



Calgary Homeless Foundation
Report to Community 2011

**don't
ignore
me.**

don't ignore me

A common comment from people experiencing homelessness is that others ignore and judge them.

Whatever your age, gender, wealth, culture, faith, skills...
...given certain circumstances, you and those you love
could become homeless.

Whatever your age, gender, wealth, culture, faith, skills...
...you can help those at risk of or experiencing
homelessness.

table of contents	
q&a with board chair & president & ceo	2
performance and goals	4
homeless-serving system	8
programs	10
research and policy	14
homeless management information system (HMIS)	17
housing	18
thank you	23
board of directors	27
contact us	IBC

what you can do

Smile... it's a simple way to encourage those enduring tough times

Understand... the issues and causes surrounding homelessness

Donate... time, money, clothing, food or whatever you have to give

Educate... your children and share what you have learned

Share... by offering employment, affordable housing or job training

Contact... your alderman, MLA and MP and tell them that ending homelessness in Calgary is important to you

what the community is doing

The goal of the 10 Year Plan to End Homelessness in Calgary (10 Year Plan) is that by January 29, 2018, an individual or family will stay in an emergency shelter or sleep outside for no longer than one week before moving into a safe, decent, affordable home with the support needed to sustain it.

q & a with the board chair & president & ceo



WITH TIM HEARN,
CHAIRMAN OF THE BOARD,
AND TIM RICHTER,
PRESIDENT & CEO

1. What were the highlights of the past year?

HEARN: The fact that we continue to meet all our critical objectives in the 10 Year Plan. Additionally, that the Foundation was able to consult with so many organizations in the community and then pull together a solid update in just five months was a real example of the commitment to end homelessness in Calgary.

RICHTER: For me, the highlight was hitting the three-year mark with an updated 10 Year Plan. The process to update the 10 Year Plan allowed us to look back at the incredible success the community achieved. It also allowed us to adapt to new learning and correct our course, where needed. There is unmistakable evidence the 10 Year Plan is working and there is renewed energy going into the next phase.

2. What kinds of challenges did you encounter?

HEARN: I don't know that this is necessarily a challenge as much as recognition that as our affordable housing portfolio grows, we must fundraise significant amounts of money to reduce mortgages and expand our capacity to serve Calgarians in need. Based on our goal of adding 150 affordable housing units a year, we need to raise \$64 million over the 10 years.

RICHTER: There are three challenges: the first is managing the Foundation's rapid growth and change; second is trying to plan as accurately as we can when there are so many unknowns; and last, coordinating the homeless-serving system is a huge challenge.

3. Are you getting the support you need to implement the 10 Year Plan?

HEARN: Over the past year and a half, we have really tried to reach out to all of the agencies to build stronger alignment with the 10 Year Plan. We have made excellent progress and I believe this will turn into tangible programs and partnerships this year.

RICHTER: Yes. We're thrilled with the ongoing support from the Government of Alberta, the Government of Canada, The City of Calgary and Calgarians. Support has taken many forms, from KAIROS Calgary helping us at Acadia Place to By-law Services and the Calgary Police Service working with Alpha House to house people sleeping outside.

4. Is the business case still valid that providing housing with support is cheaper than shorter-term institutional and emergency responses?

HEARN: Yes, based on what we have seen to-date the business case holds, which is an important part of the 10 Year Plan. We are going to confirm the cost effectiveness of our programs with a comprehensive study this year.

RICHTER: We know the most expensive Housing First program in Calgary, which helps those with long-term homelessness and complex needs, costs as high as \$33,000 per year. Studies across North America pretty consistently peg the annual homelessness costs for the same kind of client at about \$55,000 to \$100,000 using emergency responses over a year.

5. Are the numbers of people at risk of or experiencing homelessness going down in Calgary?

HEARN: If our 10 Year Plan is correct, then by being on or ahead of plan in all critical outcomes shows that considerable progress has been made. Another piece of work in 2011 will be doing a count of those in emergency and transitional shelters, as well as those sleeping outside. We will never know the exact number because many homeless people stay with friends or family, but it should give us better data.

RICHTER: We can't say whether or not the population at risk of homelessness is growing, but we have seen emergency shelter use for singles stabilize despite the recession. As a matter of fact, the Salvation Army closed down the emergency shelter and transitional beds at the Booth Centre. Unfortunately, family emergency shelters have not seen a decline in use, despite housing more families than ever before.

6. What are the biggest opportunities you see going forward?

HEARN: There is still a lot of opportunity for additional synergies and leverage on the 10 Year Plan. There are some agencies who are getting more involved, as well as businesses that are supporting us for the first time. The Christian faith community has been very generous with their time and resources. We also have new opportunities to become more involved with other faiths and some cultural communities.

RICHTER: First, I firmly believe we can put all the disparate pieces of the homeless serving system together in a more coordinated way to get more out of the system with existing resources. I also think we can make big strides by working with public systems that discharge people into homelessness and instead provide these people with housing and support. And last, I'm buoyed that shelters are adopting the Housing First model, shifting resources to help long-time shelter users move to housing and support.

7. What are the largest hurdles that need to be overcome?

HEARN: Going into year four of the 10 Year Plan, we must continue to maintain a high level of momentum given the goals we have set. The countdown clock continues to tick away at the Foundation's office as a signal of both urgency and achievement. We also need Calgarians to see that to-date we are winning this challenge and success is achievable.

RICHTER: Housing First means we put people into safe, affordable housing so they can work on the issues that led to their homelessness, work towards independence and reintegrate into the community. We know the model works, but it requires matching clients with the right programs and agencies with the capacity and resources to help people who have very complex needs.

