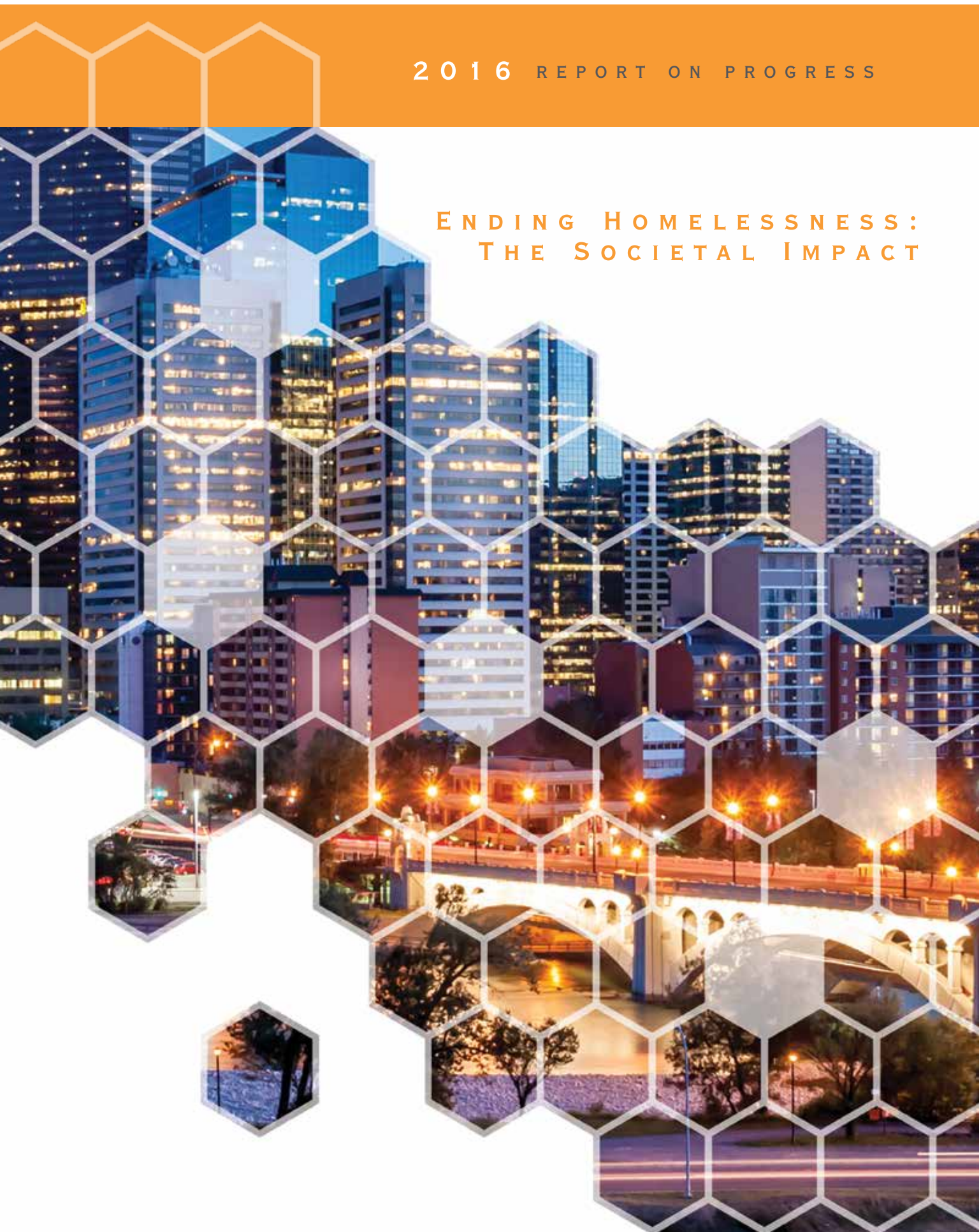Calgary
Homeless
Foundation

2016 REPORT ON PROGRESS

Ending Homelessness:
The Societal Impact

The Bee Hive, both naturally occurring and artificially constructed, is a complex system and society in which all bees function with purpose and in tandem towards delivering a common goal.

Ending Homelessness requires the same degree of intentionality.

Homelessness is a complex social issue that demands a coordinated and collective societal response. Ending homelessness is both an ongoing process and a destination. Through the delivery of an integrated system of care that is person/family centered; that unifies housing with the supports necessary to maintain it; and through collaboration and strategic strength, together, we will end homelessness in Calgary.

TOGETHER WE ARE STRONGER

TABLE OF CONTENTS

CHF CHAIR & CEO

's first Plan to End Homelessness in 2008, we've
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Cameron Bailey
Chairman of the Board

Diana Krecsy, RN, BN, M.Ed
President & CEO

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Follow The Hive:

Stay connected with us! Follow
us on our social media channels
for updated CHF and sector
information, developments
and news.

CalgaryHomeless.com

TOGETHER WE AR

Since Calgary launched Canada's first Plan to End Homelessness in 2008, we've
experienced the power of collective impact to create change and advance progress. As shared
in this Report on Progress 2016, we, as a community, have halted year-over-year growth in
homelessness in our city, decreased homelessness on a per capita basis by 17%; and housed over
7,000 homeless Calgarians, contributing to the over 13,000 people who exited homelessness
through Housing First initiatives in Alberta.

Homelessness is a complex social issue that requires creative problem solving and
innovative approaches to developing sustainable solutions. It requires an outward and inward
looking lens to see the strength and opportunities inherent in unique cultures and traditions,
such as within Indigenous society. Last year, in addition to funding programs and housing, we
supported the Aboriginal Friendship Centre of Calgary's 'Eagle Spirit Street Survivor' celebrations.
Integrating culture and tradition at street level gatherings in the forms of smudging, song and
time-honored foods, these celebrations reflect the integral value all people have in ending
homelessness.

