2012-2013

Business Plan

Building on the progress made in the first four years of the 10 Year Plan to End Homelessness in Calgary, the CHF will continue to implement Calgary's system of care, further develop its housing operations, fundraise for affordable housing through the capital campaign and focus government relations on funding, system prevention and regional issues.

Calgary
Homeless
Foundation

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A. EXECUTIVE SUMMARY

The CHF is going into the fifth year of Calgary's 10 Year Plan to End Homelessness (10 Year Plan). As outlined in the 10 Year Plan, this is the stage of building a more efficient and coordinated homeless-serving system that has adequate and affordable housing for clients in perpetuity.

To this end, in fiscal 2012-13, the CHF's strategic priorities are to:

a) **implement the system of care**
   - focus on reducing emergency shelter use
   - continue the Homeless Management Information System (HMIS) deployment and improve data quality
   - continue implementing standards of care and quality assurance processes

b) **develop housing operations and implement CHF Housing Strategy**

c) **fundraise for affordable housing through the capital campaign**

d) **focus government relations on funding, system prevention and regional issues**

B. 2012-13 TARGETS

Annual Progress Toward 10 Year Plan Milestones

Milestone 1: House 1,800 chronic and episodically homeless people by 2014		
Progress 2011/12	**Gap to 2014 Targets**	**2012-13 Target**
Projecting 590 chronic and episodically homeless housed by end of 2011 fiscal; this brings the total to date since 2008 to 3,775*	*On track to meet target.* Project 590 chronic and episodic homeless housed by end of 2011 fiscal; another 800 projected for 2012 fiscal	House 700 to 800 chronic and episodically homeless people

* Projection is based on Q3 performance; figures will be updated with reported actual data as it becomes available.

Milestone 2: By 2014, ensure that no more than 10% of those served by "Housing First" programs return to homelessness.		
Progress 2011/12	**Gap to 2014 Targets**	**201-13 Target**
Preliminary HMIS data on a sample of 270 clients (13% of total served from 2009-2012), only 5% reported they no longer had permanent housing after 12 months of being in the program HMIS analysis of Brenda's House shows that out of 348 unique families using the shelter from 2009 to 2011, 26 (7.5%) used the shelter system more than once Inn From The Cold (IFTC) reports 14% of families used the shelter system repeatedly	*On track to meet target*	Expand HMIS deployment in emergency shelters Develop HMIS benchmark to assess current rates of recidivism for families and individuals in the shelter system Improve data quality from funded programs to more accurately assess recidivism

Milestone 3: By December 2014, all individuals who engage in rough sleeping will have access to housing and support options appropriate to their needs.		
Progress 2011/12	**Gap to 2014 Targets**	**2012-13 Target**
Sixty four rough sleepers were counted in the January 2012 count, compared with an estimate of 569 rough sleeping in May 2008	*On track to meet target* We have capacity to accommodate all rough sleepers enumerated in January who consent to rehousing in 2012 program targets	Complete summer homeless count and rough sleeper enumeration Refer all rough sleepers enumerated in the 2012 Homeless Counts to Housing First programs

Milestone 4: Eliminate 85% of 2010 emergency shelter beds by 2018 (a 1,700 bed reduction – 600 bed reduction by 2014).		
Progress 2011/12	**Gap to 2014 Targets**	**2012-13 Target**
Salvation Army bed closure in 2011 of 180 beds	HS has targeted 159 beds for closure in 2012-13. Assuming another 120 targeted in 2013-14, the community will be 150 emergency beds short of the 2014 target	Close 159 emergency beds at Salvation Army Bring overall shelter utilization down another 5% year over year Advocate for more aggressive Housing First investment to accelerate shelter use reduction

Milestone 5: Reduce the average length of stay in family emergency shelters to 14 days by December 2014 and to seven days by December 2018.		
Progress 2011/12	**Gap to 2014 Targets**	**2012/13 Target**
Brenda's House and IFTC are reporting a 28- and 26-day length of stay, respectively, in 2011. This represents a 10% decrease from 2010 for BH**	**On track to meet target**. If the shelters reduce the 2011 length of stay average by 20-25% (five to seven days) in the next two years, the target will be met**	Reduce length of stay by 10% to 15% by targeting highest acuity and longest staying families who repeatedly use shelters

