

2019 REPORT ON PROGRESS

# ending homelessness

*a social imperative for all*

## Together

**We Can Achieve  
Functional Zero  
Homelessness**

IN OUR CITY

A Decade of  
Progress  
and Learnings

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Discover  
the Role  
Applied  
Research  
Plays in  
Ending  
Homelessness

---

Our Future  
Awaits Us



Galgary Homeless  
FOUNDATION



# People have voices, but they've stopped talking.

We need to start listening. It's up to us to accelerate data collection into knowledge and action that aligns with the stories and experiences shared by persons experiencing homelessness.

Data underpins our sector's ability to not only understand our city's most vulnerable, but to better support their resilience.



## **D**ATA MAKES A DIFFERENCE

between 'surviving' on the street and 'thriving' in a permanent home. Our city's most vulnerable rely on us to end their plight.



Calgary Homeless  
FOUNDATION

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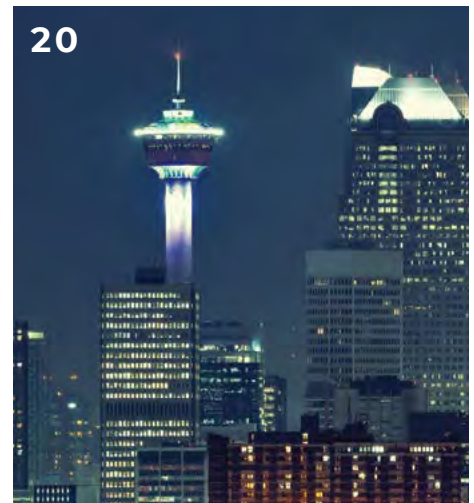
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# UPDATE



2018/19

CHF Report To Community

## OUR IMPACT

Homelessness is a dynamic, ongoing and complex challenge facing our city. Homelessness is defined by the lack of access to appropriate and stable housing and the supports necessary to maintain housing. Homelessness is most visible in the form of emergency shelters and people living on the street, less obvious are hidden forms of homelessness like “couch surfing” or living in substandard, overcrowded, or unsafe housing.

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

These factors are: Economics, our Social Services System, and Public Policies.

Public policies and economic conditions that lead to homelessness are big societal issues that are the core responsibility of all orders of government – Federal, Provincial, Municipal and Indigenous – to address. Local system responses and how we as a community respond to homelessness in our city need to be strategic and coordinated.

The Calgary Homeless Foundation (CHF) serves as the neutral backbone organization that leads the integration and coordination of Calgary's Homeless-Serving System of Care (CHSSC). CHF utilizes a

system-level approach to effectively steward program funding according to local trends and client needs while capital funding is delivered in partnership with a non-market housing provider.

While the aspirational goal of achieving an Absolute Zero end to homelessness remains our target, we realize that this is not achievable without significant change, investment and direct participatory accountability of Alberta's Primary Public Systems. Progress towards Absolute Zero requires intentional focus on first achieving a Functional Zero end to homelessness.

Functional Zero is the achievement of an ecosystem balance between the CHSSC and/with across all public systems such that the necessary resources are in place to foremost better meet the needs of vulnerable people, while allowing us to proactively measure and responsively manage the capacity, sustainability and effectiveness of our CHSSC, in real time. This goal, in turn, fuels our focus on reconnecting people to the appropriate public systems and achieving a point where there are enough Primary Public Services, housing, emergency shelter beds, and coordinated social supports for everyone who needs them. In a Functional Zero state, anyone who experiences homelessness does so only briefly, is rehoused quickly and successfully, and is unlikely to return to homelessness again. ✕

## Our board

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

**Gerald Chipeur:** Partner, Miller Thomson LLP (Chair)

**Ellen Dungen:** President, EMD Consulting Ltd. (Vice-Chair)

**Wayne Barkauskas:** Lawyer, Mediator and Arbitrator, Wise Sheible Barkauskas

**Jeff Boyd:** Regional President, Alberta & Territories, RBC Royal Bank

**Tracee Collins:** Commission Member, Alberta Utilities Commission

**Luana Comin-Sartor:** General Manager, Finance & Planning, Major Projects and Functions, Suncor Energy

**Greg Draper:** National Lead, Valuations, Forensics and Litigation Support, MNP LLP

**Brenda Huband:** Vice President & Chief Health Operations Officer, Central and Southern Alberta Executive Lead, Population, Public & Indigenous Health, Alberta Health Services

**Lourdes Juan:** Director, LMJ Consultants

**Patricia Kaiser:** Senior Vice President, Sierra Systems

**Dr. Ron Kneebone:** Professor, University of Calgary

**Diana Krecsy:** President & CEO, Calgary Homeless Foundation (Ex-Officio)

**Scott McElligott:** Investment Counsellor, Manulife Private Wealth

**Alexandra Nuth:** Managing Director, Brightside by ATB Financial

**Leigh-Anne Palter:** Management Consultant, Deloitte

**Sat Parhar:** Deputy Chief, Calgary Police Service

**David Ross:** President, SAIT Polytechnic

**Krista J. White:** Community Volunteer

**In Addition,**

**Brian O'Leary, John Currie,**

**Stephanie Felesky:** (Honourary Members)

**Evan Woolley:** Councillor, Ward 8, The City of Calgary (Elected/Government Member)



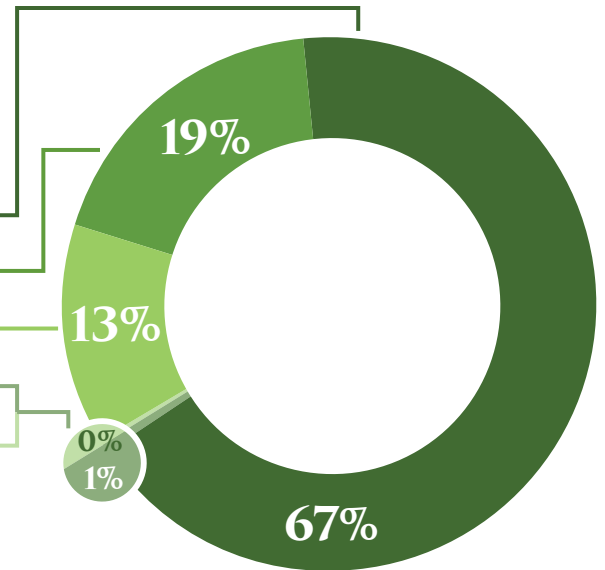
## FINANCIAL REPORT

### A SUCCESSFUL YEAR OF CHF STEWARDSHIP

*Ending March 31, 2019, revenues were just over \$61 million and expenses were \$62 million. Strategic surplus spending was enacted to support community need as program disbursements remain the primary expenditure.*

