



Calgary Homeless  
FOUNDATION

# BRIDGING

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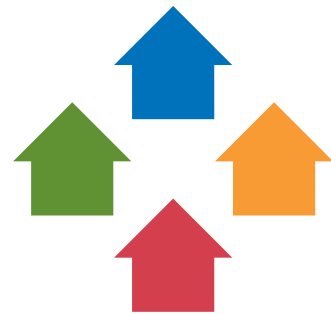
Towards the Achievement  
of Functional Zero

**2020**

Report On Progress

# DATA THAT MAKES A DIFFERENCE

The Annual Canadian Homelessness Data Sharing Initiative



Calgary Homeless  
FOUNDATION



THE SCHOOL  
OF PUBLIC POLICY

## WHAT CAN WE LEARN IF WE START SHARING DATA ACROSS PROJECTS?

In May each year, researchers from across Canada gather in Calgary to discuss the data they are collecting to support various projects related to homelessness. We have learned that our data can and should be shared to support new, better and more impactful analysis. How can we use our collective data to produce better, more accurate results to inform the allocation of resources and end homelessness in our communities?

**In short, how can we use our data to make a difference?**

### Keynote Speakers:

Dr. Gabrielle Lindstrom (nee Weasel Head) - Assistant Professor in Indigenous Studies with the Department of Humanities, Faculty of Arts, Mount Royal University

Dan O'Flaherty - Professor of Economics at Columbia University

May 2021

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# Message From Leadership

## Dear stakeholders, employees and clients,

The unprecedented environment of COVID-19 marks a testing time for our sector. As with previous challenges, we continue to be agile and evolve with what is demanded of us: **to create a responsive system that supports the unique needs of Calgary's most vulnerable.**

We are no strangers to challenging circumstances. Our sector is made up of individuals who support those experiencing trauma every day. To continue our work through a time of collective trauma exemplifies the resiliency and adaptability we have been collectively building for decades. It is this resiliency and adaptability that turns intentions into results.

In this report, we look back on our previous year's goals and elaborate on how we are shaping this organization, its capabilities, and solutions to fulfill our role as system level leader of Calgary's Homeless-Serving System of Care (CHSSC) and to respond to its ever-changing needs in line with our enduring mission to end homelessness in Calgary.

## The final year of our 5 Year Strategic Blueprint: promises delivered

Board, staff, and leadership engaged in the development of our new 3 Year Strategic Blueprint, approved by the Board of Directors in December 2019. We vetted high-level strategies with key community stakeholders, including government funders, funded agencies, and the urban Indigenous community.

## Implementing new technology infrastructure to harness data and evidence

To support our backbone obligation as the CHSSC Systems Planner, we designed, selected, and implemented automated Homeless Management Information System data flow, implemented a data warehouse, and began to utilize business intelligence reporting tools. We developed a new data quality strategy focusing on more comprehensive and automated data quality checks, reducing 75% of data errors. The implementation of Microsoft Teams has enhanced our collaboration internally and enabled more efficient remote work processes. We employed a new financial software system resulting in enhanced automation, as well as detailed reporting tracking – all creating efficiencies in payments to funded agencies.

As we lean more heavily on technology infrastructure, security remains our top concern. We held a tabletop exercise to develop a formal Business Continuity and Disaster Recovery Plan and completed a cybersecurity review, implementing key recommendations, training and clickthrough tests with staff.

## Enhancing performance and solidifying trust with improved indicators

We expanded our sector logic model to add system key performance indicators (KPIs) to our measures of success, and our enhanced evaluation of outcomes with updated KPIs aim to continuously earn community trust. We've made ourselves more agile with the development of our **Continuous Learning and Evaluation Framework** to better understand outcomes and initiated 12 program evaluation projects to assess the effectiveness and scalability of CHSSC programs. To enable more effective outcomes for these programs, we developed a decision-making framework to facilitate funding allocation decisions.

## Fulfilling our role as a CHSSC System Level Leader

System level collaboration was a rallying cry for us this year. We engaged with the 7 Cities on Housing and Homelessness to develop a strategic framework toward ending homelessness for the Ministry of Community and Social Services, and are working with a cross-ministerial team to develop a new plan for ending homelessness in Alberta. Advanced research collaborations with the University of Calgary School of Public Policy to cross-reference Calgary Police Services, Alberta Health and Children's Services data with Housing First data will allow us to better identify other system level insights.

Our philosophical shift to applied research led to the development of a research framework to advance new studies of and for CHSSC, including a peer-reviewed study on public systems savings of Housing First programming.

We continued to host Connectivity Breakfasts and other collectives to engage key stakeholders to collaborate on Functional Zero<sup>1</sup> objectives. Our efforts to build relationships with key government stakeholders helped bridge gaps between public systems impacting homelessness.

## Further integrating an Indigenous Lens

We are continuously creating opportunities for staff and board exposure to Indigenous culture and truth to foster greater self-awareness, such as the incorporation of Talking Circles into staff town halls and incorporating oral submissions into our Request for Proposal process. Using Indigenous ownership, control, access and possession (OCAP®) principles, we completed the second year of research into understanding the flow between Treaty 7 First Nations and CHSSC. This knowledge will be shared with the community over the coming year to help inform enhancements, prevention efforts and responses to Indigenous homelessness in Calgary.

## Shaping a new future

Over the coming year, the first year of CHF's next 3-Year Strategic Blueprint, CHF will take multiple actions to advance these themes, including: implementing new technology infrastructure for data analytics; inspiring Ecosystem shared accountability and investment in achieving Functional Zero and responding to the COVID-19 pandemic; enhancing CHF's organizational

adaptive capacity; continuing to grow CHF's knowledge and understanding of Indigenous world views, and initiating the transformational shift in data culture with the CHSSC to better harness data and evidence.

In summary, 2019/20 was the next step on our journey to transform CHSSC into an agile, responsive system that places the client at the centre of our services. This year held some tough choices, and we have some challenges ahead, but we continue to show up, every day, for the sake of our mission and for those we serve.

We would like to thank our colleagues, partner agencies, front-line staff, volunteers, donors and clients for their continued dedication and trust. This support is vital as we continue our journey towards a better Calgary, with proven outcomes for all stakeholders, and ultimately, a home for everyone in Calgary.

Gail Boehm,  
Acting CEO



Gerald Chipeur,  
Board Chair



# COVID-19: A System level Response

The pressure COVID-19 placed on our sector and its clients is palpable. Those at risk of homelessness are in a precarious position in an already overburdened health and housing system. Average rent has increased 1.7% to \$1,181, which continues to remain unaffordable for at-risk and vulnerable Calgarians. Just over one in five Canadians now live in households reporting difficulty meeting financial obligations, and as a result of COVID-19 shutdowns, 3 million Canadians lost their jobs and millions more had reduced hours. Calgary's unemployment rate increased sharply to 10.8% and Alberta's unemployment rate was 13.4% by the end of April.