** Note that IFTC data quality is being cleaned due to missing records prior to 2011; this figure will be updated.

Milestone 6: Reduce the average length of stay in emergency shelters to seven days by December 2018.		
Progress 2011/12	**Gap to 2014 Targets**	**2012/13 Target**
HMIS in Mustard Seed shelter only; pending expansion in remaining emergency singles shelters the CHF will be able to gauge benchmark for length of stay	Unknown as HMIS is not implemented in all emergency shelters at this time; requires provincial permission and 100% participation by shelters	Advocacy and engagement of shelters and HS to implement HMIS in all emergency shelters to develop benchmark for length of stay to develop reduction target

1. Annual Goals Aligned With Strategies and Goals in 10 Year Plan

Strategy 1 – Prevention & Rehousing
Develop a homeless-serving system that ensures Calgarians at risk or experiencing homelessness have the support they need to achieve and maintain housing stability

Business Plan 2012 Goal	Goal Addressed
Continue to focus on chronic and episodically homeless, prioritizing rough sleepers, longest shelter stayers and most vulnerable	1
House 700 to 800 new chronic and episodically homeless	1,2
Rehouse rough sleepers that agree to rehousing as identified in Homeless Count	3
Enhance family system capacity to assist 50 new chronic and episodically homeless families cycling through the family shelters	1
Use System Planning Framework to continuously monitor the System of Care and adjust strategy in real time, leveraging HMIS data, program monitoring and client input	2
Operationalize common assessment of acuity and prioritization, eligibility at intake, and coordination of referrals	2
Create and implement a coordinated intake process in singles and family systems to facilitate targeting and program matching for clients	2
Fully decentralize housing location into Housing First programs and develop more effective means of coordinating activity system-wide	1,2,4
Implement system prevention measures, targeting homeless clients who frequently use corrections, health, child intervention and homeless-serving system by creating dedicated Housing and Intensive Supports programs focusing on corrections (260 clients) and health discharge (250 clients)	1,2,3
Work with the province to target highest system users at risk for homelessness system discharge through the Discharge Planning Committee	1,2,3
Develop and implement innovative financing solutions like social impact bonds to leverage cost savings generated in the corrections system by housing interventions	1,2,3
Enhance program capacity to serve high acuity clients through agency training, capacity building, case management standards, program monitoring and additional clinical expertise	1,2,4,5
Revise current contracts serving high acuity clients to align with either housing and intensive supports or Permanent Supportive Housing (PSH)	1,4,5
Advocate for realignment of income supports strategy, targeting those at highest risk for homelessness	4
Support Calgary Poverty Reduction Initiative and develop an aligned community-based prevention strategy with Family and Community Support Services and United Way to leverage prevention efforts to assist those at highest risk for homelessness	5,6
Continue implementing Youth Plan through implementation of HMIS and system planning in the youth sector, realigning existing Short-Term Supportive Housing (STSH) units and enhancing capacity to house and stabilize 80 chronic and episodically homeless youth in the corrections system	7
Launch Aboriginal Plan and support through new PSH program, targeting 50 chronically homeless Aboriginal people	8

Strategy 2 – Housing
Ensure adequate affordable and supportive housing

Business Plan 2012 Goal	Goal Addressed
Implement new housing operations model, developing support service contracts with service agencies for all CHF buildings	1
Introduce housing operation manual for all properties, ensuring compliance with the model is required in the funding contract from the CHF	1,3,6
Include housing operations in the CHF program monitoring and quality assurance process and program reviews	1,3,6
Put in place standards for all physical aspects of CHF/CCLT housing (e.g. fire safety equipment, security, flooring etc.)	1,3,6
Develop a housing program performance dashboard report and report quarterly to the Board of the CCLT	1,3,6
Conduct a third-party review of CHF/CCLT housing operation and standards before Q4 2012	1,3,6
Put in place and rehearse a crisis communication plan and emergency response procedures	1,3,6
Target delivery (through acquisition and development) of 790 units of housing, including the addition of another 273 Affordable and PSH units funded through current capital grants, with a minimum of 80% of these units (160 units) to be deep subsidy as financing is removed	1
Develop 60 new deep subsidy units to bring online in 2012 as PSH for singles	1
Develop up to 177 units of PSH, targeting chronically homeless singles and aiming for occupancy in 2015	1
Secure funding to operate PHS from public system sources, including PDD, AHS and Corrections	1
Maximize impact of Emergency and STSH units; some units can be realigned as PSH, where appropriate	2
Streamline access to non-market housing, particularly Calgary Housing Company units for priority populations by leveraging HMIS	3
Continue advocacy for rent supports for highest risk clients	4
Continue advocacy for provincial investment in Affordable Housing	1,5
Continue advocacy for policy changes to increase the stock of affordable housing at the municipal, provincial, and federal levels, including secondary suite legalization	4,5
Reinforce sector capacity to operate PSH through training and technical assistance	6
Develop standards of practice for PSH, STSH and Affordable Housing	7
Advance capital fundraising campaign to ensure funding is in place to add Affordable Housing capacity across non-profit sector	8
Work to develop innovative means of sustaining permanent supportive housing for the long term by September 2013	6