Listening and learning from people who have experienced homelessness is fundamental
to understanding the multifaceted dynamics of homelessness. Throughout the year, we
collaborated with the Client Action Committee (CAC), a committee comprised of individuals with
lived experience of homelessness, to effect change. Last year, together and in partnership with the
Calgary Drop-In & Rehab Centre and Elections Canada, we originated the "Mock Election" which
directly transformed practice and led to Canada's first election polling station located in a shelter.

Also last year, it was Calgary Homeless Foundation's (CHF) privilege to co-host with
community partners, two Chair/CEO Community Connectivity Breakfasts. Alongside over 60
leaders from the social serving sector, government and other public systems (i.e. Health, Justice
etc.), we further advanced ways to communicate, collaborate, and inter-connect our services,
data and programs to enhance our collective ability to produce impactful, sustainable
outcomes and better meet the needs of our clients.

2016 has been a year through which we have collectively sought
out solutions, navigated challenges, persevered, and successfully
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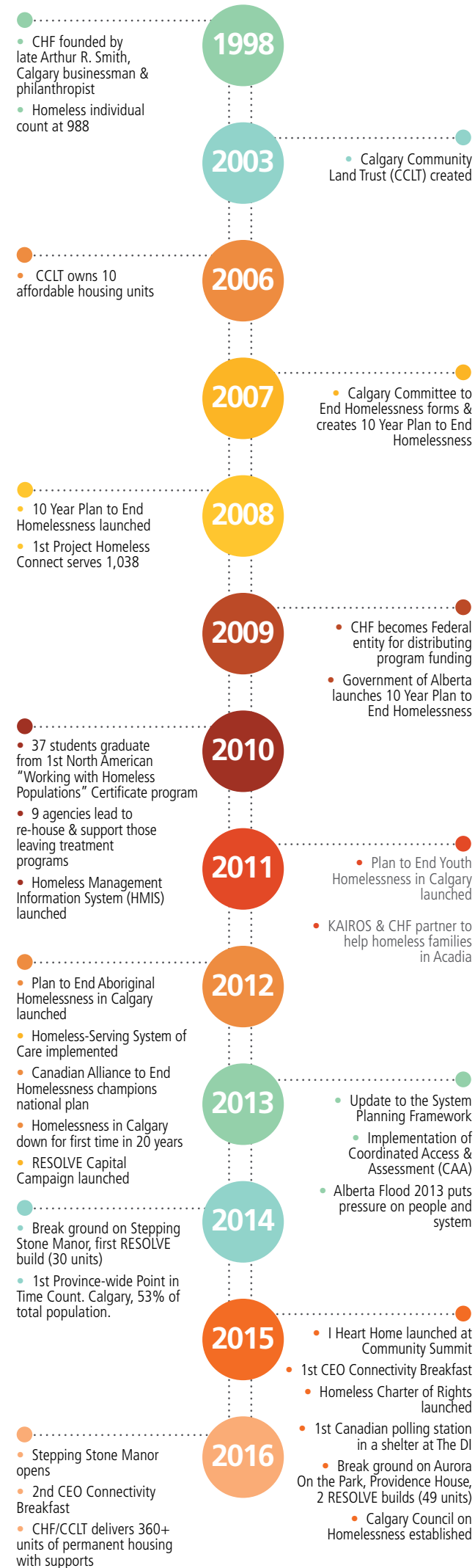
Cameron Bailey
Chairman of the Board

Diana Krecsy, RN, BN, M.Ed
President & CEO

2016 STRATEGIC DIRECTIONS

These are the 5 Strategic Directions which guided our work through 2016.

1 Develop CHF's future 5-year strategic vision and plan for the organization.

2 Examine CHF's future role in housing (develop & operate) and explore alternative business models, in context of optimizing value and supporting Calgary's Plan.

3 Fulfill CHF specific deliverables within Calgary's Plan.

4 Strengthen and enhance CHF's value as a backbone organization for Calgary's Plan, deepening our relationships within the sector, across all levels of government and within communities.

5 Advocate at all levels of Municipal, Provincial, Federal and Indigenous government bodies to secure greater action and accountability to impact Calgary's Plan.

COMMUNITY TIMELINE

1998
- CHF founded by late Arthur R. Smith, Calgary businessman & philanthropist
- Homeless individual count at 988

2003
- Calgary Community Land Trust (CCLT) created

2006
- CCLT owns 10 affordable housing units

2007
- Calgary Committee to End Homelessness forms & creates 10 Year Plan to End Homelessness

2008
- 10 Year Plan to End Homelessness launched
- 1st Project Homeless Connect serves 1,038

2009
- CHF becomes Federal entity for distributing program funding
- Government of Alberta launches 10 Year Plan to End Homelessness

2010
- 37 students graduate from 1st North American "Working with Homeless Populations" Certificate program
- 9 agencies lead to re-house & support those leaving treatment programs
- Homeless Management Information System (HMIS) launched

2011
- Plan to End Youth Homelessness in Calgary launched
- KAIROS & CHF partner to help homeless families in Acadia

2012
- Plan to End Aboriginal Homelessness in Calgary launched
- Homeless-Serving System of Care implemented
- Canadian Alliance to End Homelessness champions national plan
- Homelessness in Calgary down for first time in 20 years
- RESOLVE Capital Campaign launched

2013
- Update to the System Planning Framework
- Implementation of Coordinated Access & Assessment (CAA)
- Alberta Flood 2013 puts pressure on people and system

2014
- Break ground on Stepping Stone Manor, first RESOLVE build (30 units)
- 1st Province-wide Point in Time Count. Calgary, 53% of total population.

