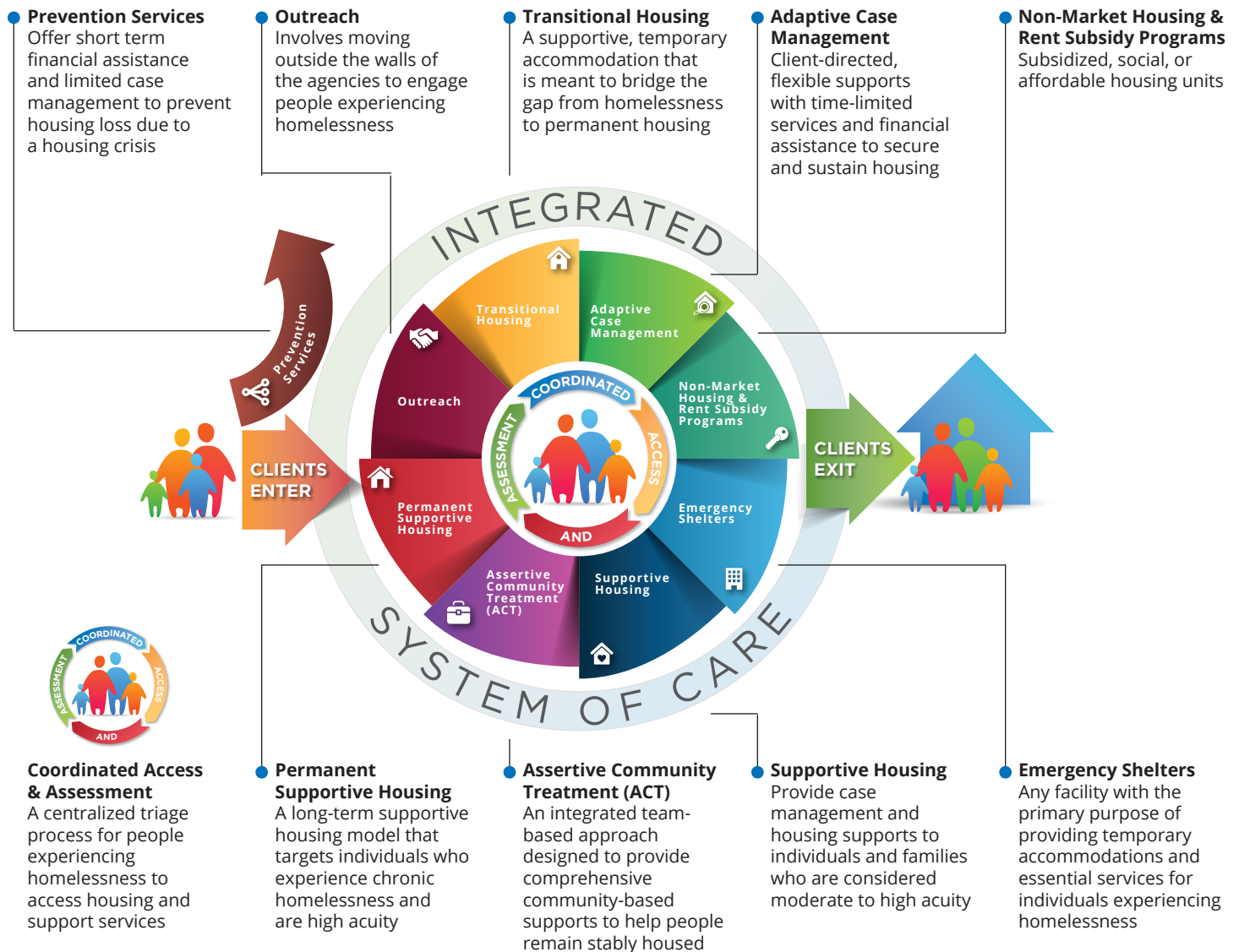
More than 100 people now have a safe place to call their own.

Data collection not only supports our clients, but supports and identifies program performance; it shows strengths and gaps in the system of care; and it informs policy. In other words, the full collection of data supports and improves the lives of our clients and residents because it impacts program development and helps to identify gaps in the system.

Data sharing and partnerships have enabled CHF to acquire extensive data on all aspects of homelessness in Calgary’s Homeless-Serving System of Care. Highly qualified staff have strong familiarity with the data, equipping CHF with an incredibly capable team that drives the kind of research that leads to solutions and innovations - not only within the System of Care, but also within orders of government, effecting change on a broader policy and systems level.

Care

THE BIG PICTURE COORDINATED ADAPTIVE SUPPORTIVE



CALGARY'S HOMELESS-Serving System of Care (HSSC) is a network of agencies working together to ensure those at risk of or experiencing homelessness have timely access to the right housing with

the right supports. Calgary Homeless Foundation has the big picture view of Calgary's HSSC; creating an effective, nimble system allows us to connect individuals to the right resources as compassionately and quickly as possible.

Ending homelessness happens one person at a time by matching the right person, with the right housing, with the right supports.

Recalibrate

COLLECTIVE INFORMED MOVEMENT

Grounded in research, evidence and analysis,
recalibration maximizes client and fiscal impact.

DATA IS THE VOICE OF those experiencing homelessness, and CHF is committed to utilizing evidence-based decision making to improve program performance; make investment decisions; and continually improve the System of Care for our city's most vulnerable

Recalibration

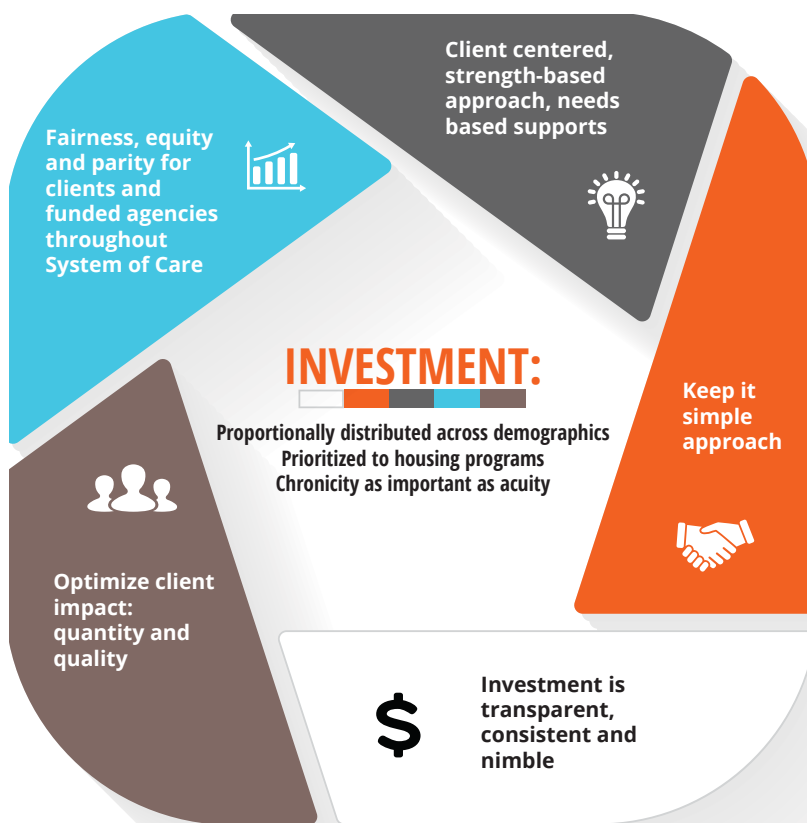
As the system planner for Calgary's Homeless-Serving System of Care, Calgary Homeless Foundation allocates resources to best address the needs of community in a fiscally responsible way. Over the course of 2017, CHF conducted a wide-scale performance review of all programs, an examination of macroeconomic factors related to running and managing program models, and a review of sector best / next practices and outcomes throughout North America.

Grounded in research, evidence and analysis of Calgary-specific HSSC data, CHF recalibrated the allocation and distribution of program funding for singles to maximize client and fiscal impact.

This recalibration was guided by the above-right investment principles.

Indicators and Benchmarks to Measure Housing Stability

Key Performance Indicators



(KPIs) are important tools for CHF as well as for all of the agencies within Calgary's Homeless-Serving System of Care. As the system planner, CHF uses KPIs to better understand program performance. As the HSSC continues to advance, (and the capacity of the system to deliver on client-centered outcomes related to housing referrals, housing placement and housing stability evolves), it is critical that we are measuring the right things and integrating our learnings into service

delivery plans. In response to this evolution, CHF recently implemented new KPIs for the programs it funds. These new indicators were developed after nine months of community consultation and analysis of HMIS data.

As our community becomes increasingly data-driven, comparison and evaluation are major mechanisms for systems improvement, decision making and planning.

Ending homelessness is no small feat.

As we've learned over the past twenty years, it takes vision, perseverance, teamwork, creativity, passion and a deep commitment to working together to make change possible.

WE HAVE MANY successes to celebrate this year in community, and we know that these successes are collectively owned. While CHF stewards funding and is a leader for the system of care, we also have the honour of being a backbone agency within our community: a support for agencies on collaborative projects that have a larger scale impact within our city. There is no one group responsible for the entirety of ending homelessness, and we all have a role to play. As a backbone agency, CHF supports the agency experts in their cross-system collaboration to help leverage the impact of the work being done. Below are a few of the projects CHF participated in over this past year:

1 Connectivity Breakfasts

Last year, it was CHF's privilege to co-host with community partners, two Chair/CEO Community

Connectivity Breakfasts. Alongside over 60 leaders from the social serving sector, government and other public systems, we further advanced ways to communicate, collaborate and interconnect our services, data and programs to enhance our collective ability to produce impactful, sustainable outcomes to better meet the needs of our clients.

2 Youth Plan Refresh

"Everyone, regardless of their age, deserves a safe, stable place to call home." -Irfan Sabir, Minister of Human Services.