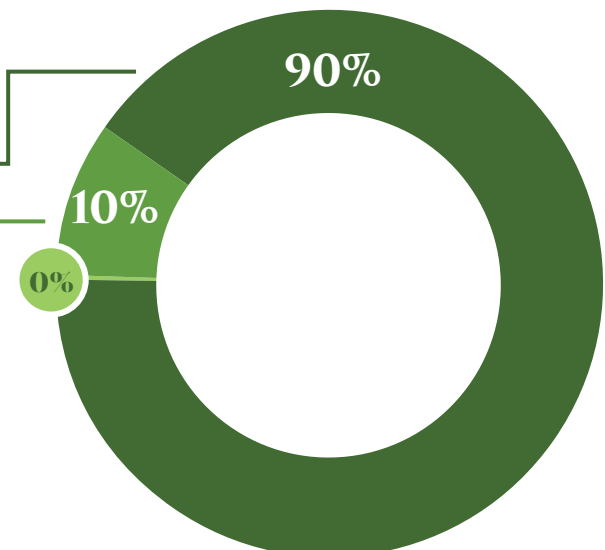
#### FUNDING SOURCES:

67%	Government of Alberta	\$ 41,629,031
19%	Donations & Grants	\$ 11,489,194
13%	Government of Canada	\$ 8,349,629
1%	Investment Income	\$ 373,473
0%	Special Events	\$ 134,922
<b>100%</b>		<b>\$ 61,976,249</b>



#### FUNDING USES:

90%	System Programs Disbursements (external)	\$ 56,849,441
10%	Administration (internal)	\$ 5,860,768
0%	Events	\$ 40,970
0%	RESOLVE Fund Raising	\$ 73,296
<b>100%</b>		<b>\$ 62,824,475</b>
	Deficiency of revenue over expenses	<b>- \$ 848,226</b>





## 2018/19 RESULTS

### LEADING AND FUNDING SECTOR ACCOMPLISHMENTS

**AS THE SYSTEM LEADER** for Calgary's Homeless-Serving System of Care (CHSSC), CHF is a catalyst and facilitator for service agencies to optimize client success. CHF focuses on four strategic pillars of work: Public and Political Will, Research and Data, Community Mobilization and Funding of Outcomes and Impact. In addition, CHF addresses gaps and identifies best practices to improve the overall system of care and enhance desired client outcomes. Through mobilization of collective impact, CHF is committed to move forward in partnership with

homeless-serving agencies, the public systems, the private sector, government partners, local communities, the faith community, foundations, and all Calgarians to end homelessness in our city.

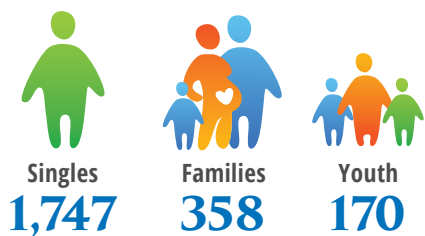
**AS THE SYSTEM PLANNER** for Calgary's Homeless-Serving System of Care, we coordinate the system to connect people to the right resources so homelessness is prevented whenever possible or is otherwise a rare, brief, and non-recurring experience that will end as quickly and compassionately

as possible. We steward funding 23 agencies operating 59 programs. We rigorously monitor quality and program performance to ensure active accountability. In addition, we compare programs with one another across the CHSSC, to reduce duplication of services and to effectively leverage resources. By overseeing a client-centered and coordinated service structure we, enhance opportunities for service providers to work more collaboratively, and we help match residents with the right agencies and services to maximize their success. ✕

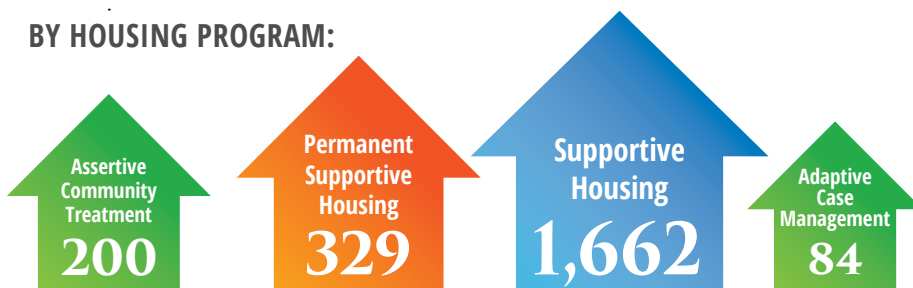
# 2,275

## HOUSING SPACES WITH SUPPORT

#### BY POPULATION:



#### BY HOUSING PROGRAM:



#### CURRENT HOUSING STABILITY RATE:



#### PUBLIC SYSTEMS USAGE REDUCTION\*:



\*Public systems usage includes: hospital; EMS; ER; Jail; police interactions, and court.

# 59 CHF FUNDED PROGRAMS IN 23 AGENCIES



## TRAINING PROGRAMS ADMINISTERED IN 2018/19:

**39** Unique Trainings **1,075** Trainees/Capacity Built

PEOPLE HOUSED IN  
2018/19:

# 823 RESIDENTS

PLACED IN HOUSING\*




### HOUSING PROGRAMS:

Assertive Community Treatment (1 program) .....	<b>29</b>
Other (2 programs) .....	<b>36</b>
Adaptive Case Management (4 programs) .....	<b>55</b>
Permanent Supportive Housing (15 programs) .....	<b>169</b>
Supportive Housing (23 programs) .....	<b>534</b>


### BY POPULATION:

 Families  
**187**

 Youth  
**57**

 Singles  
**579**

### PRIMARY RESIDENCE PRIOR TO INTAKE:

 **41%** Emergency Shelter  
**37%** Other  
**13%** Couch Surfing  
**9%** Outside

### GENDER:

 Female **43%**  Male **55%**  Spectrum **2%**

### IMMIGRATION STATUS:

 **95%** Canadian Citizen  
**4%** Permanent Resident  
**1%** Other

\* Includes re-housing

### BY ETHNICITY:

 European Descent  
**51%**

 Indigenous  
**39%**

 Diverse  
**10%**



# SUNSET & REPORT BACK TO COMMUNITY

## THE END OF A DECADE

### *The sunset of Calgary's Plan*

In 2008, a community based, multi-stakeholder leadership group in Calgary launched an ambitious and actionable strategy to end homelessness in ten years. Calgary's 10 Year Plan to End Homelessness (Calgary's Plan), provided the blueprint for our city to build a robust, coordinated system of care capable of ensuring all Calgarians have timely access to the right housing and supports to prevent and end homelessness in their lives.

Calgary Homeless Foundation (CHF) was chosen to lead the implementation of Calgary's Plan, and today, working closely with community agencies, the private sector, government, and the research and faith communities, we continue to provide leadership as the backbone organization overseeing Calgary's Homeless-Serving System of Care (CHSSC).

Having completed the monumental undertaking of compiling and analyzing a decade of information CHF produced a comprehensive report back to our community, that rigorously reviewed progress, made learnings acquired, identified barriers that limited optimal performance and future work required.

### PLAN ACHIEVEMENTS IN BRIEF

#### Homelessness Reduced, Housing and Supports Added and Cost Savings Realized

- » We've achieved a 32% decrease in homelessness in Calgary (per capita) since January 2008.

- » Added almost 600 new units of housing and housed almost 10,000 people.
- » CHF and partner agencies created more than 2,275 new Housing First program spaces.
- » A better use of public dollars. In a CHF Study, researchers concluded that every \$1 spent on Housing First is associated with \$1.16 - \$2.86 of savings to taxpayer funded services.