Calgary's homeless population is considered as high risk due to a variety of vulnerabilities, including the potential for pre-existing physical health, mental health,

and addiction issues combined with financial insecurity and the inability to self-quarantine and maintain physical distance. Fear of becoming ill has forced some individuals to avoid shelters and sleep outside. In response, CHF has been coordinating multiple stakeholder groups to remove barriers to testing, bolster staffing and resources to CHSSC service providers, and implement diversion and housing placement strategies to alleviate the strain on Calgary's shelter system while continuing to house vulnerable Calgarians.

In response to the COVID-19 pandemic, CHF partnered with the provincial Ministry of Community and Social Services, Alberta Health Services Calgary Region, the City of Calgary, frontline agencies and shelters to operationalize and project manage the non-

medical components of Calgary's first isolation centre for up to 100 individuals experiencing homelessness. Other immediate crisis response tactics include flexible funding agreements with service providers to stabilize the sector and to respond to immediate health and safety needs of clients and front-line service providers. This includes shelter needs, additional cleaning and security programs, screening, mental health, staffing and food supports. In collaboration with government and community partners, CHF has provided leadership in adapting public health measures to help prevent the spread of the COVID-19 virus into and within Calgary's homeless population and CHSSC, ultimately protecting all Albertans from the pandemic.

# Parting Thoughts From Our Outgoing CEO

6 years ago, I accepted the role of President and CEO of the Calgary Homeless Foundation. I did so with an unwavering degree of passion, commitment, and belief that ending homelessness is possible. This remains true today.

Fortified by local research evidence, knowledge gained, and extraordinary collective community successes achieved, it is evidenced that by caring for our most vulnerable- those experiencing homelessness- we are creating, sustaining, and fostering the wellbeing of our entire Calgary community.

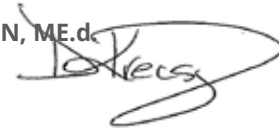
It has been a privilege to serve in community as CHF's CEO. CHF and the Calgary Homeless Serving System of Care (CHSSC) have been nationally and internationally recognized, as exemplars of evidenced informed

leadership, systems thinking and design. But more work is required. Each of us being in the right place at the right time, needs to bring our best work forward while supporting and trusting others to do the same. By my stepping side, space has now been created for CHF's next CEO and community leader, to leverage, advance and build upon our collective strengths, to innovate, to influence further transformation, and to compel greater impact.

Together, we will end homelessness in our community

Sincerely,

Diana Krecsy RN, BN, ME.d



Forever committed to the mission and to helping ALL people, through transformative leadership

## Our Board

**Gail Boehm** - Acting CEO, Calgary Homeless Foundation (Ex-Officio)

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

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

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

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

**Kellie Donohue** - Principal, Kellie Donohue Consulting

**Patricia Kaiser** - Vice President, Corporate Development, Bowen Group (Governance & HR Committee Chair)

**John McCarthy** - President, Sustained Balance Consulting (Public Policy Committee Chair)

**Scott McElligott** - Investment Counsellor, Manulife Private Wealth (Board Philanthropy Committee Chair)

**Carey Mogdan** - COO and Senior VP Operations, Inova Geophysical

**Matt Mura** - Partner, Ernst & Young LLP (Audit & Risk Management Committee Chair)

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

**Stephanie Prior** - Partner, Ernst & Young LLP

**David Ross** - President, SAIT Polytechnic

**Shilpa Sharma** - Vice President, Analytics and Operations, Trillium Advisory Group

**Peter Stratton** - Principal, MPD Consulting

**Leslie Weekes** - Partner, Carscallen LLP (Public Policy Committee Chair)

**Krista J. White** - Community Volunteer

**Evan Woolley** - Councillor, Ward 8, The City of Calgary

**Honorary Members:**

Brian O'Leary

John Currie

Stephanie Felesky

# PEOPLE First

Of primary consideration for any future efforts, Calgary's Homeless-Serving System of Care must remain grounded in a people-first approach. This means that we must continually remind ourselves that while we exist to serve those most vulnerable, we must also be mindful of all who are involved in our efforts to prevent and end homelessness in our city.

# No One Left Behind:

## The Rough Sleepers Pilot

### The issue:

Individuals who feel vulnerable accessing shelters – including women, LGBTQ youth, and couples who are separated in emergency shelters – often resort to sleeping outside year round, including during the sub-zero temperatures of winter.

### The response:

Individuals who have accessed an emergency shelter for at least one year are normally prioritized in CHSSC triage to receive placement in housing programs. From December to February, outreach teams met with rough sleepers to place them in earmarked spaces and out of the cold.

### The result:

5 youth and 23 adults were successfully entered into a housing program.

### Partners:

YW Intensive Case Management Outreach Team, Alpha House DOAP Teams, Calgary Bylaw Services, Connect 2 Care, and the Coordinated Access and Assessment team at SORCe

# Going Deeper With Front-Line Training

### The issue:

In a 2019 survey, front-line staff in our funded agencies requested advanced training to support their work with individuals with complex needs.

### TRAINING TOPICS INCLUDE:

- Trainings from **Crisis & Trauma Resources Institute (CTRI)**, to support front line staff work with clients who are experiencing addictions and mental illnesses
- The **Attachment and Trauma Treatment Centre for Healing (ATTCH)** - a two day training on trauma and attachment assessment for front line staff.
- Training by **Westside Harm Reduction**: *"Harm Reduction and Substance Use: Strategies to Engage with People Using Stimulants & Signs and Symptoms of Psychosis"*
- Training by **Canadian Alliance to End Homelessness**: *"Effective and Ethical Documentation, Charting, and Note Writing"* and *"Effective Team Leader Practices"*
- Integrative trauma and wellness treatments to calm the mind, brain, and body

### The response:

CHF provided 65 training opportunities for 2,191 attendees, working with Toronto's Crisis & Trauma Resources Institute and the Attachment and Trauma Treatment Centre for Healing, as well as Calgary's Westside Harm Reduction and more.

### The result:

2,191 participants accessed 40 returning and 25 new training sessions.