Strategy 3 – Data & Research
Improve data and systems knowledge

Business Plan 2012 Goal	Goal Addressed
Continue to implement HMIS in 20 more agencies, bringing the total to 43 agencies and 200 programs	1
Advocate for implementation of HMIS in all singles emergency shelters and STSH programs	1
Implement HMIS to link to public systems, including health, corrections, education and child intervention services	1
Leverage HMIS data by analyzing information collected to date in system planning and strategy development, priority research areas and performance management of funded agencies	2
Provide technical assistance and add capacity to improve reporting and data quality in sector	1
Focus research efforts on identifying and synthesizing best practices to impact program design, standards and performance management	3
Develop and implement a knowledge mobilization strategy, focusing on system planning, HMIS and best practices in program design and implementation	2,3
Focus research efforts on discerning the role of migration, particularly of Aboriginal people and homelessness	2,3
Continue testing of the Homelessness Asset and Risk Tool (HART) to predict homelessness risk and target interventions and begin using research findings in prevention programs to enhance targeting of interventions	3
Develop methods to gauge the cost-effectiveness of interventions, leveraging HMIS and program data	2,3
Continue to support the advancement of research on homelessness outlined in the Research Agenda and the Calgary Homelessness Research Network	2,3
Continue to develop and implement annual Policy Agenda	2,3,4

Strategy 4 – Non-Profit Sector

Reinforce non-profit organizations serving Calgarians at risk or experiencing homelessness

Business Plan 2012 Goal	Goal Addressed
Continue to work with non-profit sector to develop and manage the Calgary homeless-serving system through ongoing system planning	1
Work with other funders to align performance monitoring and reporting to reduce administrative burden on service providers	1,2
Support HMIS uptake in another 20 agencies; and continue capacity building to coordinate care, to reduce reporting burden and to enhance data quality, system planning and program design	1,2,3
Continue to support Case Management accreditation and enhance through standard development in Outreach, Prevention, Rapid Rehousing, Housing & Intensive Supports, PSH and STSH	3
Implement capacity building and training initiatives to improve service quality in areas identified in 2011 program review including: safety planning, Aboriginal cultural competency, financial management, serving high acuity clients, delivering PSH, tenancy management, and using data for continuous improvement	3
Continue to implement quality assurance activities	3
Continue to implement CHF program monitoring and contract management processes to enhance service quality and ensure legal and financial monitoring commitments to HS and HPS are met and exceeded	3
Pilot performance-based contracting and explore feasibility of moving all contracts to this model	4

C. SHARED SERVICES

1. Alberta Treasury Branch (ATB) Social Enterprise Incubator

New funding models are needed, which depend less on government and philanthropic investment, and build community capacity for social enterprise and finance. The CHF and ATB have entered into a three-year agreement to launch the ATB Social Enterprise Incubator (Incubator), which will create new models of financing for housing and programs in support of the 10 Year Plan.

The Incubator will require a .8 FTE Vice President of Social Enterprise, who will report to the President and CEO. This three-year term position is fully funded by ATB. The Vice President, Social Enterprise will also lead the development of the CHF's housing 'exit strategy,' with an eye to ensure the CHF leaves a legacy of debt-free, self-funding PSH.

The VP Social Enterprise will begin pursuing the following financing and investment models.

Innovative Funding Models create new ways for individuals, investment funds, foundations and government to invest and generate a return in the process of contributing to social good.

