

2022 REPORT TO COMMUNITY

Living Our Purpose:
Gaining Momentum



Patricia Jones PRESIDENT & CEO

This past year we accomplished a great deal to support individuals experiencing homelessness through the second year of the COVID-19 pandemic.

We saw an increase in individuals suffering from combined mental health, addiction, and health issues. While our sector grapples with this challenging environment, Calgary Homeless Foundation (CHF) and our partner agencies continued to innovate and maximize resources to create the best possible outcomes for those we serve.

2021 was my first full year as President and CEO at CHF. Our commitment to guiding the fight against homelessness was refreshed with the release of our strategic plan – *Focus to 2025* in September 2021. This plan articulates our four priority areas and will act as our road map for the next three years. It also outlines the importance of adopting a collaborative mindset to influence systemic changes to tackle the complex factors affecting homelessness.

As you will see in this report, we want to create a more barrier-free system. We need to adapt to those we serve. This will ensure we can truly make a difference as a community-based organization accountable for the planning and allocation of approximately \$70 million in provincial, federal and municipal funding to fight homelessness.

I would like to thank the 38 strong and mighty CHF staff, who have solidly committed to our purpose and ambition. Without their commitment to excellence and partnerships, internally and externally, our work could not be successful.

Our past year's actions show we have gained momentum on multiple fronts. We still have much to accomplish, but our strategic focus, energy, and collaborative spirit allow us to feel confident about the future. Together we aspire to create a world where homelessness is only an episode in someone's life but never a condition that defines one's life.



Pat Kaiser BOARD CHAIR

While the past year continued to be one full of economic and health related challenges due to the ongoing pandemic, I am proud of the efforts and impact made by CHF and our partners in the fight against homelessness in our city.

It is with mixed emotions that I am stepping down as Board Chair. I have thoroughly enjoyed my time on the Board and have been proud, both personally and professionally, to be associated with CHF and the great work we do in our community.

These are exciting times ahead for the organization and the team. Positive momentum has been building over the past few years within the homeless-serving sector to accomplish even more.

While there will always be challenges, I have witnessed the resiliency, creativity, and outright determination of the CHF team and their partners to move mountains in pursuit of our purpose. Their ability to build, nurture and maintain relationships has enabled CHF to earn the right to be the authoritative guide on how community can best leverage our combined resources in the fight against homelessness...this is our *ambition*.

We have an unbelievably talented and committed Board supporting the team at every step on this journey and a donor community whose contributions are making a huge impact in our city.

I'd like to take this opportunity to thank Patricia Jones for her leadership and the Board for the privilege of working with them for the past several years. It has brought me joy to be part of such a worthwhile organization.

Continue doing what you are doing with care, compassion, and consideration to those we serve every day!



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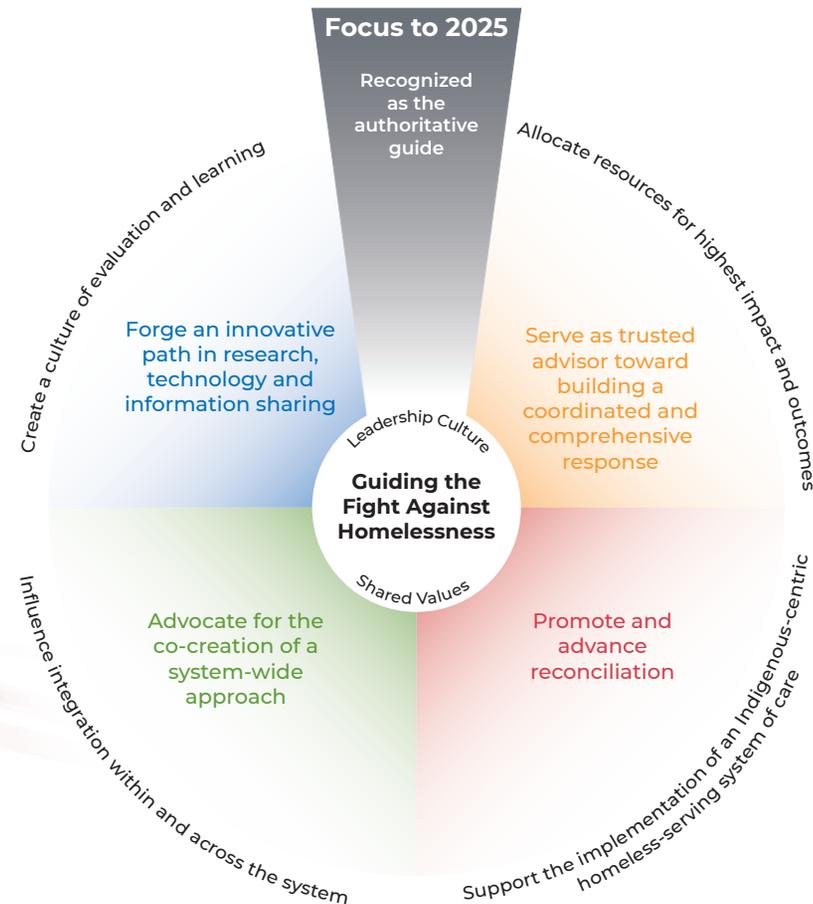
Navigating Forward