CAPACITY BUILDING THROUGH TRAINING PROGRAMS ADMINISTERED IN 2019/20:

**65** UNIQUE TRAININGS **2,191** TRAINEES

# Road Show Presentations:

## Accelerating success by aligning system experiences

### The issue:

The crossover that occurs between the health system and the homeless-serving system of care is deep. People experiencing homelessness are vulnerable to health challenges and often face barriers to quality healthcare. As a result, we needed to bridge knowledge gaps and promote cooperation between the health system and Calgary's Homeless-Serving System of Care.

### The response:

Unique and collaborative information sessions to inform Alberta Health Services (AHS) partners and the CHSSC about each other. Five AHS audiences presented and learned from CHSSC partners.

### The result:

The process for referring individuals in hospital to the CHSSC and CHF-funded housing programs was streamlined. Practices to divert individuals from the CHSSC and to create plans more suitable to their needs were increased.

### Partners:

SORce, AHS Regional Housing, CAA, AHS Community Rounds, AHS Managers Meeting, Sunridge Mental Health and Addictions, Peter Lougheed Centre Social Work Services, Safeworks

# Moving On & Up

## With the Graduated Housing Program

### The issue:

Clients who are living independently and ready to graduate beyond intensive case management programs required ongoing access to moderate support in order to maintain housing stability and pursue personal goals.

### The response:

The CHF-funded CUPS Graduated Housing Program (GHP) offers a rent subsidy to qualified individuals. They connect clients to employment or government income support and enrich their lives through the employment, education and training programs. On site and online courses include First Aid and CPR classes, computer literacy, food-service certifications, and high school upgrading.

### The result:

48 individuals graduated from the program, with all clients expected to graduate by December 2023. 113 are active in the program as of the end of March 2020.

### Partners:

CUPS Calgary, Prospect, SAIT, Momentum, Catholic Family Service

## Client Action Committee

A **Client Action Committee (CAC)** meeting is an experience worth taking in. Enter the room and you'll see the Tim Hortons carafe that lives in the corner beside a stack of paper cups and the occasional box of Timbits. "Scottish" John will ask you about yourself, offer you a seat and invite you to be part of an inside joke that will be repeated the next time you meet. Hilary, in a confident rasp that hints at her South England roots, will tell you about her latest research on the intersection between the experience of homelessness and sexual orientation, which she began after completing her Working with Homeless Populations Certificate at the University of Calgary. Nigel will give you his hot take on US politics, and why you need to be aware of the protections enshrined in the **Homeless Charter of Rights**. He'll also reveal his latest anime drawings on his laptop – the same laptop from which he runs Homeless Voices YYC, an advocacy blog covering issues that matter to Calgary's vulnerable.

The CAC is a group of individuals who are experiencing or have experienced homelessness. They offer their experience and expertise to CHF and the broader homeless-serving system of care.

This year, the Alberta Human Rights Commission provided a grant to CHF and the CAC to continue work promoting the Charter in the community through free, first-of-their-kind training modules for service providers and system partners, such as Alberta Health Services, Calgary Police Services, and University of Calgary Social Work students. They also presented to delegates at the Canadian Alliance to End Homelessness conference on how to create a CAC in other cities. The Maytree

Foundation also graciously supported a program evaluation of the Homeless Charter.

The training educates staff about the Charter and teaches them how to reference it in a practical way, so they can uphold the rights and dignity of their clients based on an understanding of the physical, social, and emotional impact of trauma on their lives.

This year the CAC also hosted the fifth annual **Longest Night of the Year**, a night where the community honours those whose lives have been lost to homelessness. The CAC is pursuing a permanent memorial and is seeking an artist to design the concept based on the winning submission from the design competition last year. CHF is proud to contribute \$20,000 to the project. The City of Calgary contributed the land, and the Beltline Community Investment Fund has also contributed \$45,000, in addition to the \$7,290 raised by the CAC.

"I always say that homelessness is a community," says Nigel. "These are human lives we are talking about." He says he looks forward to the day when the community has a place to mourn and remember, and a future where no names are added to the memorial.

*"The Charter, in conjunction with CHF, has informed my organization in the area of policy. Having a specific policy means greater consistency of service."*

- Frontline staff

## Youth Advisory Table

The **Youth Advisory Table (YAT)** has a similar purpose to the CAC and offers guidance to the sector from the perspective of youth experiencing homelessness. YAT members, who range from ages 14 to 25, provide valuable insights that influence policy, improve services, and raise awareness about youth homelessness in Calgary.

This year, they hosted a barbeque in Inglewood to raise awareness about the YAT and to bring together the community of youth

experiencing homelessness, along with youth-serving agencies in the sector. Thanks to a donation from University of Calgary's Haskayne Commerce Undergraduate Society, the 50 youth who attended the barbeque received a drawstring bag filled with essential care items: facecloth, toiletries, and hygiene products.

*"As we shape policy and design programs to serve youth in need, we must ensure our ears are open to those who we are serving – the youth."*

*The Youth Advisory Table gives us that crucial lens from the perspective of young people with lived experience in homelessness and keeps us tethered to the real need in the City of Calgary,"* says Shane Rempel, a CHF System Planner.

The 2018 Point In Time Count revealed that approximately 11 per cent of the 2,911 people experiencing homelessness are under 18, and a further seven per cent are aged 18 to 24, classifying them as youth.

# HOME For Everyone



At Calgary Homeless Foundation, we know that anyone can move directly into housing with the right support. When people have housing, they no longer have to worry about meeting a basic need. As a result, it becomes possible to solve the issues that contributed to their experience of homelessness in the first place.

# The Year in Review

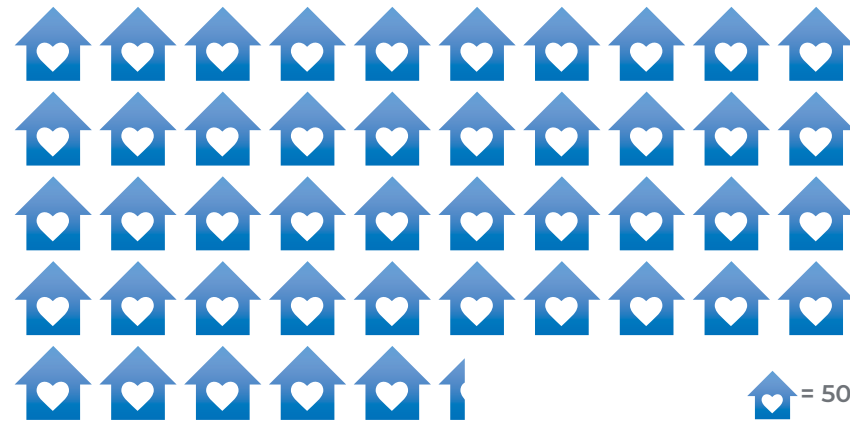
2019/20

Calgary Homeless Foundation (CHF) is a registered charity with a vision and mission to end homelessness in our city. As neutral and effective stewards of funding, CHF invests in community and in Calgary's Homeless-Serving System of Care (CHSSC) to achieve desired outcomes and impacts (population, program, system) in a cost-effective manner. Providing System Level Leadership to CHSSC, CHF leverages research, data, system planning,