On May 5th, 2017, members of Calgary's youth homeless-serving sector and community met to launch *the 2017 Refresh of the Calgary Plan to Prevent and End Youth Homelessness*. This refreshed plan focused on a Housing First approach and identified four main priorities with prevention as the most critical. Government, sector leaders, Indigenous representatives and front-line workers collaborated to prioritize and examine new objectives and improved approaches

to supporting and prioritizing our city's most vulnerable youth.

3 Youth Advisory Table

The Youth Advisory Table (YAT) is a group of individuals between the ages of 16 and 25 who have lived experience of homelessness. YAT members provide valuable insights that influence policy, improve services and raise awareness about youth homelessness. The YAT is a subsidiary of the Youth Sector Committee, which is comprised of a number of stakeholders and organizations in the youth-serving sector.

4 Client Action Committee

The Client Action Committee (CAC) is a group of individuals who have lived and living experience of homelessness and are instrumental in providing guidance to CHF and community through the lens of their experience. Last year, they led and participated in a number of events and projects:

- They developed an online training course based on the Homeless Charter of Rights which is now hosted on an online platform which offers ease of access for Alberta wide service providers.
- Published a children's book based on the Charter called *I May Not Have a Home, But I Have Rights*.
- Reduced barriers to voting in the 2017 Calgary municipal election for individuals experiencing homelessness
- Presented at the 2017 CHF Research Symposium

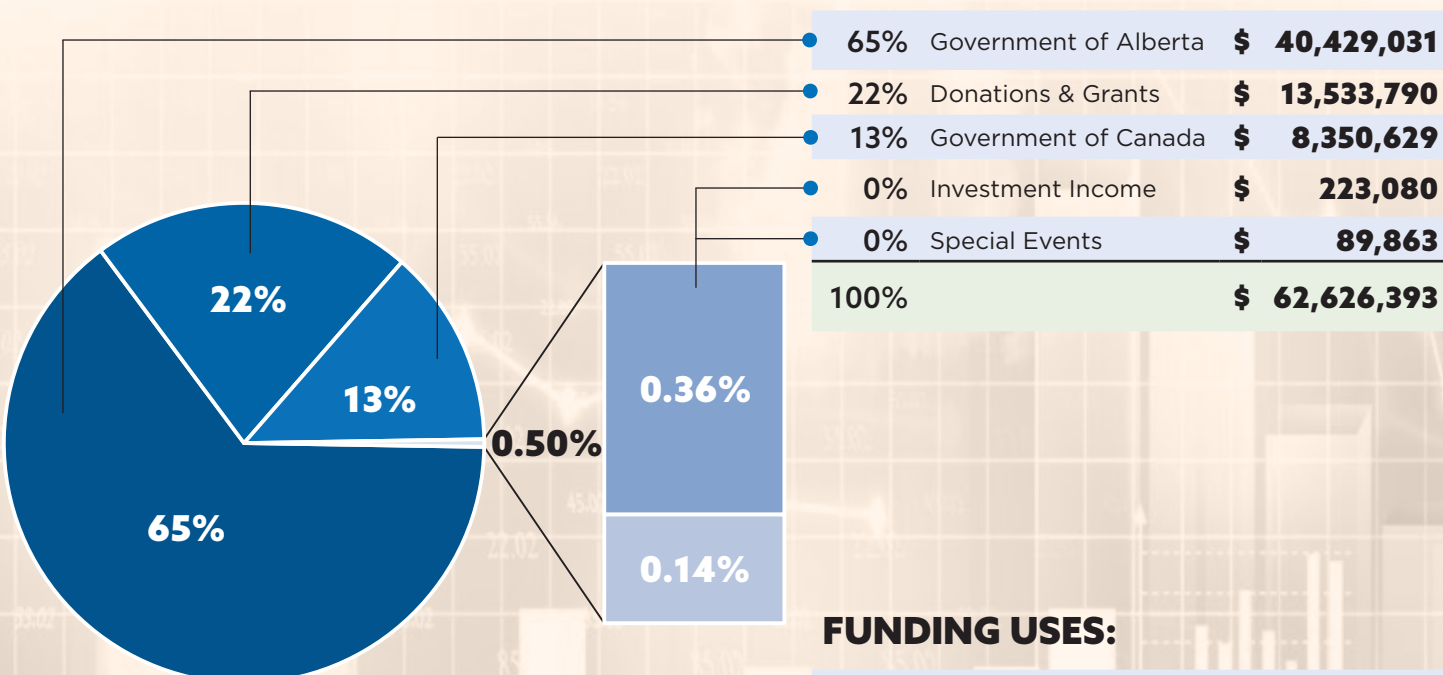


The Financial REPORT

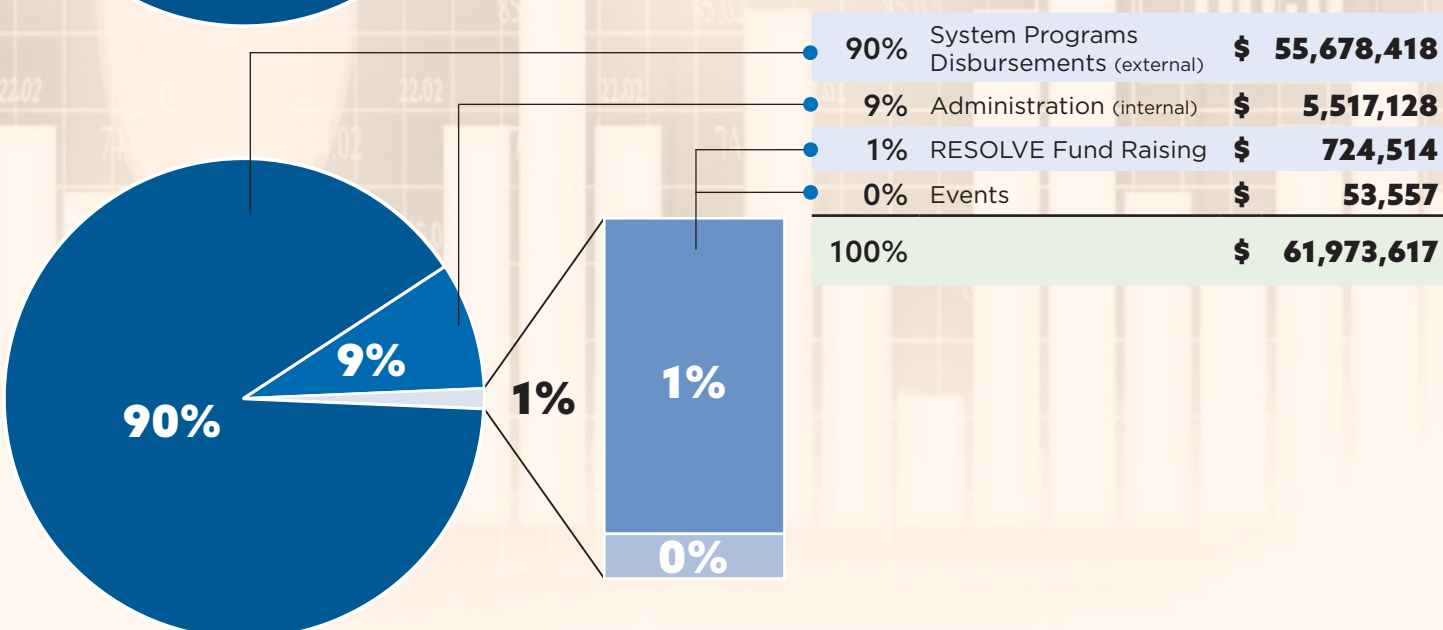
CHF had a successful year ending March 31st, 2017. Revenues were just over \$62 million and expenses were \$62 million. Program disbursements remain the primary expenditure.

**How CHF effectively
leverages resources
in service to our
community**

FUNDING SOURCES:



FUNDING USES:



The Human **IMPACT**

*Connection and empowerment is consistently created by
Calgary Homeless Foundation's Client Action Committee*

OVER THE YEARS SINCE its inception, the Client Action Committee (CAC) has created a lasting impact in our community. What is often not seen however, is the impact it has on its own members. We recently spent an afternoon with them, speaking about the CAC, its impact on community, and each other.

There's a proverb we say often around the office: "Nothing about them without them." It's a colloquialism that summarizes our commitment to **participatory action** in which individuals actively take part in the research and development of policies and programs that affect them, reframing the process to include participants as co-creators.

The Client Action Committee originally began as a focus group for a CHF led project on human rights and homelessness, founded on the premise that first-hand knowledge of the experience of homelessness would be essential to formulating solutions. To bring together a group of individuals who have current or past experience of homelessness would provide untapped insight into the homelessness in Calgary and the vision of its end.

Who better to understand that vision than those who need it most?

In 2012, a core group of nine clients came together to form the focus group that would one day become the CAC. Over time, as members attended the meetings, made contributions and moved on, a core group remained. Profound relationships and a sense of

ownership and responsibility for one another became infused in this team, born out of bi-weekly meetings - and lots of coffee.

Motivated by a singular desire to see a better Calgary, they continue to remain until the job is done.

"I'm finally at a place in my life where I'm peaceful and happy," says Hayley, a new member this year. "I feel proud when I walk out of that room. I feel proud talking about it and explaining it to people; that I'm a part of something."

Dignity for All: The Homeless Charter of Rights

IT'S OUT OF THIS FOUNDATIONAL sense of community that the CAC conducts its work. The journey began with advocacy for the Homeless Charter of Rights formulated with Calgary Legal Guidance in 2016. They toured Calgary's homeless-serving agencies and service providers, delivering training rooted in their own experiences.

"We identified ways to empower the employees to uphold the Charter. People were happy they had a tool to refer people to," says Darren.

The Charter offers equal support to those it's written for: "The Charter gives the client a starting point. Maybe they don't feel like they should be respected. It's reaching people who don't know they have those rights," replies Teresa. "To tell people that they have rights that they didn't know they had... you're setting people free; it's like switching on a light in darkness."