In 2021, Calgary Homeless Foundation developed an extensive consultation process with multiple external and internal stakeholders. By collaborating with community partners and looking within, we addressed the questions together: “Why does Calgary Homeless Foundation exist, and what value does CHF offer?”

Based upon these conversations, in September 2021, Calgary Homeless Foundation unveiled *Guiding the Fight Against Homelessness: Focus to 2025*.

This strategic plan activates and defines our purpose to be recognized as a trusted partner to guide the fight against homelessness in Calgary. It gives us a clear direction of where to focus our energy and resources through 2025.

The plan identifies four areas where we will concentrate our efforts. We have gained momentum on numerous fronts, highlighting how, through collaboration, our staff and stakeholders embrace CHF priorities.





Our Impact

In 2021, agency and community partners continued to operate through unprecedented and unpredictable times, yet we celebrated our forward momentum and accomplishments as a sector.

CHF advanced our four ambitions based on the fundamental spirit of collaboration:

- Allocate resources for highest impact and outcomes; serve as trusted advisor toward building a coordinated and comprehensive response
- Support the implementation of an Indigenous-centric homeless-service system of care; promote and advance reconciliation
- Create a culture of evaluation and learning; forge an innovative path in research, technology, information and learning
- Influence integration within and across the system; advocate for the co-creation of a system-wide approach



Allocating resources for highest impact and outcomes

During the past year CHF continued to work collaboratively on multiple initiatives to improve the system's ability to respond to the complexity and diversity of the homeless population and to achieve positive social outcomes.

Family Sector Enhancement and Innovation Project

As a community-based organization and the steward of public funds, CHF continually assesses our investment in programs and services that enhance the overall performance of the sector and maximize positive impacts and outcomes for the participants we serve.

In 2021, CHF undertook a Family Sector Enhancement and Innovation project, leveraging the latest research in Canada and the US.

Taking advantage of the creativity and expertise of staff working for funded agencies, CHF used our experience and knowledge to support a full spectrum of innovative approaches aligned with a recovery-oriented system of care.

The project focused on consolidating multiple programs into a single group, offering pathways to positive outcomes in housing, health, financial stability, and community connection, using housing as a catalyst to recovery rather than a success measure itself.

The project also increased access to culturally appropriate services for Indigenous families, simplifying the experience for families seeking services and centralizing prevention and diversion programming by offering combined services for participants.

We've started to see growth in several projects because of a refresh of our family sector. We were able to create new spaces and develop innovative program designs geared to prevent family and youth homelessness.

These systematic improvements demonstrate the ability of CHF and our partners to innovate within our budget.



Supporting the implementation of an Indigenous-centric system of care

Last year, CHF's connection with Indigenous organizations and agencies serving Indigenous individuals expanded on multiple fronts.