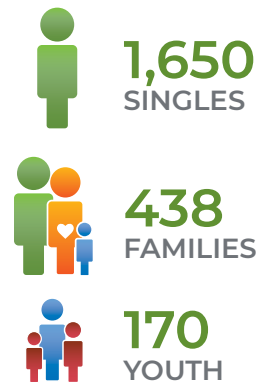
coordination, and funding to address gaps and define best practices to improve outcomes and optimize client success. CHF leads with a collective impact framework and is committed to moving forward in partnership with all orders of government, public systems, homeless-serving agencies, the private sector, faith-based communities, foundations, and all Calgarians, to achieve Functional Zero<sup>2</sup> homelessness in Calgary.

2,258

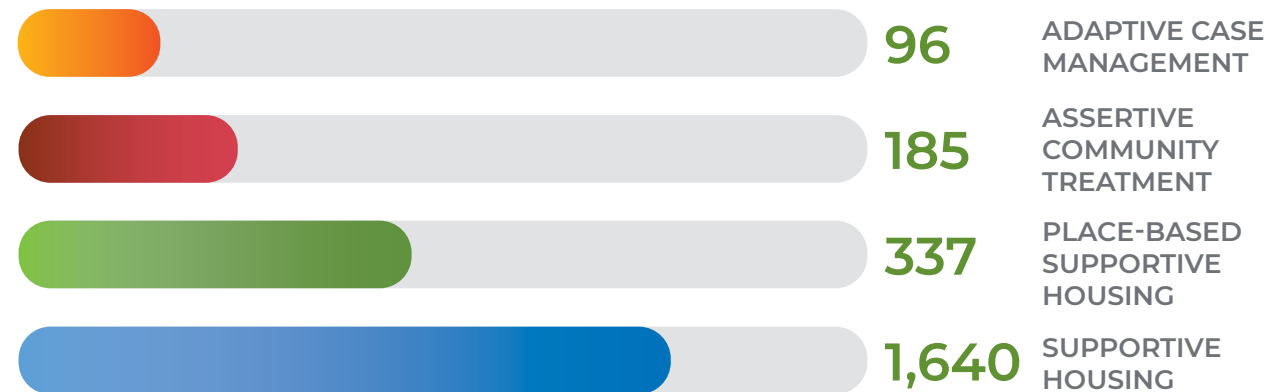
HOUSING SPACES WITH SUPPORT



BY POPULATION:



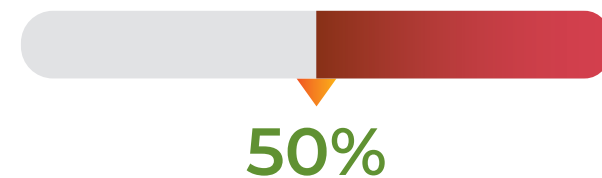
BY HOUSING PROGRAM :



CURRENT HOUSING STABILITY RATE :



PUBLIC SYSTEM USAGE REDUCTION:

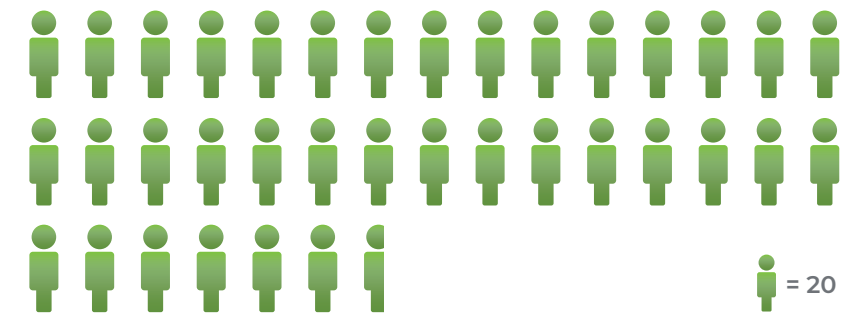


IN 2019/20 CHF FUNDED:

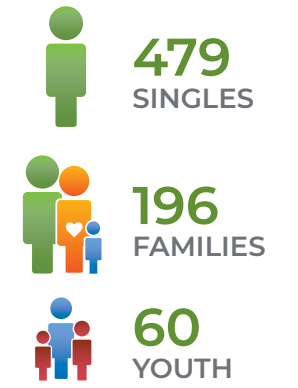
52 PROGRAMS IN 22 AGENCIES

735

RESIDENTS PLACED IN HOUSING\*



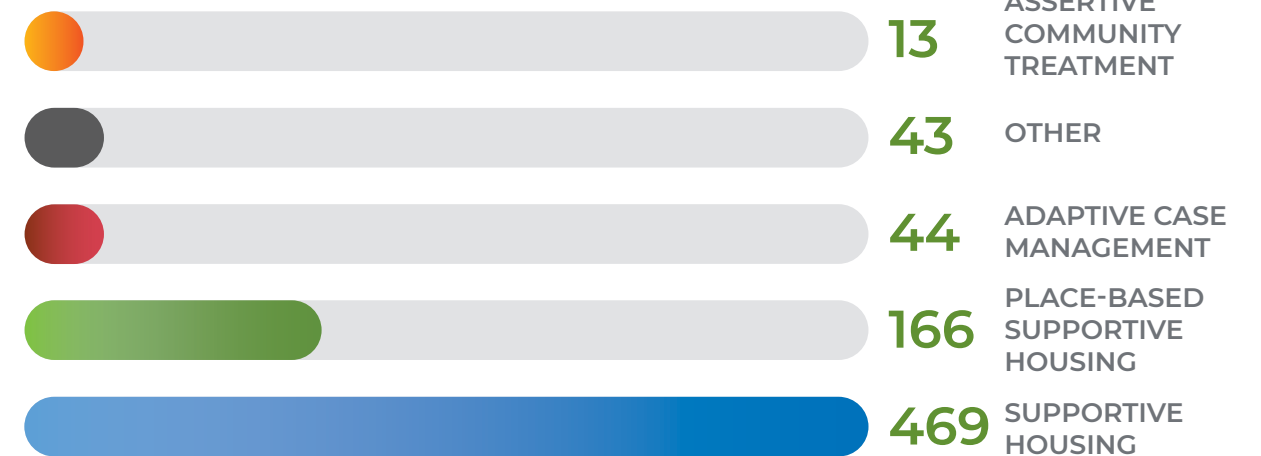
BY POPULATION:



