



# All hands *together*

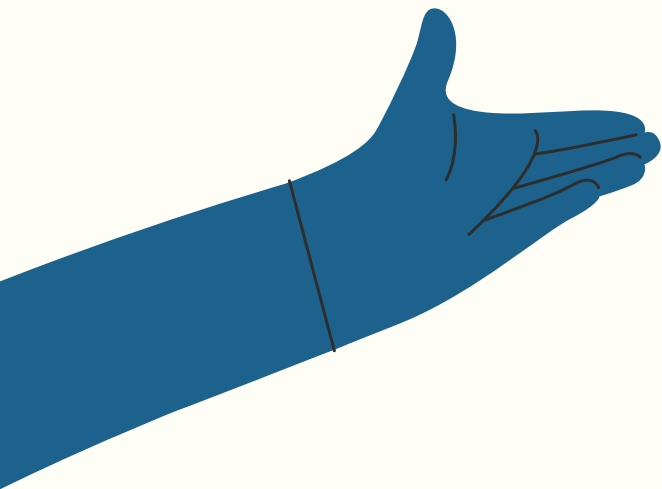
CALGARY'S FIGHT  
AGAINST HOMELESSNESS

REPORT TO COMMUNITY



Calgary Homeless  
FOUNDATION

| 2025



# Welcome

*We acknowledge that the land upon which we gather is Indigenous land.*

We recognize that the traditional Blackfoot name of this place, where the Bow River meets the Elbow River, is Mohkinstsis, which we now call Calgary.

In the spirit of reconciliation, we acknowledge that we live, work, and play on Treaty 7 territory and the traditional lands of the Blackfoot confederacy: Siksika, Piikani, Kainai, as well as the Tsuu t’ina Nation, and the Îyârhe Nakoda comprising of the Goodstoney, Bearspaw, and Chiniki First Nations. This territory is also home to the Otipemisiwak Métis Government of the Métis Nation within Alberta Districts 5 and 6.

# Contents

04

**Joint Leadership Perspective**

– A LETTER FROM THE CEO & BOARD CHAIR

06

**Building Bridges Across the Sector**

– CALGARY’S HOMELESS-SERVING ECOSYSTEM  
– FINDING A PATH HOME

11

**Maintaining Stability Against the Odds**

– OUR YEAR IN NUMBERS  
– POINT-IN-TIME COUNT

14

**Innovation Through Collaboration**

19

**Coordination in Action**

21

**Walking Forward Together**

23

**Engaging with our Community**

– LONGEST NIGHT OF THE YEAR  
– ART SMITH AWARDS

29

**Power of Collective Investment**

– PARTNERS IN PURPOSE  
– FINANCIAL SUMMARY

33

**Looking Forward**

## OUR PURPOSE

# Guiding the fight *against* homelessness

## A LETTER FROM OUR CEO & BOARD CHAIR

### Joint *leadership* perspective

In Calgary, a city renowned for its warmth and generosity, thousands of our neighbours face a heartbreaking reality: the uncertainty of where they will sleep tonight. Each person carries a unique story—a job lost, a family divided, an illness that spiraled beyond their control. These are not mere numbers; they are individuals enduring one of life’s most challenging chapters.

This year marked a pivotal shift for our sector. On December 20, 2024, the Government of Alberta announced changes to how homelessness services will be funded and delivered across the province. Amid this transition, the purpose of Calgary Homeless Foundation (CHF) grows ever more vital: to ensure no one faces homelessness alone and to foster a compassionate, coordinated, and effective community response.

For over 25 years, inspired by Art Smith’s vision of partnering with governments to combat homelessness, CHF has worked shoulder-to-shoulder with federal, provincial, municipal, and Indigenous partners, as well as frontline agencies and community organizations. These relationships form the bedrock of Calgary’s homelessness response, ensuring every Calgarian has access to a home and the supports needed to thrive.

Today, we honour that vision while embracing new realities. CHF serves as a vital bridge, connecting policy

to people and systems to solutions. On Calgary’s streets, the visible struggles of homelessness—addiction, intergenerational trauma, mental health challenges, and the daily fight for survival—are evident. Yet, behind the scenes, a quieter, more powerful story unfolds. In emergency shelters, navigation centres, and at our partner agencies, our coordinated network helps people rebuild their lives. A mother and her children find a permanent home. A newcomer gains stability. An Indigenous youth reconnects with family on their reserve. A father takes the first steps towards recovery.

The data offers one perspective: despite Calgary’s growth and unprecedented challenges, homelessness has remained stable relative to our population. But every number represents someone’s loved one—a parent, sibling, friend, or neighbour—whose life has been touched by a system that, while imperfect, is purposeful and collaborative.

From our unique vantage point, we see both the challenges and the opportunities. Homelessness is complex, often involving multiple burdens that no single agency can address alone. Through data-driven insights and decades of trusted relationships, CHF untangles these complexities, directs resources where they are needed most, and strengthens the entire sector's capacity to serve.

Our work continues because it must. In a city that cherishes every citizen, we are steadfast in our commitment to a future where homelessness is rare, brief, and non-recurring. The changes we face also spark opportunities to reimagine how we support our most vulnerable neighbours.