>*Social Impact Bonds* are outcomes-based contracts, whereby a private investor pays for interventions, which are delivered by service providers with a proven track record. The public sector pays financial returns to the investor if there are improved social outcomes. If outcomes do not improve, the investor does not recover their investment. These Bonds could finance Housing First programs or PSH capital and programs.

>*Community Bonds* (for capital) generate a market rate of return for investors. The investment supports projects in the community. This instrument was used to fund the Center for Social Innovation in Toronto. The Regent Park Revitalization Project in Toronto was financed in part by selling $450 million worth of market rate bonds to provincial governments, pension funds and institutional investors.

>*GICs* – Alterna Savings and Credit Union created a five-year GIC to finance an affordable housing investment sourced by the Ottawa Community Loan Fund. This investment-grade, fixed-income product allowed the Public Service Alliance of Canada to make a $2 million investment in GICs.

Social Enterprise would include building businesses that generate revenue and advance the mission of the CHF. In Vancouver, a property management company was created to manage the affordable housing portfolio (www.atira.ca)**.**

Transformation of Assets – Cash donations are the fundraising means of choice for most organizations because they are easily used to support the cause. However, there are times when a donor wants to gift land, businesses or buildings. As these opportunities arise, the CHF will work to redeploy these assets towards the cause.

2. Collaborative Capital Campaign

The goal of the Collaborative Capital Campaign is to fundraise for affordable housing, whether that be removing mortgages on existing properties as they come due or fundraising in advance of new construction projects. This Campaign is unique because it: leverages the 70% in public sector funds; is collaborative and innovative; reduces fundraising costs (10% ceiling compared to an average of 15 to 20% for campaigns); is linked to the 10 Year Plan; and sends a strong message to government.

The Campaign Plan would see $77 million raised among The Mustard Seed, Horizon Housing and the CHF over a three-year period, with pledges received over five years. More agencies can enter into the Campaign in July 2012 and January 2013. A number of agencies have signaled they are very interested. The focus of the Campaign will be on large individual and corporate donations.

This Campaign Plan sees use of the CCLT charitable tax number, with the CCLT then issuing the tax receipts and distributing funds. Oversight and operation of the Campaign will reside in the CHF. In fiscal 2012-13, the CHF will contribute in-kind (1.3 FTE) of $242,000 and a cash contribution of about $573,000, for a total of about $815,000.

Significant progress has been made in a short time, including:

- executing formal agreement between the founding partners;
- drafting and finalizing the Campaign Plan;
- drafting and executing the partner agreement;
- contributing resources to the Campaign;
- hiring of a Campaign Director and a Major Gifts solicitor;
- beginning recruitment of co-Chairs;
- developing the Campaign brand;
- finding office space (renovations are in progress);
- building the IT infrastructure;
- conducting research on donors; and
- starting to have Steering Committee meetings.

In fiscal 2012-13, the Campaign will:

- confirm Co-Chairs and Campaign Leadership,
- train and orient Campaign staff and volunteers,
- begin soliciting for lead and major gifts.

In fiscal 2012-13, the CHF's Campaign goal is to raise $675,000 for annual payments and $1,035,000 for commitments on mortgages at maturity, for a total of $1,710,000.

3. Communications and Fund Development, and Operations

These areas support delivery of Strategies 1 through 4 and the achievement of CHF goals.

Communications plays a strategic role in advocacy and in influencing funders, public policy and public support for the 10 Year Plan. The primary objective of Communications is to support organizational goals, while continuing to communicate progress of the 10 Year Plan and to strategically engage key stakeholders in a way that maintains/builds momentum.

Fund Development raises money to support ongoing operations and through the Capital Campaign, to pay off financing on properties. In fiscal 2012-13, the goal is to fund raise $1.4 million in operating funds. The Capital Campaign anticipates raising $1.7 million in fiscal 2012-13. CHF's contributions toward the Campaign will be about $815,000 in fiscal 2012-13.

Operations delivers services in the following functional areas:

- legal;
- operating policy and controls, including HR, Finance, IT and Donor Privacy;
- accounting;
- enterprise risk management and commitment tracking;
- governance;
- business and operational planning (including Service Delivery Plan and Federal Entity Plan);
- procurement; and
- contracts and funding agreements for projects and professional services.