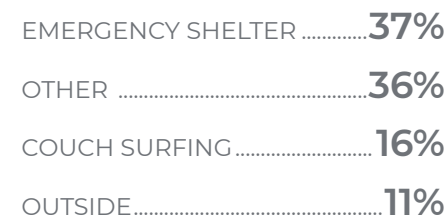
BY ETHNICITY:



BY HOUSING PROGRAM :



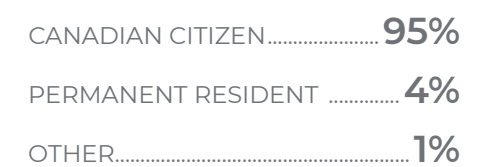
PRIMARY RESIDENCE PRIOR TO INTAKE:



GENDER:



IMMIGRATION STATUS:



# DATA

## And Knowledge

Achieving Calgary Homeless Foundation's data and research vision requires an intentional approach that leverages data to find solutions to specific concerns, then utilizing this information to make decisions and guide day-to-day work to improve programs and practices in Calgary's Homeless-Serving System of Care.

Using data to inform research (which in turn informs practice) enables CHF to better tailor interventions that meet the needs of diverse clients and assess the efficacy and efficiency of services to enhance client outcomes.

## Treaty 7 Research

### What influences the flow of people between Treaty 7 communities and Calgary's Homeless-Serving System of Care?

We are closer to answering this question, thanks to a generous five-year donation from Jenny Belzberg and the Belzberg family to support applied homelessness research.

2019/20 saw the unfolding of our first major Belzberg Research project. CHF contracted four researchers with expertise in Indigenous studies, housing policy, public policy, economics, and political science to study the homelessness of people from Treaty 7 in Calgary.

They examined this central question from the perspectives of housing, income assistance, and jurisdictional barriers. The research was first framed in Treaty 7 world views, and an engagement strategy guided the researchers in working with the communities to ensure joint ownership.

Despite an overall reduction in homelessness in Calgary and a general improvement in the city's capacity to serve Indigenous clients, Indigenous over-representation in homelessness persists.

### Key findings of the research include:

- Indigenous homelessness is about more than a physical structure; it is a condition that encompasses world views, and it continues to be affected by colonialism.
- Factors on reserve that may push people from Treaty 7 into homelessness in Calgary include poor housing conditions, lack of sufficient housing, unemployment, gang activity and violence.
- These are exacerbated by a notable lack of affordable, appropriate Indigenous housing options, the high cost of housing, and unscrupulous landlords.

- The landscape of Indigenous homelessness is marked in Calgary by scarcity and competition for funds; a growth of Indigenous service institutions in recent decades; and poor coordination between, and even within jurisdictions.

Recommendations include actions for CHF, the City of Calgary, Treaty 7 communities, and the federal government, and encompass education, training, policy, and dialogue.

The final papers will be compiled into a single volume which we will formally launch together with Treaty 7 partners in 2020.

The surrounding Treaty 7 Nations have been closely engaged in the research, and CHF looks forward to enhancing these partnerships as we develop programs that more effectively address the well-known overrepresentation of Indigenous people in homelessness.

Watch the CHF website for the full report, summaries of findings and recommendations, and CHF's next steps in addressing Indigenous homelessness.



Left: The research project was formally launched with a ceremony at the Grey Eagle Resort & Casino on May 16, 2019. L to R: Allan Moscovitch (later replaced by Nick Falvo), Gabrielle Lindstrom, Steve Pomeroy, Jodi Bruhn, and Research Assistant Pearl Yellow Old Woman



# Data & Learning Revolution

CHF has unveiled a revolutionary approach to collecting and understanding data that will allow us to be more responsive and sensitive to the needs of people experiencing homelessness.

The **Continuous Learning and Evaluation Framework** changes how we gather, use, and share data drawn from the network of agencies that comprise Calgary's Homeless-Serving System of Care (CHSSC).

While we excel at promoting learning across the homeless-serving sector, how we approach quantitative data, or numbers, can create a culture of competition and doesn't capture the true effect a program has on a person's life. The three core values of how CHF will approach evaluation and learning include accountability, innovation and strategy, and this framework will explicitly support the collective capacity and integration of the ecosystem.

To address these challenges, this framework will focus on three pillars: **Measurement, Open Learning and Sense-Making.**

## Measurement

- **How we measure program success**

CHF will re-examine the criteria it uses to monitor the success of the programs it funds, while introducing **system effectiveness indicators**. These broader metrics are the first of their kind, because they measure the achievements of the entire CHSSC, particularly those relating to client well being and health.

- **How we process data**

The Homeless Management Information System (HMIS) collects data on who is experiencing homelessness and accessing the system of care. Data processing will become automated, reducing the likelihood of human error, and making it easier to share information across agencies.

## Opening Learning

- **How we improve learning across the homelessness sector**

CHF shares knowledge about practices across the CHSSC through our Communities of Learning. We will create cohorts that will meet regularly to discuss a specific issue and introduce **reflective practices**, so that agency staff across the homeless-serving sector have an opportunity to reflect on and share their experiences.

## Sense-Making

Every six to eight weeks, cohorts will produce **learning bulletins**, or short communications sharing their insight on a specific issue.

On the data front, we will use a tool called **system mapping** to understand the connections between different entities in the CHSSC, and **outcome harvesting** – a technique used by the United Nations in international development – to collect data about the effect of the CHSSC and its programs on the community.

Over the course of 2020/21, we will implement the framework to better learn and lift our work internally and externally.

# AGILE CHSSC Planning

Maintaining faster and leaner cycles of development will require a system planning approach with neutral system planner organizations to drive the integration and coordination efforts among both Calgary's Homeless-Serving System of Care, and public systems partners such as Health and Justice.

This kind of agile system planning is more than setting targets and monitoring performance - it requires lead system planner organizations to develop nimble and iterative approaches and continual improvement.

# Cost Effectiveness Study

CHF has funded a study to explore the cost-effectiveness of Housing First in Canada, strengthening its advocacy for the model and encouraging governments to take action.

*The Cost Savings of Housing First in a Non-Experimental Setting* is the first study to use observational data to examine the amount the Canadian public system saves by utilizing Housing First programs. The data, drawn from CHF's Homeless Management Information System, covers a period of four years.