8. What do you think is the most meaningful way Calgarians can support the 10 Year Plan?

HEARN: I think it starts with believing that in order to truly have an excellent city in which to live, every Calgarian must have the opportunity for safe, affordable housing and the capacity to sustain it. This isn't just the responsibility of governments, but of all of us in the community. When you leverage governments, businesses, agencies and community volunteerism, you get better results at a much lower cost and a sense of accomplishment.

RICHTER: I think it comes down to sharing what you have to share with another person in need. It can be as simple as a nod and a smile, a day volunteering at a Project Homeless Connect or sending a cheque in the mail to help us reduce the rents at our affordable housing.

9. Any final thoughts?

HEARN: There are so many to thank, but this year I want to especially thank the non-profit agencies that helped us to update the 10 Year Plan, implement the Homeless Management Information System (HMIS) and, most important, house nearly 1,500 men, women and children. Without your tireless efforts, these successes would not be possible.

RICHTER: The 10 Year Plan calls for change. Many times, our government and agency partners have made difficult decisions to realize long-term alignment and progress. For your leadership and trust in the 10 Year Plan, thank you.

performance in 2010-11

In 2010-11, nearly 1,500 people received affordable housing and support.

Number of people housed (received affordable housing and necessary support)	1,496
Number of people served¹ (assisted within an emergency shelter or provided with support services in CHF-funded programs)	9,393

priority populations ^{2,3}	housed	served
Chronic and episodically homeless ⁴	793	894
Families with children	249	1,663
Youth (young people up to age 24)	139	690
Aboriginal peoples ⁵	314	1,464

1. These are not unique clients but service interventions.

2. Totals do not reflect overall numbers because people can be in more than one category.

3. Programs that provide services that do not include housing are under 'Served.' Programs that provide housing are under 'Housed.'

4. The number for 'Housed' and 'Served' chronic and episodically homeless may have a level of inaccuracy due to different definitions for the terms 'chronic' and 'episodic.' The level of inaccuracy for families could be significant. The implementation of the Homeless Management Information System will significantly improve the quality of data received and reported.

5. The Aboriginal peoples' number only includes adults except in the case of NeighbourLink data, which includes children and adults.

key deliverables	(qualitative)
Redouble efforts to end family homelessness	<ul style="list-style-type: none"> Invested \$5.6 million in programs Developed coordinated system of care among six agencies, working to streamline access, align prevention efforts, establish common intake processes and ensure wrap-around services and support
Prioritize investment to address chronic and episodic homelessness	<ul style="list-style-type: none"> Targeted an investment of \$8.3 million for housing and case management Introduced innovative response in collaboration with Calgary Police Service and Bylaw Services, Alpha House and CUPS to rehouse 50 individuals sleeping outside Developed a high-intensity case management program at Alpha House Introduced Keys to Recovery program with Fresh Start Recovery to house and support those leaving addictions treatment Developed case management programs to support women experiencing chronic and episodic homelessness with YWCA of Calgary Continued to invest in Pathways to Housing and HomeBase at the Alex Community Health Centre Implemented winter response plan, including 24/7 coordinated street and camp outreach response

key deliverables (qualitative)	
Apply new knowledge to enhance prevention efforts	<ul style="list-style-type: none"> • Awarded contract to Aspen Family Services and Inn From The Cold to provide floating case management to prevent families most at risk of homelessness • Drafted the Youth Plan to End Homelessness • Began work on an Aboriginal Plan to End Homelessness
Build a Homeless Management Information System (HMIS)	<ul style="list-style-type: none"> • Secured software supplier, Bowman Systems LLC (Bowman), for Calgary's HMIS • Established policies and procedures, including data sets, ethics, privacy, security and reporting with participating agencies • Submitted Privacy Impact Assessment to the Office of the Privacy Commissioner and obtained support from Housing and Urban Affairs (HUA) • Began training and roll-out with 20 agencies
Develop affordable housing for those with the greatest barriers to housing	<ul style="list-style-type: none"> • Saw 995 units of affordable housing funded (Calgary) • Substantially completed a \$1.8 million renovation on five properties (Calgary Homeless Foundation) • Purchased 120 units of affordable housing (Calgary Homeless Foundation) • Received \$16.8 million grant to fund an additional 150 housing units (Calgary Homeless Foundation)
Align federal Homeless Partnering Strategy (HPS) funding in Calgary to 10 Year Plan	<ul style="list-style-type: none"> • Renewed Federal Entity status, administering HPS program funding for Calgary until March 2014 • Oversaw Request for Proposal process to commit \$4.2 million in HPS project funds annually (not including capital or youth projects) over three years • Completed new Community Plan with Community Action Committee
Complete a three-year review and update of the 10 Year Plan	<ul style="list-style-type: none"> • Worked with community to update and release 10 Year Plan in January 2011

indicators of success (quantitative)	
Reduce year-over-year emergency shelter use by 5% (which means about 100 fewer Calgary HUA-funded emergency shelter spaces used)	Reported utilization levels at HUA-funded shelters decreasing by 2% compared with the prior year. HUA-funded emergency shelters remain at 90% funded capacity
Retire 150 HUA-funded emergency shelter beds	Worked with HUA and the Salvation Army to close 131 emergency shelter beds at the Booth Centre in April 2011 and will phase out 58 transitional spaces by September 30
Reduce the average length of stay in family homeless shelters to 14 days and reduce year-over-year family shelter use	Saw families stay in emergency shelter about 21 days before moving to permanent housing, with year-over-year family shelter remaining the same, despite housing more families
Achieve 85% one-year housing retention rate at Calgary Homeless Foundation-funded housing programs	Achieved an 85% or greater housing retention rate based on follow up with individuals and families at three, six, nine and 12-month intervals