#### A more coordinated support system for Calgarians at risk of or experiencing homelessness

- » 23 agencies and 59 programs share data on a common information system regarded as one of the best of its kind internationally, the Homeless Management Information System (HMIS).
- » Community Systems Integration (CSI) Table. Systems level leadership towards the goals identified in the Together to Zero report.
- » Coordinated Access and Assessment (CAA). A single

place and process for people experiencing homelessness to access program and housing services.

#### Better quality of services, with more impact

- » Client Action Committee (CAC). Persons with lived experience of homelessness are integral to our work. Created in 2012, the CAC continues to advise and influence change.
- » Key Performance Indicators. Utilizing evidence based metrics to monitor program quality and performance.
- » Training. Each year, community consultations are held with sector service providers to prioritize and deliver critical training to capacity build the homeless-serving sector.
- » Certificate Program. In partnership with the University of Calgary, CHF delivers a comprehensive real-world curriculum (Working with Persons Experiencing Homelessness) for professional and non-professional service providers. ✕







## OUR LIVING LEGACY

### *Collective Impact Report*

**T**he decade long journey we've undertaken as a community has resulted in tremendous progress. We were the first city in Canada to launch a bold initiative to end homelessness and as previously stated, but worth repeating, we've **housed almost 10,000 people and built almost 600 units of housing**, since 2008. We've built a Homeless-Serving System of Care in our city that is world acclaimed, and this system of care, and our learnings are our collective "living legacy" – a legacy that will continue to save lives and house more people, long into the future.

As the first city in Canada to have reached the sunset of its 10 Year Plan (Calgary's Plan), we had an opportunity to celebrate our achievements, share our learnings, and turn our vision towards what the future of ending homelessness looks like beyond 2018.

The "Our Living Legacy" report synthesizes the results of Calgary's Plan implementation over the past decade, providing our key insights and learnings and illustrating the impact of our community's various strategies and actions. It highlights the important phases and developments which

shaped the evolution of Calgary's Plan and the legacy that we will continue to build on beyond 2018. The report highlights our bold and courageous leadership, yet also humbly acknowledges our false assumptions and misdirections followed by our redirection. Our progress made is a testament to our perseverance and passion.

We have collectively achieved tremendous accomplishments for our city. We have slowed the growth of homelessness, and bent the curve to demonstrate a substantial reduction in homelessness in our city by a 32% per-capita.

Through committed collaboration we've created unprecedented levels of

support and as a community, we've created a nationally and internationally recognized coordinated homeless-serving system of care that's responsive to client needs and is grounded in a people first, Housing First philosophy.

That's our living legacy, and we've been enormously successful in creating home for many of Calgary's most vulnerable.

To community volunteer boards, not-for-profit agencies, staff, citizens, government and community partners who stayed the course for ten years, and who today continue to passionately advance forward, our gratitude is immeasurable and profound. ✕



## EVERYONE COUNTS

*The 2018  
Nationally Coordinated  
Point-in-Time Count*

**O**n Wednesday, April 11th, 2018, Calgary Homeless Foundation (CHF) participated in its third provincially coordinated Point-in-Time (PiT) Count of homelessness.

Funded in part by the Government of Canada's Homelessness Partnering Strategy (HPS), the PiT Count was completed as part of "Everyone Counts: The 2018 Nationally Coordinated Point-in-Time Count", and it marked Canada's second nationally coordinated Point-in-Time Count. It was the first time Alberta had been a part of the nationally coordinated count, and Calgary participated in the PiT Count along with other members of Alberta's 7 Cities on Housing and Homelessness (7 Cities), including: Edmonton, Grande Prairie, Lethbridge, Medicine Hat, Red Deer and Wood Buffalo.

**EVERYONE COUNTS 2018** is Canada's second nationally coordinated PiT Count, with over 60 cities across the country counting during the months of March and April 2018. While several communities in Canada, such as Calgary, have been conducting counts for more than a decade, the introduction of a national count is a step towards the development of a national picture of homelessness.

### WHAT IS A POINT-IN-TIME COUNT?

**PIT COUNTS PROVIDE** a snapshot of the NUMBER of people experiencing homelessness on a given night. PiT



**Above:** A group of volunteers prepare to participate in the 2018 Point-in-Time Count

counts are limited in their scope of strategic application but, these counts can be used to help determine how homelessness is changing year after year. The PiT Count is only a snapshot in time, and as such, it is not the definitive or sole source of information to be utilized in understanding the complexity of homelessness.

Ultimately, the information gathered from Alberta's coordinated PiT Count compliments other data that informs solutions to end homelessness in our communities. In Calgary, the PiT Count has always been an opportunity to make a point in time connection. One person to another person saying "we see you; your life matters, we want to help."

### THE PROCESS

**APPROXIMATELY 940 VOLUNTEERS** were sent out in teams across the 7 Cities. In Calgary, approximately 100 individuals were divided into more than 20 teams that fanned out across specific areas of the city to conduct the count.

Volunteers, elected officials, business people, people who were formerly or are currently homeless and representatives from Calgary Police Service, City of Calgary Animal and Bylaw Services, Calgary Parking Authority, Calgary Transit, non-profit agency outreach teams, Canadian Pacific Railway, Calgary Stampede, the University of Calgary, SAIT, Mount Royal University and Fish Creek Park, joined CHF leadership and staff to participate.

### THE COUNT CONSISTED OF TWO PARTS:

First, people who were sleeping outside were counted and offered assistance. Where possible, these individuals were asked questions to get a better understanding of their experience of homelessness.

Second, more than 70 facilities providing housing for people experiencing homelessness shared their data, including emergency shelters and temporary accommodations.



**THREE SHELTERS:** The **Calgary Drop-In & Rehab Centre**, **Inn From the Cold** and **Calgary Alpha House Society** counted and administered surveys to those in their care. As well, remand centres, hospital emergency rooms, police processing units and other city-specific sites provided data on how many people experiencing homelessness were under their supervision or care on the night of April 11th.

The 2018 PiT Count built off of the success of previous counts while improving quality and consistency in methodology. Compared to 2014 and 2016, the 2018 PiT Count allowed for better comparison between cities. In addition, there were additional transitional housing units included for this count, as well as provincial system data for health and correctional facilities.

## THE FINDINGS

**THE APRIL 2018** PiT Count found 2,911 people experiencing homelessness in Calgary, a 32% decrease per capita from its peak in 2008 when Calgary's Plan to End Homelessness was launched – and a decrease from the previous count in October 2016.

These counts provide one source of information on homelessness and allow the 7 Cities to monitor trends over time to foster pro-action, responsivity and urgent reaction wherever indicated.

CHF utilized the PiT Count data to inform policy changes and program design within our CHSSC and as a baseline measurement that will be used to assess population trends in our city. Over time the count also informs how to best align resources to ensure that people experiencing homelessness in our city and our province have access to the best system of care focused on ending homelessness across Alberta.