"Our goal is to continue to build knowledge and understanding within our organization regarding the marginalization of Indigenous peoples and to enhance relationships with Treaty 7 leaders, Elders, and the urban Indigenous community," says Patricia Jones, CHF President and CEO. "In so doing, we will become more effective in guiding and aligning service providers to meet the needs of their Indigenous program participants."

Working Together to Create a Safe, Trusted Space *INDIGENOUS COVID-19 VACCINE CLINIC RESPECTS CULTURAL SAFETY*

In March 2021, the Aboriginal Friendship Centre Calgary (AFC) joined forces with Siksika Health Services, OKAKI, Circle of Wisdom Elders and Seniors Centre, and Seven Brothers Circle to launch aisokinakio'p (Blackfoot for "a place where you take your body and mind to make it healthy"). It was the first Indigenous-led COVID-19 vaccination clinic in Alberta to provide safe, culturally sensitive access to immunizations for Indigenous communities.

Funded with the support of Calgary Homeless Foundation, the clinic opened its doors at Circle of Wisdom Elders and Seniors Centre in Sunalta. By the time the program was completed, 400 seniors had been immunized. In fall 2021, the clinic expanded its services to include flu and pneumococcal shots to adults and children over the age of five. Since its opening, the clinic has administered more than 10,000 vaccines in Calgary and area.



A Road to Autonomy

CHF TRANSFERS RESPONSIBILITY AND FUNDING TO INDIGENOUS ORGANIZATION

In 2021, four members of the Treaty 7 territories - Bearspaw First Nation, Chiniki First Nation, Wesley First Nation and Tsuut'ina First Nation - created an integrated framework to tackle health and social issues affecting their respective communities.

They formed G4 Health, whose goal is to “focus on the Nations’ needs first and then work with stakeholders to find connections and solutions in advancing the health and wellbeing of our members.” G4 Health was organized to provide equitable access to quality health care; to develop an intergovernmental, integrated service delivery method; and to draw on making use of meaningful health information to improve outcomes for their people.

The second aspect of G4’s work—the development of an integrated delivery model—is where CHF connected. The Community Advisory Board overseeing the federal government’s Reaching Home Indigenous homelessness stream determined that the G4 was best placed to become the new fiscal agent for federal funding of Indigenous programming. G4 has become the first Indigenous led community entity in the Calgary area stewarding federal funding within the Reaching Home initiative.

“This was an important and meaningful step we have taken with our Indigenous community partners,” says Matt Nomura, CHF Vice-President, Strategic Investments and Community Impact. “While we are no longer involved in allocating federal funding for Indigenous programming, we will continue to be an ally to the G4 as we build an Indigenous-centric, homeless-serving system of care.”

“The Indigenous community’s vaccine hesitancy is connected to a history of systemic racism and trauma in the health care system,” says Shane Gauthier, CEO of the Calgary Aboriginal Friendship Centre. “With that context, we knew we needed to get creative and collaborate with our partners to create something new and different—something that would be Indigenous-led and governed and serve our community from a place of understanding.”

With this innovative strategy, participants were able to receive support from Elders and community members in a setting that sought to remove systemic barriers often experienced by Indigenous peoples in western health care settings.

Gauthier credits the success of this project to close-knit partnerships between local organizations and their willingness to create a space where traditional Indigenous medicine and western practice could meet to keep the urban Indigenous community both culturally and physically safe.



Influencing integration within and across the system

Coordinated Community Winter Response (CCWR)

In December 2021, the City of Calgary struggled with a series of interconnected issues related to the city's homeless population and harsh winter weather.

Many people experiencing homelessness moved into Calgary Transit stations to escape the cold. Calgary City Council chose CHF to be the coordinator and fiscal agent of \$750,000 to address three immediate critical issues: the creation of more warming spaces through existing infrastructure, the reduction of barriers to accessing shelters, and the distribution of basic winter weather essentials through a centralized supply hub. These efforts became part of the Coordinated Community Winter Response (CCWR).