During the first three years of the 10 Year Plan, more than 2,660 men, women and children were housed and supported, including 510 families.

goals in 2011-12

- House and support 500 chronically and episodically homeless individuals
- Acquire 175 to 230 permanent supportive and affordable housing units
- Develop and implement a 'System Planning Framework' to guide program, capital and operating investment and performance expectations
- Fundraise for Foundation operations and launch capital campaign

annual progress toward 10 Year Plan commitments

<ul style="list-style-type: none"> • House and support 500 chronically and episodically homeless individuals 	<ul style="list-style-type: none"> • House and support 1,500 chronic and episodically homeless people by 2014
<ul style="list-style-type: none"> • Enumerate rough sleeping population and develop housing and support for this population 	<ul style="list-style-type: none"> • Provide access to housing and support options appropriate to the needs of all individuals engaging in rough sleeping (sleeping outside) by December 2014
<ul style="list-style-type: none"> • Reduce 150 emergency shelter beds 	<ul style="list-style-type: none"> • Eliminate 85% of 2010 emergency shelter beds by 2018 (a 1,700 bed reduction), reducing to a minimum of 600 beds by 2014
<ul style="list-style-type: none"> • Reduce year-over-year length of stay in family emergency shelters by 10% 	<ul style="list-style-type: none"> • Reduce the average length of stay in family emergency shelters to 14 days by December 2014 and to seven days by January 2018
<ul style="list-style-type: none"> • Establish benchmark for length of stay in the singles emergency shelter system 	<ul style="list-style-type: none"> • Reduce the average length of stay in emergency shelters to seven days by January 2018

homeless-serving system

In 2011-12, the Foundation will work with the community to reform and implement a more effective and coordinated homeless-serving system.

The steps to build this system are as follows:

1. Define the components of the system.

- a. *Emergency shelters* – temporary accommodations and essential services for those experiencing homelessness. Length of stay should not exceed 30 days, with an aim to reduce length of stay to seven days in 2018.
- b. *Transitional housing and supports* – time-limited housing support for a maximum of 24 months. Case management and support offered.
- c. *Permanent housing and supports* – long-term housing and support for people experiencing homelessness and major disabling conditions. There is no limit to length of stay. Support services are offered but are not necessary to remain in housing.
- d. *Rapid rehousing* – targeted, time-limited financial assistance and support for those experiencing homelessness to help them exit emergency shelters and retain housing. Intended for those who can be independent after one year.
- e. *Prevention services* – short-term assistance for those at risk of homelessness. Intended for those who can live independently after one year.
- f. *Outreach* – basic services and referrals for people experiencing chronic homelessness and living outside.
- g. *Affordable housing* – housing for those who cannot afford market-priced rents. In Calgary, tenants should not spend more than 30% of their gross income on shelter.
- h. *Supportive services* – a variety of essential health and basic needs for those at risk of or experiencing homelessness to complement housing interventions.

2. Prioritize target populations. These are vulnerable sub-populations with distinct needs who require more tailored interventions. Investment will be prioritized to these groups. In particular, there will be a focus on long-term shelter users.

- a. *Chronic and episodically homeless* are at higher risk of death due to very poor health and long-term homelessness. They also use more than 50% of emergency shelter capacity.
- b. *Aboriginal peoples* are over-represented, making up about 2% of the general population but 30% of the homeless population. They also have culturally-specific needs calling for tailored strategies to overcome barriers to housing stability.

- c. *Youth (up to 24 years of age)* are extremely vulnerable because they are at an early life-stage.
 - d. *Families* require immediate action because of the presence of children.
 - e. *Women* merit specific attention due to a higher vulnerability related to domestic violence, victimization on the street, poverty and frequently being the lone heads of households.
- 3. Develop eligibility criteria** to match people with the support they need and better target programs to the priorities of the 10 Year Plan.
- 4. Define outcomes and track performance** by defining quantitative and qualitative measures of the system and each program. The coordination of these outcomes will help drive system and program performance.
- a. *System level quantitative measures*
 - Occupancy – the rate of bed utilization
 - Destinations at exit – the number of people who exit to permanent housing
 - Return to shelter/rough sleeping – the percentage of people who have a positive exit and then re-enter shelter/street in a short time period
 - Discharge from public institutions – the number of people discharged into homelessness from public institutions such as hospitals, jails and child intervention services
 - b. *System level qualitative measures*
 - Privacy
 - Client rights and satisfaction
 - c. *Program level quantitative measures*
 - Income gains at exit – the number of people who increase their income while in a program
 - Length of stay/stability – the number of days a person is enrolled in a program
 - Client rate of engagement – the total number of people engaged by shelter or outreach program that obtain better housing
 - d. *Program level qualitative measures*
 - Case management standards
 - Outreach standards
 - Housing standards
 - Self-sufficiency measures
- 5. Use a Homeless Management Information System** (a web-based software application) to collect, share and analyze this data and to coordinate services, referrals and reporting (see page 17).

programs

The Foundation funds a number of programs to house and support those at risk of or experiencing homelessness.

The Foundation acts on behalf of the Government of Alberta to fund Housing First programs delivered by 23 agencies in support of the 10 Year Plan. In 2010-2011, Alberta's Housing and Urban Affairs (HUA) contributed \$17.2 million towards the Foundation's plan to provide, coordinate and evaluate housing outreach and support services. In 2011-2012, the HUA will provide \$24.7 million to continued Foundation-funded projects, including \$4.08 million to be invested in three priority areas: winter emergency response, housing and case management for chronic and episodic homeless individuals, and permanent supportive housing.