**Of the total 2,911 people who were enumerated on the night of the count, data collected showed:**

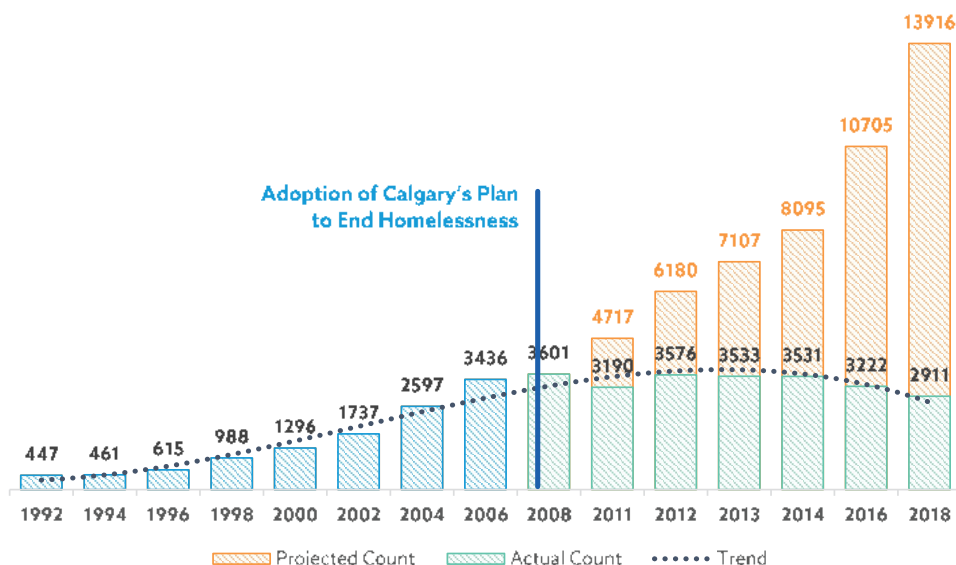
- » **72% male; 26% female;**
- » **20% Indigenous;**
- » **80% Non-indigenous**
- » **41% 45 years of age and over**
- » **35% 25-44 years of age**
- » **18% 24 years of age and under**

## 2,911 PEOPLE EXPERIENCING HOMELESSNESS WERE COUNTED DURING THE APRIL 2018 CALGARY POINT-IN-TIME HOMELESS COUNT.



**Above:** Michael Grant, Calgary Homeless Foundation, addresses the Calgary 2018 PiT Count volunteers

Prior to the implementation of Calgary's Plan to End Homelessness in 2008, biennial Point in Time (PiT) counts clearly illustrated that homelessness was growing in our city by roughly 31% every two years. Based on these projections, (and had we done nothing), Calgary would have had almost fourteen thousand people experiencing homelessness on any given night by 2018. In the face of record in-migration to Calgary, since the plan was launched in 2008, we've reversed the curve and achieved a 32% decrease in homelessness per capita in our city.







# The Gift of Knowledge

## Given in the memory of Hyman Belzberg

**J**n April 2018, Jenny Belzberg, on behalf of her two sons and daughter, made a very significant contribution to Calgary Homeless Foundation's (CHF) research – the largest gift to research in CHF's history.

The gift was made in memory of her husband, Hyman Belzberg, former CHF Board Member and active community leader, and is specifically designated to CHF's research – focused primarily on applied research.

Her generosity will benefit numerous organizations across Calgary's Homeless-Serving System of Care (CHSSC).

This gift was celebrated at an intimate event in September 2018. CHF Board Members and special guests gathered at CHF to receive the gift, and officially name the Belzberg Conference Room in honour of Hyman Belzberg and their family's contribution to ending homelessness in Calgary.

At the event, Jenny shared several stories, some about Hy's

sense of humour and his sound sense of business, but most were about how Hy cared about people. *"I know that he's looking down and saying he's really grateful about what we're doing at Calgary Homeless Foundation,"* she said.



***"THIS IS APPLIED RESEARCH;  
IT'S NOT JUST GOING INTO A  
BOOK OR ON A COMPUTER. I'M  
LOOKING FORWARD TO SOME  
GREAT THINGS HAPPENING."***

- JENNY BELZBERG

Hy's presence can be felt in the newly named Belzberg Conference Room which displays an iconic photo taken by the famed photographer, Yousuf Karsh. Hy's leadership through service is embodied in the caption – "He never asked anyone to do something he was not willing to do himself."

His legacy continues to live on through his family's generous support of CHF applied research.

The Belzberg Research agenda will encompass several projects. The first focusing on understanding why existing data reveals disproportionate numbers of Indigenous peoples among shelter users, rough sleepers and households in core housing need in Calgary. It is hypothesized that this arises from the movement

of Indigenous peoples from local reserves and rural areas into Calgary. Recognizing that policy context and data would help to assess this assumption and evaluate its scale, CHF launched the Belzberg-funded research by contracting a team of researchers from diverse fields of expertise, to explore further. The team—consisting of Carleton University professor emeritus Allan Moscovitch (Social Policy), Mount Royal University professor Dr. Gabrielle Lindstrom (Indigenous Studies), and consultants Steve Pomeroy (Housing), Dr. Jodi Bruhn (Political Science) and

Dr. Nick Falvo (Public Policy) - will carry out research that will quantify the magnitude and nature of both housing and income need among Indigenous households living on reserves near Calgary, and their impact on flow into CHSSC.

The findings of this work will position us to better explore possible policy and program options to help prevent and end Indigenous homelessness within our city. ✕



## Understanding Applied Research

### CHF's Data and Research Vision

Data and research should intersect and reinforce one another. To understand how best to achieve this intersection it is critical first to understand the type of research that is most relevant to addressing and ending homelessness in Calgary. To this end, and based on CHF's local CHSSC mandate, there is a need to focus on what is known as *Applied Research*.

Achievement of CHF's data and research vision requires an intentional approach with a focus on leveraging data to find solutions to specific CHSSC concerns in real-time and to use this information to make evidenced decisions and guide day-to-day work to optimize programs and practices in Calgary.

A key attribute of Applied Research, therefore, is the ability to take large local data sets and a variety of advanced quantitative techniques to drive analytics and analysis that will generate meaningful knowledge to inform decision making and our community vision of achieving Functional Zero.

The opportunity to link data, analytics, and research from an end user and operational perspective is profound in its relevance to enhancing client outcomes. Following a primary path focused on Applied Research does not

diminish CHF's respect for the importance and value of other forms of research, such as pure and academic research, however, given our vision of a Functional Zero end to homelessness for Calgary, it is reasonable to align internal CHF efforts towards Applied Research as opposed to research that exists strictly to generate new knowledge.

This is congruent with the direction many health institutions are going. In an era where we have come to see the wisdom of patient-centered, personalized healthcare, if research is only about "generalizable knowledge" then it will become increasingly less relevant to the transformations that are needed – and the ones coming – whether we like it or not. This doesn't preclude the pursuit of new generalizable knowledge, however, this type of research must have a client-focused direct line-of-sight to CHF's mandate and the primary focus of CHSSC.

What is clear is the need for a culture of research supported by CHF that maintains a direct line of sight to CHSSC with an iterative cycle of stakeholder input and CHF research partnerships that can accelerate data translation into knowledge and action. ✕







# The Human Impact

## Work being done by the Client Action Committee and Youth Advisory Table of the Calgary Homeless Foundation

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

Who better to understand that vision than those who have lived it?

In 2012, a core group of nine clients came together to form the focus group that would become the CAC. Over time, as members attended the meetings, made contributions and moved on, a core group remained. Motivated by a singular desire to see a better Calgary, and really help those in homelessness.