4. Staffing

A total of 38 FTEs are required to achieve the goals in this Business Plan. They are made up of:

- President & CEO's Office – 2 FTEs
- Strategy – 14 FTEs
- Housing – 7 FTEs
- Communications – 3 FTEs
- Fund Development – 2 FTEs (1.3 FTEs are seconded to Campaign)
- Operations – 8 FTEs
- Community Action Committee – 1 FTE
- Social Enterprise – 1 FTE

This is consistent with the 2011-12 Business Plan and 2 FTEs over the headcount on March 31, 2012.

5. Enterprise Risk Management

The CHF continues to mitigate enterprise risk through the maintenance of:

- an annual strategic review process;
- an annual budgeting and business planning process;
- boiler-plates for service agreements (projects and consulting);
- RFP and sole source project-related criteria and processes (from project identification to deal close to implementation); and
- a tracking process for current contractual commitments.

In 2012-13, the CHF will complete an Enterprise Risk Management review to ensure the necessary policies, processes and procedures are in place to appropriately manage risks associated with our work.

Key areas of CHF risk are categorized as: performance; financial; political and reputational; property; and, Board governance and regulatory compliance. Refer to Appendix 4 for an overview of risks and associated impact and mitigation strategies associated with the 2012-13 Business Plan.

6. Governance

The Board of Directors may number up to 30 members, representing the private, public and not-for-profit sectors. The Board focuses on the following key accountabilities.

- CHF meets all legal, financial and regulatory requirements.
- Satisfactory progress is being made in achieving the objectives of the 10 Year Plan.
- Adequate resources are being provided to achieve this objective.
- Appropriate actions are taken to remove any barriers or impediments and to enhance senior community engagement.

The Board currently has five subcommittees, which include the:

- Governance Committee
- Audit and Finance Committee
- Human Resources Committee (established in 2010)
- Community & Stakeholder Relations Committee (established in 2010)
- Fund Development Committee (established in 2010)

The Board is currently reviewing its size and structure, with changes to be publicly announced at the Annual General Meeting to be held on June 28, 2012.

APPENDIX 1 – 2011-12 PROGRESS REPORT

1. **Projected number of people housed under the 10 Year Plan**

	Projected 2011/12	Plan to date (2008-2011 Q2)
Number of people housed	1,527	3,775
Chronic and episodically homeless	730	1,314*
Families with children (family unit)	294	473*
Youth (unaccompanied youth under 24 years)	173	259*
Aboriginal peoples	357	559*
Women	435	684**

* Data only collected from 2010-2012 (2 years)

** Data only collected from 2010-2012 (2 years); CHF did not collect gender data in federal reporting and again, only for 2010-12.

2. **Progress by CHF functional areas**

   a) Strategy

   - Thirty-nine programs received $34 million in provincial funding and $5 million in federal funding.

   - Forty-four contracts were prepared and implemented (32 renewed contracts and 12 new contracts).

   - Canada's first HMIS was implemented, with 23 agencies online and over 350 staff trained, including The Mustard Seed shelter.

   - Work to develop a more efficient and effective homeless-serving system saw the System Planning Framework completed – a first of its kind in Canada.

   - CHF developed and implemented a comprehensive program monitoring and quality assurance process, completing audits of 37 funded programs.

   - Twenty-one research projects were implemented focused on best practices in: outreach; housing options for homeless women; employment for chronically homeless adults; immigration and homelessness across Alberta; and, Aboriginal cultural practices and Housing First. CHF led or co-led 13 of these projects, and supported another eight projects.

   - The first-ever, city-wide Plan to End Youth Homelessness was launched in consultation with more than 20 partners.

   - The first-ever, Plan to End Aboriginal Homelessness was drafted and consultation with the community has begun.

   - The 10 Year Plan was updated with new milestones and strategies, and publicly launched.

   - The Canadian Alliance to End Homelessness was incorporated as a society, with the founding Board meeting held in November 2011.

b) Operations

- A competitive Request for Proposal (RFP) process was implemented for provincial and federal funds; CHF facilitated four RFPs this year to award five new contracts, including our first ever Aboriginal Housing First program.
- The CHF staffed up to a full complement of employees. Adding in-house legal counsel, a business analyst, a housing acquisitions expert, fundraising professionals and a quality assurance expert increased internal capacity and reduced costs.
- The CHF Annual audit from PwC resulted in an unqualified (clean) audit opinion. All "Management Letter Points" from the fiscal 2010 year-end audit were addressed and closed in this year's (year-end 2011) audit – the first time our audit partner has ever had a client achieve this.
- The CHF continues to have leading disclosure, with a full Financial Report (including a Management's Discussion and Analysis) and publicly disclosed quarterly reports, including financials and actuals against business plan goals.
- A Financial Policy (including whistleblower), Gift Acceptance Policy, Conflict of Interest Policy, Risk Management Policy, Human Resource Policy and Information Security Policy were updated and approved by the Board. As well, HMIS Policies and Procedures, and Eligible Cost Guidelines for funded agencies were put in place.