The Foundation also administered the Government of Canada's Homeless Partnering Strategy (HPS) funding from fiscal 2009 to fiscal 2011. From April 2010 to the end of March 2011, about \$5.1 million under the Designated Communities (operating and capital) and Aboriginal Communities funds were directed to Calgary programs. In 2011-12, the CHF renewed its agreement with the Government of Canada through to March 2014.

In 2010-2011, the Foundation worked with the Community Action Committee (representing 130 agencies) and the Aboriginal Standing Committee on Housing and Homelessness to align HPS funding to the 10 Year Plan. The transition and request for proposal process began in September 2009, with successful agencies advised in January 2011.

More than \$20 million in proposals were submitted for the \$4.2 million awarded, not including capital. While a number of criteria were articulated in the request for proposal process, the main deciding factor for most proposals was aligning and focusing limited resources on those experiencing long-term homelessness.

2011-12 project funding

F = Federally funded

P = Provincially funded

D = funded through Donations

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

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

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

This Committee supports Aboriginal people experiencing homelessness, as well as other economic, social and health issues. The community liaison represents, supports and advocates for the Committee's mission and priorities.

Aboriginal Standing Committee and the Foundation: Plan to End Aboriginal Homelessness in Calgary (P, F, D)

The community is drafting a Plan that recognizes:

- the disproportionate representation of Aboriginal peoples among the homeless
- that Aboriginal peoples have greater barriers to access help
- the need for cultural reconnection
- the importance of working with public systems

The Foundation is working in partnership with the Aboriginal Standing Committee on Housing and Homelessness to develop this Plan in 2011.

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

Chronic and episodically homeless individuals with physical disabilities and mobility issues receive permanent housing by coordinating support services and collaborating with landlords.

Alpha House: Case Management (P)

This program houses and supports chronically and episodically homeless who have an active addiction.

Alpha House: Downtown Outreach Addiction Partnership (DOAP) Encampment Outreach (P)

A team locates, engages and triages rough sleepers (those sleeping outside) into housing with supports.

Alpha House: Transition Beds (P)

These beds help individuals stay connected to their housing and/or addiction treatment plans by providing support to the housing process and to address areas of concern. These beds also help those recovering from illness, surgery or other health issues.

Alpha House: DOAP Outreach Overnight (P)

The DOAP team provides 24/7 outreach and crisis response to ensure that those staying outside can survive during the winter.

Aspen Family and Community Services: Families in Transition (P)

Families who were homeless or at imminent risk of becoming homeless receive in-home support. The goal is to stabilize families and help them develop skills and support to stay housed.

Aspen Family and Community Services: Integrated Services Assessment and Case Coordination (P)

The program provides case management to house and assist families who are chronically and episodically homeless.

Boys and Girls Clubs of Calgary: Infinity Project (P, F)

Youth up to the age of 24 are helped to find permanent housing and support to maintain housing and move to self-sufficiency.

Brenda's House: Family Emergency Shelter (P)

This emergency family shelter provides temporary housing and services while families connect with rapid rehousing programs to locate and secure appropriate housing and support.

Calgary Alternative Support Services: Langin Place (P)

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

Calgary Alternative Support Services: Sunalta Lodging House (P)

This agency provides a community liaison at the Foundation-owned building in the community of Sunalta. The liaison facilitates relationships amongst tenants and provides social connections to the community and other supports.

programs

Calgary John Howard Society: Raido House and Windsor Park (F)

At Raido House and Windsor Park, youth receive transitional housing.

Calgary Urban Project Society (CUPS): Rapid Exit Singles, Families and Housing Location (P)

These programs rehouse and provide case management to low- to medium-acuity families or individuals who are staying in emergency shelters or transitional housing.

Discovery House: Community Housing (P)

Families experiencing domestic violence are helped to find and keep safe, appropriate housing. The project provides wrap around support services and treatment to families.

Foundation: Arthur R. Smith Awards (D)

Created in the name of the founder of the Foundation, this award recognizes and honours front-line staff and volunteers who provide rehousing and support to those at risk of or experiencing homelessness in Calgary.

Foundation: Community Action Committee (CAC) (F)

The CAC represents more than 130 agencies and groups. The Foundation provides funding for capacity building among non-profit agencies, research and a community liaison position.

Foundation: Project Homeless Connect (PHC) (D)

This is a one-day event where people at risk of or experiencing homelessness can access information and services in one location. Eleven PHCs have been held to date, with more than 8,500 participants and an average of 40 to 50 agencies.

Fresh Start Recovery: Keys to Recovery (P)

This program houses and supports single individuals who would otherwise be discharged into homelessness from addictions treatment centres.

Homeless Awareness Calgary: Community Voices (F, P)

Community Voices engages people previously or currently experiencing homelessness to gather and share insights into government policies, existing programs and services, and the 10 Year Plan.

Inn From the Cold and Aspen Family and Community Services: Family Homelessness Prevention and Floating Outreach (P)

This program identifies families at imminent risk of homelessness and provides support so they do not have to use an emergency shelter.

Inn From The Cold: Case Management (P)

Families that have been rehoused receive support to maintain their housing.

Inn From The Cold: Family Emergency Shelter (P)

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

McMan Child and Family Services: Hope Homes, Hope Homes Aboriginal and Wellington (F)

This program helps 16 to 24 years olds experiencing or at risk of homelessness through residential placements and support (education and employment).