CHF was able to quickly activate and coordinate the CCWR by engaging with multiple service units from the City of Calgary, shelters, social agencies, grassroots outreach teams, and the Government of Alberta. Different organizations, each with a unique focus, mandate and expertise, came together in the spirit of collaboration to solve the needs of the community.



We are proud to be supporting @ChildMntlHealth Inglewood Exit Youth Hub warming centre as part of @calgaryhomeless Coordinated Community Winter Response. #yyc Read more about this in our blog: <https://t.co/EuMkDTg95R>

@CalgaryFoodBank (Twitter)



In these circumstances we are thankful to @JyotiGondek & #YYCcc for the hope of accessing the one time funding given through @calgaryhomeless that will help us help those that need to survive this winter with essentials. Without that support many more lives will have been lost.

@BeTheChangeYYC (Twitter)

“Everyone has their own way of operating, but we all have a common goal,” explains Adam Melnyk, CHF Project Lead - Winter Response, “and that’s connecting as many people to housing and supports as possible. What the CCWR proved was that outreach groups in the city were interested in being a part of a larger system and building the capacity to reach a higher standard of operating.”

Sandra Clarkson, Executive Director of the Calgary Drop-In Centre (DI), says she is proud of how quickly the DI, with the support of Calgary Homeless Foundation, was able to launch the supply hub. “We were able to provide the supplies needed in a coordinated and centralized fashion, resulting in a smooth and efficient process for all,” she says.

The hub also exemplified the effective partnership between government and local agencies—a feature that Clarkson describes as a highlight of the CCWR. “Collaboration is key when tackling complex social issues. The level of collaboration and cooperation among funders, community service providers, and peer outreach groups shows the power of working together for a common goal.”

“We built many new pathways to support collaboration and improve coordination, and we learned a lot about individual agency service strengths that were leveraged to greater effectiveness through partnership and shared objectives,” says Brett Whittingham, City of Calgary Business Continuity and Emergency Planner, Calgary Neighbourhoods. “These connections continued to be leveraged and strengthened beyond CCWR activities.”

CHF continues to work with its partners to build on the foundation of the success of CCWR and to explore new and innovative solutions to support individuals experiencing homelessness in our city.

Creating a culture of evaluation and learning

What works, for whom, and how: building our sector's collective learning capacity

Over the course of 2021, CHF continued working with our agency partners to build our collective learning capacity. CHF engaged partners from seven innovative programs in the Homeless Serving System of Care (HSSC) and an Evaluation and Learning Partner from Alberta Health Services to co-design an evaluation method that is responsive to the unique approaches of each program, while allowing CHF to uncover system-level insights.

The project was developed to understand each program's outcomes in the four recovery domains of home, health, financial wellness and community connection. It was run as a developmental evaluation, focused on learning from each program's experience and expertise. The result was a new tool, the Theory of Change, that supplements our traditional use of key performance indicators.

"We are learning to understand the effectiveness of our sector as contributors to the improvement in participants' quality of life," explains Roman Katsnelson, CHF Director of Programs & Evaluation. "In addition to helping people secure stable housing, our programs create positive changes in health, financial wellness, and community integration. As we get better at understanding what works in each program, we are also getting better at understanding it collectively."

"This [developmental evaluation] was focused on collaboration, which I appreciated. It was framed around a collective sense of learning, how we can pivot along the way, and how can we use these valuable learnings to improve programming. It was a collective safe space to air those learnings. It opened doors to collaborate with the other programs. This was a really good approach and great collaboration between CHF and our team."

Tyler Wilson, *Enviros* – Manager of Triveri House

"For our staff and me, [Theory of Change] made us more introspective. Some participants had conversations and interviews, which allowed them to be introspective as well. When [they] understood why their space needed to be inspected for safety and sanitation, some people took time to make a tidier space because they understood that living in a tidier space has a positive impact on mental health and how we feel about where we live. It was good to see that outcome."

Brianna O'Neil, *Alpha House* – Team Lead, Providence

The change in evaluation model is designed to alter the way CHF and agency partners understand their impact. Over the next year, CHF will work with agency partners to embed learning-focused approaches into our evaluation practice. Together, we are learning to ask critical questions – what is working, for whom, and under what circumstances? In developing and nurturing a culture of evaluation and learning, evaluation becomes less about how we measure each other, and more about how we learn together.