This year, the Charter was transformed into a children's book

and the CAC began visiting elementary schools to share their experiences with students and answer questions to spark conversation with younger, curious audiences.

To tell people that they have rights that they didn't know they had... you're setting people free; it's like switching on a light in darkness."

- Teresa, CHF CAC Member

For the remainder of 2018, the team will continue to push for greater awareness in Calgary around dignity and respect for those experiencing homelessness.

The Politics of Homelessness

WITH RESPECT AND DIGNITY comes awareness of voter's rights. In 2017, the CAC engaged voters in shelters in order to identify and remove the barriers many of them face when voting in municipal elections. They spent time in those shelters and on Calgary streets distributing information on how to register without identification and how



to use public transportation to reach polling stations, directing people to resources that could inform their votes, and explaining how to get their attestation form signed to verify their living situation. They also attended the mayoral debate to advocate for the homeless population.

"Politics are generally the last thing on people's minds when they're going through trauma," explains Hilary. *"We can't let accessibility stop them from contributing to issues that directly affect them."* With their lived experience, the CAC has a unique ability to connect the democratic process with their own experiences. *"We help them realize common interests that we can collectively push for; there's a lot of value there."*

But it's not just about democratic rights. *"Being involved in the political process, in debates, asking questions to the public, it's really uniting everyone through public forum. We have to participate,"* says Darren.



Above: Nigel Kirk of the Calgary Homeless Foundation Client Action Committee speaks at the annual "Longest Night of the Year" Memorial

Left: Members of the CHF CAC attend The Canadian Alliance to End Homelessness Conference in fall of 2017

"You find other people who have common ground with you and you see that you're not alone. Yeah, I only have one vote but it's one vote with all these people who have similar experiences and want similar outcomes as me."

Longest Night of the Year

THE YEAR ENDED ON A SOMBRE tone at the annual Longest Night of the Year memorial. (Another creation of the CAC) Every year, as the air turns cold, the team walks around handing out flyers and hanging up posters in shelters, calling for names to memorialize those who have passed away over the past year while homeless. The average age of death for people experiencing homelessness is between 40 and 49 years old; nearly half of that of the general population.

Each year, more agencies and individuals get involved. This year was especially difficult as the committee mourned one of their own. Lorne Mackenzie was a valued member of the CAC since 2016, and passed away

this year in May from lung cancer at the age of 65.

"Lorne was a member of CAC, he was part of our family," remarks Randy. *"When we first put this together, the last thing we'd expect is to include one of our own names."*

For Randy, the memorial is a symbol of his commitment to Calgary's community experiencing homelessness. *"The fact that CHF understands the need for an event like this.... This is the one that means the most to me, reaches me inside, it keeps me going."*

Connecting systems and with each other

THIS YEAR, AS CHF TURNED ITS focus to systems-level strategic leadership, we are mindful of the fact that stories like these are why we do what we do. At its heart, our work means that the system organizes to make room for honest human connection to occur; to make space for every individual and the contributions that they can make in our community, while supporting them through close relationships.

During the experience of homelessness, human connection can mean the difference between life and death: *"It's so easy to fall through the cracks. It's so much easier to follow destructive paths when you don't have someone to stand up for you, or warn you about traps,"* reflects Randy.

Loneliness is often cited as one of the most difficult aspects of the experience of homelessness. *"Being on the streets without a community, you're doing everything you can to obscure reality,"* replies Diane.

As the experience of homelessness shifts and changes, connection throughout the process is paramount: *"The relationships I made during my experience of homelessness are the best friends that I had,"* reflects Randy. *"Even though I've exited that time in my life, they're still my closest relationships. They provided me with the support that no agency ever could – they know how to help me best. I've slept inches away from them; we've looked for food together, we've shared everything."*

This sense of community means that the work done by the CAC goes beyond what they do together and flows into who they are together.

"The CAC saved my life," replies Diane. *"I was able to sway changes to create a more livable, kinder world that I'd like to live in. I believe that it's now my life work, this is why I'm living, and this is why I want to survive."*

The CAC shows us that improving the experience of homelessness starts with who we choose to be in our communities. It's taking ownership for our neighbours' well-being and making space for others in our lives.

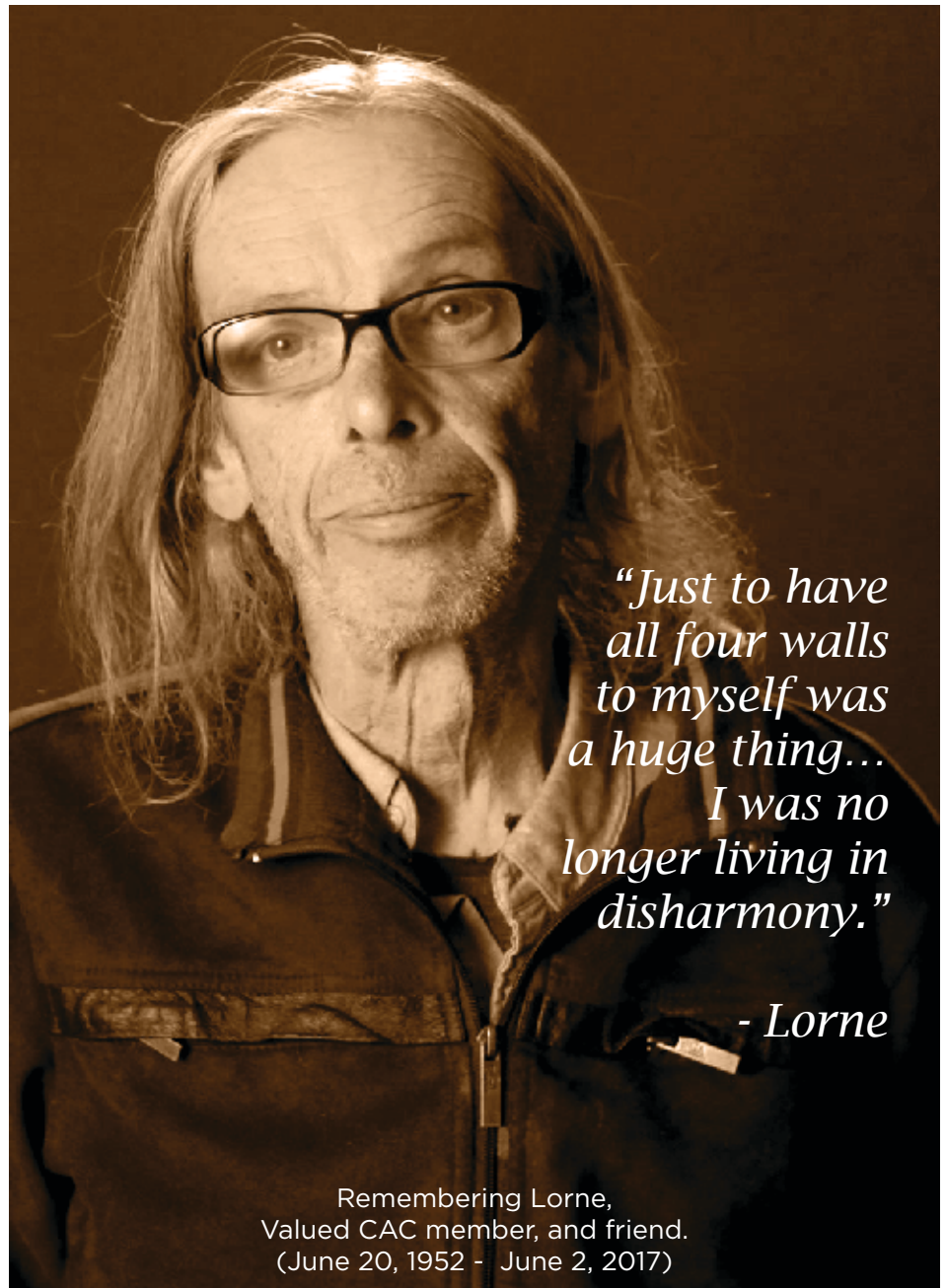
"It's my starting point to living again, knowing that other people have my back," reflects Hayley. *"It's the difference between surviving and really living. I'm finding myself again by finding a group with no judgement. I can come and feel safe."*

It's this connection that invites individuals to feel responsibility for their own lives as they feel they are

a part of the interconnected web of community and have the capacity to contribute. Members told stories of the edge of relapse, bound by the responsibilities they had to the work of the CAC and the friendships themselves. After all, regular meetings, where people will ask about your week mean that one must come face-to-face with their realities: *"I don't want to disappoint them; I don't want to come to that table on Thursday and tell them that I made a mistake and I*

don't want them to worry. I owe it to them to stay healthy and safe," recalls Hayley. *"At the end of the day, you know that there's people who care about you more than you care about yourself."*

"Community keeps you alive," adds Darren. *"That's what people rely on when they have nothing else. You're fractured, you're marginalized, but once you start engaging with a greater community then you can move on."*