*With gratitude and resolve,*



PATRICIA JONES  
PRESIDENT & CEO



CAREY MOGDAN  
BOARD CHAIR

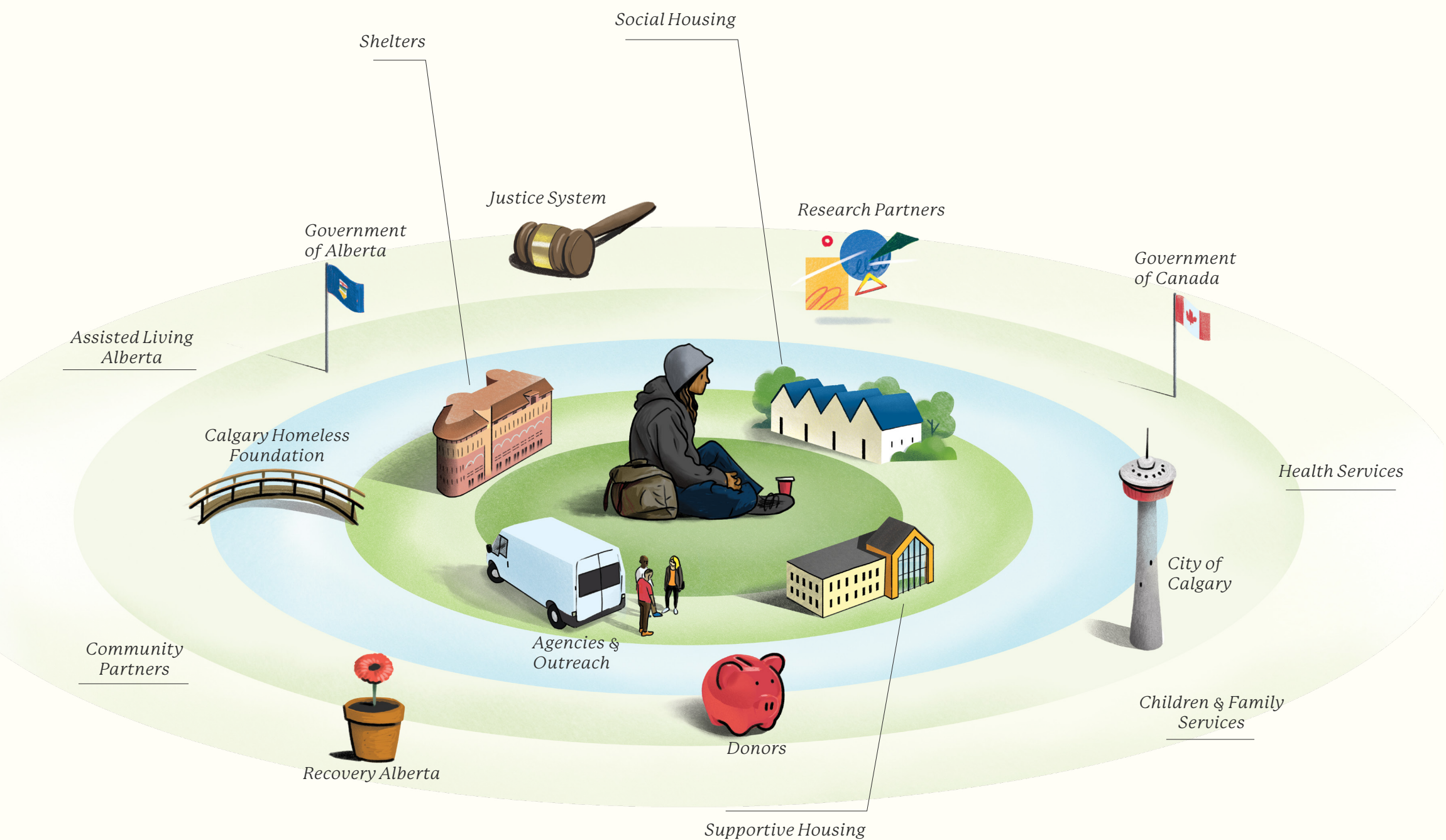
In the following pages, you'll find updates on the state of homelessness in Calgary, the innovative solutions emerging in our sector, and how we are collaborating with partners to deliver a more efficient and impactful response for our community.

Together, we are writing a new chapter, one where every Calgarian has a place to call home. This was Art Smith's dream, and it remains our unwavering commitment.

# Building bridges *across* the sector



# Understanding Calgary's homelessness *response* ecosystem



Calgary's homelessness response system is a constellation of dedicated government partners, service providers, community partners, and supporters. Each brings unique strengths, perspectives, and capabilities to the fight against homelessness. Yet without community coordination, even the most well-intentioned efforts can become disconnected, creating gaps where people fall through the cracks.

Understanding this ecosystem requires multiple perspectives. At the system level, dozens of organizations operate across a spectrum of services—from emergency shelters and outreach to supportive housing and specialized supports. But the ecosystem extends beyond traditional service providers to include healthcare workers, recovery coaches, bylaw officers, transit operators, police, Indigenous Elders and knowledge keepers, and other community touchpoints where people experiencing homelessness intersect with city systems. Each serves a vital role, yet the true power emerges when these diverse partners align toward shared outcomes through collective action.

## BUILDING BRIDGES ACROSS THE SECTOR

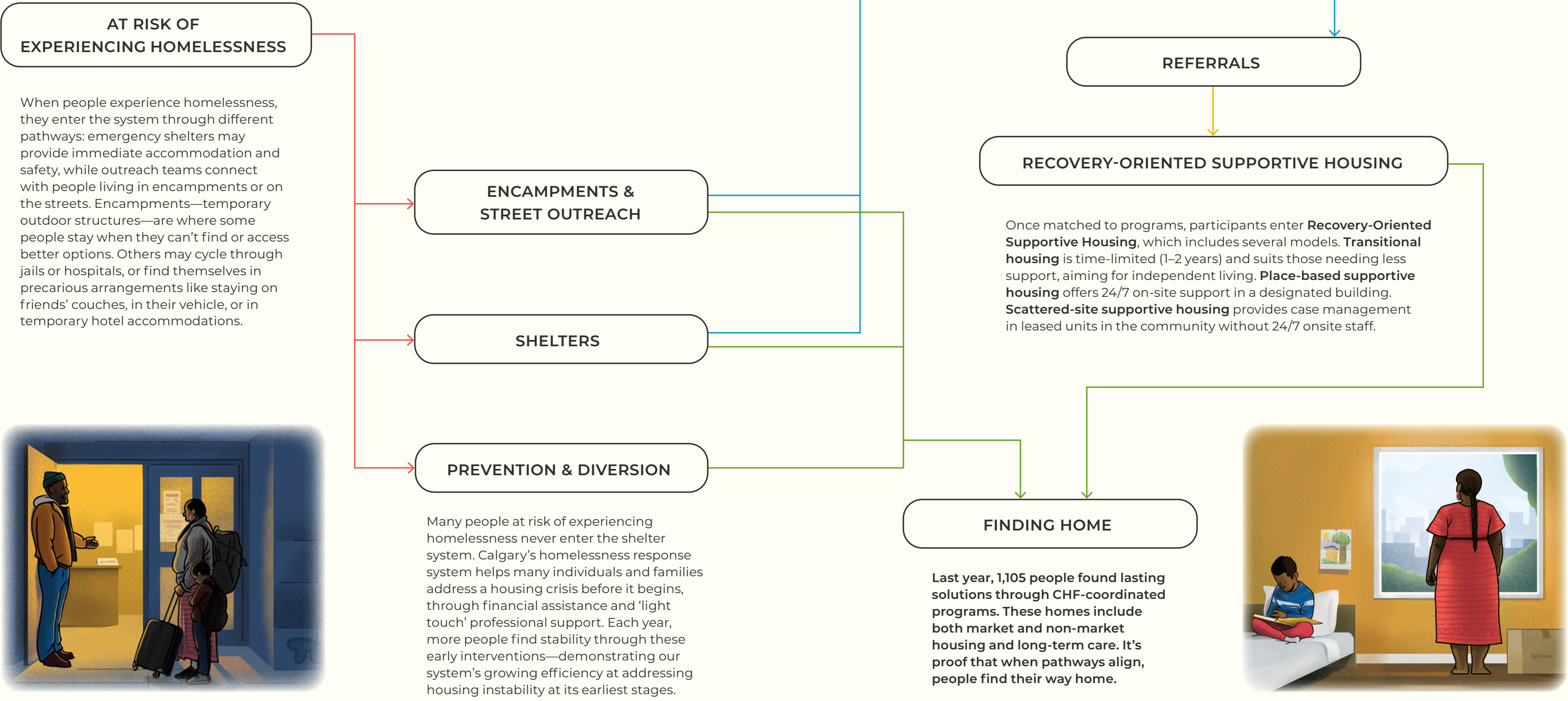
Calgary Homeless Foundation plays a central role in the city's homelessness response, serving as the vital connector that transforms individual efforts into unified solutions. We work at the intersection of policy and practice, translating complex system needs into practical action while ensuring frontline realities inform decision-making at every level.