### Longest Night of the Year

On December 21, 2018, Calgarians gathered on the steps of the Calgary Municipal Building for the 4th annual city-wide candlelight memorial service, The Longest Night of the Year, honouring the lives of those who passed away while experiencing homelessness in our city. This annual memorial, coordinated by the CAC, is a place for many to remember friends and family who lost their lives while "sleeping rough" (outside), staying in emergency shelters or from illnesses or conditions related to their experience of homelessness. After the Mayoral Proclamation was read on behalf of Mayor Naheed Nenshi, members of the CAC proceeded to read the first names of the 133 individuals who had passed away in the previous year. Following a moment of silence, attendees were invited to say a few words in

remembrance of those they had lost. While there have been memorials held in shelters throughout the city, the CAC was driven to host one that every Calgarian could attend. For many who have passed, this memorial will be the only commemoration of their lives. The Ismaili Community Center and Jamatkhana generously supported the event by providing a meal of chili and rice for the attendees, served by volunteers from the Rotary Club of Calgary.

### Memorial Project

The Client Action Committee (CAC) of the Calgary Homeless Foundation (CHF) has advocated for the need for a contemplative space where the lives of people who have died while experiencing homelessness can be honoured. University of Calgary social work professor Dr. Jessica Shaw initiated a research project that, in part, sought to understand the end-of-life care needs and desires of people who had experience with homelessness in Calgary. This research further highlighted the need and a benefit of a public space where people can go to remember friends and family who have died while experiencing homelessness. A GoFundMe campaign was launched by the CAC with the support of Dr. Jessica Shaw to fund the initiative. With a fundraising goal of \$10,000, the campaign has reached almost 70 per cent of its target, having raised over \$6,900.

Advocacy efforts at the City of Calgary to establish the Memorial Art Project recognizes that Calgary has already fallen behind Vancouver, Edmonton and other urban municipalities, who have already implemented these memorial spaces of healing.

For more information or to donate to the Calgary Homeless Memorial Project, visit: [www.gofundme.com/yychomelessmemorial](http://www.gofundme.com/yychomelessmemorial).



# YOUTH ADVISORY TABLE

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

This past year YAT members:

Attended the 2018 Canadian Alliance to End Homelessness Conference in Winnipeg

Presented at the 2018 Allies for Youth Conference in Edmonton

Presented at the 2018 7 Cities Conference in Red Deer

Attended the 2019 Canadian Alliance to End Homelessness Conference in Hamilton

Raised \$700 on Go Fund Me to send youth with lived experience to conferences

Participated in the 2018 Calgary Pride March

Raised \$575 and participated in the 2019 Coldest Night of the Year walk

Consulted with AHS on the "Thinking About Change" program

Consulted with the University of Calgary Faculty of Social Work on research about transition age youth

## 7 Cities Conference

The 7 Cities Conference on Housing First and Homelessness is a gathering of practitioners, government, academia, and interested community members to facilitate dialogue and action on our collective efforts to end homelessness. The 2018 Conference took place in Red Deer from June 11-13. The Calgary Homeless Foundation received funding through the Human Rights Education and Multiculturalism Fund to explore issues related to human rights within the homeless community. An extensive consultation process was initiated for the project, including input from members of the CAC and many other stakeholders. The Homeless Charter of Rights pulled together rights that are a current part of legislation and

applied these to bring attention to the real world discriminatory behaviours, practices, and policies imposed on persons experiencing homelessness. It is the first of its kind in Canada. It asserts that all citizens of our community – regardless of housing status – are equal in dignity, rights, and responsibility. Members of the CAC facilitated a training session at the conference, focused on the Homeless Charter of Rights, as part of their advocacy work to end discriminatory policies and practices and empower individuals to stand up for the rights of those experiencing homelessness. ✕



## CAC Accomplishments

Delivered Homeless Charter of Rights training to CHF funded and non-funded agencies in the CHSSC

Delivered Homeless Charter of Rights training to Police, AHS, EMS, etc., supported by a fourth grant from the Alberta Human Rights Commission

Members participated in two consultations that helped inform the Living Legacy report from CHF

Marched in the annual 2018 Calgary Pride Parade to support LGBTQ2S+ in the homeless community, as the first group of its kind to march in any Calgary Pride Parade

Participated in the City of Calgary One Window Client Advisory Panel

Created a terms of reference to guide their work

Participated in the International Overdose Awareness Day

Members represented the CAC at the 2019 Canadian Alliance to End Homelessness conference in Hamilton, Ontario

Raised over a \$1000 and walked in the 2019 Coldest Night of the Year walk

# Courageous Leadership

A view of the past and an eye to the future



**D**iana Krecsy has a passion for getting to the roots of homelessness. Today, she talks to us about the resounding positive impact of the past decade, and how this work continues to inspire us all.

**In 2018, Calgary was the first city in Canada to reach the sunset of its 10 Year Plan to End Homelessness. What stands out to you the most about what has been accomplished?**

**"CALGARY IS THE** first city in Canada to demonstrate that collective impact works. The most powerful thing is that the accomplishments were made possible thanks to the collective work and dedication of our city's homeless-serving agencies. Some of the key achievements include: reducing homelessness in Calgary by 32% per capita, housing almost 10,000 people in ten years; adding permanent supportive housing in our city that didn't exist here before; creating a Homeless Management Information System (HMIS) to coordinate data and system programs; and introducing Coordinated Access and Assessment (CAA), a robust triage process that allows clients to be referred to programs that are equipped to meet their individual needs. This involves the coordination of numerous service agencies and the collaboration of numerous highly engaged front-line service providers. It's incredible how far we've come. Calgary was once the city

with the fastest growing rate of homelessness in Canada, and now with the combination of big systems thinking, progress, steadfast leadership, rigorous performance evaluation and adaptation cycles, collective impact was realized. We are the first urban city that has successfully tipped the homeless growth curve downward."

**What gaps are you looking forward to addressing?**

**"WE LEARNED VERY** early on that shelters are pivotal to the overall system of care. The shift to housing focused shelters with wrap-around supports will enable clients to access the support they need earlier on in their

homelessness experience, and is pivotal to building upon a person's resiliency; fostering appropriate (re)connecting to public system services; and getting people rapidly housed in the community."

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

**"WE ARE WORKING** very hard and very intentionally, to ensure our resources (people, time, money, talents, etc.) are directed to helping people who are experiencing homelessness in Calgary. It's always about the client. We are doing better than we did 10 years ago, better than we did yesterday, and are planning to be even better tomorrow. We will continue our work to ensure that an individual's experience of homelessness is shorter, more compassionate, and that their path out of homelessness is sustainable and their quality of life improves because of it. CHF will continue our work with the CHSSC and public systems to ensure we have a systematic response in place so that homelessness can be prevented whenever possible, or is

otherwise a rare or brief occurrence before they are moved on a path of permanent housing stability."

