



PROGRAM GUIDE



Calgary Homeless
FOUNDATION

Adult Placement
2020-2021

CHF System Planning Framework Program Definitions

Term	Definition
Adaptive Case Management	Offers participant directed, flexible supports with for families experiencing homelessness to secure and sustain housing. This program works with families to provide case management that is adapted to the needs and wishes of the participants at any given time in the program.
Assertive Community Treatment (ACT)	Is an integrated team-based approach designed to provide comprehensive community-based supports to help people remain stably housed. These teams may consist of physicians and other health care providers, social workers and peer support workers.
Bridge Housing	Is designed to remove barriers faced by individuals in obtaining independent housing stability. It is a time-limited, Recovery focused supportive housing model with an anticipated length of stay limit, delivered in alignment with Housing First and Harm Reduction principles
Coordinated Access and Assessment (CAA)	Is a system for individuals and families experiencing homelessness to access a range of housing and support services. It is a collaborative approach designed to provide a range of services to meet the needs of anyone experiencing homelessness while streamlining the limited resources to the most chronic and vulnerable individuals to exit homelessness.
Emergency Shelter	Is any facility with the primary purpose of providing temporary accommodations and essential services for individuals or families experiencing homelessness. Shelters provide essential services to individuals and families experiencing homelessness and play a key role in ending homelessness as these services often focus efforts on engaging individuals in the rehousing process.
Non-Market Housing	Is typically described as subsidized, social, or affordable housing units. Non-market housing varies in its operations, but commonly has rents below market value; may provide social services or supports; and is typically targeted to individuals and families with low-incomes. It is often operated by non-profit organizations. It may or may not receive operating subsidies from government, however, at some point, (such as during construction), it received government funding.
Outreach	Involves moving outside the walls of the agency to engage people experiencing homelessness who may be disconnected and alienated - not only from mainstream services and supports, but from the services targeting homeless persons as well.
Place-Based Supportive Housing (PBSH)	(formerly Permanent Supportive Housing/PSH) case management and housing supports for individuals with the goal that over time, with case management support, the participant(s) will be able to achieve housing stability and independence. Placements are designated to specific buildings and/or locations, often with agency supports on site.
Prevention Services	Offer short-term financial assistance and limited case management to prevent housing loss due to a housing crisis.
Scattered Site Supportive Housing (SSSH)	Case management and housing supports for individuals with the goal that over time, with case management support, the participant(s) will be able to achieve housing stability and independence. Placements are not designated to one specific building, rather individuals and families are housed in the community independently.
Transitional Housing	Refers to a supportive, yet temporary, type of accommodation that is meant to bridge the gap from homelessness to permanent housing by offering structure, supervision, support (for addictions and mental health, for instance), life skills and in some cases, education and training (The Homeless Hub, n.d.).

Please contact us if you have further questions about these definitions

Program Types



Assertive Community Treatment

Pathways to Housing – The Alex

Pathways to Housing is based on a Housing-First Philosophy where residents are provided with immediate access to subsidized, scattered site supportive housing, medical and psychiatric care as well as clinical supports. The treatment modality is an “Assertive Community Treatment” approach for individuals with a suspected or diagnosed psychotic illness. Using a harm reduction approach, this multidisciplinary team offers clinical services based on the principles of recovery, working toward community integration and self-reliance. Services include medical, psychiatric, justice, vocational, psychological, substance use, peer, family and recreational supports. Due to the need for intensive supports, individuals are seen regularly by their clinical team where signs of psychiatric decompensation can be identified early and treated immediately. Individuals enrolled in Pathways must be 18+, have sufficient independent living skills, and be open to visiting with team members a minimum of once per week. Programming includes home visits, groups, recreational activities, in-office appointments and an after-hour on-call service. Participants in this program are triaged through the CAA Adult Placement Committee.