2015
- I Heart Home launched at Community Summit
- 1st CEO Connectivity Breakfast
- Homeless Charter of Rights launched

2016
- 1st Canadian polling station in a shelter at The DI
- Break ground on Aurora On the Park, Providence House, 2 RESOLVE builds (49 units)
- Calgary Council on Homelessness established
- Stepping Stone Manor opens
- 2nd CEO Connectivity Breakfast
- CHF/CCLT delivers 360+ units of permanent housing with supports

CHF Core Values

Catalytic Leaders We strive to find solutions with an intentionally innovative and creative mindset

Courageous Collaborators We seek out and leverage the positive power of collective wisdom

Evidence Inspired We are critical thinkers and embrace evidence to influence progress

Vision Dedicated We act with an inevitable belief that homelessness will be ended

We are committed to working collaboratively to find innovative solutions that leverage our collective wisdom. We are committed to ensuring Calgary's Homeless-Serving System of Care is robust enough to deliver the right resources to the right people at the right time to end homelessness in their lives.

2016 STRATEGIC DIRE...

IMPACT STORY

HIVE CHF BLUEPRINT

These are the 5 Strategic Directions ...

1 Develop CH...
organizatio...

2

3 Fulfill CHF s...

4

5 Advocate a...
Indigenous ...
accountabil...

Chelsea* grew up in a world where dropping out of school and substance abuse was the norm. Her lifestyle adapted to her environment leading to depression and she began using drugs as a coping mechanism. She dropped out of school, personal relationships were lost and her physical health deteriorated. Eventually, Chelsea left the reserve where she was born only to become homeless in Calgary. She began couch surfing in an effort to find food and a safe place to live. Eventually, through a friend, she heard of McMan's Hope Homes for Aboriginal Youth Program, a program funded by the Calgary Homeless Foundation. Realizing she could not continue on the path of self-destruction, she made the decision to enter into a drug rehabilitation center. Once her treatment was completed she was able to find a place to call home and with the support of her case manager and the use of the Medicine Wheel, she set up her own personal goals. A key goal was to graduate from high school in a year, a goal she is close to achieving. She is on track. Chelsea has been very successful in the Hope Homes for Aboriginal Youth Program. She still struggles with anxiety from the abuse she encountered in her past, but using what she's learned, and with support, she is able to maintain healthy relationships with herself and family members. Her dream is to graduate from the Program, enter into post-secondary education, and strike a stronger, more powerful path in life than the one she was born into.
*not her real name

"Sometimes all you can do is be there as a support for youth until they're ready"-Wood's Homes

Throughout 2016 CHF undertook an extensive exploration of its 5 year focus, priorities, business goals and values. The outcome of this process is the organization's 2015-2020 Five Year Strategic Blueprint (Blueprint), a living document that creates a shared understanding and common language around CHF's purpose, role in community, business priorities and organizational needs.

"We are committed to working collaboratively to find innovative solutions that leverage our collective wisdom."

In the development of the Blueprint, CHF engaged with community to clarify the role of CHF in the context of Calgary's Plan to End Homelessness (Calgary's Plan), Calgary's Homeless-Serving System of Care and the needs of the Calgary community over the next 5 years. The CHF Board of Directors was passionately involved in the strategic process, linking Blueprint recommendations to corresponding accountabilities. CHF's Blueprint is intended to be responsive to current and emerging trends, strategies, policies and evidence and will be updated annually as part of the annual Business Planning Process.

The Blueprint provides enhanced clarity of CHF's role in community through the use of a framework which describes our Vision, Mission, Core Values, Leadership in Community, Value to Community, our 4 Strategic Pillars of work and our 4 internal Strategic Enablers.

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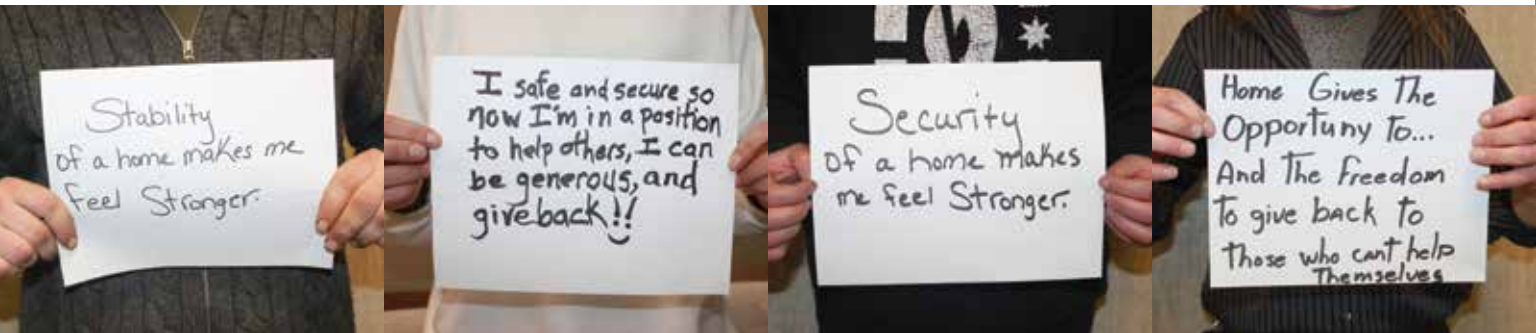
Calgary's Homeless-Serving System of Care (CHSSC) is a complex system that requires dedicated and expert resources to lead. CHF, as the system planner for CHSSC is agency neutral, has the resources, expertise and evidence in the form of a robust data base (HMIS) to make informed decisions and to collaboratively develop and oversee an integrated system that best meets the needs of those who are homeless.