**What does public system partnership, system integration and accomplishing Functional Zero mean for the future of ending homelessness?**

**"I TRULY BELIEVE** that with the leadership collaboration and the coordination of the not-for-profit sector (Boards and CEOs) and with intentional accountability of public systems to invest in the prevention of and/or early intervention of "paths into homelessness", we can become the first urban city to realize the beneficial opportunity *for clients*, of ending homelessness rapidly and permanently. Together the CHSSC and public systems can achieve Functional Zero.

That's the exciting part for me. People would say I'm an optimist and that it's not realistic to think these systems can change – I intellectually, passionately and ethically disagree. The Homeless-Serving System wasn't a system ten years ago so we built it. Data wasn't coordinated or aggregated, but it is now. We know better; so now we can do better!"

**G**erald Chipeur, QC is Calgary Homeless Foundation's (CHF) Board Chair. His law practice over the last three decades has often focused on the development of public policy and the removal of red tape. He shares with us why homelessness is an issue that is close to his heart.

**You were a Board Member and Vice-Chair with CHF before becoming Board Chair. Why was it important for you to get involved with CHF in this capacity?**

**"FIRST, I SAW** the need. Homelessness is a crisis in the life of an individual that is typically not hidden. We can see the suffering of those without a place to call home. Second, I recognized that the Calgary Homelessness Foundation is a professional organization with a business plan that makes sense to me."

**How has your time with CHF impacted your understanding of homelessness?**

**"IT HAS BECOME** clear to me that homelessness is a challenge in every major city. However, some cities rise to the challenge and refuse to accept the status quo. Calgary is one of those cities and it is in the minority."

**Looking back at the past year as Board Chair with CHF, what accomplishments stand out to you the most?**

**"CALGARY HAS SUCCESSFULLY** completed the city's 10 Year Plan to End Homelessness and CHF has participated in a major fundraising initiative that will combine private sector donations with government

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

**"I HOPE THAT** the first thing that people take away is that CHF exists to serve the needs of the clients. Real people who are hurting in homelessness. I hope that we are thought of as courageous leaders, that we serve community ethically, and that we are meeting the needs of the people who are experiencing or at risk of homelessness. I don't

expect people to be aware of all that CHF does. It's not about us. But I hope that they believe that people are better off because we do what we do. I'd prefer them not to focus on CHF's story at all, but rather, on the story of a city that used to have the fastest growing homeless population in Canada, and a city that bent the curve downwards, but didn't stop there. That Calgary is a city where ending homelessness is always a priority. If they remember only that, then that's ok."



commitments to provide housing for thousands who would otherwise be without."

**What inspires you the most about where you see CHF headed in the future?**

**"CALGARY HOMELESS FOUNDATION** has always put housing first, not only because housing is important, but because it is important that each Calgarian have a home. Furthermore, the Foundation recognizes that each individual is unique and it takes a significant number of unique organizations to meet every need."



# Next Steps:

**2019/2020**

Our long term goal to end homelessness in Calgary will be served by focusing on the following five areas in 2019/2020:

5

## CREATE

staff & board opportunities for ongoing exposure to Indigenous world views to foster understanding (in readiness for organizational and systems change)

4

## CLEARLY DEFINE

and communicate CHF's role as providing systems level leadership to the CHSSC (to best align internal resources to deliver on vision)

3

## UPDATE AND EXPAND

CHSSC logic model to include system KPIs and to enhance program KPIs (to support evaluation of outcomes, to inform decision making and to continuously earn community trust)

2

## IMPLEMENT

CHF internal technology modernization phase 1 (to support our backbone obligations to provide systems level leadership to the CHSSC)

1

## COMPLETE

CHF's next 3-year strategic blueprint, ready for implementation April 1, 2020 (to define CHF's specific role in the community's future work in ending homelessness)





# INNOVATION CAPACITY BUILDING ENHANCEMENT

IN ENDING HOMELESSNESS GRANTS PROGRAM

is available through the Calgary Homeless Foundation. We are looking to support innovative programming, strengthening organizations in their work by building capacity, and enhancing current programming to further accelerate towards a Functional Zero end of homelessness in Calgary. These grants are open to all agencies and organizations working towards ending homelessness in Calgary.

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Please contact us at [grants@calgaryhomeless.com](mailto:grants@calgaryhomeless.com)  
or visit us at [www.calgaryhomeless.com/funding/](http://www.calgaryhomeless.com/funding/)  
for more information on funding opportunities.



Calgary Homeless  
FOUNDATION

Together, we will end homelessness in Calgary





Above: Adam Melnyk, Calgary Alpha House Society, Mayor Naheed Nenshi, City of Calgary, Theresa Conroy, Client Action Committee, Steven Richardson, Calgary Homeless Foundation

## THE TOGETHER TO ZERO REPORT

*The sunrise to Functional Zero homelessness in Calgary*

**A**t CHF we are evidence informed and recognize that housing first is NOT housing only, degrees of support may be required; Harm Reduction is NOT harm acceptance, healing is a journey and a continuum of services and treatments are needed; and meeting people where they are at is NOT the end – it's the beginning of a relationship built upon respect and hope and continuously striving for optimal wellness.

Preventing homelessness before it begins is the most effective and efficient way to end homelessness. Unfortunately, homelessness is/ may be the reality for some people. By collectively aligning ourselves with the Together to Zero Strategic Directives, we can enable Calgary to achieve Functional Zero and empower our community to continue charting our path to the end of homelessness in Calgary.

We have discovered that the true causes of homelessness come from external macro factors, and that prevention must predominantly occur in the primary public systems. We have created a Homeless Management Information System (HMIS) that allows us to better assess the state of homelessness in our city, and we have also learned that while the goal of a true Absolute Zero end to homelessness remains our target, we realize that this is not achievable in practice without significant transformation.

**Functional Zero is a realistic and achievable goal in our city if we all work together.**

**THE TOGETHER TO ZERO** report is a consolidation of a decade of knowledge combined with what we, as a community, envision as the primary strategic areas of focus crucial to achieving Functional Zero on our

path towards Absolute Zero. Through 19 comprehensive consultations held with community in 2018, stakeholders clearly articulated what they felt are the most critical areas of focus for our city. Their collective input directly informed the creation of the six core Strategic Directives within this guiding document that will take us to Functional Zero.

These six Strategic Directives provide an intentional framework by which public systems, homeless-serving agencies, the public, corporate Calgary, stakeholders and partners can best utilize the shared knowledge gained over the last ten years to adjust and align our individual agencies' strategic and tactical plans, governance models, initiatives, and programs to function within Calgary's Homeless-Serving System of Care (CHSSC) in order to best meet the needs of vulnerable Calgarians who are at risk of or experiencing homelessness. ✕



# ECOSYSTEM INTEGRATION

*A core component of a Functional Zero end to homelessness*

Calgary's Homeless-Serving System of Care (CHSSC) is a network of community agencies and partners working together to ensure those at risk of or experiencing homelessness have timely access to the right housing with the right supports at the right time. The Ecosystem of Care includes the primary public systems, all orders of government, community partners, and CHSSC – essentially all touch points that serve to help prevent or exit homelessness.

## Primary Public Systems

**HOMELESSNESS IS A COMPLEX ISSUE** that is embedded within all of Alberta's primary public systems of care: Housing, Health, Justice, Social Services, Income Supports, Children's Services, etc. While not the sole factor in homelessness, the way these systems relate to one another can intersectorally compound the experience of homelessness. By adopting an integrated approach, the efficiencies and outcomes of these interconnected public systems could be significantly improved to support client success.