Non-Market Housing & Rent Subsidy Programs

Community Development – Calgary Urban Projects Society (CUPS)

CUPS Community Development Housing provides long term stable housing for residents (families and single adults) who don't need intensive case management support, display independence, and have a desire to take part in social programming opportunities. A Community Developer is at the building 4 days a week in the Resource Centre to support resident initiated programming. It takes a Housing-First approach and sobriety is not required. There are four apartment buildings with a total of 150 suites ranging from bachelor to three bedroom apartments owned and operated by HomeSpace Society. Each building has a resource center which provides a variety of programming, including everything from Community Kitchens to after-school programs for children. A Community Developer works to increase integration into the broader community by removing barriers to access everything a community has to offer, such as social and recreational opportunities. Staff does not case manage in the traditional sense, but provides and connects individuals to resources which allow and encourage program participants to self-manage. It is a good fit for residents who are seeking increased social connections and have a desire to become part of a community, and whose preference it is not to have a traditional case manager. CUPS, as an organization, is able to provide additional services such as medical, mental health supports and parenting programs to any of the Community Development program participants. RTA applies so tenants live under the same rules they would at any market rental apartment building. Rent is paid based on 30% of income. Tenants come from emergency shelters, or have a history of emergency shelter use. Tenants are referred through the CAA Adult Placement Committee.

Program Types



Non-Market Housing & Rent Subsidy Programs

Graduated Rent Subsidy Program – CUPS

The Grad Rent Subsidy Program is intended for individuals who have successfully completed a Housing-First case-management program and require ongoing rental subsidy to maintain housing stability without case-management supports. The program will offer a subsidy to residents who qualify. A follow-up to ensure that individuals are residing at the registered address will occur every three months, with income-testing administered at 6 and 12 month intervals to determine if the subsidy is still required. The key to the success of this program triaging the individuals who will benefit the most from an ongoing subsidy. With proper triaging, the program reduces the number of program discharges that occur, which assists CHF with development of standard criteria for graduation from Housing-First programs. The focus is to provide housing stability to participants who have overcome issues which previously led to their homelessness, and who are seeking a permanent solution to the affordable housing barriers they face through increasing their income. (I.e.: employment & government supports) Participants in this program are triaged through the CAA Adult Placement Committee.

Graduate Housing Program – CUPS

The Graduate Housing Program (GHP) is intended for individuals who have successfully completed a Housing First case-managed program and who require ongoing housing assistance to maintain housing stability with limited case-management supports. The GHP will enhance the flow and movement of individuals through the Homeless System of Care by providing increased opportunities for individuals who are living independently and ready to graduate beyond intensive case management programs. The program will offer a rent subsidy to individuals who qualify, support individuals to improve meaningful daily activity, increase income (employment or government supports), and decrease systems use (Hospital, EMS, Police etc.). A follow-up to ensure that individuals are residing at the registered address will occur every three months, with income-testing administered at the 6 and 12 month interval to determine if the subsidy is required. Ultimately, the goal is to provide housing stability to participants who have overcome issues that previously led to their homelessness, and who are seeking a permanent solution to the affordable housing barriers they face. Participants in this program are triaged through the CAA Adult Placement Committee and then welcomed to CUPS intake where they will complete their own assessment. This program is still operational but is not accepting intakes and will be winding down in 2023.

Bridgeland & Ophelia Supportive Housing – Alberta Health Services

The Bridgeland/Ophelia Supported Housing (BOSH) Program is a partnership program between Alberta Health Services (AHS) Regional Housing Program and HomeSpace Society that provides housing with mental health services to adults with severe and persistent mental illness who are experiencing homelessness. Individuals in this program are supported by a case management model that includes a psychiatrist, a mental health nurse clinician and an outreach worker. BOSH is staffed Monday-Friday during business hours only. Participants in this program are triaged through the CAA Adult Placement Committee and the capacity of the BOSH program is up to 25 individuals.