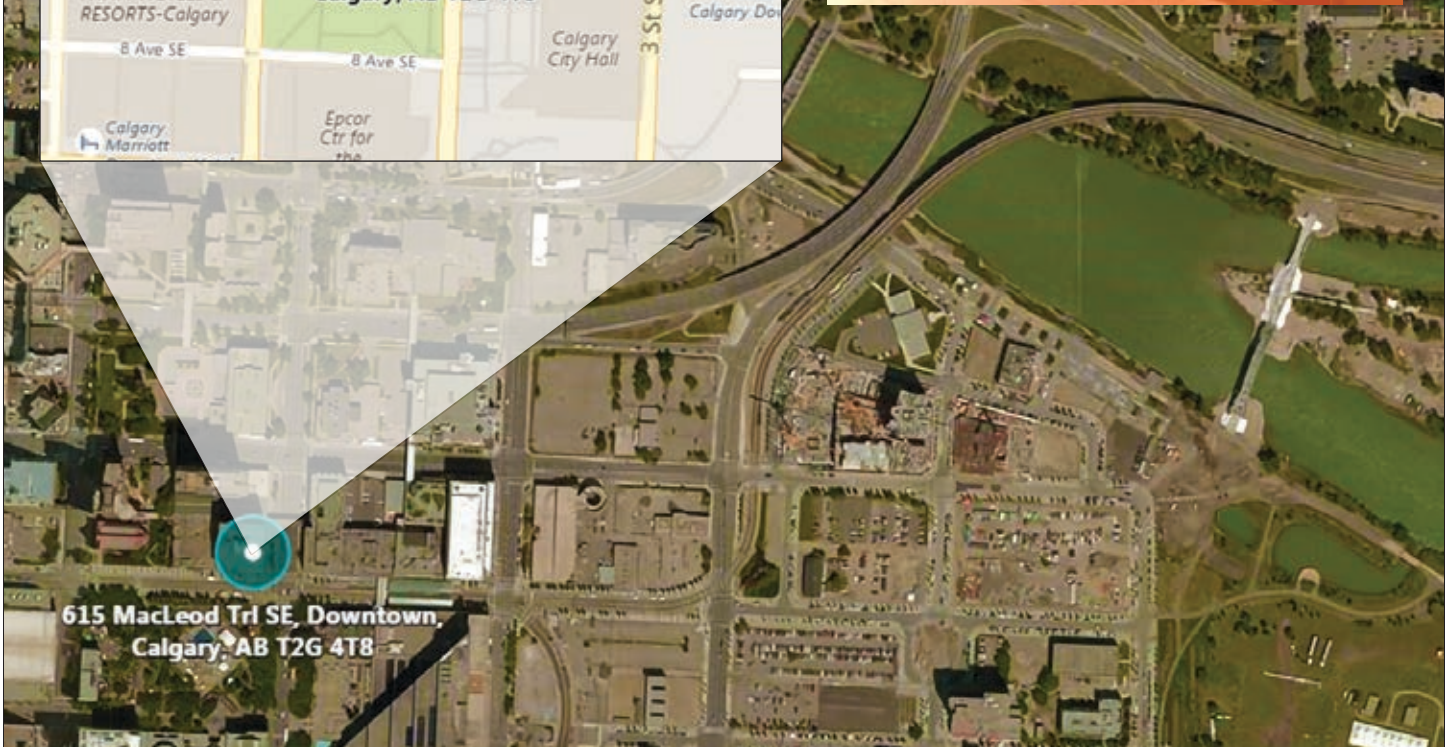
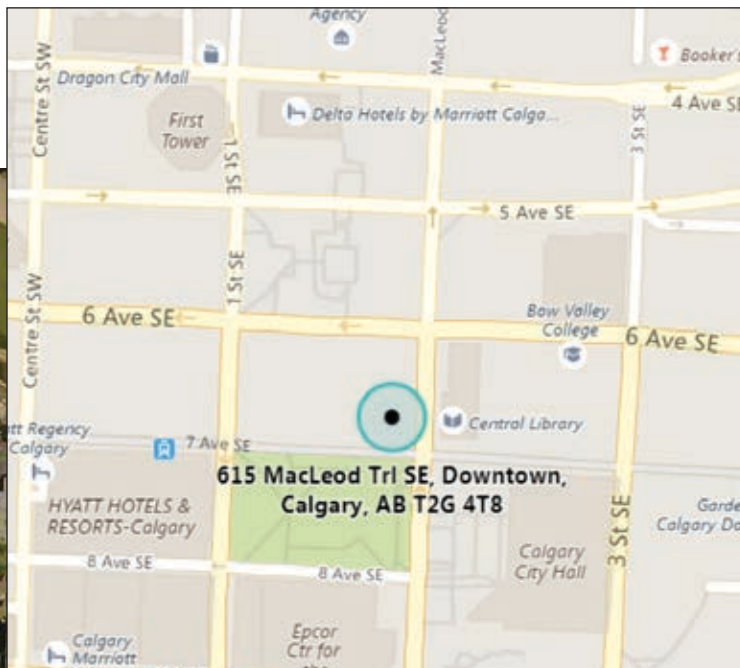
*"Just to have
all four walls
to myself was
a huge thing...
I was no
longer living in
disharmony."*

- Lorne

Remembering Lorne,
Valued CAC member, and friend.
(June 20, 1952 - June 2, 2017)

On The **MOVE** Our New Space For Progress and Partnerships

AS WE LEAD THROUGH OUR ROLE AS THE system planner for Calgary's Homeless-Serving System of Care, Calgary Homeless Foundation continues to broker and foster high-leverage activities and partnerships that require adaptable and innovative staffing models. (I.e.: Collaborative for Health and Home) Our new office space enables **people** and **teams** from various sectors / agencies / or collectives to work together in a space that promotes partnership and progress towards our collective mission of ending homelessness.



Four Years Ago

Diana Krecsy joined the team at Calgary Homeless Foundation as the President & CEO



HER PASSION FOR tackling the roots of homelessness and poverty has led to massive impacts for individuals experiencing homelessness.

Today, she spoke about the silent heroes, creating impact and holding ourselves accountable.

When you think of CHF's past 20 years, what stands out the most for you about what has been accomplished?

"It's humbling, the magnitude of impact and investment that all of the people and leaders at CHF have had on vulnerable people in this city that nobody knows about. The people in this organization have been working together and collaborating with other agencies for two decades. They've done this to serve people, silently, without need for profile or limelight. We have many unsung heroes in our history that have paved the way for us to be doing what we're doing now."

What are the successes you want to celebrate?

What gaps are you looking forward to addressing?

"It's hard to say what success I want to celebrate because the successes that CHF has been a part of, aren't ours alone.

Any success we've experienced is owned by every agency, every person and every stakeholder

that we have worked with - anything that has made an impact, we haven't done by ourselves. Our Homeless Serving System of Care is one of our biggest successes but only because of the people and agencies that make it that way."

"The challenge is in continuing to be humble in what we do but also understanding that being humble does not mean being silent. It should never hinder us in raising the awareness of the magnitude of need in this city and what we're working on doing about that. In order to serve people the way that we do, we need to talk about what we're currently doing while balancing it with the understanding that, as agencies, we have wants, but the people we serve have needs. We have to tell our stories, but never lose why we're telling them."

What are you excited about when you think of CHF's future?

"The number of agencies working together to achieve an outcome, an impact, is exciting. The choices we're (all) making to collectively work together, to trust one another, to share our knowledge, to build that bigger picture in order to act in the best way possible - that's so inspiring. We're working together to be better, not only for those who need us now, but for those who will need us in the future. That's collective impact, right there."

What does system integration mean for the future of ending homelessness?

"When I look at Calgary's homeless serving system and the not for profit agencies that are all a part of it, there's phenomenal work happening. System Integration amongst ourselves, health, justice, is about understanding that we ALL have the responsibility and a

part to play in ending homelessness, regardless of whether or not that is our mandate. Every system is responsible for getting ahead of the problem, not just for being accountable to fix it after the fact. Our true responsibility, as systems, is for fixing the holes that people fall through BEFORE they fall through them. Not just for picking them up once they've fallen."

When people read about CHF's journey, what do you hope people take away?

"Firstly, I hope they understand that helping to end homelessness is *always* relevant. We do not get to take our eye off the ball. Life isn't fair to everyone and so the risk of homelessness will always be a reality, but while someone may fall into homelessness at some point in their life, it does not have to become permanent if we do our jobs right.

Secondly, I hope people know that, while some days this challenge can seem insurmountable, we're helping people every single day. Every victory, however small, is still a victory. Our journey of the past 20 years has been a series of learnings, failing forward and successes, over and over again, that have led us to this place where we've housed over 9,300 people."

LAUDED BY DIANA KRECSY as a woman who is "brilliant and not afraid to be her authentic self", Calgary Homeless Foundation's first female Board Chair, Luana Comin-Sartor, (G.M. Planning & Finance, Functions & Major Projects for Suncor Energy), shares on shattering your mental framework, being a part of the solution and truly *seeing* our fellow human beings.

You were a board member with the Calgary Homeless Foundation for a few years before becoming board chair. What has you so passionate about CHF's vision?

"I've been working with CHF since I moved here in 2004, so I've been

here for a large part of the journey.

I started by serving on the audit committee as a community volunteer and did that from 2005-2013. Five years ago I became an official board member with CHF - I wanted to be a part of the solution. The Calgary Homeless Foundation, founded by Art Smith's vision, was so compelling - it was so inspirational, how he made homelessness his personal cause."

How has your time with CHF impacted your impressions of homelessness?

"I'm almost ashamed of the impression that I had before coming to Calgary. My perceptions were shattered when I moved here. I was given the opportunity to re-build my mental framework when it came to homelessness and the people who experience it. I started to see my fellow human beings. All it takes to start making an impact is the willingness to change how you see something. Being a part of CHF gave me that start."

You are CHF's first female Board Chair, working with CHF's first female CEO. Can you tell us about that?

"It really allowed me to work with Diana on building her vision of diversity for the board and for the organization. We continue to create an environment that allows for her to thrive and to push the limits because, when she is successful, CHF is successful. I think at the end of the day, as a board, we're there to support and ensure success and we do that by helping our CEO realize his or her potential. When you allow someone to realize their potential, they push their own bar - and that's why we're all really here in the end. To keep moving

that bar on homelessness."

What inspires you the most about the work CHF is currently doing?

"What excites me about the future are our future leaders. When you look at the potential of what our youth bring to the table with their mindset compared to what my generation could bring to the table, simply because of the mindsets that we first had to overcome - our future is bright because the leadership of our youth is bright. With what we've learned in the past 20 years and with their vision? Our city's potential is limitless."