## Default System & The Role of CHSSC

**CALGARY'S HOMELESS-SERVING SYSTEM** of Care is what we refer to as a secondary, or "default system." Comprised principally of non-profit agencies, community partners and faith communities, the CHSSC is coordinated and focused

around collective efforts to end homelessness in our city. The CHSSC arose out of necessity to serve those who fell through the gaps between primary public systems. Eco-system coordination is required of the CHSSC in partnership with Health, Corrections, poverty reduction initiatives, affordable housing development, and others in order to achieve a Functional Zero end to homelessness in Calgary.

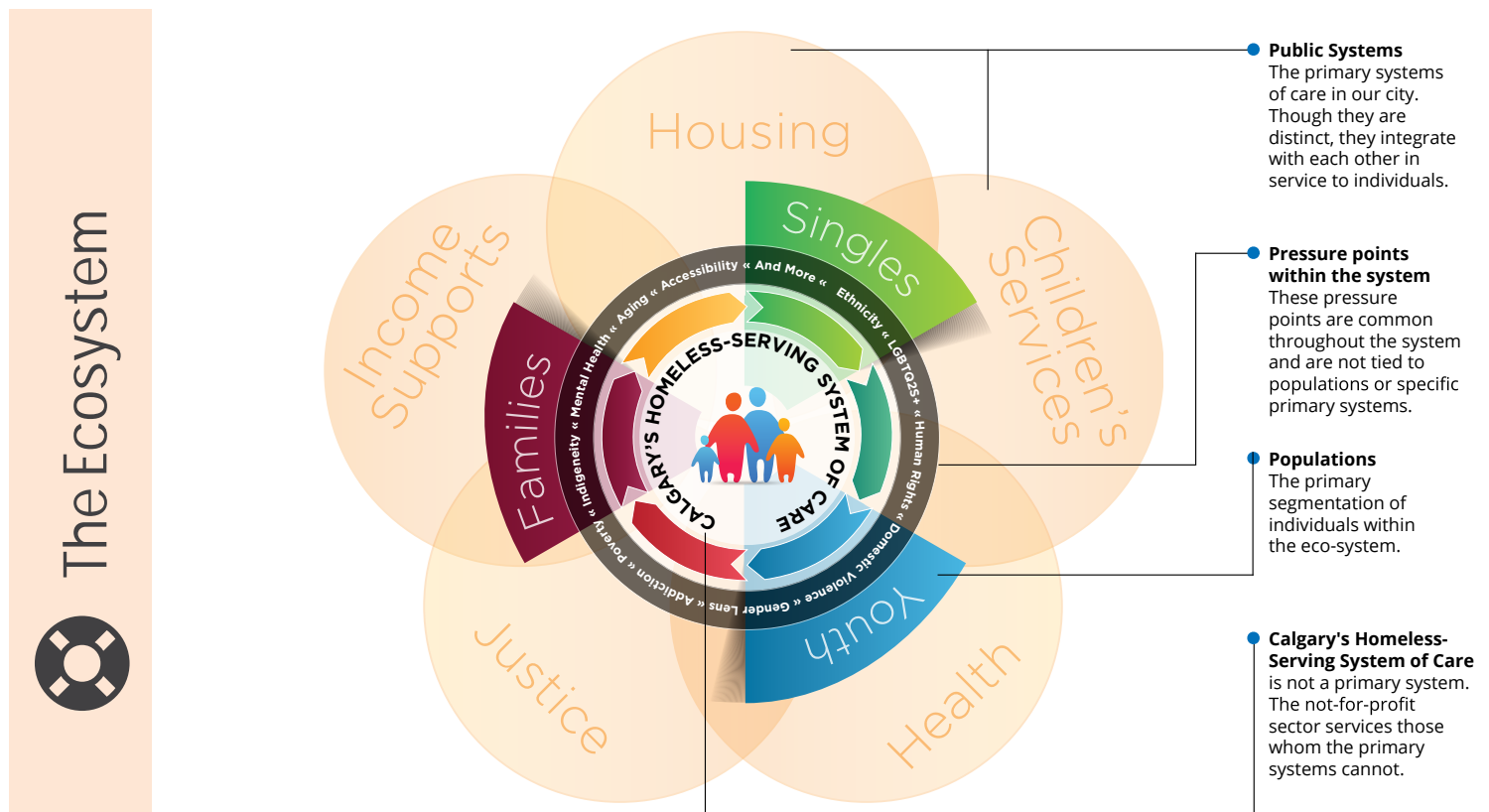
## Systems Level Leadership

**TO ACHIEVE FUNCTIONAL Zero**, it is imperative that we close the primary public systems gaps that people fall through *before* they fall through them – not just pick them up once they've fallen.

Discoveries over the past decade have highlighted the need to create an approach that reaches beyond CHSSC, recognizing the necessity to enhance integration and participatory accountability of all primary public systems to prevent homelessness.

Shared responsibilities across all orders of government to better integrate funding, policy, and service delivery across ministries and departments is essential to prevent and ultimately, end homelessness.

Systems-level leadership presents a very different way of working towards a Functional Zero end to homelessness as the sphere of accountability to stop homelessness extends beyond the default system (CHSSC) up into all the primary public systems. ✕



# A First-Of-Its-Kind Collaboration Concludes

**T**he RESOLVE Campaign was a first-of-its-kind in Canada collaborative campaign. Nine participating agencies worked together with government, business and community leaders to create affordable rental housing with support services for up to 3,000 homeless and vulnerable Calgarians. The Campaign concluded active fundraising

on March 31, 2018 and officially sunset on March 31, 2019. At its conclusion, the Campaign raised enough capital to provide 1,850 Calgarians who were experiencing, or vulnerable to homelessness, with a key to an affordable rental home with the supports they need to thrive. Although the Campaign itself has concluded, the participating

agencies will continue to open doors to additional urgently needed affordable homes in our city. The tangible difference the Campaign has made in our city will be seen for years to come, as more buildings are constructed and Calgarians move from a place of homelessness and instability to the safety and security of a home.

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**BETWEEN APRIL 1, 2018 AND MARCH 31, 2019, CHF and its housing collaborator, HomeSpace Society, opened one building and broke ground on two additional sites. These represent our sixth, seventh and eighth new buildings supported by the RESOLVE Campaign.**

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**Stepping Stone Manor**



**Providence House**



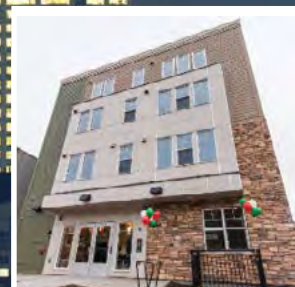
**Aurora on the Park**



**The Prelude**



**The Maple**



**Murray's House**

# RESOLVE

Making Calgary a better home for everyone.