Program Types



Place-Based Supportive Housing - Harm Reduction

Aurora on the Park – Alpha House

This 24-unit accessible building of self-contained barrier-free bachelors' units prioritizes individuals, (males and females), with mobility issues. This program focuses on the principles of Harm-Reduction while providing Place-Based Supportive Housing with 24-hour support to individuals experiencing a co-occurrence of any multitude of issues; including but not limited to substance use disorders, mental or chronic illnesses and cognitive impairments that puts them at risk, premature age-related diseases or substance use related health issues. Residents have access to the Volunteer, Employment and Recreational programming; Indigenous Cultural Reconnection Coordinator; and Peer Support worker. A partnership with CUPS offers residents in-house support with a nurse (weekly visits). Money, alcohol and tobacco management supports are available for appropriate residents. Harm reduction supplies available on-site. Meals on Wheels provides building-wide suppers to encourage community building and to support those who are unable to cook for themselves. Regular programming is provided on Sundays by on-site PBSH staff, which includes art projects, karaoke, bingo, baking and pancake breakfasts. Aurora on the Park focuses on housing vulnerable, individuals who have experienced chronic homelessness and have not have success with other scattered-site Housing First programs. Building programming will be participant-driven and innovative harm reduction strategies will guide the supports offered without coercion and respect for where each participant is at in their journey. Staff will integrate a high level of cultural competency in all programming and support services offered. The history of homelessness and substance use places residents at risk of chronic health issues and premature age related disease. There is no limit on length of stay and residents are triaged through the CAA Adult Placement Committee.

Croydon – SHARP Foundation

This program, transitioning into the S.H.A.R.P. Foundation portfolio of programs, provides housing first specialized Place-Based Supportive Housing in a harm reduction, recovery focused environment for adult women with complex needs experiencing chronic homelessness. There is no limit on length of stay and residents are triaged through the CAA Adult Placement Committee.

Francis Manor – Alpha House

This 26-unit building with a mix of self-contained bachelors and one bedroom units works with vulnerable males and females in housing stability by offering 24/7 staff support in a Place-Based Supportive Housing setting. Residents have access to the Volunteer, Employment and Recreational programming; Indigenous Cultural Reconnection Coordinator; and Peer Support worker. A partnership with CUPS offers residents in-house support with a nurse, (weekly visits), and doctor, (bi-weekly visits). Money, alcohol and tobacco management supports are available for appropriate residents. Harm reduction supplies available on-site. Meals on Wheels provides building-wide suppers to encourage community building and to support those who are unable to cook for themselves. Regular programming provided on Sundays by on-site PBSH staff which includes beauty days, board games, karaoke, barbecues, and baking classes. Francis Manor focuses on housing vulnerable individuals who have experienced chronic homelessness and have not had success with other scattered-site Housing First programs. The history of homelessness and substance use places residents at risk of chronic health issues and premature age related disease. There is no limit on length of stay and residents are triaged through the CAA Adult Placement Committee.

Program Types



Place-Based Supportive Housing - Harm Reduction

Langin Place – Calgary Alternative Support Services (CASS)

Langin Place is dedicated specifically to Place-Based Supportive Housing services for up to 53 men with mental health and/or substance use disorders who are chronically or episodically experiencing homelessness. Langin provides long-term housing and support to individuals who are experiencing homelessness and major disabling conditions. There is no limit to the length of stay. While support services are offered and made readily available, the program does not require participation in these services to remain in housing. All case management is based on participant directed goal setting and a harm reduction approach. Case management offered at Langin uses a combination of “Stages of Change” and “Sustainable Livelihood” approach to address the complex needs of Langin Tenants. Primary Goals of the program are to provide safe and supported housing, stabilize mental and physical health, assist tenants to maintain regular and adequate financial resources, encourage socialization and community resource building, support tenants in developing and reaching their goals. Langin Place staff coaches Tenants in general independent living and self-directed case management. A focus is on constructive partnership building with resources and agencies, and eviction prevention as residents move toward sustained permanent housing.

The Clayton - Calgary Alpha House Society

This program provides housing first PBSH in a harm reduction recovery focused environment for high acuity adults experiencing chronic homelessness. There is no limit on length of stay and the residents are triaged through the CAA Adult Placement Committee.

The James House - McMan Youth, Family and Community Services Association

The James House will provide place-based Bridge Housing (PBBH) Pilot program combines elements of McMan's successful Rapid Rehousing case management with evidence-based Wraparound Facilitation. The program objective, to move people successfully from the Homeless Serving System of Care (HSSC), will involve both traditional case management supports and development of transition teams to support participants in community. James House is expected to begin to intake in the winter of 2020 and residents will be triage through the CAA Adult Placement Committee.