Our role is distinct but complementary to our partners. We don't replace the critical work of service providers or government agencies—we amplify it. Through comprehensive data collection and analysis, we track how people move through the system, identify what works, and spotlight where improvements are needed. Through capacity building and relationship facilitation, we support collaboration more effectively and strengthen the sector. We also facilitate and champion innovative, multi-provider solutions that exceed what any single organization could do alone.

This coordinating function has never been more essential. As Calgary grows, economic pressures build, and housing resources are further strained, the need for system-wide intelligence, strategic coordination, and adaptive response becomes increasingly critical to ensuring every person experiencing homelessness receives the support they need.

# Finding a *path* home

Every person experiencing homelessness follows their own unique journey, but Calgary’s coordinated response creates clear pathways toward stability. Understanding these pathways reveals how our system transforms individual crises into collective solutions.





# Maintaining *stability* against the odds

In the face of enormous challenges—Calgary’s rapid population growth, a housing affordability crisis, and broader economic pressures—our homelessness response system has achieved what might seem impossible: maintaining stability in homelessness rates despite powerful headwinds that could have driven those numbers dramatically higher.

Behind this stability lies the coordinated work of dozens of agencies, government partners, and community organizations working together to ensure that as our city grows, our ability to respond grows with it.



29  
agencies



105  
programs  
& projects

CHF provides annual and project-based funding, as well as one-time grants, to help support agencies and programs across Calgary’s homelessness response sector.

51 trainings  
855 participants

CHF facilitated no-cost training to frontline agency staff.

## Our *year* in numbers

257

Housing Strategists trained by CHF, in coordination with the Distress Centre. Housing Strategists are trained to help clients take the next step in their journey out of homelessness.

2,190

Supportive housing spots funded by CHF. These spots are for adults, youth and families experiencing major barriers and exhibiting complex needs.

*Prevention and diversion programs are critical in keeping people housed. One of our partner agencies was able to purchase a \$300 car battery for a struggling family. This seemingly small investment allowed the parents to keep their jobs, maintain financial stability, and ultimately avoid homelessness.*

1,105



people achieved independence through CHF-coordinated programs. Independence means exiting supportive housing to stable independent living, or community programs and primary systems (e.g. long-term care, addictions treatment, or justice).

243

out of the 1,105 people who achieved independence, were prevented from entering the homelessness system altogether. Prevention programs help keep individuals housed by providing support, such as one-time financial aid.

549


people were diverted from entering the homelessness system out of the 1,105 who achieved independence. Diversion programs help people avoid chronic homelessness via supports or interventions.

313


people exited our supportive housing system to independent housing after completing housing programs.

# Point-in-time count *key* findings

In October of 2024, CHF coordinated a biennial Point-in-Time (PiT) Count, which provides a snapshot of Calgary's homeless sector on one specific night. Along with other data points, the PiT Count offers insight into the current state of homelessness, helps to identify trends over time, improve supports, and adjust strategies that better serve people at risk of or experiencing homelessness.

 *The rate of homelessness has remained flat, despite unprecedented headwinds and rapid population growth.*

74%




26%

sheltered

unsheltered

Of those counted, individuals who were sheltered resided in an emergency shelter, corrections facility, transitional housing or healthcare facility. Unsheltered individuals were without any form of structured shelter, residing in public places including streets, parks, vacant buildings, cars, and encampments.

25%



Indigenous people represent one quarter of the homeless population in Calgary. This is a significant overrepresentation compared to their share of Calgary's overall population (3.2% as of 2021).

2 / 1,000

Calgarians are homeless

While the total number of people experiencing homelessness has increased since the last count in 2022, the rate remains unchanged—a testament to Calgary's effective system response.

SINCE 2008, CALGARY HAS HAD A...

45%

increase in overall population

13%

decrease in homeless population

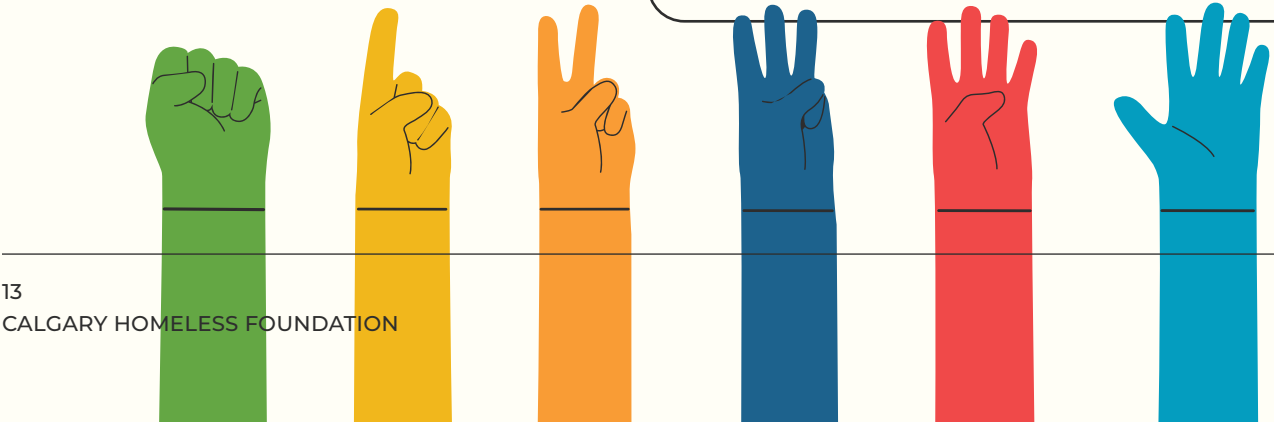
40%

decrease in the rate of homelessness

10% → 16%

2022 PiT Count      2024 PiT Count

The proportion of individuals experiencing homelessness who hold a form of immigration status has risen since 2022.