In 2013, informed by best practices and supported by community engagement, CHF fostered the development and integration of Coordinated Access and Assessment (CAA) into the system of care. CAA is a single place or process for people experiencing homelessness to access housing through an equitable model that applies a population-based, prioritization approach. In Calgary's system, a service provider assesses the client using a standardized needs assessment template called the Service Prioritization Decision Assistance Tool (SPDAT). This tool helps to determine the client's needs and is intended to be applied in the system of care in a standardized and methodical way. Needs assessments (SPDATs) are reviewed at weekly Placement Committee meetings that are comprised of CHF funded agencies. Clients are matched to service programs and housing based on available space, acuity, best fit and client choice.

Last year, there were 24 funded agencies representing 35 programs taking part in CAA and a total of 1,309 people had their needs assessed. There were also over a dozen other system partners and non-funded agencies that supported CAA through linkages, attendance at placement meetings and regular referral streams.

There were **24 funded** agencies representing **35 programs** taking part in CAA and a total of **1,309 needs assessments** completed last year. There were also over a dozen other system partners and non-funded agencies that supported CAA through linkages, attendance at placement meetings and regular referral streams.
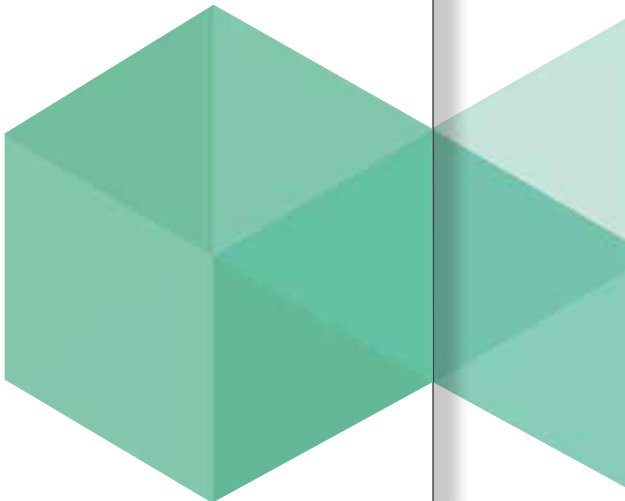
" We work to integrate medical, justice and mental health supports in the community. We found that having in-house Housing First clinics and health programs for clients really help clients stay stably housed."-The Alex

TRANSFORMATION OF HOUSING

Since its inception in 1998, CHF has been a progressive leader in the development and management of permanent and affordable housing, serving some of Calgary's most vulnerable and homeless people. In 2003 with foresight, CHF helped establish the Calgary Community Land Trust Society (CCLT) to grow capacity of the homeless-serving sector to access affordable housing and to significantly advance community-based planning and delivery of housing options, specifically, for homeless and vulnerable populations. CCLT's mandate has been to provide affordable housing through partnerships with others to better serve homeless and low income Calgarians and those with complex needs.

Building upon its proven success in community and fully leveraging its housing assets, CHF will move its entire housing portfolio and expertise into CCLT. CCLT will be established as a fully independent entity by the end of calendar year 2016. In April 2016 a new CCLT Board of Directors was established.

This bold and proactive move will expedite the build-out of specialized and affordable housing to meet the housing needs of vulnerable populations including persons experiencing homelessness.

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Last year, there were 34 funded agencies representing 35 programs taking part in CAA and

TRANSFORMATION OF HOUSING

CCLT will explore innovative funding models such as social enterprise to further grow and fund purpose-built, permanent and affordable housing for specialized and vulnerable populations.

Individuals and families exiting homelessness often have complex physical, mental and other needs that impact their ability to attain and sustain housing. In perpetuity, CCLT will support homeless-serving agencies to increase access to the appropriate housing necessary to meet these unique needs. Where CCLT will focus on the housing aspect of ending homelessness, CHF will continue to provide the strategic and system oversight and funding supports; participating agencies will provide the front line program and client service supports, contributing to an integrated system of care.

" We work to integrate medical, justice and mental health supports in the community. We found that having in-house Housing First clinics and health programs for clients really help clients stay stably housed."-The Alex