The Madison – Alpha House

This 15 unit building of self-contained one bedroom units prioritizes individuals, (males and females), who have served with the Canadian Armed Forces or as First Responders (i.e. police, E.M.S., etc.). Veterans experiencing homelessness face some of the same challenges as people experiencing chronic homelessness: mental illness, substance abuse and addiction, and physical disability; Canadian Veterans who experience homelessness report high rates of addiction, (alcoholism primarily), long-term homelessness, and mental health issues (Ray & Forchuck 2011). In addition to weekly visits by a trauma counsellor, residents have access to the Volunteer, Employment and Recreation programming, Indigenous Cultural Reconnection Coordinator and Peer Support workers. Residents are also eligible for programs specifically designed to support veterans, such as VAC, OSI, Poppy Fund and Transitions to Community. Money and alcohol management supports are available for appropriate residents. Harm reduction supplies are available on-site. The focus of this building is to house Veterans or First Responders who are experiencing long-term homelessness; are identified through assessment as presenting with several vulnerability factors; and who require immediate and long-term assistance to obtain and maintain housing. The focus of support offered includes tenancy orientation; case management; psychosocial assessment; service planning; counseling; referrals; crisis intervention; peer

Program Types



Place-Based Supportive Housing - Harm Reduction

mentoring; support groups; and recreational and socialization services to facilitate reintegration into the community. There is no limit on length of stay and residents are triaged through the CAA Adult Placement Committee.

The Maple – Trellis

This program, transitioning into the Trellis portfolio of programs, provides housing first specialized Place-Based Supportive Housing in a harm reduction, recovery focused environment for adult women with complex needs experiencing chronic homelessness. There is no limit on length of stay and residents are triaged through the CAA Adult Placement Committee.

Murray's House – The SHARP Foundation

The Murray's House 22 unit program provides 24/7 integrated care and support for individuals living with or at the risk of contracting chronic blood-borne illnesses that may require additional health-care supports, within a Place-Based Supportive Housing model. SHARP's philosophy is to maintain or enhance quality of life by providing non-judgmental housing, safety and security for our individuals, and reducing risk behaviors in the community. SHARP's primary objective is to allow the people we serve to live independently with dignity for as long as possible, but also provide the supports to decrease isolation and improve health outcomes. The program has the capacity to assist individuals with complex needs that may include but not limited to persons with substance use disorders, mental health disorders, some physical disabilities, and acquired brain injuries. Murray's House also supports individuals with socio-economic concerns such as poverty, chronic or transient homelessness, street activity, and criminal involvement. There is no limit on length of stay and residents are triaged through the CAA Adult Placement Committee.

The Prelude – The Alex

The Prelude provides Place-Based Supportive Housing in a 22 unit place-based building. It offers 24/7 staffing, secure, controlled entry, and support for individuals who are involved in active substance use and or have significant difficulty with managing independent housing. The program adheres to the principles of Harm Reduction, Intensive Case Management and Housing First. In addition to case management, recreation and family supports are a part of regular programming. The residents most appropriate are those who are experiencing a wide range of issues including mental health disorders, substance use disorders, trauma, long-term effects of homelessness as well as medical challenges. There is no limit on length of stay. All residents at Prelude will have access to The Alex housing first medical clinic for medical and psychiatric supports. Cultural competence and culturally sensitive supports will be a focus for staff providing case management supports. Residents are triaged through the CAA Adult Placement Committee.

Providence – Calgary Alpha House Society

This program, transitioning into Calgary Alpha House Society's portfolio of programs, provides housing first specialized PBSH in a harm reduction, recovery focused environment for adult women with complex needs experiencing chronic homelessness. There is no limit on length of stay and residents are triaged through the CAA Adult Placement Committee.