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

Aboriginal families exiting the emergency shelter system receive housing and support for up to two years.

Mustard Seed: Aftercare (P)

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

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

The Aboriginal housing outreach worker provides cultural reconnection, support and information on educational opportunities to Aboriginal individuals recovering from addiction.

Seniors Resource Centre: Home Share Program (D)

This one-time funding helped establish a program to match students with low-income seniors to help make housing more affordable.

Servants Anonymous Society of Calgary: Housing and Life Skills (F)

Sexually exploited women receive support, including immediate safe housing, a recovery-focused life skills program and childcare.

The Alex: HomeBase (P)

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

The Alex: Pathways to Housing (P)

Chronically homeless individuals, including those leaving hospitals and corrections and those with a history of unstable housing due to problems with mental health and addictions, receive housing and support.

The Calgary Dream Centre: Moving Home (P)

Permanent housing and case management support are provided to those experiencing chronic and episodic homelessness.

The University of Calgary and the Foundation: Homeless Service Provider Certificate (F, P, D)

The Foundation supports the Faculty of Social Work's Homeless Service Provider Certificate, a program designed to enhance the skills of those working in the homelessness serving sector, by funding a part-time program coordinator and scholarships.

Universal Rehabilitation Service Agency's: Kootenay Lodge (F, P)

This facility provides specialized housing for severely disabled Aboriginal adults experiencing homelessness.

Wood's Homes: New Horizons (P)

Highly vulnerable youth who are living in shelters, sleeping on the street or who are leaving the child welfare system receive housing and support.

Youth Sector and the Foundation: Plan to End Youth Homelessness in Calgary (P, F, D)

The community drafted a Plan to End Youth Homelessness in Calgary. The plan aligns with Calgary's 10 Year Plan to End Homelessness and will be published in 2011.

YWCA of Calgary: Mary Dover House (F)

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

YWCA of Calgary: Community Housing (P)

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

research and policy

In consultation with the community, the research priorities are to:

- support implementation of the Homeless Management Information System (HMIS) system
- conduct research on interventions and best practices for priority subpopulations
- conduct a homeless count and analysis of the cost-benefit of interventions
- increase the capacity of the community to do research relevant to policy and programs
- strengthen and expand research networks

Research Projects

Calgary Homelessness Research Agenda

Researchers are working on the ecology of homelessness (population enumeration, flow and composition); tailoring interventions (implementing best results through evaluation); and system coordination and capacity.

Homeless Asset and Risk Tool (HART)

The Faculty of Social Work at the University of Calgary (U of C) and the Foundation reviewed literature on pathways into homelessness. Within each subpopulation, the risk factors that led people to experience homelessness were identified. A homelessness prevention tool was developed from the research and is being tested in the community.

Hidden in Plain Sight – Housing Challenges of Newcomers in Calgary

The Foundation, the United Way Calgary and Area, The City of Calgary and the U of C investigated the housing challenges faced by newcomers to Calgary.

Patterns of Homelessness in the City of Calgary

The Economics Department at the U of C and the Foundation researched patterns of homelessness in Calgary, based on chronic, episodic and transitory homelessness.

Quality of Life in Homeless and Hard-to-House Individuals – Health and Living Conditions Impact Surveys: Validation Evidence from Three Canadian Cities

The Quality of Life in Homeless and Hard-to-House Individuals tool was tested by the Foundation, the University of British Columbia and Carleton University.

Dimensions of Promising Practice for Case-Managed Supports for Ending Homelessness

The Foundation led a research project to discover how service providers are engaging in and defining case management and to identify evidence-based best practices for doing this work. This includes applying new case management standards.

Descriptive Analysis of Calgary Signposts Database – At-Risk of Homelessness Population

Signposts is a local survey conducted every two years to gather community information for planning and development. The Foundation built a homelessness high-risk group profile and examined this group's views.

Pandemic Preparedness Research

The U of C Faculty of Social Work and York University are working with the Foundation to conduct research to better understand the ways in which the social service sector's current pandemic response impacts those experiencing homelessness.

Informal Employment: Making a Living in Calgary

The Foundation, with the support of the Department of Anthropology at U of C, conducted an ethnographic research project that included observations of 'binners or bottle pickers' and panhandlers.

Exploratory GIS Analysis of Vulnerable Populations at Risk of Homelessness in Calgary

A Geographic Information Systems (GIS) is being used to map the socioeconomic characteristics of Calgary neighbourhoods and generate community-level risk models for vulnerability to homelessness.

Pathways to Sustained Housing for Aboriginal Peoples Experiencing Homelessness in Calgary

Liaising with the U of C and Aboriginal-serving agencies, the Foundation is examining the experiences of urban Aboriginal peoples and homelessness. The Foundation provided data for the project and will help disseminate findings.

Project Homeless Connect

Participant information is used to determine patterns and trends of homelessness and vulnerability, and to influence decision making specific to interventions and policy.

Federal Tax and Regulatory Changes to Increase Affordable Housing

The U of C School of Public Policy, the University of Toronto, the University of Guelph and the Foundation did research to advance federal policy changes so private developers are incented to build and maintain affordable rental housing.

Zero Discharge Policies into Homelessness from Alberta Institutions

The Foundation participates in the provincial Inside Out Advisory Committee, which is examining the discharge processes and outcomes for offenders.

Promising Practices for Homelessness Outreach Programs

A literature review and environmental scan is being done of best and promising practices for outreach services for ending homelessness.