"As a sector, we have been building a shared understanding about the integration of a recovery-oriented system of care and a culture of learning and evaluation," says Katsnelson. "Collectively, our work is to support people on their journeys of recovery from homelessness – and as we do the work, we are learning to understand how recovery happens."



Using Research to Inform Program Delivery

*CHF PARTNERS WITH EXPERTS TO GATHER DATA
ON HIGH MORTALITY RATE AMONG HOMELESS POPULATION*

A disturbing trend regarding death rates in the homeless population came to light in 2021. While individuals experiencing homelessness statistically have a higher mortality rate than the general population, service providers reported a dramatic increase in the number of deaths between April 1, 2020 to March 31, 2021—a 74% increase from 2019-2020, and a 43% increase from 2018-2019.

Was it the pandemic, as many believed, or another illness? Was it due to environmental factors, or were there new conditions or issues to consider? Pinning down the answers required a deeper look into the situation.

With philanthropic support, CHF commissioned applied research to help us better understand these complexities and the increase in the mortality rate in the homeless population.

The results were surprising: the study revealed that much of the mortality occurred within six months of individuals being housed. In addition, the complexity of the conditions the participants were compounded—many struggled with multiple issues, including mental health, addictions, and general health problems. These challenges were further exacerbated by systems barriers that reduced access to supports and health services, made even more difficult by COVID-19.

Through this research and an examination of the results, CHF recognized the critical nature of the initial intake assessment of all participants and the necessity of addressing their multiple needs before determining the best placement for them. This important research will help guide future conversations with our agency partners to better understand how we can intervene differently to ensure better client outcomes.

Our Impact in Numbers

CHF develops strategic partnerships to guide the fight against homelessness in a variety of ways.

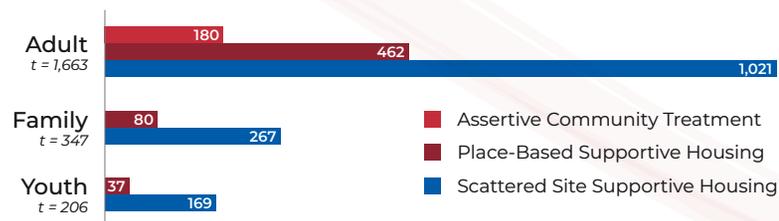
Funding: In 2022, in partnership with the Governments of Alberta and Canada, we stewarded just over \$70 million of funding to 31 agencies in support of 54 ongoing programs and 76 one-time COVID-19 relief projects.

System Coordination: By the end of 2022, in partnership with SORCe, CHF trained and supported over 200 individuals as Housing Strategists, providing seamless entry to the HSSC for people experiencing homelessness.

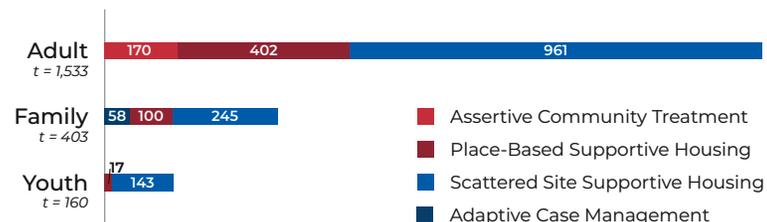
Additionally, in 2022, CHF facilitated over 150 meetings of the Coordinated System Placement Committees, providing equitable, community-led access to supportive housing for people experiencing homelessness. Additionally, CHF hosted quarterly meetings with sector leaders to discuss emerging trends, data and research.

Our funding and system coordination activities have contributed to these outcomes.