"We want our women to be stronger because of us not weaker without us."
-YWCA

"Watching families stay safe and grow as they move through the continuum of care is our success."
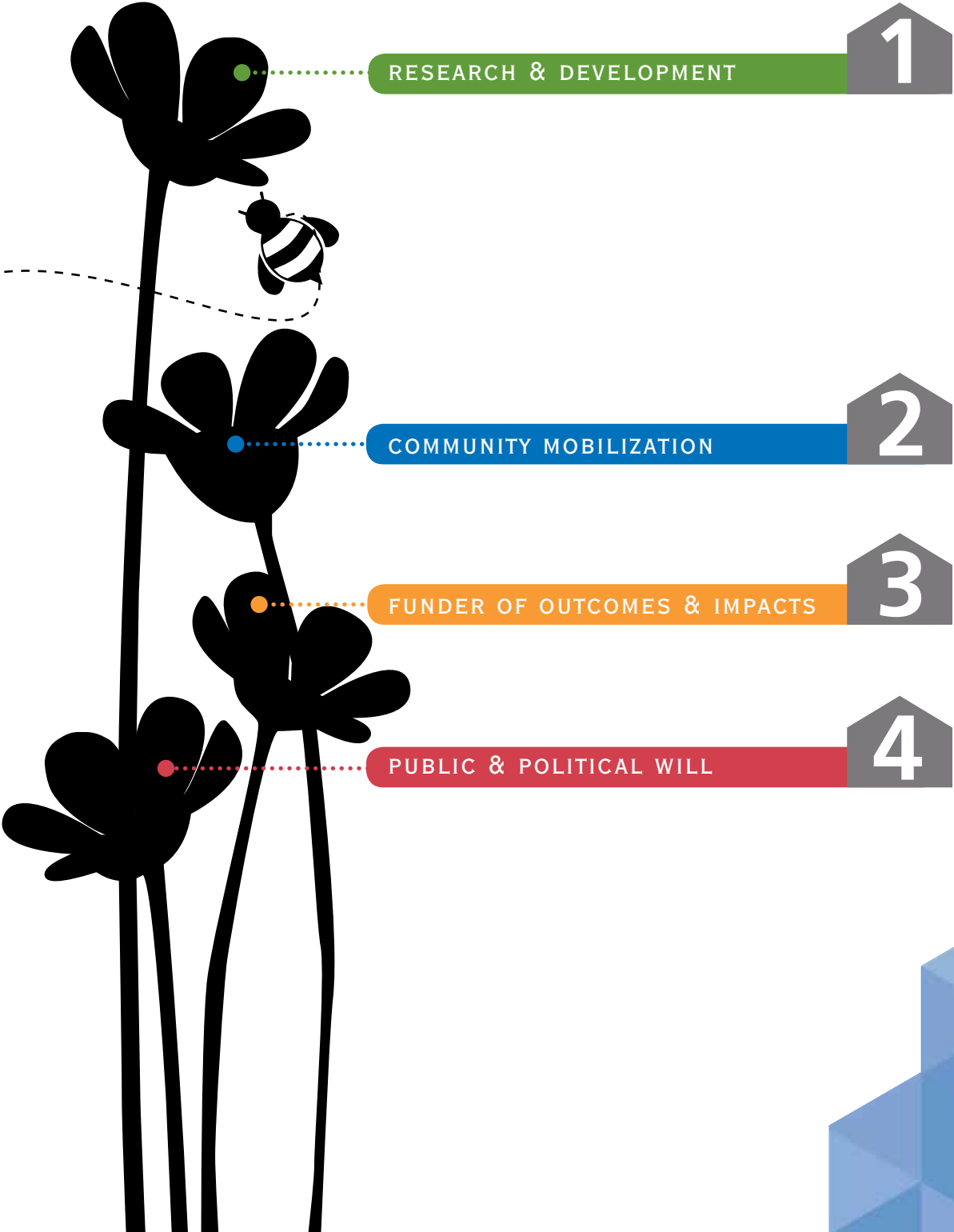-Children's Cottage Society

Our Pillars of Work graphic is a visual summary of CHF's 5 Year Strategic Blueprint. Each component is inter-connected to support and enable fulfillment of CHF's ultimate vision: Together, we will end homelessness in Calgary.

Our work is aligned within these four pillars to ensure we are on mission and reaching our goals.

VISION
Together, we will end homelessness in Calgary

MISSION
By providing leadership in Calgary's Homeless-Serving System of Care ensuring it meets the needs of those who are homeless

STRATEGIC ENABLERS
• Communications
• Finance & Operations
• Human Resources
• Development

LEADERSHIP IN THE COMMUNITY
CHF is the System Planner for Calgary's Homeless-Serving System of Care

VALUE TO THE COMMUNITY
Goals/Results

CORE VALUES
We are Catalytic Leaders, Courageous Collaborators, Evidence Inspired and Vision Dedicated

STRATEGIC PILLARS OF WORK

RESEARCH & DEVELOPMENT **1**

COMMUNITY MOBILIZATION **2**

FUNDER OF OUTCOMES & IMPACTS **3**

PUBLIC & POLITICAL WILL **4**

The Impact of Sharing Data

The Homeless Management Information System (HMIS) is a locally administered electronic data collection system that encapsulates specifics and patterns of usage within Calgary's Homeless-Serving System of Care. On behalf of community, CHF administers HMIS to collect system-wide, standardized data for accurate, real-time reporting on the number of people who are experiencing homelessness, the length and causes of their homelessness and their demographic characteristics and needs. It also allows for a full and wide angle view of the system of care and the identification of service strengths and gaps. CHF as the system planner, is thus better informed to advise on and make system decisions to support agency success in meeting client needs.

This past year, the CHF HMIS team focused on working with agencies to ensure appropriate software utilization which contributes to enhanced data quality and reliability. In 2016, 226 community service providers attended HMIS Basic User Training and CHF recorded 740 active users of the system. Five new community programs were on-boarded to HMIS, bringing the total to 84 community programs using the system.

"Medicine Wheel and Sustainable Livelihood Model are used for our program. We are revisiting the Program Logic Model with all levels of staff to make sure approaches are updated and applied."-Aspen

Stepping Stone Manor, first of the 8-9 purpose built affordable housing buildings being constructed through the RESOLVE Campaign

Training & Scholarships

Between April 1, 2015 and March 31, 2016, CHF offered 32 unique trainings to 1,285 staff from various agencies across the homeless-serving sector. Each year, CHF hosts community consultations with service providers to discuss training needs and gaps within our sector; feedback was integrated to develop a comprehensive community training schedule, based on needs and best practices. CHF also partners with the Faculty of Social Work at the University of Calgary to offer a certificate program called the Certificate in Working with Homeless Populations: Practice Fundamentals. CHF, on behalf of community, funded 24 scholarships to attend and complete the fundamentals program.

Your involvement makes a difference.

YOUR CONTRIBUTIONS

I ♥ HOME
ENDING HOMELESSNESS IN CALGARY

In 2008, Calgary started on a bold path to end homelessness and enormous progress has been made. The work continues. Calgary's Updated Plan to End Homelessness: People First in Housing First (2015), outlines the 14 key actions that need to be taken by all orders of Government, public service systems, homeless-serving agencies, faith groups, communities and individuals to continue on the path of ending homelessness in Calgary.