HOW WE'RE DRIVING SECTOR INNOVATION AND SYSTEM EFFICIENCY IN CALGARY'S HOMELESS-SERVING SYSTEM OF CARE

As unprecedented pressures grew on Calgarians this past year, we intensified our focus on system efficiency and started the rollout of new technologies and research to help the sector operate more effectively.

System efficiency and 'thinking outside the box' matters because when resources are limited, innovation becomes essential. They matter because coordinated systems help people navigate complex challenges more effectively than disconnected services ever

could. Most importantly, they matter because efficient systems mean fewer nights spent in shelters and more nights spent at home.

By strengthening cross-agency coordination, promoting data access and data-driven decisions across the sector, enhancing frontline capabilities through targeted training, and working to understand what truly creates lasting pathways out of homelessness, we've maintained system stability despite relatively flat funding.

ALL HANDS TOGETHER: COORDINATING CALGARY'S HOMELESSNESS RESPONSE

Our System Planning team is a central part of how Calgary fights homelessness. This dedicated team works closely with the remarkable agencies on the frontlines of homelessness. Each day, we support them so they can overcome barriers and find solutions—all so we can prevent individuals and families from slipping through the cracks of our system.

We see the true value of this approach when facing complex cases that can overwhelm any single agency. We bring the right partners to the table, responding to the needs of people experiencing multiple-disadvantages. This level of coordination simply couldn't happen if agencies were left to navigate these complexities alone, especially while managing all their other everyday responsibilities. Beyond individual cases, we carefully match complementary agencies to strengthen service delivery, step in to mediate when relationships are strained, and work tirelessly to protect the community resources that make sustained housing possible.

DATA THAT TRANSFORMS SYSTEMS AND LIVES

Our community-informed data centre serves as both compass and map for Calgary's homelessness response. By weaving together multiple data sources—including qualitative frontline insights and quantifiable metrics—we've created a unique asset for



the city's homeless-serving system of care: a network of information that illuminates both forest and trees, letting us see patterns that would otherwise remain hidden.

Our mid-year review process exemplifies this data-informed approach. Each October, funded programs complete a comprehensive document that covers program financials, opportunities, barriers, system trends, and program data. In November, our team visits each program to discuss their submission. Our evaluation team analyzes this information, identifies key themes and system-level trends, and reports findings back to the community and key stakeholders. This collaborative process surfaces the top themes, successes, and challenges programs are experiencing sector-wide.

Our data centre doesn't just track system flow metrics like how many people are in supportive housing. It

provides unique insights into individual participant journeys through the system over time, helps identify bottlenecks where participants may get stuck, and enables us to match each person to the right program. This combination of big-picture understanding and ground-level insights ensures strategic decisions are evidence-based rather than reactive.

ENHANCING FRONTLINE COORDINATION

This year brought exciting progress with MAGE (Mobile Awareness GEOINT Environment), our innovative geo-tracking app that's transforming encampment response. Calgary is one of the very first communities in Canada gaining real-time visibility into encampment needs and changing how outreach teams coordinate their vital work.

Before MAGE, teams working with encampments often operated in the dark about each other's efforts—sometimes duplicating visits to the same locations while other areas went unserved entirely. Now, outreach workers can see where colleagues from other agencies have recently visited, access notes about specific locations, and ensure that help reaches everyone who needs it. This tool also opens up communication between teams, letting them share insights about movement patterns, urgent needs, and approaches that are making a difference.

Alpha House, Mustard Seed, Salvation Army and The Alex were early participants in the MAGE pilot rollout. Our vision is for sector-wide adoption of the app to strengthen our data and offer alternative pathways to housing for people living in encampments.

We've also made significant strides with our Coordinated Entry Tool (CET), moving from testing to wider implementation later this year. CET can be used for anyone in need of supportive housing. It enables housing strategists to fill out a single, consistent form, so we can triage and work cohesively with all frontline agencies in the city. Plus, by incorporating a person's history across the system, CET creates a more trauma-informed experience—one where people don't have to repeatedly share painful parts of their story with each new service provider they meet.

This system leads to smarter referrals by considering what's worked (or hasn't worked) in previous placements and offering a more complete picture of each person's unique needs and strengths. This reduces the frustration of inappropriate placements and helps connect people more quickly with resources that truly fit their situation.





## BUILDING SECTOR CAPACITY

**Our training and accreditation programs continue to strengthen the foundation of Calgary's homeless-serving system of care.**

This past year, we facilitated over 50 training sessions that reached 855 frontline staff across the city. From fundamental trainings on crisis intervention and suicide prevention to specialized sessions addressing emerging challenges like hoarding behaviours and financial literacy, everything was offered at no cost to agencies.

Accreditation of case management standards helps set the bar for quality across the sector. We're seeing a workforce committed to continuously upskilling to better handle the challenges we face today. That means anyone experiencing homelessness can expect a consistent level of quality in the service they receive anywhere in Calgary.

## DEEPENING OUR CULTURE OF LEARNING AND EVALUATION

**Understanding how and why people change while in programs is an essential piece in any truly effective homelessness response. This year, we've been developing our Theory of Change framework across the sector, with 38 programs now submitting a Theory of Change as part of their contracts.**

It's critical to address the underlying factors—including trauma, addiction, abuse, racism, mental health challenges, and a loss of employment—that can contribute to homelessness. Theories of Change map expected outcomes across four key domains of recovery: physical and mental health, financial stability, connection to community, and housing. This helps establish an understanding of what positive change looks like and a structure to measure these outcomes.

Over the next year, we'll examine data sources and identify gaps where new measurements are needed. We will continue to adopt Principles-Focused Evaluation (PFE) methodology, and use these principles to evaluate our system's effectiveness and alignment with shared values.

Ultimately, this is about understanding how to support people in ways that create lasting pathways out of homelessness. It's a reminder of our ultimate goal—to make sure that while homelessness may be a chapter in someone's life, it never becomes their whole story.

“

*The Alex's CHF-funded programs have greatly appreciated the opportunity to collaborate with CHF's Evaluation Manager in developing a programmatic Theory of Change across our five funded initiatives. This process has helped each program more clearly define its core objectives, articulate the key activities required to achieve them, and identify the necessary metrics, training, and outcomes to support success.”*

— Steven Richardson  
Director of Housing & Outreach  
The Alex





# Coordination in *action*

Strategic coordination optimizes Calgary’s homelessness response.

## ORCHESTRATING CALGARY’S RESPONSE

CHF serves as a crucial bridge between governments, agencies, and community partners. We help optimize Calgary’s homelessness response, while maintaining an unwavering focus on improving outcomes for people experiencing homelessness.

Our coordination work spans from regular relationship building to major sector-wide initiatives. We invest continuously in critical partnerships with shelters, agencies, city services, and police—nurturing the connections that enable rapid response when needs arise. Through regular collaborations with our funded agencies, we gather feedback on emerging themes and trends, creating shared understanding across the sector.