Promising Practices for Prevention of and Interventions for Family Homelessness

The Coordinated Family Homeless System and the Foundation are doing research specific to needs and interventions for families experiencing homelessness.

The Role of Transitional Housing in Ending Homelessness for Women

The Foundation is supporting YWCA of Calgary research to study the impacts of the Housing First model on women.

Sustainable Supports for Adult Males: Effective Models to End Homelessness

The Interagency Council of the Community Action Committee is working with the Foundation to do research to examine housing and employment models for chronically homeless men.

Calgary Homelessness Research Network

This online resource for research on homelessness is made up of more than 200 members representing, academics, policy makers, community-based organizations, private-sector consultants and students.



Calgary is the first city in Canada to have an HMIS.

homeless management information system (HMIS)

A Homeless Management Information System (HMIS) is a locally administered, electronic data collection system that knits together the homeless-serving system.

In the United States where HMIS systems have benefited from 20 years of development, they are now being used by more than 200 communities to co-ordinate service delivery. These HMIS systems are web-based software applications that record and store client-level information on the characteristics and service needs of individuals and families at risk of or experiencing homelessness.

By gathering consistent information, homeless-serving agencies can apply common assessment tools to appropriately match a client with services, to co-ordinate and monitor assistance provided across agencies and to ultimately identify where there are opportunities to improve the overall system. The HMIS also allows an unduplicated count of people experiencing homelessness; tracks system and program performance; and reduces the administrative burden by automating reporting to multiple funders.

milestones

2009	Consultation and engagement with agencies, funders, public systems and those at risk of or experiencing homelessness
Jan. 2010	Canavan Associates hired to assist in developing and implementing an HMIS in Calgary
Mar. 2010	HMIS Advisory Committee formed to provide advice on HMIS vendor software selection, universal data elements to be collected and policies/procedures needed in the HMIS. The Committee is working with the Information and Privacy Commissioner of Alberta
May 2010	The Committee commenced a request for proposal for the software application provider
Nov. 2010	Bowman Systems LLC was chosen as the provider for the software application. Bowman supports more than 70% of the HMIS market in the U.S.
Dec. 2010	Systems Administrator trained and policies and standard operating procedures established, including data sets, ethics, privacy, security and reporting
Feb. 2011	First 20 agencies trained
May 2011	HMIS launched
2012–2014	It is anticipated that up to 80 agencies will be on board with HMIS

agency participation in HMIS in 2011

<ul style="list-style-type: none"> • Aboriginal Friendship Centre • Accessible Housing Society • Alex Community Health Centre • Boys & Girls Clubs Calgary • Catholic Immigration Society • Calgary Alternative Support Services • Calgary Catholic Immigration Society • Calgary John Howard Society • Calgary Urban Project Society • Children's Cottage Society 	<ul style="list-style-type: none"> • Fresh Start Recovery Centre • Inn From the Cold • McMan Youth, Family and Community Service Association • MOCA Family Resource Centre • Mustard Seed Street Ministry Society • Salvation Army • The Canadian Red Cross Society • The Sharp Foundation • Youville Women's Residences • YWCA of Calgary
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housing

With 995 units being funded in 2010-11, 3,051 units were funded in the first three years of the 10 Year Plan in Calgary.

The original 10 Year Plan, created in 2008, forecasted that 11,250 units of affordable housing needed to be developed. The updated 10 Year Plan forecasts that another 6,000 affordable housing units need to be funded over the seven years remaining.

affordable housing units funded in 2010-11		total
Private	Arise Housing Services (H)	11
	<i>Subtotal</i>	11
Public	The City of Calgary (Bridges Phase II)	16
	<i>Subtotal</i>	16
Non-profit	Calgary Alpha Housing Society (H)	20
	Calgary Bethany Care society (H:8, L-M:42)	50
	Calgary Dream Centre: Clean Levin (H:15, L-M:35)	50
	Calgary Dream Centre: Returning Home Two (H)	67
	Calgary Homeless Foundation (H)	150
	Horizon Housing Society (H:10, L-M:50)	60
	Oxford House Foundation of Canada (H)	5
	Victory Foundation: Ogden Housing Project (H)	10
	<i>Subtotal</i>	412
Secondary suites	The City of Calgary	160
Affordable home ownership	Bridge Attainable Housing Society (O)	36
	Habitat for Humanity (Calgary) and Trico Homes Inc. (O)	60
	Momentum Community Economic Development Society (O)	30
	The City of Calgary (Attainable Homes Calgary)	30
	<i>Subtotal</i>	156
Unannounced provincial and federal projects		240⁽¹⁾
Total		995

(1) Through the Alberta government, approximately \$32.5 million has been allocated for about 240 affordable housing units, including \$12.6 million in federal contributions. An announcement on the details of these units is expected in the coming months.

(H) = Funded by Alberta Housing and Urban Affairs (HUA) Homelessness RFPs

(L-M) = Units funded through HUA RFPs for low-to-moderate income Calgarians

(O) = Home ownership units funded by HUA RFPs

Not included in the table above is The New Start Rent Supplement Program, which added 870 rent supplements in 2010-11. As well, The City of Calgary has a Financial Incentive Pilot Program to encourage the creation of affordable housing.

Current CHF Housing Properties

The Foundation's goal is to develop 150 units per year over the 10 years of the Plan. In the first three years, the Foundation received funding for 457 units.

Typically, 70% of these purchases are government-funded and 30% are funded through a combination of mortgages and donations. First Calgary Financial provides a \$5 million, interest-free evergreen line of credit for short-term financing up to one year. The Foundation also has a number of mortgages, which range from three to five-year terms. Most mortgages are provided by Peoples Trust, with this financing insured by Canada Mortgage and Housing Corporation. The goal is to repay lines of credit and mortgages to provide deeper rent subsidies and develop additional units.