SYSTEM LEVEL LEADERSHIP

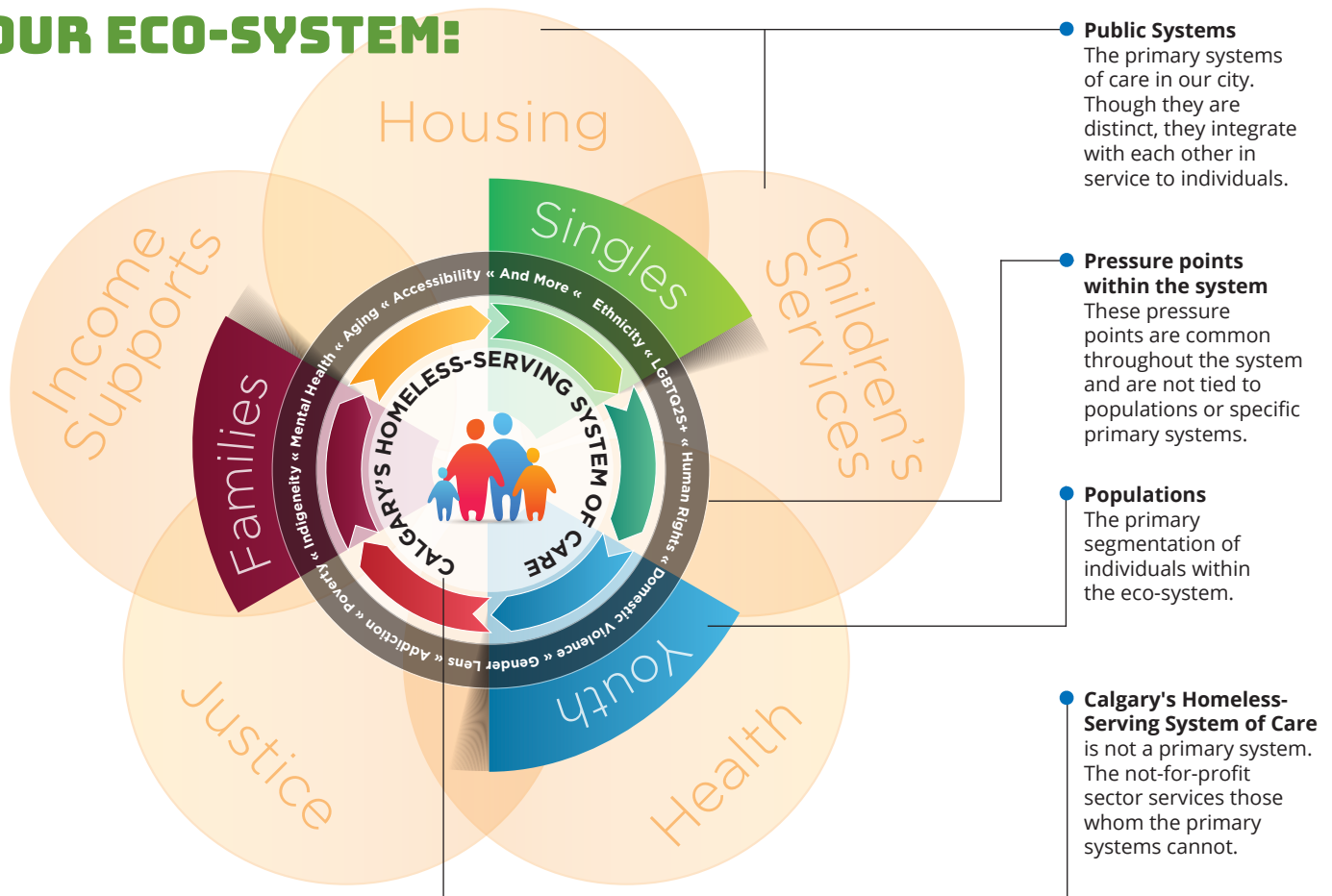
Homelessness is a complex issue that cuts across organizational levels of key systems of care: health, corrections, income supports, housing, and child intervention.

WHILE NOT THE SOLE FACTOR IN THESE dynamics, the way these systems relate to one another within our eco-system impacts the effectiveness of their cumulative impact on vulnerable populations, (and individuals experiencing homelessness), and significant transformative change is required.

Recognizing this dynamic interdependence, CHF continues to explore opportunities to move upstream and provide System Level Leadership to Calgary's Homeless-Serving System of Care by connecting, coordinating and *transforming* system-to-system relationships and delivering innovation and enhancements that effectively, efficiently and sustainably meet the current and emerging needs of persons at imminent risk of, or experiencing, homelessness.

Calgary's Bridgeland and Ophelia Support (BOSH) Program is an excellent example of System Level Leadership and successful systems integration between Alberta Health and Community and Social Support Services and the not-for-profit sector. Individuals in the BOSH program are supported through a case management model that includes a psychiatrist, a mental health nurse clinician and an outreach worker. This cost-sharing initiative demonstrates the benefits of collaboration in providing stable housing and mental health services for people with severe and persistent mental illness who have experienced homelessness. Systems partnerships such as this reveal innovative ways to eliminate duplication of effort through diversions to the appropriate supports within the public system such that clients receive the right services, from the right provider, in the right place, at the right time.

OUR ECO-SYSTEM:



Next Steps: 2018/2019

OUR LONG-TERM GOAL TO END homelessness in Calgary will be served by focusing on the following four areas in 2018/2019:

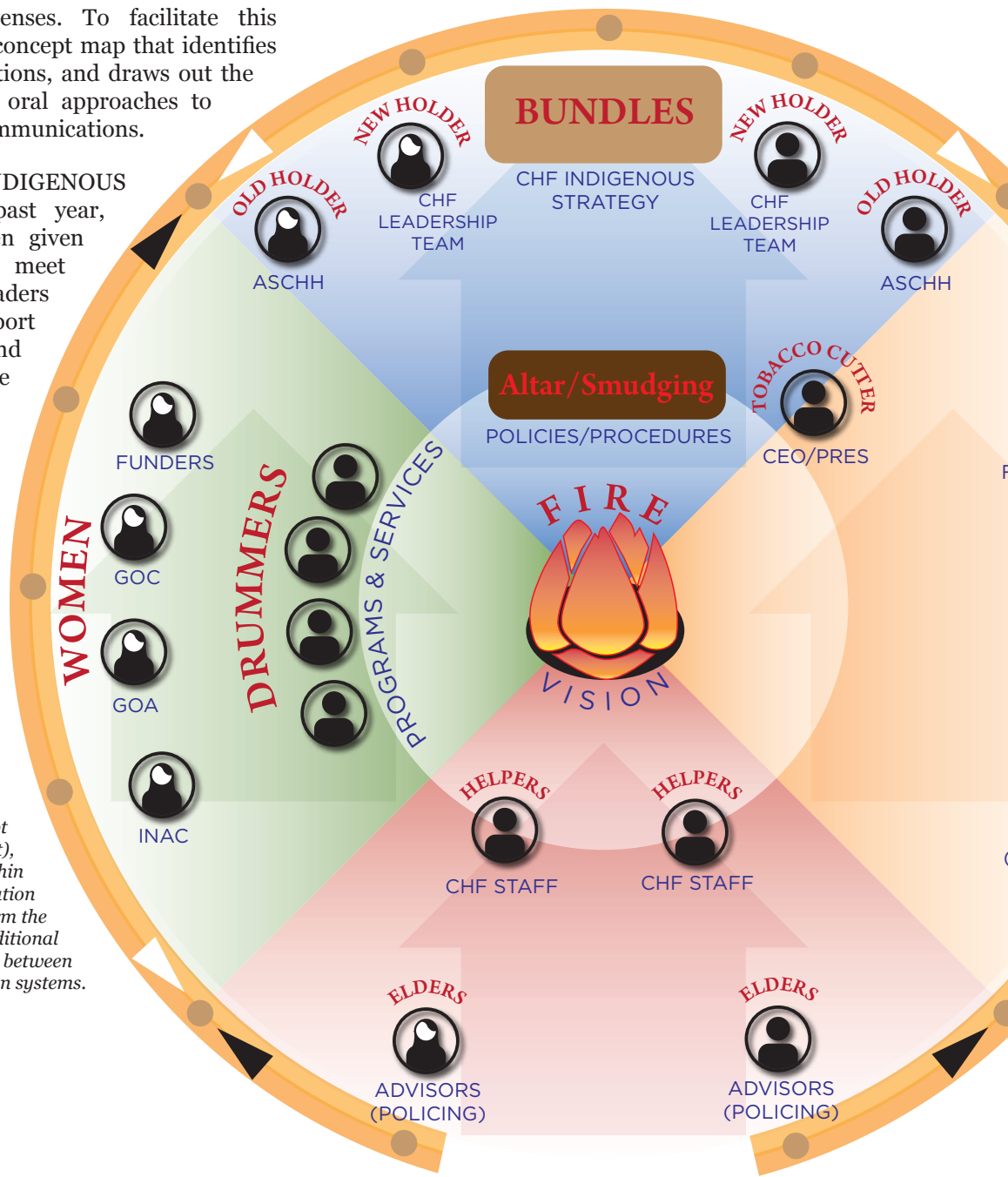


Learning to See Through An Indigenous Lens

CHF continues to build our capacity to listen, learn and honour Indigenous wisdom in the work that we do.

A CRITICAL MILESTONE ALONG THIS journey is the creation of an ethical space to learn and communicate from different perspectives and lenses. To facilitate this understanding, CHF created a concept map that identifies Indigenous protocols and traditions, and draws out the parallels between written and oral approaches to organizational structure and communications.

GUIDED BY OUR INDIGENOUS Advisor over the past year, CHF staff have been given the opportunity to meet with Indigenous elders and leaders to seek their wisdom and support on our journey towards truth and reconciliation. CHF will continue to utilize our concept map to create a space of understanding and apply an Indigenous lens to relationship building with Indigenous leadership and community and, when asked, work together to identify collaboration and capacity building opportunities.