We also convene regular CEO roundtables where leaders from across Calgary’s homelessness response

sector come together to share ideas and discuss trends. Agencies frequently request these convenings because they recognize CHF’s ability to bring diverse voices to the table. Building and maintaining these relationships is at the very core of our work.

When collective action is needed, we mobilize the entire sector. This past year, we worked with 26 funded agencies to co-sign a joint budget submission to the Government of Alberta, advocating for better wages for frontline workers.

Whether responding to immediate crises or building long-term sector capacity, we consistently bring together the right partners at the right time with the right resources to enhance our collective impact and create pathways to safety and stability for Calgarians.

## EXTREME WEATHER RESPONSE (EWR) PROTECTING PEOPLE FROM THE ELEMENTS

When temperatures plummet, Calgary’s Extreme Weather Response (EWR) program becomes a lifeline for those experiencing homelessness. This collaborative initiative—led by Calgary Homeless Foundation in partnership with The City of Calgary and over 20 local organizations—provides warming spaces,

transportation, necessary supplies, and connection to essential supports and services during the harshest winter conditions. This initiative, now in its fourth year, demonstrates the community’s collective commitment to ensuring no one faces extreme cold without support.

### COMMUNITY PARTNERS

- |                        |  |
|------------------------|--|
| The City of Calgary    | Journey Church                                 |
| Calgary Drop-In Centre | Alpha House                                    |
| The Salvation Army     | Distress Centre                                |
| Mustard Seed           | Aboriginal Friendship Centre of Calgary (AFCC) |
| Wood’s Homes           |  |





# Walking *forward* together

## Our work supporting Indigenous-led solutions to homelessness.

At CHF, we feel a strong commitment to our Indigenous partners to promote the reconciliation necessary to break down barriers by giving, receiving, listening, and reaching out authentically—and in love. This year, we've continued our learning journey in supporting the implementation of an Indigenous-centric homeless-serving system of care, per our 2020 Strategic Plan.

We've invested in relationships and participated in ceremony and cultural practices as we continue to explore more effective and authentic ways of working with our Indigenous partners. We are



grateful to everyone in the Indigenous community who has graciously supported our growth by sitting with us through our learning and unlearning.

This year, we have been fortunate to participate in sweat lodges and round dances hosted by Miskanawah, and sponsor the Aboriginal Friendship Centre of Calgary (AFCC) red dress powwow. We've also embraced and benefitted from the wisdom of Elders and engaged in oral truthing ceremonies as an evaluation approach.

Collectively, these activities reflect our belief that reconciliation requires a consistent presence and genuine participation.

## INVESTING IN INDIGENOUS-LED SOLUTIONS

We maintain funding partnerships with the AFCC and Miskanawah, supporting an Indigenous-led response to people experiencing homelessness. At Miskanawah, this includes embedding cultural connection and healing practices within their supportive housing programming for youth. The AFCC is a key partner in our Extreme Weather Response (EWR), ensuring not only a culturally centred warming space, but also offering valuable insights that strengthen the EWR response as a whole. We are also proud to support the AFCC's Elder's Lodge, a supportive housing program for seniors.

We also invested in innovative projects like the Siksika Outreach "Walking the Wolf Trail" program. Siksika Family Service Community developed a cultural

reconnection outreach unit that helps Siksika people experiencing homelessness navigate both on and off-reserve services while staying connected to their cultural identity.

## CONTINUING OUR COLLABORATIVE JOURNEY

We approach our work with Indigenous partners with humility, understanding that reconciliation is an ongoing journey without a finish line. We've learned to operate relationally rather than transactionally, and we continue growing in our understanding of how to be effective allies and partners.

Our commitment remains clear: To work shoulder-to-shoulder and embrace mutual learning with Western and Indigenous worldviews.

“

*We deeply value our partnership with CHF. They embody a true partnership with their proactive and genuine approach, consistently coming to us asking, 'How can we help?' A stark contrast to the usual 'What can you do for us?' This spirit of true collaboration, desire to understand, and commitment to listening to and acting on our guidance is essential as we work together to support Calgary's most vulnerable Indigenous populations.”*

— Shane Gauthier, CEO of AFCC



# Engaging with *our* community



## The longest *night* of the year

One by one, names filled the room—Aimee, Alfred, Charitie, Devon, Gerald, Karen, Nathaniel, Sarah. They were just a few of the 123 names read aloud. Each name represented someone who mattered, someone whose life we refuse to let fade into silence. In December 2024, Calgary’s 10th Annual Longest Night of the Year brought our community together to remember those who passed away while experiencing homelessness.

### WHAT PEOPLE TOLD US AT SHELTERS

While this has been a longstanding event in Calgary, this year our focus in planning the event was ensuring those with lived experiences were consulted, heard, and understood. Our team visited multiple shelters to conduct group sessions with residents. We asked them what they wanted the memorial to be and how we could make it more accessible to those who do not always have the opportunity to grieve losses with the community.

The feedback was clear and practical. People wanted to attend but faced barriers: transportation to the event was challenging, and because of the timing of the service, attendees struggled to get a bed at a shelter. Also, in past years, the formal ceremony structure left little room for personal grieving.

“

*This memorial is about sharing our humanity, about grieving, compassion, and honouring the lives of those who mattered deeply to us. The list of names that are read speaks to the urgency to address the needs of those experiencing homelessness. One name is one too many. We continue to strive to know a future in our community where homelessness doesn’t exist.”*

— Patricia Jones, President & CEO of CHF



EXPANDING TRANSPORTATION, FOOD,  
AND TIME TO GRIEVE

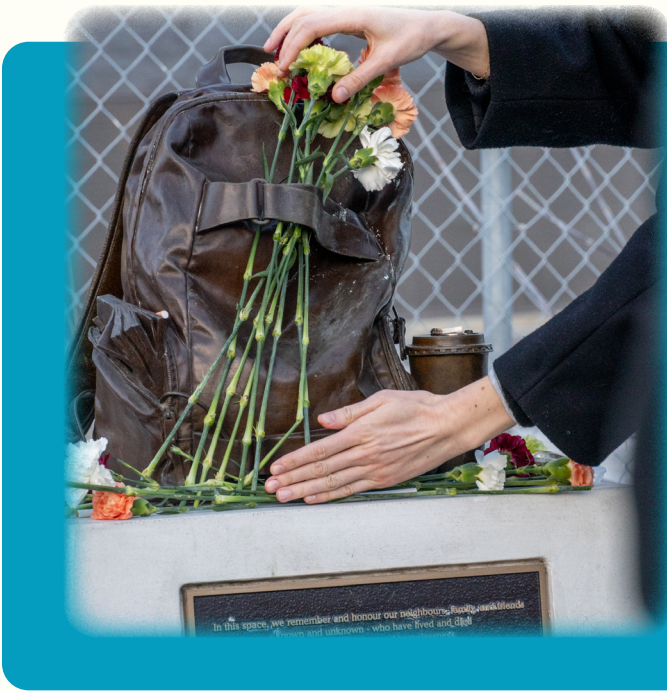
Based on this feedback, we redesigned the event to address the barriers people identified. We arranged shuttle transportation from shelters to the memorial, ensuring cost wouldn't prevent attendance. We worked with shelter providers to hold beds for anyone attending, so people could participate without fear of losing their place to sleep that night. We provided a wider variety of food to accommodate individual preferences and restructured the evening to allow more time and space for individual reflection alongside the formal remembrance, creating room for people to mourn in their own way.