Program Types



Place-Based Supportive Housing - Harm Reduction

Stepping Stone Manor – CASS

Stepping Stone Manor is dedicated specifically to Place-Based Supportive Housing services for 28 adult men and women with mental health and/or substance use disorders who are chronically or episodically experiencing homelessness. Stepping Stone Manor provides long-term housing and support to individuals who are experiencing homelessness and major disabling conditions. There is no limit to the length of stay. While support services are offered and made readily available, the program does not require participation in these services to remain in housing. All case management is based on participant directed goal setting and a harm reduction approach. Case management offered at Stepping Stone Manor uses a combination of “Stages of Change” and “Sustainable Livelihood” approach to address the complex needs of Stepping Stone Manor Tenants. Stepping Stone Manor provides 24 hour support to individuals experiencing a co-currence of any multitude of issues; including but not limited to substance use disorders, mental or chronic illnesses and cognitive impairments that puts them at risk of exploitation, premature age related diseases or substance use related health issues. Activities and group work are spontaneous and responsive to participant readiness and availability. “Eviction prevention” programming is directed at nutrition and basic housekeeping. Staff respects the fact that it is the tenant’s home and provides support based on the request and/or direction of the residents of Stepping Stone Manor. Coaching and mentoring support of tenants is primary in the overall approach used by staff. There is no limit on the length of stay and residents are triaged through the CAA Adult Placement Committee.

Women’s Housing Program - Calgary Alpha House Society

This 24 unit building works with vulnerable females in housing stability by offering 24/7 staff support in a Place-Based Supportive Housing setting. Residents have access to the Volunteer, Employment and Recreational programming; Indigenous Cultural Reconnection Coordinator; and Peer Support worker. A partnership with CUPS offers residents in-house support with a nurse, (weekly visits), and doctor, (bi-weekly visits). Money, alcohol and tobacco management supports are available for appropriate residents. Harm reduction supplies available on-site. Alpha Women’s Building focuses on housing vulnerable women who have experienced chronic homelessness and have not had success with other scattered-site Housing First programs. The history of homelessness and substance use places residents at risk of chronic health issues and premature age related disease. To display a high level of cultural competency in all programming and support services offered. Currently 50% of the women living in the building are Indigenous. There is no limit on length of stay and residents are triaged through the CAA Adult Placement Committee.

Program Types



Place-Based Supportive Housing - Health

Abbeydale Place – The ALEX

Abbeydale Place is part of The Alex and is a 20 unit place-based building in Abbeydale that provides Intensive Case Management with a Housing First and Harm Reduction philosophy. It offers 24/7 staffing, secure controlled entry, and all meals. Most residents are still engaged in using their substance of choice, primarily alcohol, and have historically not been able to maintain housing in scattered site. All individuals at Abbeydale have access to The Alex housing first medical clinic for medical and psychiatric supports. In addition to case management, recreation and family supports are a regular part of programming. Harm reduction practices is used to best support individuals on a case by case basis. Each resident works closely with a case manager to create their own goal plan leading to recovery and self-sufficiency. There is no limit on length of stay and residents are triaged through the CAA Adult Placement Committee.



Supportive Housing - Community (Scattered Site)

Aboriginal Homeless Initiative – AFCC

The AHl program provides Scattered Site Supportive Housing for a maximum of 40 Aboriginal individuals with experiences of chronic homelessness who are triaged through the CAA Adult Placement Committee. The program has three (3) inter-related components:

1. Case Management Supports – AHl's case managers develop and coordinate specific service plans for Aboriginal individuals which incorporates appropriate cultural supports with Elder support.
2. Mental Health Intervention and Cultural Supports - The program offers both mental health services in collaboration with Elbow River Healing Lodge Mental Health teams, in addition to cultural interventions for each individual in the program. Case management contributes to assessment of required specific intervention, as necessary, to diminish or alleviate disabling conditions as defined by Human Services.
3. Subsidized Housing is available for individuals involved in the program at off-site locations. Case managers handle the relationship with landlords and provide wrap around supports to encourage housing stability.

HomeBase – The Alex

The Alex HomeBase provides Scattered Site Supportive Housing using the Intensive Case Management model to support vulnerable individuals who have experienced chronic homelessness to maintain housing. HomeBase is participant-centred and upholds the principles of Housing First and Harm Reduction as primary service models. HomeBase assists individuals by identifying participant needs from a strength-based approach and builds on individual's capacity to reach independence and stable housing. All HomeBase residents have access to the Housing First Medical Clinic which includes medical and psychiatric care delivered in a participant-centred setting. Residents of HomeBase must be over 18 and wish to exit chronic homelessness. HomeBase subsidizes scattered-site housing while individuals are responsible for leasing and rental payments. There is no limit on length of stay and residents are triaged through the CAA Adult Placement Committee.