Right: The new Calgary Homeless Foundation Indigenous Concept Map, (created by Bren Little Light), represents a new ethical space within which understanding and reconciliation can take place - and assist to inform the work the we do. Based on the traditional tipi structure, it maps the parallels between traditional oral and colonial written systems.

ough

THE TIPI STRUCTURE IS ONE OF OUR MOST PREVALENT AND EVOLVED SHELTER MODELS AND ONE OF THE MOST RESPECTED GIFTS OF CREATION.

THE TIPI IMPROVED OUR SURVIVAL IN THE PAST, AND TODAY IT CONTINUES TO SERVE AS A HIGHLY FUNCTIONAL SHELTER, SACRED SPACE, AND A POWERFUL SYMBOL OF OUR TRIBAL IDENTITIES. THE METHOD OF CONSTRUCTION UTILIZED BY EACH TRIBAL CULTURE IS RECOGNIZED THROUGH THE PLACING OF THE TIPI POLES. EACH TRIBAL CULTURE HAS ITS OWN MEANING AND INTERPRETATION OF THE TIPI STRUCTURE THAT ULTIMATELY REFLECTS OUR CONNECTION TO, AND AN UNDERSTANDING OF, THE PHYSICAL WORLD AND THE UNIVERSE AROUND US. THESE TEACHINGS ALSO SERVE AS OUR TRADITIONAL HOUSING POLICIES AND OUTLINE OUR ROLES AND RESPONSIBILITIES WITHIN OURSELVES, FAMILY, CLAN AND COMMUNITY. OUR ELDERS CONFIRM THAT EVERYTHING IN LIFE IS INTERCONNECTED AND THE TIPI EMBODIES THIS UNDERSTANDING AND TO LIVE IT MEANS TO BE IN BALANCE AND HARMONY."

- BREN LITTLE LIGHT

CHF DIRECTOR, INDIGENOUS STRATEGY & RELATIONS



F.N. REPS



BCF

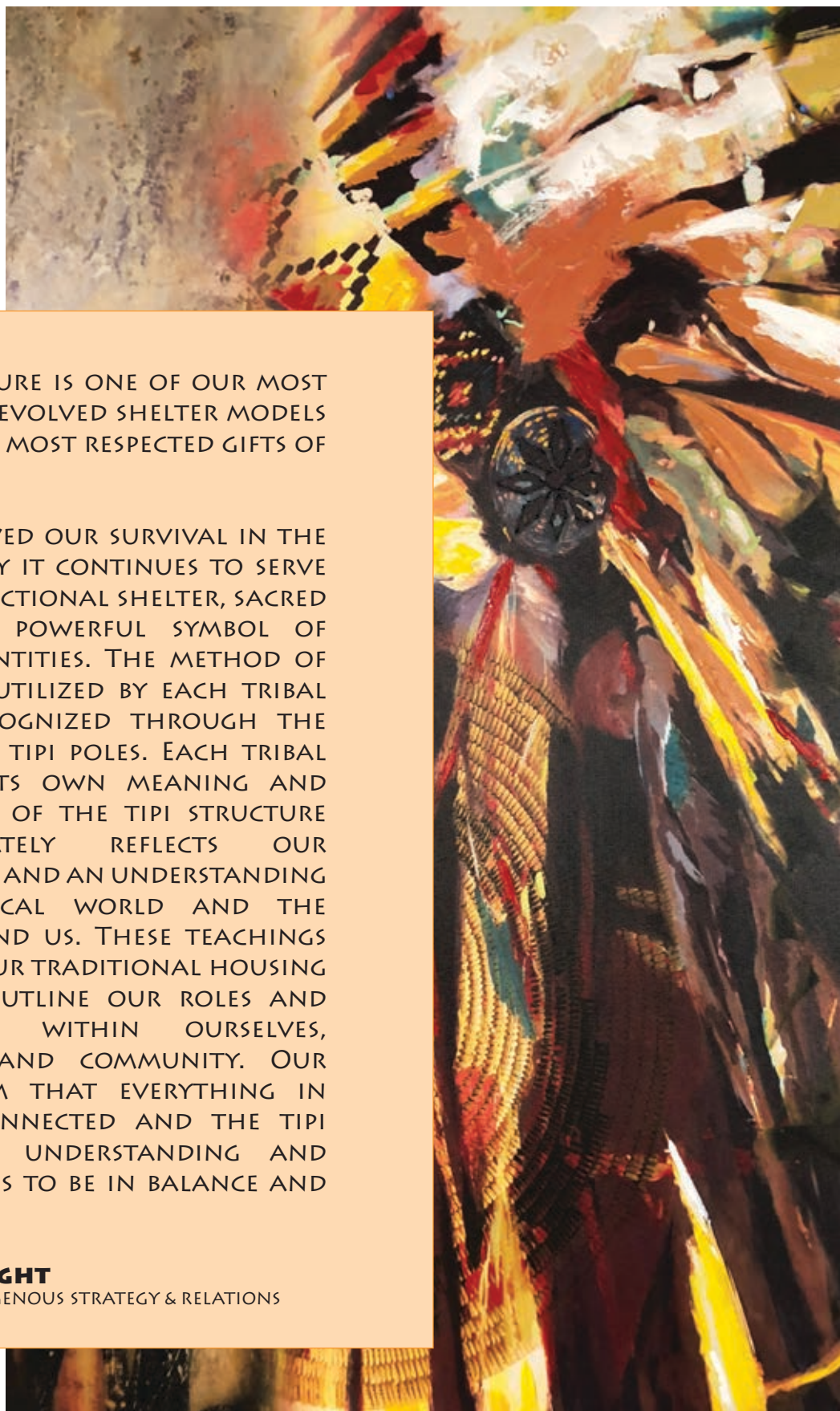


TREATY 7



MNA #3
(OTHER)

MEN



A Decade of PROGRE

Your Agencies, Your Stories, Your Success - Our Collective Impact

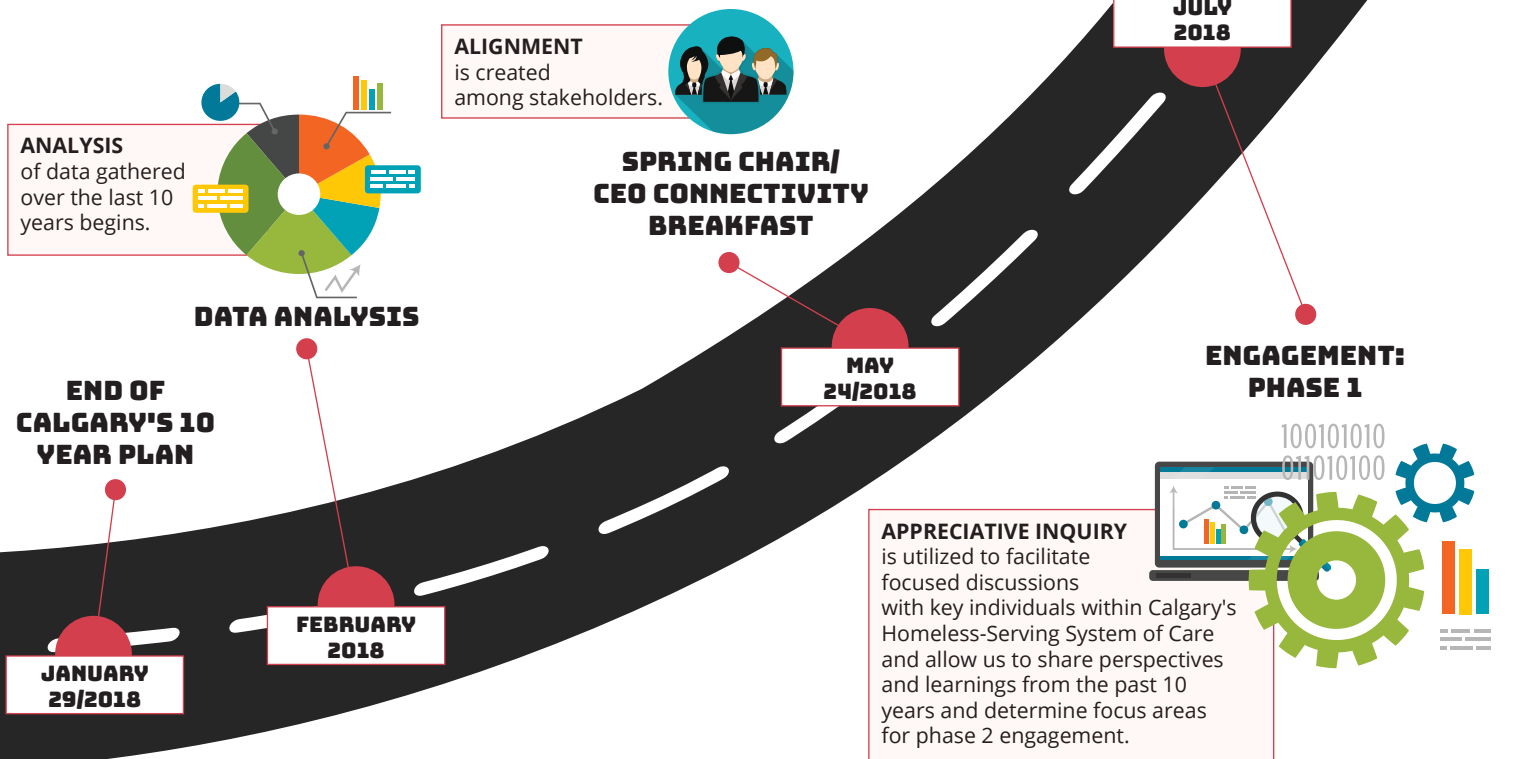
IN 2015, CALGARY'S UPDATED PLAN TO END HOMELESSNESS: PEOPLE FIRST IN HOUSING FIRST WAS launched, setting a course through to the beginning of 2018 when the original ten-year plan sunsets. With the end date (January 29th, 2018) having passed, there is an accountability to re-engage with community to share progress made, lessons learned, and set the stage for 2019 onwards.