2,216 Funded Housing Spots



2,096 Participants in Supportive Housing



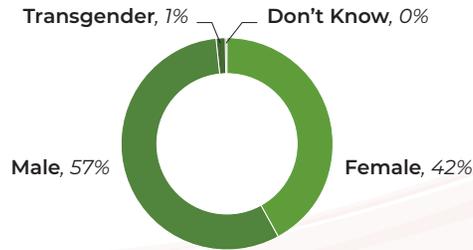
739
Moved into
Supportive Housing



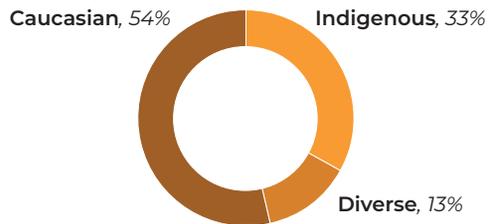
1,675
Achieved
Independence



Gender of Participants Housed



Ethnicity of Participants Housed



Glossary

Achieved Independence:

Total number of individuals/families who: were prevented from becoming homeless by the successful exit to independence; were diverted from homelessness by maintaining housing stability; graduated from a housing program by completing a support housing program; or left a COVID-19 program (Sunalta, ASIS) to a housed destination.

Adaptative Case Management:

Offers client directed, flexible supports with financial assistance to secure and sustain housing. ACM targets individuals or families with services adapted to the needs and wishes of the client.

Assertive Community Treatment:

Specialized program integrating housing with medical and psychiatric care by a multi-disciplinary team of practitioners including health care providers, social workers and peer workers.

Funded Housing Spaces:

A spot in a housing program for an individual/family.

Moved Into Supportive Housing:

Total number of individuals/families that moved into a funded housing space.

Prevention/Diversion:

Services designed to minimize homelessness before it becomes a prolonged experience, including interventions for those immediately at risk of homelessness.

Prevented/Diverted:

Individuals/families who participated in a prevention/diversion program and who exited these programs to a destination that removed them from currently experiencing homelessness.

Place Based Supportive Housing:

Case management and housing supports delivered at a designated building or facility with 24/7 onsite supports.

Scattered Site Supportive Housing:

Case management and housing support delivered in community locations without 24/7 onsite supports.

Supportive Housing:

Case management with recovery-oriented supports provided in-home.

Total Participants in Supportive Housing:

Total number of individuals/families that were housed in housing programs funded by CHF at any point during the fiscal year.



Purposeful Collaboration

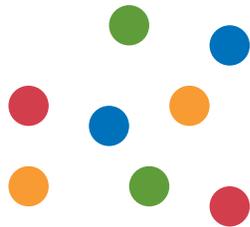
Our point of view:

To accelerate progress in the fight against homelessness, all levels of government, community leaders and front-line service providers must leverage the power of true collaboration to optimize the integration of homelessness services in our community.

For social impact agencies focused on serving those experiencing or faced with homelessness, true collaboration speaks to how programs are designed, aligned and resourced.

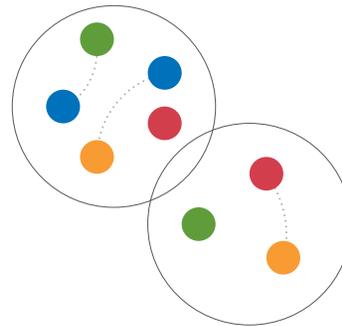
Professionals work seamlessly across organizational boundaries to meet the holistic needs of their participants and are committed to delivering a consistent experience—regardless of the service provider. Foundations and other funders who support the agencies coordinate their efforts to ensure resources are allocated where they can create the best possible outcomes for the individuals they serve.

In addition, elected officials from all levels of government, together with the senior bureaucrats in their ministries and departments, work together to address the need for housing programs while recognizing the additional underlying supports required to tackle the range of complicating factors that contribute to homelessness.