Updates on our collective progress are hosted on the I Heart Home website.

What are you doing to end homelessness? Find your role at the link below!

www.ihearthomeyyc.com   @ihearthomeyyc

HIVE PILLAR ONE: RESEARCH & DEVELOPMENT

The Impact of Sharing Data

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A Proud Partner in

RESOLVE

www.resolvecampaign.com

Home is the pivotal catalyst that propels vulnerable people from hopelessness to prosperity. Through the RESOLVE Campaign, the Calgary Homeless Foundation has been able to open the doors to the first RESOLVE construction project, with four more buildings not far behind. Each building will provide homes for 20-30 people who are currently without one.

RESOLVE will end homelessness for 3,000 Calgarians through the collaboration of nine agencies. The nine agencies are:

- Accessible Housing
- Bishop O'Byrne Housing Association
- Calgary Alpha House Society
- Calgary Homeless Foundation
- Calgary John Howard Society
- Horizon Housing Society
- Silvera for Seniors
- The Mustard Seed
- Trinity Place Foundation of Alberta

To date, RESOLVE has raised enough to provide 1,181 people with a safe, stable and affordable home.

Together, we can move beyond imagining better to actually building it. Resolve to get involved and make a tangible difference.

www.resolvecampaign.com   @RESOLVEyyc

HIVE PILLAR TWO: COMMUNITY MOBILIZATION

Training & Scholarships

Between April 1, 2015 and March 31, 2016, CHF offered 32 unique trainings to 1,285 staff from various agencies across the homeless-serving sector. Each year, CHF hosts community consultations with service providers to discuss training needs and gaps within our sector; feedback was integrated to develop a comprehensive community training schedule, based on needs and best practices. CHF also partners with the Faculty of Social Work at the University of Calgary to offer a certificate program called the Certificate in Working with Homeless Populations: Practice Fundamentals. CHF, on behalf of community, funded 24 scholarships to attend and complete the fundamentals program.

Your involvement makes a difference.

YOUR CONTRIBUTIONS

TOTAL FUNDS RAISED

$812,067

614 DONATIONS

1,283 VOLUNTEER HOURS

251 VOLUNTEERS
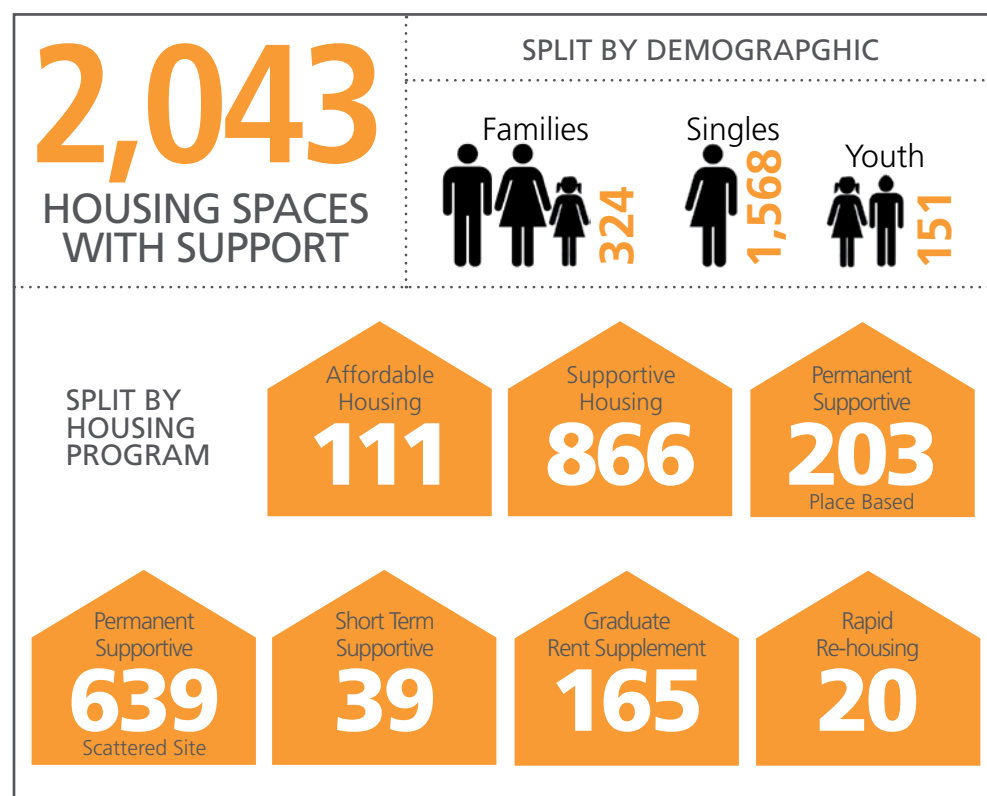
24 PROPERTY CLEAN-UPS

1 SIGNATURE EVENT

13 COMMUNITY INITIATIVES & EVENTS

A full listing of donors can be found on our website at calgaryhomeless.com/get-involved/donate/supporters/