**Top Left:** Diana Krecsy, President & CEO, CHF; Bernadette Majdell, CEO, HomeSpace Society; Homes by Avi Group of Companies executives, Avi Amir, Chairman, Monte Kendall, Vice Chairman, Charron Ungar, CEO; Alan Norris, Chairman and CEO of Brookfield Residential Properties and Chair of the RESOLVE Campaign

**Left:** Alan Norris, Chairman and CEO of Brookfield Residential Properties and Chair of the RESOLVE Campaign; Bernadette Majdell, CEO, HomeSpace Society; Bev Higham-Linehan, CEO, Calbridge Homes; Diana Krecsy, President & CEO, CHF; Joe Ferraro, Chairman and Founder, Calbridge Homes

**Above:** Diana Krecsy, President & CEO, CHF; Jay Westman, Chairman & CEO, Jayman BUILT; Bernadette Majdell, CEO, HomeSpace Society

**THE MAPLE**, permanent supportive housing for 25 women, opened its doors on December 18, 2018 to offer hope and a home for the holidays. The building was made possible thanks to Homes by Avi, the Government of Alberta, the Government of Canada, and a land disposition by the City of Calgary and other generous donors. The building's name, The Maple, was chosen by Homes by Avi to symbolize strength and endurance. YW Calgary are providing the residents of The Maple with 24-hour access to on-site case managers and counsellors located within the building to ensure the women have the support they need, when they need it. ✕

**A VIRTUAL** groundbreaking was held for The Clayton on May 12, 2018 in Bowness. The building is made possible by the donor and builder, Jayman BUILT, the Government of Alberta, and the Government of Canada (Canada Mortgage and Housing Corporation). The building gains its name from Alvin Clayton (A.C.) Westman, Jayman's founder. Calgary Alpha House Society will provide on-site supports to 30 formerly homeless, vulnerable Calgarians. ✕

**A CELEBRATORY** groundbreaking for The Triveri House was held on January 24, 2018 at the Calgary Zoo. The building will provide urgently needed affordable, permanent supportive housing to 38 homeless and vulnerable Calgarians and was made possible with joint funding by Calbridge Homes, the Government of Alberta, the Government of Canada (Canada Mortgage and Housing Corporation), a land disposition from the City of Calgary, as well as a contribution through its Housing Incentive Program. Enviro's will provide on-site supports to 38 formerly homeless, vulnerable Calgarians. ✕



# Trail Blazers Among Us

**O**n Thursday, March 21, 2019, Calgary Homeless Foundation (CHF) hosted its second annual Trail Blazer Breakfast fundraiser at the Hyatt Regency Calgary sponsored by ATB Financial and featuring The Right Honourable Beverley McLachlin, P.C., Former Chief Justice of Canada as the keynote speaker. The proceeds from the breakfast are supporting CHF and its unique role in providing systems level leadership to CHSSC.

Alan Norris, Chairman and CEO of Brookfield Residential Properties and former Chair of the RESOLVE Campaign, was presented with CHF's Trail Blazer Legacy Award at the breakfast. The Legacy Award was



created to honour an individual or group whose dedication to the vision of ending homelessness has created a lasting impact in our community.

"The Trail Blazer Breakfast is more than just a fundraiser for CHF," says Diana Krecsy, President & CEO of the Calgary Homeless Foundation. "It's an opportunity to bring together like-minded people who aren't afraid to blaze new trails; to leverage resources and expertise in order to tackle the issues of poverty and homelessness in our city. This breakfast is about coming together, being inspired, and taking the courageous step to make our mark by leaving a lasting positive ripple effect in our community."

Over a decade ago, Calgary blazed a trail by doing something no one in Canada had ever attempted before. Our city launched the nation's first 10 Year Plan to End Homelessness and charged CHF with its implementation. Since then, with CHF providing systems





# Royal West Gives Back

On Saturday, October 27, 2018 CHF was honoured as the recipient of a very generous contribution from the Rocky Mountain Show Jumping 2018 Royal West event. Between the first round and the jump-off of the Truman Homes Cup, Royal West founder (and competitor) John Anderson – president of Rocky Mountain Show Jumping – and Truman Homes' CEO George Trutina presented a cheque for \$150,000 to the Calgary Homeless Foundation. ✕



level leadership, we've created the first internationally recognized, coordinated, homeless-serving system of care in Canada that fosters us working together in the most efficient and effective way possible to best serve individuals experiencing or at risk of experiencing homelessness.

CHF's current leadership work in community continues to be transformative in scope and scale, as demonstrated by our participation on the Community Justice Collaborative: Calgary Steering Committee, which includes senior representation from the Alberta Provincial Court Judiciary, Government of Alberta Prosecution Services, Calgary Police Services and Alberta Health Services. Together, we are seeking to advance both Restorative Justice and Community Justice models in our city to better serve marginalized populations including those experiencing homelessness, mental health concerns and/or substance misuse disorders. ✕

**Above:** Patricia Kaiser, Senior Vice President, Sierra Systems, Board Member, Calgary Homeless Foundation; Gail Boehm, Chief Operating Officer, Calgary Homeless Foundation; George Trutina, Truman Homes; John Anderson, Rocky Mountain Show Jumping

**Opposite page Top:** Sandra Huculak, Managing Director, Corporate Social Responsibility, ATB Financial; Alan Norris, Trail Blazer Legacy Award Recipient; the Rt. Honourable Beverley McLachlin; Diana Krecsy, President & CEO, CHF

**Opposite Page Bottom:** The Rt. Honourable Beverley McLachlin

# GRATITUDE

**WHILE GOVERNMENT FUNDING IS PARAMOUNT** in CHF's strategy to integrate and strengthen Calgary's Homeless-Serving System of Care, private philanthropy is crucial as well. We all have a role to play in ending homelessness, and CHF donors are doing their part (gift received 4/1/18 – 3/31/19).

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Miller Thomson LLP	Pick, Jennifer	Shukalek, Caley	Turner Hogan, Caroline		
Miller, Lee & Lynda	Pierce, Susannah	Siebens, Clarice	Unifor Social Justice Fund		
	Pinder, Kendra	Siemak, Dennis			
	Polianina, Tamara	Sierra Systems			
	Polsky, Bev				
	Poscente, Anita				
	Pradera Natural Mexican Food				

# LEADING TODAY TRANSFORMING TOMORROW



Calgary Homeless Foundation is proud to present the 2020 Trail Blazer Breakfast, a unique opportunity for you to connect with Calgary's innovators, risk-takers and change makers in the goal to end homelessness.

Keynote Speaker:  
Lieutenant-General The Honourable  
**Roméo Dallaire**

*Join us and be inspired by our keynote speaker as he shares his personal insights and wisdom gained over his military, political and humanitarian career, and his thoughts on the need for trailblazing leadership in Canada, specifically in the area of mental health and homelessness as Canadian health crises.*

**Thursday, May 7, 2020**  
8:00am - 9:30am



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Calgary Homeless  
FOUNDATION



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



403.237.6456  
[info@calgaryhomeless.com](mailto:info@calgaryhomeless.com)  
[www.calgaryhomeless.com](http://www.calgaryhomeless.com)

Media can contact 403.615.7607 or  
[media@calgaryhomeless.com](mailto:media@calgaryhomeless.com)

CHF aims to provide all of our stakeholders with transparency and accountability. Any complaints or concerns with CHF can be anonymously reported through our external whistleblower line at 403.241.1821.

We also welcome your feedback on this report.