A STEP FORWARD, WITH MORE WORK  
YET TO DO

We are pleased that more people with lived experience were able to attend and grieve this year. Still, we recognize there's more work to do to fully realize our vision for this memorial. Authentic community engagement is not a single consultation but an ongoing process of building trust and relationships over time.



The changes we made represent a meaningful evolution, and the feedback we received continues to guide our approach. We are committed to this work of listening, learning, and adapting to better serve the community we aim to honour.



A PERMANENT PLACE  
FOR REMEMBRANCE

107 13 AVE SE, CALGARY

The memorial honours each person who died while experiencing homelessness, recognizing that their lives mattered. This permanent installation was designed in 2021 by artists with lived experience of homelessness and poverty, providing a year-round space for reflection and remembrance.



Art *Smith* Awards

Recognizing excellence in Calgary's homelessness-serving sector.

The Art Smith Awards honour those who embody our founder's commitment to action and compassion—and a community that works for all Calgarians.

When an economic boom left many without housing, Art Smith mobilized support by literally driving colleagues through the city to see the reality of homelessness firsthand. His belief in taking action to help others laid the foundation for Calgary Homeless Foundation (est. 1997).

Today, the Art Smith Awards celebrate the front-line employees and organizations who carry forward that same spirit. This year, we expanded our recognition to honour more voices across the sector, creating additional categories for frontline workers and broadening leadership recognition beyond CEOs to include managers and directors.

OUR EVOLVING ADJUDICATION PROCESS

Our adjudication process evolved this year. Previous Art Smith Award winners Shane Gauthier from the Aboriginal Friendship Centre of Calgary, Sandra Clarkson from the Calgary Drop-In Centre, and Bernadette Majdell from HomeSpace joined our panel alongside event sponsor Cavy Energy (formerly Pieridae Energy) to help select this year's recipients. These awards recognize the dedicated individuals who work tirelessly on the front lines, the innovative leaders

who drive systemic change, and the collaborative organizations who strengthen our homeless-serving system. Through their compassion, expertise, and unwavering commitment, they embody the very essence of what Art Smith stood for—taking action to ensure no one is left behind in our city.

DALE KEITH: CRAFTING THE AWARD

We are fortunate to work with Canadian Artists Against Poverty, who connected us with local artist Dale Keith to create the stunning awards—a hand-crafted wooden plaque specially engraved for each recipient. With 50 years of woodworking experience, Dale has crafted art throughout his life, including the Longest Night of the Year Memorial Bench, a signature project.

OUR SPONSOR: CAVY ENERGY

We are grateful to honour Cavy Energy for their sponsorship of the Art Smith Awards. This sponsorship was not an obligation. Cavy Energy chose to sponsor this event as this issue matters to them just as it matters to us. Their genuine partnership and belief that when enough people make this personal, change truly happens, exemplifies exceptional corporate citizenship in our community. Thank you Cavy Energy for your leadership and heart.



# 2024 Art Smith Award Winners



## FRONT-LINE LEADERSHIP AWARD

KADIE HUGUES

— FAMILY STRATEGIST, TRELLIS SOCIETY

As Family Strategist and chair of the events committee, Kadie exemplifies the leadership and dedication that creates lasting impact in the homeless-serving system. Their work helping families secure housing, organizing parent connect groups, and securing monthly funding demonstrates the collaborative leadership we're proud to support. Coworkers praise Kadie's approach to creating positive experiences for participants, organizing free school supplies and holiday events that alleviate financial burdens and foster connection.



## LEADERSHIP AWARD

RAJVEER BRAICH

— COMMUNITY REINTEGRATION MANAGER,  
CALGARY JOHN HOWARD SOCIETY

As Community Reintegration Manager, Rajveer demonstrates the expertise and dedication that creates lasting impact in fighting homelessness. Over eight years managing programs, they have advocated for those facing unique challenges, particularly those involved in the criminal justice system. For six years, Rajveer has led the Scattered-Site Adult Housing program, developing wraparound services and securing alternative housing for clients facing deportation while fostering an inclusive culture where everyone feels valued.



## FRONT-LINE INNOVATION AWARD

SOHAM NIMKAR

— COOK INSTRUCTOR, SALVATION ARMY WEST CAMPUS

As Cook Instructor, Soham exemplifies the innovative thinking that improves the homeless-serving system of care. Their person-centered, trauma-informed approach guided women in developing essential life skills for maintaining their homes through a comprehensive program teaching healthy eating, menu creation, food safety, and budgeting while building confidence in meal preparation. Beyond their primary role, Soham volunteered with additional programs to help parents with budgeting and healthy eating, demonstrating the innovative spirit we're proud to support.



## PROJECT AWARD

NORRIS HOUSE

— CLOSER TO HOME

Norris House is an affordable housing project for families experiencing homelessness, resulting from collaboration between HomeSpace and Brookfield Residential, built under the RESOLVE Campaign. At the time of the awards, this 45-unit townhouse development had provided housing to over 65 families, with more than 25 families moving into their long-term homes. The project features an on-site family resource centre offering vital resources, supports, and skills to help reunite families and celebrate milestones, working in collaboration with partner agencies to provide ongoing support to families.



## FRONT-LINE COLLABORATION AWARD

TERRAN ORION SHEPARD

— OPERATIONS MANAGER & MMIW2S+ AWARENESS COORDINATOR,  
ABORIGINAL FRIENDSHIP CENTRE OF CALGARY

As Elders Lodge Operations Manager and MMIW2S+ Awareness Coordinator, Terran exemplifies the collaborative spirit and cultural leadership that creates lasting impact. Their work managing Calgary's first culturally relevant affordable housing project for Indigenous seniors, organizing the first MMIWG2S Powwow, and facilitating intergenerational knowledge sharing demonstrates the excellence we're proud to support.