The past 10 years have defined Calgary as a trailblazing community that has been willing to do something that, up until 2008, no one thought possible: stop the growth of, and reduce, homelessness. This is remarkable progress, and we've never been in a better position than we are right now to take what we've learned and continue moving forward. Throughout the past 10 years, we have worked together, collectively, to create a system of care that has gained national and international recognition. There have been significant shifts at both a macro and micro level and with each shift we have learned, evolved and adapted - and through collective impact we have gained new knowledge and insights. But with new knowledge comes different questions.

With the sunset of the plan it is important to re-engage with community to celebrate progress made, lessons learned and establish a vision beyond 2018. **This is our Living Legacy.**

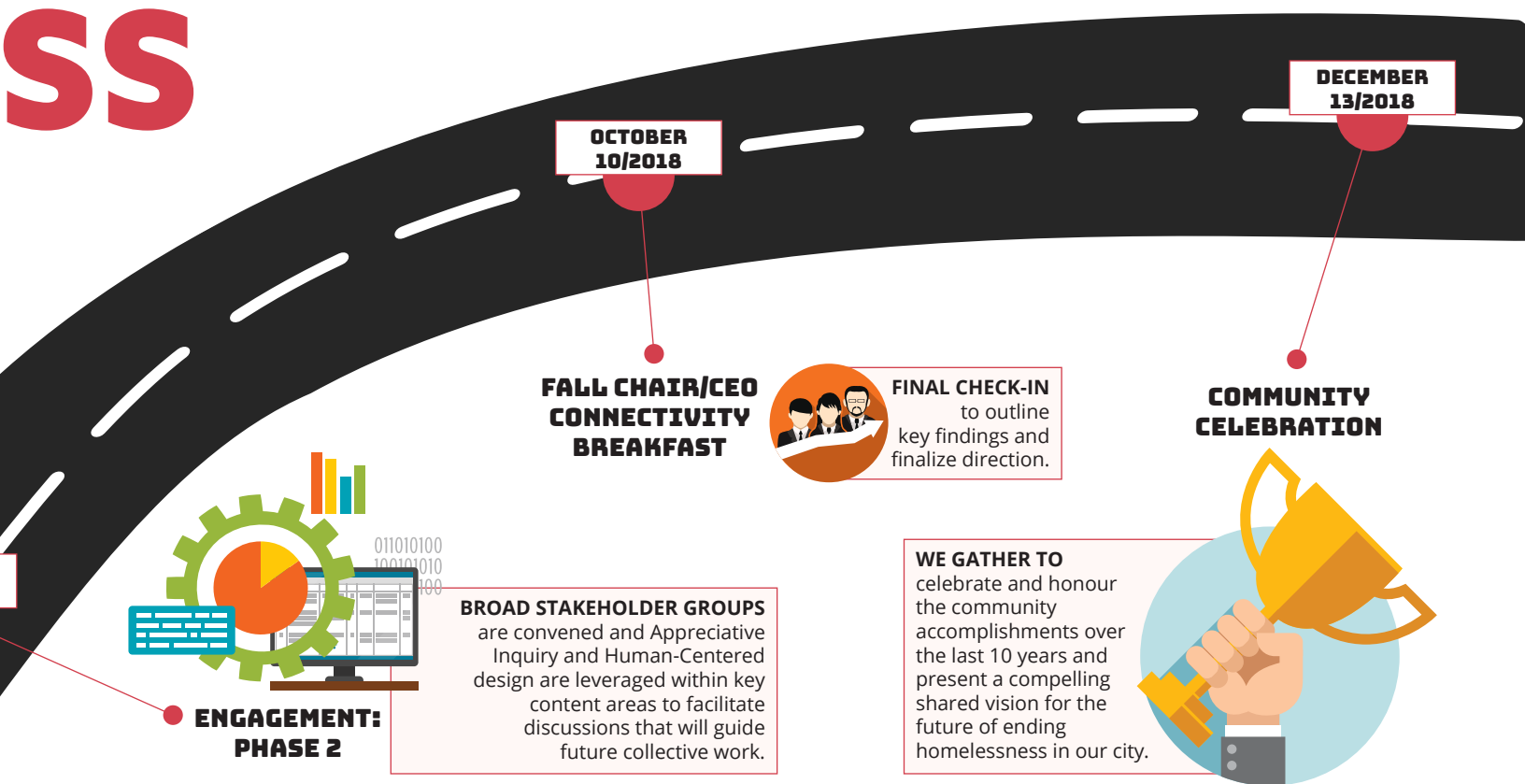
On **December 13th, 2018**, the Collective Impact Report to Stakeholders will be delivered. This summative report will outline what Calgary's Homeless-Serving System of Care has learned, done, and contributed in our collective success.

This report is YOUR story, and throughout this coming year we will be engaging as a community to craft this report, celebrate our successes, identify lessons learned, gaps remaining, and share valuable insights on where we should head beyond 2018.



THE LIVING LEGACY TIMELINE:

SS



OUR BOARD

are all individuals who volunteer their time to CHF. Our Board of Directors and leadership team are individuals with experience across a broad range of sectors, including not-for-profit, business, academia, government and philanthropy. This depth and breadth provides the insight to guide our work, the governance to manage risks and the skill to efficiently implement plans.

Luana Comin-Sartor	G.M. Planning & Finance, Functions & Major Projects, Suncor Energy Services Inc. (Chair)	Brenda Huband	VP and Chief Health Operations Officer, Central & Southern Alberta, Alberta Health Services
Gerald Chipeur	Queen's Counsel, Miller Thomson (Vice-Chair)	Lourdes Juan	Director, LMJ Consultants
Cameron Bailey	Chief Strategy Realization Officer, WorldVision International (Past Chair)	Diana Krecsy	President & CEO, Calgary Homeless Foundation (ex officio)
Wayne Barkauskas	Lawyer, Mediator & Arbitrator, Wise Scheible Barkauskas	Dr. Ron Kneebone	Professor & Director of Economics & Social Policy Research, School of Public Policy, U of C
Jeff Boyd	Regional President, Alberta & Territories, RBC Royal Bank	Alexandra Nuth	Senior Manager of Innovation, ATB Financial
Roger Chaffin	Chief Constable, Calgary Police Service	Leigh-Anne Palter	CEO, Chestermere Utilities Inc.
Tracee Collins	Commission Member, Alberta Utilities Commission	Dr. David Ross	President, SAIT Polytechnic
Colby Delorme	President, The Imagination Group	Les E. Stelmach	Senior Vice President, Bissett Investment Management
Greg Draper	National Leader, Valuations, Forensics & Litigation Support, Meyers Norris Penny, LLP	Krista J. White	Community Volunteer
Ellen Dungen	President, EMD Consulting Ltd.	Honorary Members:	John Currie, Brian O'Leary
Lisa Evren	Community Volunteer	Government Member:	George Chahal, Councillor, City of Calgary
Stephanie Felesky	Community Volunteer		

Gratitude

COMPASSIONATE STRATEGIC SUSTAINABLE PHILANTHROPY

While government funding is paramount in CHF's strategy to integrate and strengthen Calgary's Homeless-Serving System of Care, private philanthropy is crucial as well. We all have a role to play in ending homelessness, and CHF donors are doing their part.

1384605 Alberta Ltd.
1410 World Bier Haus
5S17 (1776099
Alberta Ltd.)
Mohamed Abdelhady
John Adams
AgeCare Seton
Anejo Restaurant
Anonymous
(28 donors)
Amy Ansell
Grace Appiah
Brock Argue
Aspen Family &
Community Network
Darlene Asquith
ATB Financial
ATCO Pipelines
ATCO - Power Canada
Ltd. - EPIC Campaign
Austin's
Cameron Bailey
Rick Balbi
Architect Ltd.
Clint Balla
Victoria Ballance
The Bank & Baron Inc.
Patrick Barkwell
Margaret Bawden
Barbara Bayer
Douglas Beamer
John Beattie
Emily Bedford
Robert Befus
Edel Benary
Benevity Community
Impact Fund
Darren Biedermann
Katie Billinghurst
Blue Star Diner
Alena Boczek
Graham Bogle
Deb Bogoros
Terry Booth
Jeff Boyd
Boys and Girls
Clubs of Calgary
Anne Brander
Robert Brawn
Dave Bronconnier
Brookfield Residential
Properties Inc.
John Brownlee

Wendy Burnham
David Buzacott
Calgary Foundation
Calgary Heritage
Lions Club
Calgary Parking
Authority
Calgary Public Library
Sharmaine Cameron
Alex and Wendy
Campbell Fund at the
Calgary Foundation
Mike & Kristine Cann
Cannibale
The Carthy Foundation
Ceili's on 7th Ltd.
Cenovus Employee
Foundation
Cenovus Energy Inc.
Centron Group
of Companies
Inderjit Chahar
Dawn Chambers
Morley Chandler
Frances Chapman
Karen Chen
Barbara Chipeur
Nicola Chiwandire
Kathy Christiansen
CIBC World
Markets Canada
Cilantro
Cameron Clark
Greg Clark
Colliers International
Tracee Collins
Comida Taqueria Ltd.
Luana Comin-Sartor
ConocoPhillips Canada
Sean Conroy
Derek Cook
George Coppus
Margo Coppus
Emily Corsale
Craft Beer Market
(1529719 Alberta Ltd.)
Maryam Cragg
David Cree
Benjamin Crews
Lee Crowchild
Diana Cunningham
Tracey Cyr
Dairy Lane Cafe