The Foundation believes the best housing is quickly available, has a mix of subsidy rentals and residents, and is scattered throughout the city.

Below are the properties that the Foundation owns and provides to those at risk of or experiencing homelessness.

Acadia



With mainly two and three-bedroom units, this housing complex has 58 units ideally suited for families. This complex was purchased in September 2009 using funds from the Government of Alberta, The City of Calgary and a \$3.0 million mortgage. The Foundation is working with KAIROS Calgary to reduce the mortgage by half and to help with building projects and tenant support. Aspen Family Services provides community support to tenants and Horizon Housing Society manages this property.

Bankview



Singles, couples and small families reside in this apartment building with 27 units. The building was purchased in April 2010 with funds from the Government of Alberta and the Government of Canada. David Bissett contributed \$100,000 toward the building and the Foundation is seeking financing for \$1.2 million. The building is managed by Fireside Property Group.

Bowness



This building has 26 units intended for singles, couples and small families. The building was purchased in April 2010 with funding from the Government of Alberta. The building has a \$956,000 mortgage that needs to be fundraised over the next five years. The Westside King's Church congregation partners with the Foundation on building projects and tenant support. The building is managed by Fireside Property Group.

housing

Bridgeland



With 11 bachelor units, this building is intended for low-income women, and has deeply subsidized rents. The building was purchased in January 2010 with funds from The City of Calgary and a \$76,000 donation from Brian and Anne O'Leary. Tenants are referred and supported by the YWCA of Calgary and the property is managed by Fireside Property Group.

Capitol Hill



Singles, couples and families live in this 27-unit building made up of bachelor and one-bedroom units. The building was purchased using funds from the Government of Alberta along with financing. Donations totalling \$950,000 are needed to pay off this building. The property is managed by Fireside Property Group.

Capitol Hill



This Habitat for Humanity complex called Sheftel Court was developed in 2008 for low-income families. Families own the buildings through the Habitat for Humanity program and the Calgary Community Land Trust (CCLT) owns the land and leases it back to Habitat for Humanity.

Cliff Bungalow



Very-low income singles at risk of or experiencing homelessness and suffering from addictions reside in this building with 15 one-bedroom apartments. Tenants are referred and supported by Alpha House and the property is managed by Fireside Property Group. The building was purchased in May 2011 using funds from the Government of Alberta and The City of Calgary. To remove the financing on this building, \$570,000 in donations are required within the next 12 months.

Dover



This Habitat for Humanity complex called Sun Court was developed in 2006 for low-income families. Families own the buildings through the Habitat for Humanity program and the CCLT owns the land and leases it back to Habitat for Humanity.

Kingsland



Low-income small and single-parent families live in this 40-unit apartment. The building was purchased with funds from the Government of Alberta, as well as private financing of \$1.4 million over three years from Canadian Avatar Inc. and a generous donation of \$500,000 from Gary Nissen. Tenant referrals into this property are from Inn From the Cold. The property is managed by Fireside Property Group.

Lower Mount Royal



This building has 15 units, which are available for low-income women transferring from Mary Dover House or other homeless-serving agencies. The building was funded by a grant from The City of Calgary and a generous donation of \$681,000 from David Bissett. Tenants are referred and supported by the YWCA of Calgary and the property is managed by Fireside Property Group.

Martindale



The Kootenay Lodge was purchased in 2006 with funding from the Government of Canada and the Government of Alberta. Universal Rehabilitation Service Agency (URSA) property manages this property and provides referrals and support to 10 people with disabilities.

Parkdale



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

Sunalta



With 33 units, this building houses people who have been chronically and episodically homeless. The building was purchased in June 2009 with funds from The City of Calgary and the Government of Canada. Funding from CMHC's Rooming House Residential Rehabilitation Assistance Program and Human Resources and Skills Development Canada provided more than \$660,000 in renovations funding. Tenants are supported by agencies, as well as on-site support from Calgary Alternative Support Services. The property is managed by Fireside Property Group.



None of the Calgary Homeless Foundation's achievements would have been possible without the help of those who generously gave financial and in-kind gifts.

special thanks to...

David Bissett

In December 2009, Mr. David Bissett donated \$2 million to the Foundation, adding to the nearly \$2 million contributed in 2007. With these funds, the Foundation was able to quickly access market opportunities for affordable housing and secure Canada Mortgage and Housing Company insurance, which reduces mortgage costs. His generosity has enabled the Foundation to build an existing housing portfolio of more than \$30 million and to seek additional units in Calgary. Mr. Bissett is a Calgary community-builder and his willingness to join efforts to end homelessness in Calgary is appreciated.

Gary Nissen

In 2010, Mr. Nissen donated \$500,000 to the Foundation's acquisition of an affordable housing apartment building for families, located in the Kingsland community. Mr. Nissen also generously provided a low-interest \$1.4 million mortgage to complete the deal. Given his strong partnership with Inn From The Cold, tenant referrals into the building will come from their emergency shelter. Mr. Nissen is an example of how one person truly can change the lives of many families at risk of and experiencing homelessness.

Burnet, Duckworth and Palmer LLP (BD&P)

This local law firm has partnered with the Foundation since 1998, providing sponsorship of events, in-kind services and many multi-year donations. Many of the Foundation's Board of Directors have and continue to come from BD&P. In 2011, BD&P sponsored three Project Homeless Connects that will see about 2,500 people seek help. Last year, BD&P's contributions reached the million-dollar mark, a sign of their long-term support of the Foundation. Thank you BD&P for believing in us.