## LEGACY ACHIEVEMENT TRIBUTE

FREE GOODS PROGRAM

— CALGARY DROP-IN CENTRE

The unanimous thought during the selection process was that the sector could not imagine itself without this program. This initiative has made a profound and positive impact on countless individuals in Calgary, embodying the spirit of Art Smith and the kind of support that defines our city. This year marks a significant milestone as the program celebrates 25 years of dedicated service and transformative work.

# The power of our *collective* investment



## Partners in *purpose*

CHF's work is made possible through the combined support of our valued funding partners. We are grateful for the funding provided by the Government of Alberta, Government of Canada, and City of Calgary, whose investments are the foundation of everything we do. Alongside government support, the generosity of everyday Calgarians enables us to respond swiftly to emerging—and often unexpected—community needs.

Government contracts typically fund programs on an approved, annual cycle, while donor dollars give us the flexibility to act in real-time when urgent situations arise. These situations can include CHF providing a few hundred dollars for a damage deposit or towards a first month's rent. This may seem like a small contribution but it can mean the difference between someone staying housed or ending up without a place to sleep.

Our donors also helped us provide essential items during our winter response. This year, together with the Calgary Drop-In Centre and Global Public Affairs as a matching sponsor, we organized a joint Donate Essentials YYC campaign that raised \$31,670 for critical supplies during Calgary's coldest months.

Donor dollars are also an important funding stream for our prevention and diversion efforts which aim to keep people from losing their housing or entering

# 100%

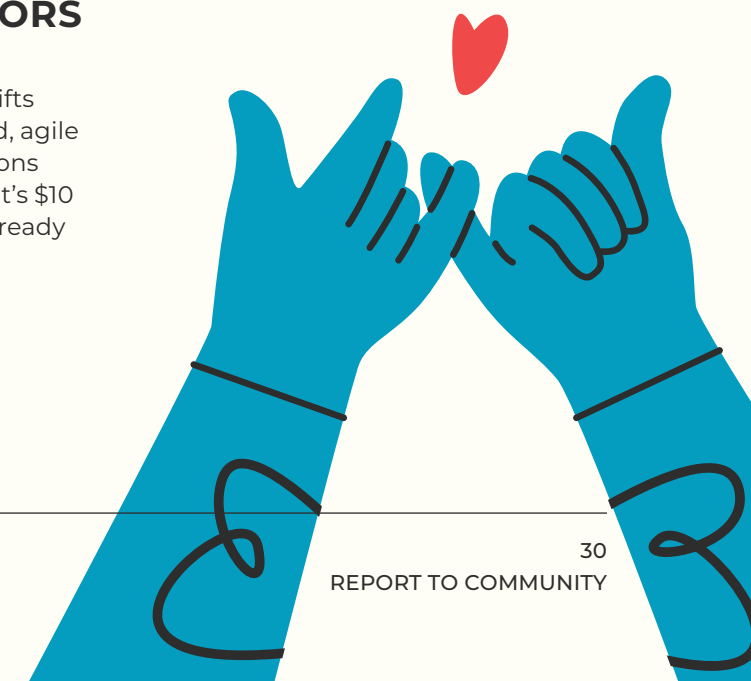
of unrestricted philanthropic funds go directly to agencies serving people experiencing homelessness. No portion is used for administrative costs.

the system by providing targeted financial support such as damage deposits, first and last month's rent, or clearing outstanding debts to help people regain independence.

Together, our donors enable CHF to be both a strategic coordinator and rapid responder in Calgary's fight against homelessness.

## THANK YOU TO OUR MONTHLY DONORS

CHF wants to thank our 128 monthly donors whose regular gifts provide the steady foundation that enables us to deliver rapid, agile responses to emerging community needs and critical situations that can arise at any time. Every monthly donation, whether it's \$10 a month or \$1,000, directly supports Calgarians at risk of or already experiencing homelessness.





STEPHEN KENNEDY: A LEGACY OF SUPPORT



Stephen (Steve) Kennedy’s relationship with Calgary Homeless Foundation spans more than two decades, beginning with his first donation in 2003. But it’s been since 2017 that Steve has become one of CHF’s most consistent supporters, believing deeply in the organization’s approach to coordinating Calgary’s homelessness response.

A retired finance professional who now serves on the board of the Whyte Museum of the Canadian Rockies—

Steve understands the value of sustained, strategic investment. His regular contributions represent the kind of reliable support that allows CHF to respond quickly when unexpected needs arise.

When he’s not supporting CHF’s work, Steve enjoys spending time with his family, bringing the same steady commitment to his personal relationships that he brings to his philanthropy.

Through more than 20 years of giving, Steve has seen CHF evolve and grow, but his motivation remains constant: ensuring that Calgary’s response to homelessness is as coordinated, effective, and compassionate as possible.

Through more than 20 years of giving, Steve has seen CHF evolve and grow, but his motivation remains constant: ensuring that Calgary’s response to homelessness is as coordinated, effective, and compassionate as possible.

When he’s not supporting CHF’s work, Steve enjoys spending time with his family, bringing the same steady commitment to his personal relationships that he brings to his philanthropy.

Through more than 20 years of giving, Steve has seen CHF evolve and grow, but his motivation remains constant: ensuring that Calgary’s response to homelessness is as coordinated, effective, and compassionate as possible.

REMEMBERING BISHOP FREDERICK HENRY

(1943-2024)

Bishop Frederick Henry’s final gift to Calgary Homeless Foundation reflects a lifetime of service to the most vulnerable. When the beloved bishop passed away in 2024, he named CHF as a beneficiary of his estate, continuing a relationship that began in 2010.

Bishop Henry maintained a close friendship with CHF CEO Patricia Jones, built on shared values and regular conversations. During one memorable call in November 2021, he described spending brutally cold days in his apartment while his building’s roof was being repaired. The experience reminded him of what it would be like to be homeless, prompting an immediate donation.

“Our cause is close to his heart,” Patricia reflected, “He believes we need to stop blaming people and develop a softer heart— ‘we are our brothers’ keepers.” His estate gift ensures compassion continues to create impact, funding flexible responses to our community’s needs.