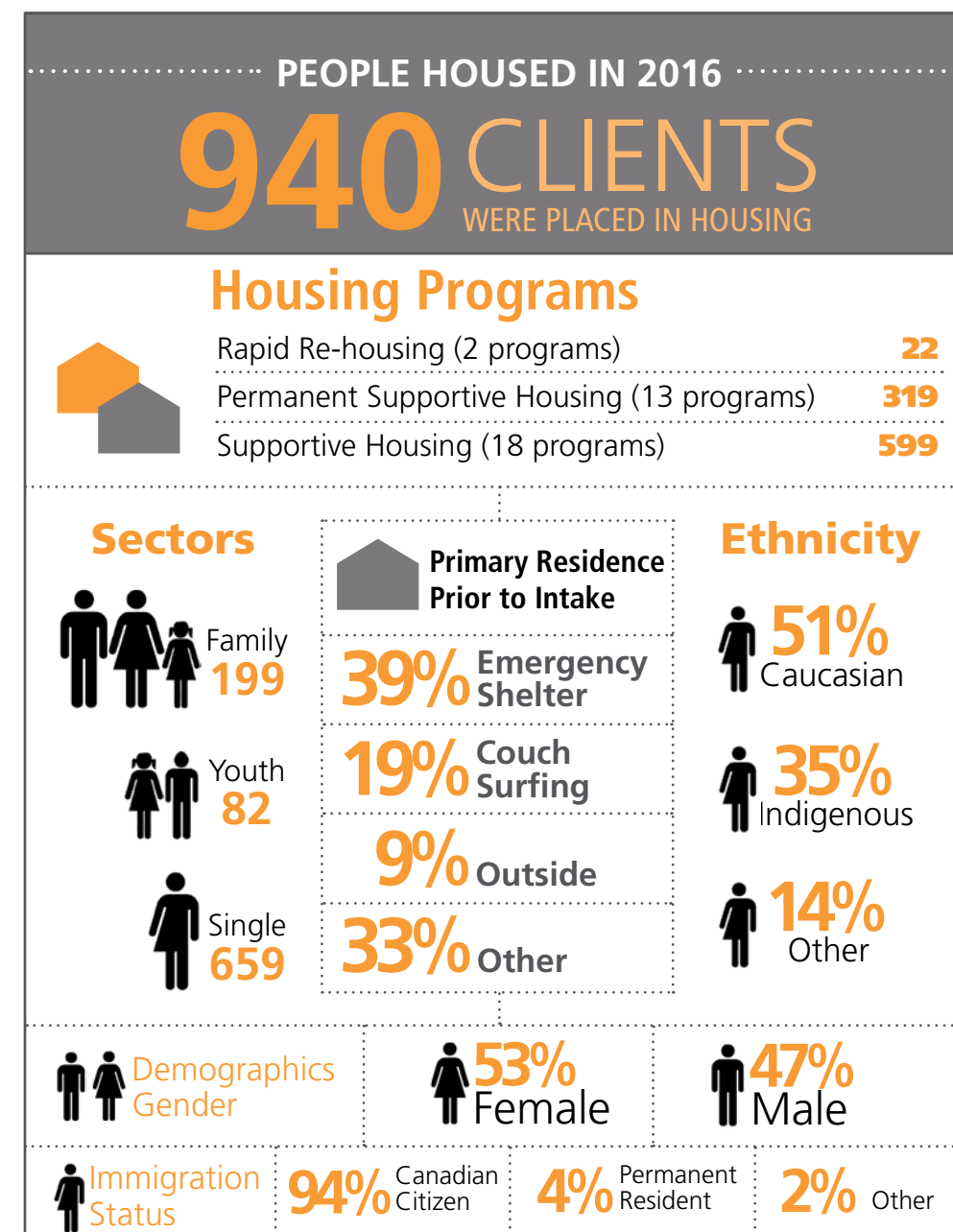"Women should not have to choose between domestic violence and homelessness."-Discovery House

Last year, CHF funded 14 non-housing specific programs and 42 programs that provided 2,043 housing spaces with supports.

2,043 HOUSING SPACES WITH SUPPORT

SPLIT BY DEMOGRAPGHIC

Families **324**
Singles **1,568**
Youth **151**

SPLIT BY HOUSING PROGRAM

Affordable Housing **111**
Supportive Housing **866**
Permanent Supportive **203** Place Based

Permanent Supportive **639** Scattered Site
Short Term Supportive **39**
Graduate Rent Supplement **165**
Rapid Re-housing **20**

CHF also provided funding for outreach through the Downtown Outreach Addictions Program (DOAP) and Outreach and Cultural Reconnection (OCR) through the Aboriginal Friendship Centre of Calgary (AFCC). Together, these programs provided 27,308 services to 4,201 clients last year.

In addition to housing with supports program spaces, CHF provided Winter Emergency Response for additional support over our city's coldest months. This year, we introduced Fee For Service Winter Emergency Response where each program is funded on a per client basis. A total of 21 families were supported through CHF's Family Winter Emergency Response dollars.

PEOPLE HOUSED IN 2016

940 CLIENTS WERE PLACED IN HOUSING

Housing Programs

Rapid Re-housing (2 programs)	**22**
Permanent Supportive Housing (13 programs)	**319**
Supportive Housing (18 programs)	**599**

Sectors

Family **199**
Youth **82**
Single **659**

Primary Residence Prior to Intake

39% Emergency Shelter
19% Couch Surfing
9% Outside
33% Other

Ethnicity

51% Caucasian
35% Indigenous
14% Other

Demographics Gender
53% Female
47% Male

Immigration Status
94% Canadian Citizen
4% Permanent Resident
2% Other

"We build a community for clients. That's the human model."
-Metis Calgary Family Services