Davies Park &
Associates
Calgary Inc.
Colby Delorme
Jonathan Denis
John Desautels
Rick Devoldere
Peter Dimmell
Leela Domingo
Adam Douglas
Greg Draper
Amanda Ducheminsky
Earls - Bankers Hall
Bruce Edgelow
Wayne Eng
Enterprise Rent-A-Car
Canada Foundation
Lisa Evren
Jennifer Eyford
Blain Fairbairn
Rashid Faruqi
Monica Fassnidge
Brian Felesky
Ruth Ferry
First Calgary Financial,
a division of Connect
First Credit Union
Ltd - Downtown
Core Branch
Trevor Frankiw
Eva Friesen
Louise Gallagher
Rick Gallant
Pat Gault
Generous Tickets
James Gray
Greengate Garden
Centres Ltd.
Robert Greenwood
Robert William
Grindley
Harold Gruman
Irene Guinsad
Joel Hagen
Janet Hails
James Halterman
Adrian Han
Julie Haugen
Hearn & Associates/

Tim Hearn
Heitman Wanner
Family Fund at the
Calgary Foundation
Anne Hergott
Brian Hester
Teresa Hiser
Rory Hofland
Home and Away
HomeSpace Society
Rachel Hop
The Hotchkiss
Family Foundation
Brenda Hubbard
Mark Hubbard
Connor Huskins
IBM
James Jarrell
Kulwinder K. Jaswal
Nada Jerkovic
Martina Jileckova
Joey's Only
Franchising LTD.
Linda Johnson
Ary de Jong
Maya Kambeitz
Junaid Khan
Carrie Kitchen
Jamie Kleinsteinuber
Sarah Knopp
Tad Kondo
Darrel Koo
Diana Krecsy
Richard Krecsy
Zyra Lachica
Steve Lafleur
Catherine Landriault
Mary Lang
Andrew Lapinas
Keanan Largo-Afonso
Mabel Lebo
Adam Le Dain
Eric Le Dain
Swee Cheng Lee
Ebony Lewis
Karine Lim-Kong
Shih Chen Lin
Lohnes Family
Fund at the
Calgary Foundation
Andrew Love
Katelyn Lucas
Elizabeth Lunney

Jonathan Lytton
Caitlin Macintosh
Donna Mack
Gord & Deb
MacPherson
David Maddar
Brian Mangold
Mardon Fund at the
Calgary Foundation
Market Eatery Inc.
Marriott Business
Services
Keane Marshall
Robert Mason
Ann McCaig
Liam McLaughlin
McMan Youth, Family
and Community
Services Association
McMordie Professional
Corporation
Kevin McNichol
Ross McNichol
Anthony & Valerie
Melman
John Merrett
Meyers Norris
Penny LLP
Midtown Kitchen
and Bar
Miller Thomson LLP
Mobile Giving
Foundation Canada
Rajini Mohamed
Patricia Moore
Mary Anne Morel
Nan Morrison
Richard Morrison
Jenny Morrow
Walter Moscovitz
Helen Murray
Allan Nelson
Cyril Nelson
Harlee Nelson-Code
Debbie Newman
Nexen Energy ULC
NOVA Chemicals
Corporation
Cecilia Nzang
Susan O'Brien
Izuchukwu Okafor
Lynn Oldfield
Brian & Anne O'Leary

Tom Oystriick
Anuya Pai
Leigh Palter
Gregory Pauling
Kenneth Payne
PBS Financial
Systems Inc
Gary Peddle
Aileen Pelzer
Brenden Petersen
Art Petrenko
Jennifer Pick
Plains Midstream
Canada ULC
Bev Polsky
Pradera Natural
Mexican Food
Products Corp.
PSAV Alberta
Shirley Purves
Lauren Quan
Habib Qureshi
Vicki Rae
RBC Foundation
Shirley Reid
RESOLVE Campaign
Michelle Rhode
Christina Rider
Bailey Rivard
Tyler Rock
Roosevelt Food
and Drinks
John Rosenthal
Karl Rowinski
Michael Russell
SAIT Polytechnic
Salsa Restaurant
and Bar Ltd
Joanne Schaefer
Scott Schellenberg
Sharon Stuart-
Scholefield
Brad Seamans
Roxana Secora
Dana Seiffert
Seven Generations
Energy Ltd.
Shamrock
Foundation - Terry
and Andrea Killackey
Maria Shaw
Shearer Licensed
Interior Design Inc.

Sarala Silver
 Bonnie Singer
 Sinopec Daylight Energy Inc.
 Matthew Smith
 Margaret Southern
 Sponsor Energy
 Sarah Stafford
 James Stanford
 Stevie Stanger
 Mark Stanton
 Les Stelmach
 Marie Stelmach
 Diana Stevens
 Nancy Lynn-Stevenson
 Cathy Strand
 Subs "N" Bubbles
 Suncor Energy Inc.
 Kishor Swami
 David Swann
 TELUS - Team TELUS Cares
 Tenaquip Foundation
 Tenth Street Landing
 Gastro Pub Ltd.
 Nigel Thompson
 Marcus Threndyle
 Frank Tinsley
 Charlene Tomlinson
 Marion Tompkins
 Anita Tonn
 Jennifer Tozser
 Tozser Wealth Management
 TransCanada PipeLines Limited
 Trolley Five Limited Partnership
 Colin True
 Kim Turgeon
 Alina Turner
 Morganna Ulmer
 United Way of Calgary & Area
 Joan Valente
 Jonathan Van Heyst
 Donald Vanstone
 Tim Veitch
 Ryan Viljoen
 Sandee Wahl-Meyers
 Michael Wald
 Jennifer Walker
 Mary Walsh
 Cynthia Watson
 The Welty Family Foundation
 Derek Wheatley
 Kory Wickenhauser
 Wise Scheible Barkauskas
 Tom Woertman
 Jessica Wolf Tail
 Ruth Ramsden Wood
 Workday, Inc.
 Terese Wright
 Sabrina Wyse
 Maheen Yacoob
 Rita Yembilah
 Frederick Young
 Alex Zahavich

**CHF Designated
 RESOLVE donors:**

A-1 Cement Contractors Ltd.
 Adler Firestopping Ltd.
 ALBI Luxury by Brookfield
 Residential
 All Span Building Systems Ltd.
 An Anonymous Donor at the
 Calgary Foundation
 Anonymous (14 donors)
 Cameron Bailey &
 Gelaine Pearman
 David & Leslie Bissett
 Brookfield Residential
 Properties Inc.
 Calbridge Homes
 Calgary Foundation
 Canadian Natural Resources Ltd.
 Canadian Veteran Freedom
 Riders - Calgary
 Cardel Lifestyles and
 Logel Homes
 Bernice Cass
 Cedarglen Living Inc.
 Clem Lau Architect &
 Designers Inc.
 Tracee Collins
 George Coppus
 Sharon deBoer-Fyie
 Ellen Dungen
 Druh T. Farrell
 First Calgary Financial, a division
 of Connect First
 Credit Union Ltd.
 Goodgrain Woodworking Ltd.
 Great Canadian Roofing
 & Siding (CGY) Ltd.
 Francia J. Harvonen
 Homes by Avi Group
 of Companies
 Hopewell Residential
 Limited Partnership
 James Hardie Building
 Projects Inc.
 Raymond James
 Jayman BUILT
 Jupiter Resources Ltd.
 KAIROS Calgary
 Kayak Foundation at the
 Calgary Foundation
 Kingswood Interiors Ltd.
 Diana Krecsy
 Alvin & Mona Libin Foundation
 Lucy Miller
 Morrison Homes
 NDW Painting and Interiors LTD.
 Gary Nissen
 NorthStar Ford Calgary
 Brian & Anne O'Leary
 Performance Waste Management
 Poelzer Family Foundation
 Valerie Seaman
 Burke Settee
 Shane Homes Ltd. and
 NUOVO by Shane Homes
 Shepherd King Lutheran Church
 Ryan & Joella Shoemaker
 Betty Ann Smith
 The Stair Shoppe
 Les E. Stelmach
 StreetSide Developments:
 A Qualico Company
 Suncor Energy Foundation
 The Surveillance Shop
 Tamaratt Endowment Fund
 True Exteriors Ltd.
 Darcy Verhun
 Hartley Waldman
 Wawanesa Insurance
 Michael Wood

A First-of-its-kind collaboration

Nine participating agencies, working together with a common goal - to create affordable rental housing with support services for up to 3,000 vulnerable and homeless Calgarians. The nine respected and established agencies partnered with government, business and community leaders, all resolving to make Calgary a better home - for everyone. At the conclusion of the Campaign's active fundraising period on March 31, 2018, enough capital had been raised to provide 1,825 homeless and vulnerable Calgarians with a key to an affordable rental home with the supports they need to thrive. While the Campaign itself has sunset, the participating agencies will continue to open doors to additional urgently needed affordable homes in our city. The tangible difference the Campaign has made in our city will be seen for years to come, as more buildings are constructed and Calgarians move from a place of homelessness and instability to the safety and security of a home.

RESOLVE

Making Calgary a better home for *everyone.*

LEADING TODAY

TRANSFORMING TOMORROW

Calgary Homeless Foundation is proud to present the 2019 Trail Blazer Breakfast, a unique opportunity for you to connect with Calgary's innovators, risk-takers and change makers in the goal to end homelessness.

Join us and be inspired by our keynote speaker:

The Right Honourable Beverley McLachlin, P.C.

Former Chief Justice of Canada

The longest serving Chief Justice of Canada and the first woman to hold this position.

Thursday, March 21, 2019

8:00am - 9:30am



Presented by:

ATB Financial

WWW.TRAILBLAZERYYC.COM



Calgary Homeless
FOUNDATION



Suite 1500
615 Macleod Trail S.E.
Calgary, Alberta
T2G 4T8



403.237.6456
info@calgaryhomeless.com
www.calgaryhomeless.com

MEDIA CAN CONTACT 403.615.7607 OR
media@calgaryhomeless.com

CHF AIMS TO PROVIDE ALL OF OUR stakeholders with transparency and accountability. Any complaints or concerns with CHF can be anonymously reported through our external whistleblower line at 403.241.1821

WE ALSO WELCOME YOUR FEEDBACK on this report.