Researchers Jadidzadeh, Falvo, and Dutton estimate that for each dollar spent on a Housing First program, between \$1.17 - \$2.84 is saved in hospital and ER visits and interactions with the police, resulting in a savings

of \$105 million for the 2018-19 fiscal year. In addition, \$12,240 is saved each year when an individual does not use a shelter.

Returns are also higher when there is a triage process that prioritizes individuals who frequently use public systems, rather than randomly assigning individuals to housing programs.

The Housing First model increases housing stability for people who are chronically homeless. Economic evaluations like this study are one tool among many that offer powerful insight into the effectiveness of the approach, helping CHF advocate for our compassionate and humane approach.

# 3-Year Strategic Blueprint

**Calgary Homeless Foundation's (CHF) 3-year Strategic Blueprint for fiscal 2021- 2023 (3YSB)** was developed through a multi-stage engagement with our Board, our staff, and Community members, and provides a framework that can be adapted to respond to an ever-changing landscape. This 3YSB, along with our vision, mission, core values, and annual business plans, will guide our work over the next three years.

In 2015 we developed our first strategic blueprint, which ran from fiscal 2015 – 2020 (5YSB), and defined our vision, mission, and core values and our role as the system planner for Calgary's Homeless-Serving System of Care (CHSSC). It also incorporated our role as implementer of *Calgary's 10 year Plan to End Homelessness (Calgary's Plan)* that concluded in 2018.

At the conclusion of Calgary's Plan, we led a consultation process with Community to identify key accomplishments (*Our Living Legacy: Calgary's 10 Year Plan to End Homelessness Collective Impact Report (Nov 2018)*) and determined the strategic directives necessary to move Calgary forward in **Together to Zero: Charting Calgary's Path to the End of Homelessness** (Dec 2018).

Together to Zero set the intention for the next phase of work and is driven by our sector's public value statement:

**Together, we will achieve Functional Zero homelessness in Calgary and in doing so, we will improve the quality of life for individuals, families and communities.**

**Functional Zero** is the new direction determined by community, and refers to reaching a point where there are enough services, housing, and emergency shelter beds for everyone who needs them. Functional Zero demarcates the achievement of an Ecosystem balance between the CHSSC and across all public systems (i.e. Health, Justice, Seniors and Housing, Children's Services, etc.) such that the necessary resources are in place to meet the needs of vulnerable people, and that homelessness, when it occurs, is a rare, brief, and non-recurring event.

No strategy is complete without a

consideration of the environment in which we operate. While we have made tremendous progress over the past 10 years towards reducing, and ending homelessness, our environment continues to change and apply both direct and indirect pressure on the CHSSC and those that are at risk of, or experiencing homelessness. Current headwinds include COVID-19 and the sustained economic downturn in Calgary, government fiscal constraints in ministries such as Community & Social Services, Seniors and Housing, and Children's Services, and an increase in opioid and methamphetamine use.

**All of these trends will increase the demand for services.**

Our mandate, given the environment and the CHSSC consultation process, has evolved. Our role is to provide system level leadership to the CHSSC in order to facilitate ecosystem coordination with public systems and progress toward the achievement of a Functional Zero end to homelessness in Calgary.

**To meet this evolved mandate, we identified the strategic shifts necessary for the organization, and an overall goal for the 3YSB that:**

**At the completion of 36 months, CHF's capacity will support the Ecosystem's achievement of Functional Zero.**



# Next Steps:

Our Strategic Directions for 2020/21

**1 IMPLEMENT NEW TECHNOLOGY INFRASTRUCTURE TO ADVANCE THE EFFECTIVENESS AND EFFICIENCY OF CALGARY'S HOMELESS-SERVING SYSTEM OF CARE**

**2 INSPIRE ECOSYSTEM SHARED ACCOUNTABILITY AND INVESTMENT IN ACHIEVING FUNCTIONAL ZERO**

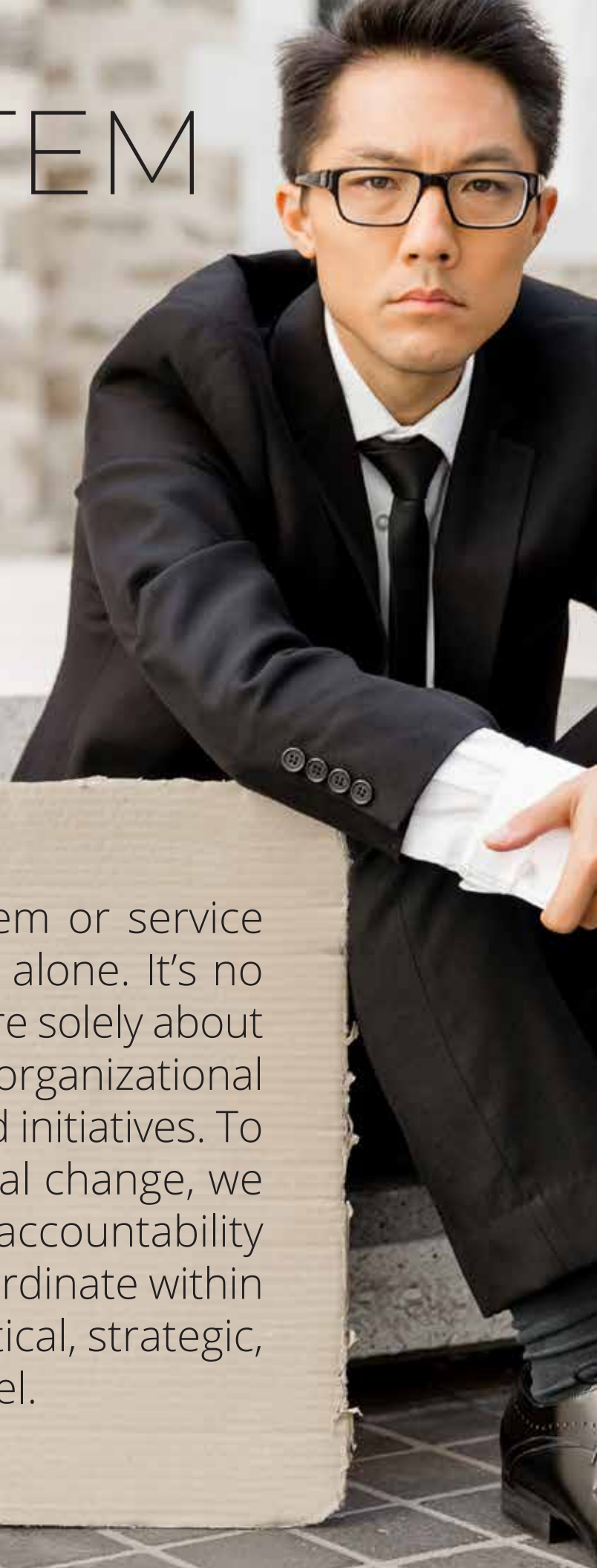
**3 ENHANCE OUR ORGANIZATIONAL ADAPTIVE CAPACITY (PEOPLE, PROCESS, CULTURE) TO THRIVE IN A CHANGING WORLD**