First Calgary Financial

In 2009, First Calgary Financial created a \$5 million, interest-free evergreen line of credit as a way for the Foundation to purchase land and buildings in the short term. This financial flexibility has been invaluable to the Foundation as it has built its housing portfolio. The Foundation appreciates this innovative contribution to ending homelessness.

Foundation Board of Directors

Along with volunteering many hours to govern the Foundation, this group of individuals together contributed more than \$100,000 last year. This included supporting a renovation of the Foundation's office, which permitted all staff to work together in one space.* This project saw 100% of the Board contribute – a sign of their ongoing commitment and support to ending homelessness in Calgary.

*Contributions to the renovation are not included in the recognition amounts on the next page.

thank you

If your contribution was not recognized, please accept our apologies and let us know so we can correct the information for the future.

Government Support

Government of Alberta
Government of Canada
City of Calgary

(in alphabetical order below)

Exceptional Friends

(\$20,000 plus)

Burnet, Duckworth & Palmer LLP
Canadian Oil Sands
First Calgary Savings and Credit Union
Flames Foundation for Life
Nexen Inc.
Gary Nissen
Statoil Canada Ltd.

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(\$10,000 to \$19,999)

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(\$500 to \$9,999)

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 The Province of Alberta (HUA)
 The City of Calgary
 Tim and Susan Hearn
 Trico Homes



The Foundation has a strong Board made up of community leaders who are dedicated to ending homelessness in Calgary.

board of directors

The Board ensures the Foundation meets all legal, financial and regulatory requirements, makes progress to achieve the 10 Year Plan goals and has adequate resources. The Board takes appropriate actions to remove barriers or impediments and enhances engagement among community leaders.

The five Board Committees are: Governance, Audit and Finance, Human Resources, Fund Development, and Community Stakeholder and Engagement. A Housing Project Committee, co-chaired by a staff member and a Director, and including real estate experts, reviews and recommends housing projects to the Board.

board of directors (2010-11)

Cameron Bailey	McKinsey & Company Canada
Sharon Carry	President & CEO, Bow Valley College
Stephen Clark	Vice President, Commercial West Canadian Pipelines
George Coppus	Principal, Dynawise Inc.
Trevor Daroux	Superintendent, Field Operations Division, Calgary Police Services
Barry Davidson	Executive Director, Community Life Improvement Council
Druh Farrell	Alderman Ward 7, City of Calgary
Stephanie Felesky	Community Volunteer
Dave Gregory	Brand Insights Group
Tim Hearn (Chairman)	Former President & CEO, Imperial Oil Ltd.
Bishop Fred Henry	Roman Catholic Diocese of Calgary
Craig Hill	Partner, Burnet, Duckworth & Palmer LLP
Tom Jackson	President & CEO, Dreamcatcher Housing Ltd.
Sam Kalias	Chairman & CEO, Boardwalk REIT
Bernadette Majdell (Secretary)	AgeCare Communities
Anne Maxwell	Director, Imagine Energy Inc.
David McIlveen	Director, Community Development, Boardwalk REIT
Alan Norris	President & CEO, Carma Developers LP
Brian O'Leary, QC (Vice Chair)	Partner, Burnet Duckworth & Palmer LLP (retired)
Ruth Ramsden-Wood	President & CEO, United Way Calgary and Area
Amal Remu	Public Health Agency of Canada, Quarantine Services
Lee Richardson	MP, Calgary Centre
Betty Thompson	Partner, Lo Porter Hetu
Darcy Verhun (Treasurer)	Conroy Ross Partners Ltd.
Len Webber	MLA for Calgary Foothills
Robin Wortman	President, Barber Lucia Productions Ltd.

We recognize Luana Comin-Sartor, Ernst & Young LLP, for her help on the Audit Committee. Derek Lester, Eric Horvath, Gene Fabro, John Cox, Mike Coyne, Mike Fleming, Paul Battistella, Ralph Hubele, Rick Fuller, Ted Baldwin and Tim Sommer contribute to the Housing Project Committee. We thank Betty Thompson, who retired from the Board, for her guidance and stewardship.

We must also always remember the Hon. Col. Arthur Ryan Smith, OC, AOE, DFC, Hon. LLD, who founded the Foundation. His enthusiasms continue to guide the Foundation's work.

what you can do

To get involved

(learn more, speak up, volunteer and donate)

go to calgaryhomeless.com or call 403 237 6456.

The Foundation management team includes:

management team	
Tim Richter, President & CEO	tim@calgaryhomeless.com
Laura Dickson, Chief Operating Officer	laura@calgaryhomeless.com
Martina Jileckova, VP Housing	martina@calgaryhomeless.com
Andrea Ranson, VP Communications & Fund Development	andrea@calgaryhomeless.com
Alina Turner, VP Strategy	alina@calgaryhomeless.com

A complete Financial Report for 2010-11, including a Management's Discussion and Analysis, Financial Statements and Notes, is available either on our website at calgaryhomeless.com or by contacting us below.

The Foundation aims to provide all of our stakeholders with transparency and accountability. Any complaints or concerns with the Foundation can be anonymously reported through an external whistleblower line 403 214 1821.

We also welcome your feedback on this Report to the Community.

Main Office
O'Neil Towers
Suite 308, 925 7 Ave SW
Calgary, AB T2P 1A5
Phone: 403 237 6456
Fax: 403 262 2924
Website: calgaryhomeless.com
E-mail: info@calgaryhomeless.com