c) Housing

- The housing portfolio grew from 248 units (fiscal 2012) to 353 units (to March 31, 2012), with the addition of six properties (Cliff Bungalow – 15, Crescent Heights – 11, Thorncliffe – 17, Madison – 16, Croydon – 16, Huntington House – 5, Silver Springs – 4 and Abbeydale – 21).
- Renovations valued at $2.6 million were completed at CHF buildings.
- Provincial grants valued at $10.8 million were awarded to CHF for construction of 100 units.
- Persons with Developmental Disabilities funded CHF $2.5 million toward the purchase and renovation of properties.
- Fire safety upgrades were completed at CHF properties, including a Crime Prevention Through Environmental Design (CPTED) review.

d) Communications and Fund Development

- A Collaborative Capital Campaign was built to raise nearly $80 million – the first collaborative campaign for affordable housing the CHF is aware of.
- Fundraising achieved $1.15 million in operating and capital dollars.
- Two Project Homeless Connect events were held, bringing the total number of clients participating in over 13 events to nearly 10,000. The event was also relocated to City Hall.
- The Premier's House Warming saw more than 500 people attend and netted $145,000.
- Seventeen media releases were issued, with broadening of coverage to national media outlets.
- Over 425 people volunteered at two Project Homeless Connect events and five building clean up days.
- The CHF and CAC sponsored a 24-city Canadian tour by Mark Horvath, a U.S.-based homelessness advocate, to raise awareness of homelessness across the country.

APPENDIX 2 – 2012 STRATEGIC REVIEW – KEY FINDINGS

1. **Results to date show that the 10 Year Plan is working. Homelessness is down for the first time since 1992.**

   - There was an 11.4% reduction in the homeless count done in 2012, compared with the 2008 homeless count. There was a 24% reduction against conservative "business as usual" projections for 2012. The rough sleeping population is significantly smaller than previously believed.

   - Emergency shelter use is also down. During December 2011, HS-funded shelters in Calgary showed a decreased rate of use (-5.0% or 103 people) compared with December 2010. This given the fact that nearly 180 beds were closed by the Salvation Army in 2011.

   - Calgary is helping other cities develop 10 Year Plans and leading implementation of a national alliance.

2. **Despite this progress, challenges remain. For example, there should be a greater reduction in shelter use given that more than 3,750 people have been housed**

   - The 10 Year Plan put early emphasis on families, which is reflected in numbers of people housed. The 10 Year Plan also put early emphasis on rough sleepers by targeting the 'most vulnerable.' This is reflected in acuity data and Homeless Count results.

   - In order to impact emergency shelter use, we need to shift focus to longest stayers in emergency shelters. Acuity is important to screen but must prioritize based on longest stayer with high system interactions.

3. **New research suggests that the number of people at risk of homelessness is much smaller than previously believed and the risk of people becoming homeless follows predictable patterns**

   - The estimated number of Calgary households at risk of homelessness is ~20,000 vs. 70,000 people.

   - Homelessness doesn't happen to 'anyone:' It happens when a predictable combination of risk factors is present and a number of protective factors is absent.

   - Since homelessness is predictable, prevention programs can be precisely targeted.

   - Research and data show that public systems, especially justice systems, are key intervention points to prevent homelessness.

4. **Apparent "growth" in family homelessness is being driven by families coming to Calgary (Aboriginals on- and off-reserve, immigrants and people moving to Calgary for work) and a small number of high acuity families who frequently return to shelter.**

   - There are relatively few 'domestic' families in Calgary's family homeless system: prevention programs and housing response are effective.

   - Approximately 10% of family shelter users (50 to 60 families) are repeat users who keep returning to shelter.

   - The CHF needs to develop *regional partnerships*, especially with nearby Aboriginal communities, and the Province needs to assist with regional planning.

   - The CHF needs to work with funded programs to reduce recidivism.