**4 CONTINUE TO GROW CHF KNOWLEDGE AND UNDERSTANDING OF INDIGENOUS WORLD VIEWS AND TAKE ACTIONS TOWARDS BECOMING A BETTER ALLY OF INDIGENOUS PEOPLES**

**5 INITIATE TRANSFORMATIONAL SHIFT IN DATA CULTURE WITH/IN CALGARY'S HOMELESS-SERVING SYSTEM OF CARE TO COLLECTIVELY HARNESS THE POWER OF RIGOUR AND THE POTENTIAL OF EVIDENCE**

# ECOSYSTEM

## Integration



No single agency, system or service can end homelessness alone. It's no longer sustainable to care solely about one's own municipal or organizational mandate and associated initiatives. To achieve transformational change, we must drive for shared accountability and identify ways to coordinate within the ecosystem at a political, strategic, and service delivery level.

## A New Alberta Homelessness Strategy

In 2019, CHF partnered with the **7 Cities on Housing and Homelessness**: Edmonton, Calgary, Medicine Hat, Lethbridge, Red Deer, Grand Prairie, and Wood Buffalo, (7 Cities), in the creation of a refreshed strategy to end homelessness in Alberta. While it is not completed yet, working in collaboration we have laid the necessary groundwork and strategic values that will guide the province towards an end to homelessness.

### *How does the province need to optimize our collaborative efforts moving forward to end homelessness in Alberta?*

In examining the answer to this question, the 7 Cities took a values-based approach and grounded itself in the following:

#### Strategic Coordination and Leadership:

**The Spectrum Approach** – Person-centered homelessness solutions grounded in a spectrum of services. If an Albertan reaches out for help, there should be no wrong door to receive and support them.

**Community-Driven Decision Making** – A collective impact model where local systems leadership collaborates with lived experience, homeless-serving agencies, and local business.

#### Operational Execution:

**Evidence-Based** – Continuous learning and subsequent agile adjustment must be informed by evidence-based, data-driven decisions.

**Leveraging Resources** – As system planners focus on root causes and respond to symptoms within the local homeless-serving systems of care, public systems need to examine horizontal strategies and solutions based on shared outcomes.

**From these values, 7 Strategic Directives were created to drive Alberta towards an end to homelessness in our province:**

#### Coordination of Data Management

We know that our capacity to end homelessness relies on greater data integration between our homeless systems of care and primary public systems such as Children's Services, Health, and Justice. We need to develop new

solutions to support more seamless coordination and data integration between the 7 cities' homeless management information systems and the primary public systems.

#### Person-Centered

We need to explore a culture of innovation with the voice of people with lived experience at its core. Embedding their input at key points in the program development-delivery continuum will enable Alberta to better meet the needs of individuals experiencing homelessness, and the people who care for them.

#### Governance and Leadership

Governments' trust and enabling approach to local leadership through the Community Based Organization and Community Entity models has been a critical factor in Alberta's success over the past decade. The Government of Alberta must continue to support directions that develop system planning approaches appropriate to solving complex social issues at a local level in a cost-effective and efficient manner.

#### Geographic Lens

Homelessness must continue to be examined and understood not only within the broader macro-context, but also within the unique differentiators of rural, local, and municipal contexts.

#### Accountability (Shared)

No single agency, system or service can end homelessness alone. To achieve transformational change, we must drive for shared accountability and identify ways to coordinate at the ecosystem and strategic level as well as the service delivery level.

#### System Planning

A system planning approach with neutral system planner organizations to drive integration and coordination efforts among the homeless-serving systems of care and public system partners such as Health and Justice is required to maintain faster, leaner cycles of development.

#### Horizontal Strategic Planning

To move system planning forward, efforts to enhance coordinated service delivery are critical, and this includes having better visibility into all components within the system, and appropriate information sharing around shared outcomes.

# STRATEGIC

## Investment & Empowering Calgarians

Ending homelessness requires the engagement of all Calgarians, each contributing in a manner that fits their capacity. By lending public support and encouraging community action on homelessness, many have contributed to the successes we've had over the past year.

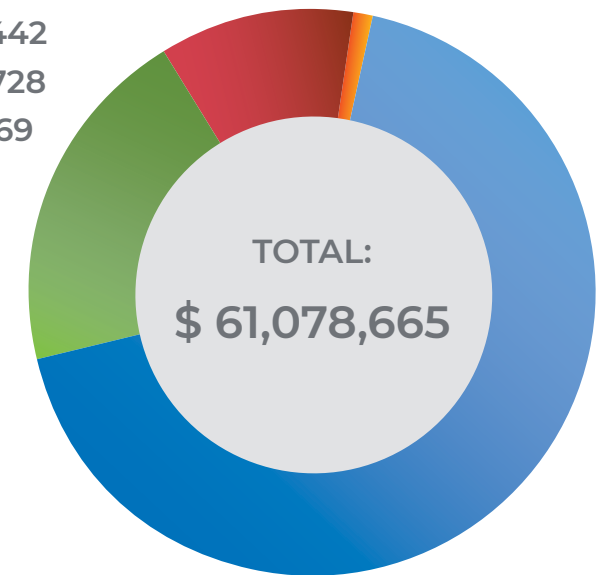
# Financial Report

## A SUCCESSFUL YEAR OF CHF STEWARDSHIP

Ending March 31, 2020, revenues were just over \$61 million and expenses were \$57 million. Surplus was generated due to the receipt of emergency COVID-19 funding at the end of the year. These funds were spent for COVID-19 response in the first two months of 2020/21.