Financial *summary*

FISCAL YEAR: FROM APRIL 1, 2024 TO MARCH 31, 2025

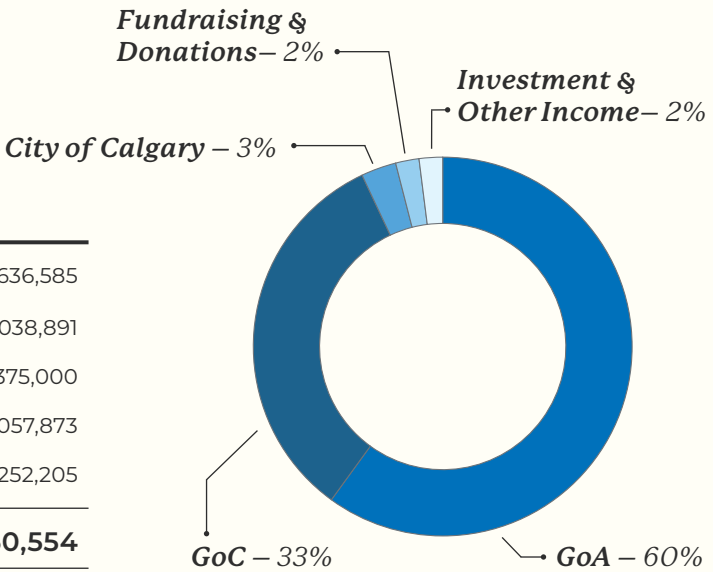
As a trusted steward of public and philanthropic resources, we maintain one of the lowest administrative overhead rates in the sector, ensuring the vast majority of every dollar directly supports Calgary’s homelessness response. This commitment to efficiency

and transparency has earned the confidence of government partners and donors alike, who trust us to allocate resources where they can achieve the greatest impact for Calgary’s citizens.

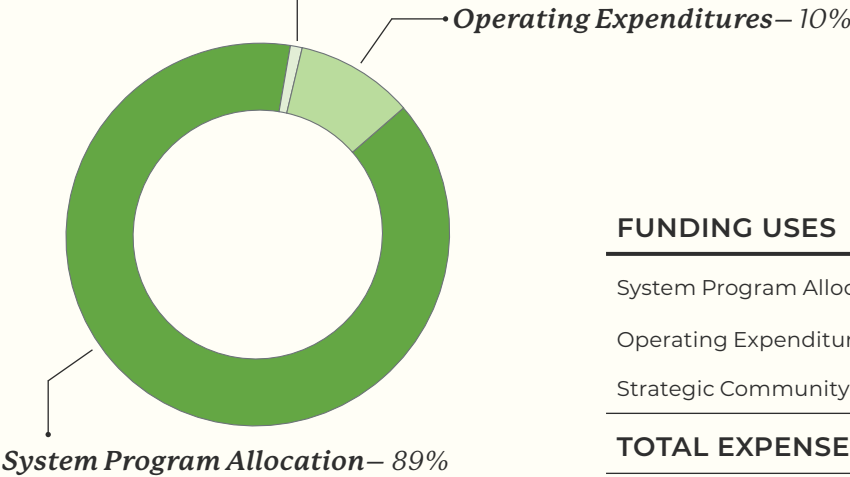
FUNDING SOURCES

Government of Alberta (GoA)	60%	\$41,636,585
Government of Canada (GoC)	33%	\$23,038,891
City of Calgary	3%	\$2,375,000
Fundraising & Donations	2%	\$1,057,873
Investment & Other Income	2%	\$1,252,205

TOTAL REVENUE \$69,360,554



Strategic Community Investments— 1%



FUNDING USES

System Program Allocation	89%	\$60,198,300
Operating Expenditures	10%	\$6,668,657
Strategic Community Investments	1%	\$583,101

TOTAL EXPENSES \$67,450,058

## LOOKING FORWARD

# The city *we can* build together

### What would Calgary look like if we could win the fight against homelessness?

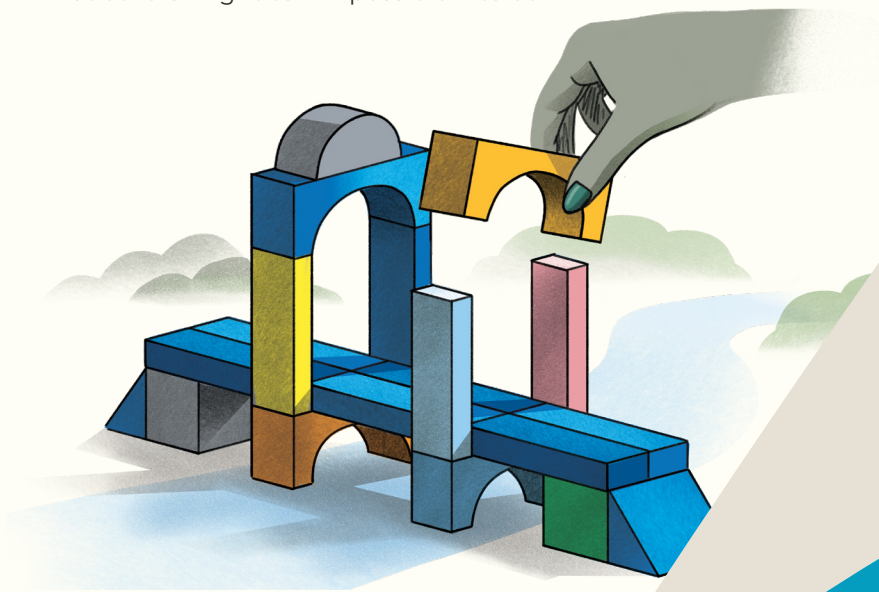
Imagine walking through a city where most emergency shelters have been repurposed because they're no longer needed. Where the once-familiar sight of someone sleeping outdoors becomes a rare exception rather than a regular occurrence. Where parks that once held encampments are now used for people to recharge, rather than just to survive the night.

As Calgary passes 1.5 million residents and rushes headlong towards two million, we can simply grow bigger, or we can grow better. The decisions we make today—and in the days that come—will determine whether homelessness becomes an escalating crisis or a solved problem in our city's brilliant history.

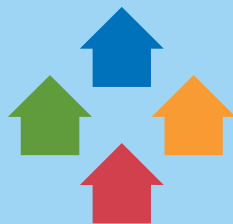
The challenges ahead will require our best thinking and our boldest actions. Together, we'll need to reimagine systems, find more impactful solutions, and recommit ourselves to the fundamental belief that homelessness is a problem we can solve. At Calgary Homeless Foundation, we're committed to this work by coordinating efforts across the city and driving toward a future where everyone has a place to call home.

Calgary has never shied away from ambitious goals. It's in our DNA to reach higher, care deeper, and transform what others might call impossible into our lived reality.

Let's build that Calgary together.



# Thank *you*.



Calgary Homeless  
FOUNDATION

Calgary Homeless Foundation  
Suite 1100, 550 6th Ave. S.W.  
Calgary, AB T2P 0S2

403-237-6456  
[info@calgaryhomeless.com](mailto:info@calgaryhomeless.com)  
[media@calgaryhomeless.com](mailto:media@calgaryhomeless.com)

[calgaryhomeless.com](http://calgaryhomeless.com)  
[@calgaryhomeless](https://www.instagram.com/calgaryhomeless)  
[in](#) [@](#) [f](#) [X](#) [v](#)

*CHF is committed to providing transparency and accountability. We invite community members to anonymously voice any concerns regarding our business conduct to our external whistleblower line at 403-214-1821.*