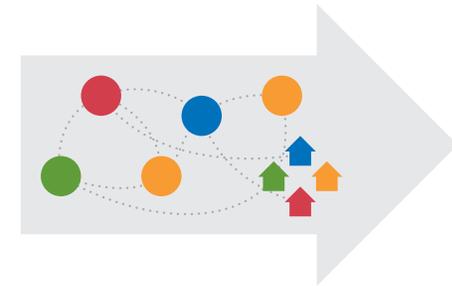
Fragmentation

- Sector participants co-exist, but there is no systematic connection between agencies or other entities
- Passive competition for clients, resources, partners, and public attention



Cooperation

- Some inter-agency information sharing
- Informal interaction
- Funders influencing, but not incentivizing, collaboration



Collaboration

- Alignment with one another to achieve more significant outcomes
- Building relationships with long-term interaction based upon shared goals, accountability, decision-making, and resources
- Shared data models that deliver valuable insights supported by analysis

Financial Report

Ending March 31, 2022, revenues were \$72.5 million, and expenses were \$76.4 million.

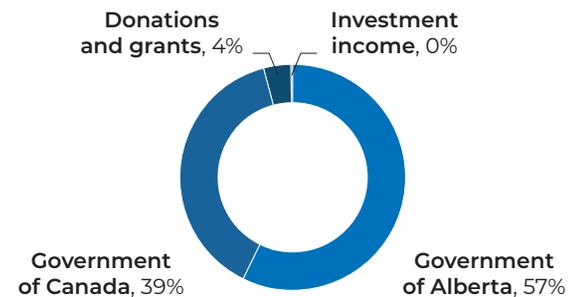
This deficit was generated due to the roll out of program expenses related to revenues received in the prior fiscal year and not spent by the end of last year.

Revenue: \$72,446,636
Expenses: \$76,403,463

Operating expenses were \$71 million in fiscal 2022, a 6.6% decrease compared to \$76 million in fiscal 2021.

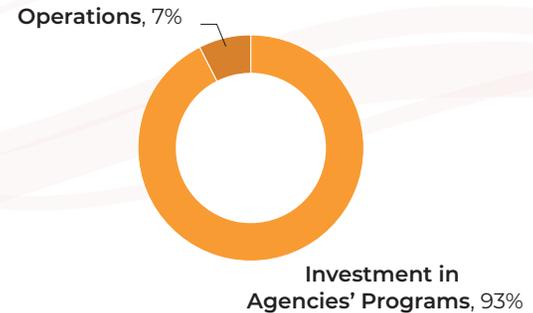
Funding breakdown (sources):

Government of Alberta	\$41,629,031
Government of Canada	\$27,896,453
Donations and grants	\$2,770,965
Investment income	\$150,187
Total	\$72,446,636



Funding uses:

Investment in Agencies' Programs (external)	\$70,678,420
Operations (internal)	\$5,725,043
Total	\$76,403,463



Giving for the Greatest Impact

The Betty & Devon Story

Donating to Calgary Homeless Foundation came naturally to Betty Mah and Devon Vig.

An active professional community-minded couple, they operate a home-based accounting business.

Already passionate volunteers with several organizations, Betty came to realize that while the gift of time is always welcome, financial support can sometimes do more for an organization. Devon agrees it's a different way of thinking about helping. "Sometimes organizations don't need more people — they need more resources."

And so, Betty and Devon began their commitment to Calgary Homeless Foundation by donating part of every contract they acquired to a cause where they felt their gift would have the most impact.

Betty recalls how they decided on CHF. "I received a letter [from CHF], and it said the funds went to an assistance program that helped house seven people," she says. "[CHF] knows the best way to use the resources, and I love that."

"Calgary Homeless Foundation works with people who know the issues," says Devon.

Betty says she now understands the distinct types of homelessness. "It is really important to talk about [homelessness] with people... I don't think most of us realize how little it takes to make a difference."

Devon says they'll keep supporting CHF. "When people are at risk, CHF helps them. They may never need it again, but it changes their lives."





Thank you.

We are grateful for your contributions and support to help guide the fight against homelessness with us.

Our Funders

 Government of Canada / Gouvernement du Canada

Canada 

Alberta 



Our Donors and Supporters

\$10,000 +

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\$1,000 +

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CHF aims to provide our stakeholders with transparency and accountability. Any complaints or concerns with CHF can be anonymously reported through our external whistleblower line at 403-214-1821.