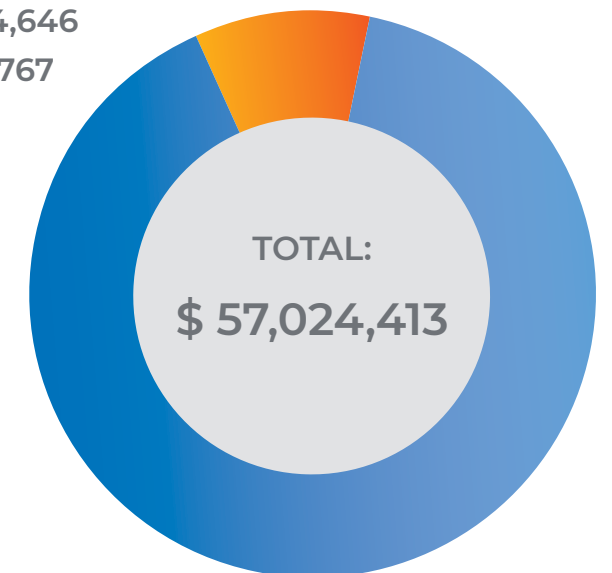
### FUNDING SOURCES:

68%	GOVERNMENT OF ALBERTA	\$ 41,337,442
20%	GOVERNMENT OF CANADA	\$ 12,345,728
11%	DONATIONS & GRANTS	\$ 6,977,769
1%	INVESTMENT INCOME	\$ 417,726



### FUNDING USES:

90%	SYSTEM PROGRAMS DISBURSEMENTS (EXTERNAL)	\$ 52,064,646
10%	ADMINISTRATION (INTERNAL)	\$ 4,959,767



# The Power of Philanthropic Partnerships

No matter what form their support takes – from the Trail Blazer Breakfast, annual and monthly donations, to investments in special projects such as applied research – every donor helps us get closer to a world that provides the opportunity for **all** people to live safe, healthy

lives in communities that support them. Where they can live with hope for the future. Over the past year, CHF has been the grateful beneficiary of several unique donor partnerships, each one born out of a desire to combine creative thinking with a sincere desire to make Calgary

a better place to live for our fellow citizens experiencing homelessness. The partnerships featured here are all innovative in their own right: some are longstanding, and some are new; some are visible and some operate behind the scenes. But all of them make a difference.

## Country Song Helps Calgarians Experiencing Homelessness

In 2019, CHF became the beneficiary of the proceeds from a new song by **Backroad Traveler Band**.

The song, called “A Day in the Country,” honours the band’s love for chuckwagon races, and features the voice of the late Joe Carbury, a renowned sports announcer in Western Canada and a Calgary Stampede chuckwagon race caller for 45 years.

“We approached the family and asked for permission to use his audio, which they were honoured to give us,” singer Sandy McRae says. The audio comes from the last races Carbury called in 2007.

When the band learned that Carbury’s daughter, Coleen Hutton, was CHF’s Director of Human Resources, they chose to donate all proceeds from the song to CHF. “Being able to include Joe Carbury and his family – it just made the song,” McRae says.

The band held a reveal party for the song and music video in May 2019, donating all proceeds to CHF. CHF continues to receive all proceeds from the sale of the song on iTunes, Spotify, Google Play Music and Deezer.



CHF Development Manager Teresa Hiser (left) and Director of HR Coleen Hutton (right) with Backroad Traveler Band's Sandy McRae and Harold Fast



Above: Ryan Ockey, President & CEO, Cardel Homes, Alan Norris, RESOLVE Campaign Chair, and Tim Logel, President & CEO of Logel Homes



A virtual groundbreaking for a new building called “The James House” in Hillhurst was held in September 2019. The house, which is scheduled to open in September 2020, was named by Visionary Homebuilder, Logel Homes and Cardel Lifestyles, in loving memory of Genevieve and James Logel, the parents of Tim Logel, President and CEO of Logel Homes and President and Co-Founder of Cardel Lifestyles.

This development was made possible through the RESOLVE Campaign by Logel Homes and Cardel Lifestyles, with a joint commitment from the Government of Canada (via the Canada Mortgage and Housing Corporation) and the Government of Alberta, and support from the City of Calgary.

Left: James and Genevieve Logel's family legacy

## The gift of a home

**is not only life changing – it is lifesaving.** We know now, more than ever, that housing is vital for health. We are grateful that the Visionary Homebuilders understand the significance of a home and are dedicated to making home a reality for Calgarians who need it most. Their collective contribution of \$15.4 million to CHF through the RESOLVE Campaign has made it possible to open 153 doors to date for Calgarians who now have a place to call home.

Over the course of the past six years, six buildings funded by Visionary Homebuilders have opened.

- Stepping Stone Manor, **Cedarglen Living Inc.**
- Providence House, **Morrison Homes**
- Aurora on the Park, **StreetSide Developments: A Qualico Company**
- Prelude in Radisson Heights, **Shane Homes Ltd. and NUOVO by Shane Homes**
- The Maple, **Homes by Avi Group of Companies**
- The Clayton, **Jayman BUILT**

Additional buildings are currently under construction and slated to open later this year.

- The Triveri House, **Calbridge Homes**
- The James House, **Cardel Lifestyles and Logel Homes**

**HomeSpace Society**, CHF’s housing partner, is securing additional sites for future builds, made possible by **Hopewell Residential Limited Partnership, Brookfield Residential Properties Inc. and ALBI Luxury by Brookfield Residential.**

Thank you to the Visionary Homebuilders for their unwavering dedication to ending homelessness in our city.

## David and Leslie Bissett

**have provided generous support as the lead contributor to a new building in downtown Calgary,** in addition to philanthropic funding for Murray’s House in South Calgary.

The Bissett build – the first midrise and concrete build for housing partner **HomeSpace Society** – is an impressive testament to the power of philanthropic gifts and their ability to leverage resources from various levels of government and other donors.

The Bissetts’ donation to CHF through the RESOLVE Campaign was complemented with philanthropic support from **Suncor Energy Foundation**, funds from the Government of Canada (through the Canada Mortgage and Housing Corporation) and a land donation from the City of Calgary.



Above: Former CHF President and CEO, Diana Kresy (left) and RESOLVE Campaign Cabinet member, Stephanie Felesky (right) join David and Leslie Bissett (center) at the opening of Murray's House in 2017



The downtown building at 933 5th Ave SW is slated to open December 2020.

## greengate Garden Centres and CHF growing hope together since 2003

During the holiday season, greengate rallies their customers to provide winter wear, toiletries and grocery gift cards. In the spring, it sells Hope for Humanity roses and donates the proceeds to CHF.

“We would never have been able to do all that we do without community support,” Harington Telford, Vice-President of Marketing at greengate, says, citing it as a reason greengate continues to support CHF. He adds, “As long as we work together and do the best we can, we will all be ok.”



Members of the greengate team celebrate another contribution to CHF.



# LEADING TODAY TRANSFORMING TOMORROW



Calgary Homeless Foundation is proud to present the 2021 Trail Blazer Breakfast - a unique opportunity for you to connect with Calgary's innovators, risk-takers and change makers in the goal to end homelessness.

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

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

**Wednesday May 12, 2021**



Presented by:



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

We also welcome your feedback on this report.