Program Types



Supportive Housing - Community (Scattered Site)

Alpha Community Housing – Alpha House

Alpha Community Housing is a Scattered Site Supportive Housing program that works with men and women to progress towards independent and sustainable living. This program will respond to specific housing needs of individuals who are accessing Alpha's shelter, Detoxification, DOAP programs, and are referred through triage at Adult Placement Committee. Housing support operates from Housing-First and Harm Reduction philosophies and abstinence from substances is not a requirement for participating in programming. Flexibility is practiced as a team and the level of support provided to individuals will be varied and appropriate to the individuals need – Individual choice is paramount. The program has a valued partnership with the Aboriginal Friendship Center of Calgary where residents have access to weekly sweat lodge ceremonies on the reserve. A partnership with CUPS allows for outreach doctors and nurses to attend clinics at Alpha House shelter. In addition, residents have access to supports offered by the Volunteer, Employment and Recreation Caseworker, Indigenous Cultural Reconnection Coordinator and Peer Support worker. Residents who have achieved housing stability also move on to graduation where the final piece of financial sustainability and/or low-income housing is developed with one caseworker.

Key Case Management – CUPS

This is a housing-first program for adults, (singles, couples and pregnant women) who have experienced chronic or episodic homelessness. It includes housing location and ongoing case management. Case Management supports individuals in the goal of maintaining rental market housing and increases quality of life through:

- access to permanent housing with no barriers or housing readiness (subsidy provided)
- developing individualized service plans
- enhancing life skills and addressing health and mental health needs
- building social and community connections by engaging in activities that are meaningful to the resident

This program focuses on maintaining long-term housing stability and improved well-being, (physical and mental health), with the goal of independence and community re-integration. CUPS prioritizes referrals from CAA Placement committee meetings.

Adult Housing Reintegration Program – Calgary John Howard

The Adult Housing Reintegration Program (AHRP) at the Calgary John Howard Society assists individuals who are experiencing chronic homelessness and have active and/or history of involvement in the criminal justice system. AHRP supports individuals with finding appropriate scattered-site housing in the community while providing wrap-around case management supports based on the Housing First and Harm Reduction models. The focus of the program is to build positive social supports with individuals while reintegrating them in the community via case management consisting of caseworkers and an occupational therapist.

Through Housing First, Harm Reduction and restorative justice philosophies, the program provides the housing and intensive support services that assist individuals address their criminal justice and homelessness cycle and successfully maintain housing. Adhering to the Harm Reduction model and CHF case management standards, the program provides a continuum of services from housing placement to discharge planning; access to employment; skill development opportunities; educational opportunities; mental health & addiction support; financial support; referrals; and case management. All referrals to the program are triaged through the CAA Adult Placement Committee.

Program Types



Supportive Housing - Mobility Issues

Bridge to Home – Accessible Housing Society

The Bridge to Home program is a Housing-First Scattered Site Supportive Housing program that focuses on individuals, (both male and female), with physical disabilities and mobility limitations who are experiencing chronic or episodic homelessness.

A team of Case Workers provides case management support to address the immediate and long-term needs of these individuals. They assist the residents to find and sustain appropriate housing in the community. This involves goal setting, follow-up support, life skills and social/recreational development, and other information exchanges on topics like money management. Referrals and access to treatment and community services are also facilitated. As a member of the CAA Adult Placement Committee individuals are triaged for entry to the Bridge to Home program.




Supportive Housing - Sobriety

Living in Community – Calgary Dream Centre

The “Living in Community” Program serves men and women who have struggled to maintain housing and are experiencing homelessness. Men and women are provided with a permanent home and supports that include case management, counseling, basic needs, medical services, support groups, addictions treatment programs, and life skills. These services, along with a supportive community, will help them build healthy community relationships and successfully maintain housing, independently.

The program embraces collaborative community based intervention that places the person at the center of a holistic model of support, which is necessary to secure and sustain housing while building independence. Case managers are focused on matching the right person-centered, adaptive, individualized, culturally appropriate, flexible, holistic, long-term, multi-disciplinary services that includes advocacy focused on establishing networks and relationships that include coordination, engagement and the assurance that the processes and principles of case management are in place. The program addresses the critical issue of isolation by having 3-5 men or women share a beautiful home and support one another. The Living in Community program residents are triaged through CAA Adult Placement Committee.

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