   - The CHF also needs to continue to provide a leadership role in forming a Canadian Alliance to End Homelessness to reduce the impact of people migrating to Calgary for work without having secured affordable housing in advance.

5. **Calgary is the epicentre of homelessness in Alberta.**
   - Sixty-three per cent of Alberta HS' short-term supportive and emergency shelter users are in Calgary facilities.
   - Calgary has the highest homeless numbers due to migration of people to the city due to more work opportunities and a lack of affordable housing options.

6. **Increased migration to Calgary, combined with a lack of affordable housing for 'at-risk' households, remains the single biggest risk to our ability to end homelessness**
   - Migration impacts shelter use. A University of Calgary School of Public Policy study (2011) concluded that shelter use in Calgary is intimately tied to the attractiveness of our city to migration, the local housing and labour market.
   - When comparing shelter use patterns between Calgary and Edmonton historically, the study concluded that Calgary shelter use is much more sensitive to fluctuation in labour market and migration. Further, Edmonton's much lower number of shelter users is correlated to the fact that Edmonton has twice the rental stock compared to Calgary.
   - Migration to Calgary is expected to increase, which will put pressure on its shelter system.
   - The creation of *more affordable housing* in Calgary will be *critical to ending homelessness*. Provincial investment in housing should be more heavily weighted to Calgary, where the greater need (and greater percentage of emergency shelter spaces) exists.

7. **The non-profit sector's capacity remains a key limiter on our ability to execute the 10 Year Plan**
   - Competition for talent is going to become an increasing problem.
   - Program review revealed significant gaps related to capacity to serve complex clients.
   - Are there enough people with the experience and training to support execution of the 10 Year Plan, if not, how do we address the gap?
   - The sector has limited capacity to build or buy housing, and little or no experience in PSH.
   - We placed a lot of pressure on our agencies this year with accreditation, program reviews, HMIS, FOIP, etc. We need to consider the impact of this cumulatively given the complexity of the actual work with clients and balance demands in 2012 to let them 'catch up.'
   - We are also limited in what we can demand from non-funded agencies – participation in system planning, HMIS, accreditation etc. is not necessarily in our control. This impacts our ability to deliver.

8. **The shift of Calgary's homeless-serving system from 'start-up' to 'scale' is presenting new challenges**
   - Graduation of clients out of housing programs is very slow, limiting productivity and likely requiring new investment to maintain housing tempo.
   - There is a significant need for PSH for clients with complex needs and/or challenging behaviour that will need long-term support.
   - Growing risks associated with housing large numbers of complex clients requires systems in place to improve safety and monitor program performance.
   - We will need to ensure the housing system is streamlined to prevent bottlenecks.
   - System wide program reviews showed that in some cases programs were taking on a higher complexity of client than they were set-up to support, resulting in a higher failure rate.

9. **Significant population and data uncertainties remain**

- HMIS implementation is on track, but we are uncovering data quality issues.

- We have a critical need for HMIS in all shelters to ensure targeting right population to achieve shelter use reductions; to measure progress against critical 10 Year Plan milestones; and, to ensure an efficient referral into housing system.

- Without HMIS in all shelters, we are largely blind to migration, shifts in needs and demographics, and whether programs are making an impact on shelter use.

- Provincial permission and mandate to shelters are needed.

10. **Political risk remains a significant concern**

- The Government of Canada is undergoing a program review and is expected to make significant cuts, while at the same time opening the door to more social enterprise and social finance to fill in the gap.

- The Government of Alberta is entering an election cycle, with pressure from the right and a budget that won't be balanced by increased revenue – in fact, with low gas prices, revenue picture may be more challenging, putting added pressure on spending.

11. **There is a growing disconnect between the government affordable housing investment and homelessness plans**

- Affordable housing and homelessness were split between departments in recent provincial Cabinet shuffle.

- The government investment in homelessness housing is not prioritized to chronic or episodically homeless, nor is it connected to operational funding to support services necessary to help complex clients – we have to do that on the ground.

- There are many competing priorities for Affordable Housing capital (e.g. seniors, health).

- There is growing private sector competition for Affordable Housing funds. The private sector is targeting near market Affordable Housing, versus the deep subsidy that we need.

- There are new partnerships developing to provide operating dollars to provide housing support services (PDD, Safe Communities and AHS).