HIVE PILLAR FOUR: PUBLIC & POLITICAL WILL

We work collaboratively with the Client Action Commitee, Indigenous Partners, agencies, faith groups and other not-for-profits and partners to advocate for continued government support, to raise awareness and activate community involvement in ending homelessness.
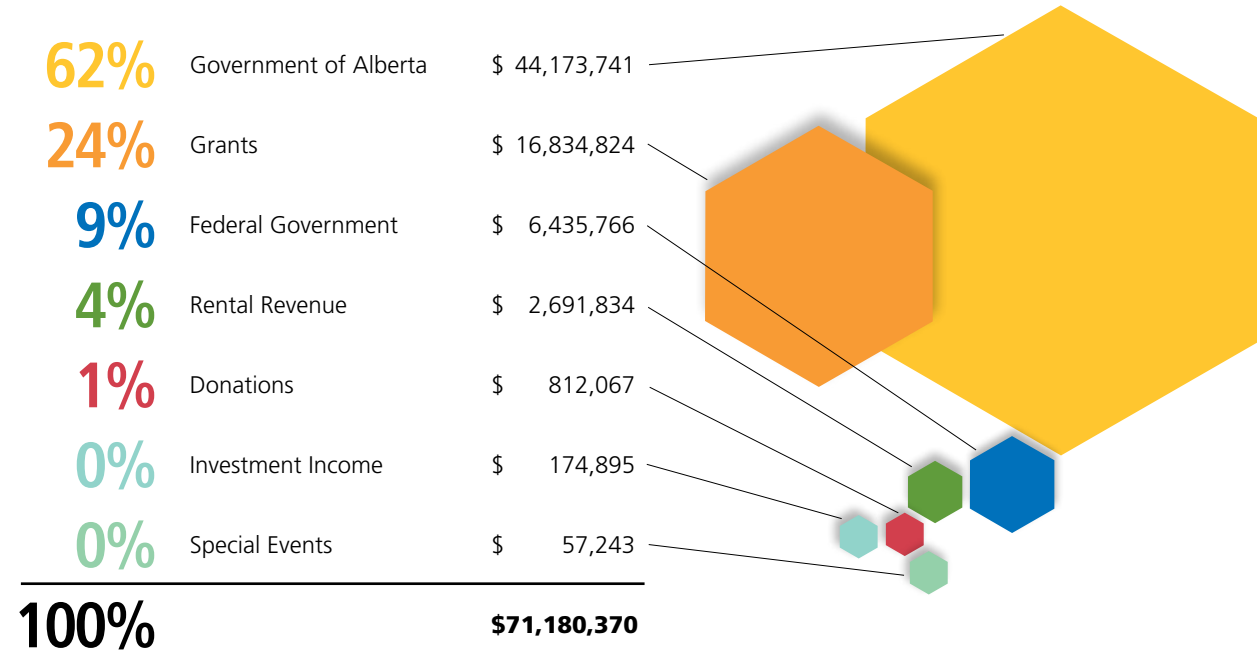
"You know, they were just another face, just another person, just another fellow who was homeless. But what you don't realize is that he was somebody's son, somebody's father, you know, somebody's brother, even somebody's husband. They all need to be remembered. The Longest Night is how we can do that."-Randy Pages, CAC

Longest Night of the Year Memorial
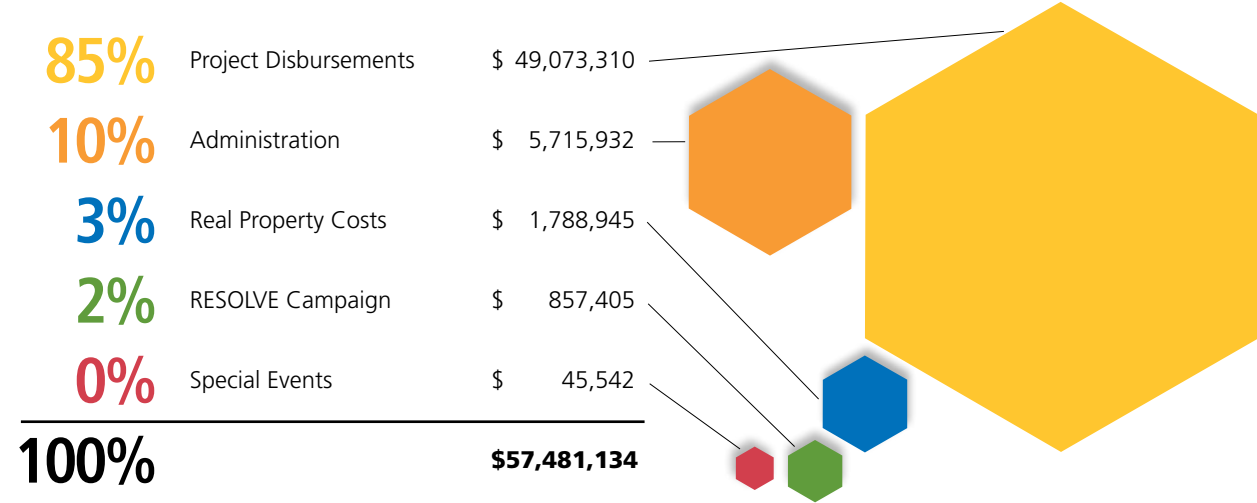December 21, 2015

HIVE TREASURER'S REPORT & STATEMENT OF OPERATIONS

CHF experienced a successful year ending March 31st, 2016, both through achievements as well as position to achieve our goal to end homelessness.

Our revenues, including investment income, reached $71.2 million, reflecting a 3% increase from the prior year with a decrease in expenses of 7% to $57.5 million. Project disbursements remain CHF's primary expenditure and salaries and benefits remain our largest administrative expenditure, comprising 7% of total expenses.

FUNDING SOURCES

62%	Government of Alberta	$ 44,173,741
24%	Grants	$ 16,834,824
9%	Federal Government	$ 6,435,766
4%	Rental Revenue	$ 2,691,834
1%	Donations	$ 812,067
0%	Investment Income	$ 174,895
0%	Special Events	$ 57,243
100%		**$71,180,370**

FUNDING USES

85%	Project Disbursements	$ 49,073,310
10%	Administration	$ 5,715,932
3%	Real Property Costs	$ 1,788,945
2%	RESOLVE Campaign	$ 857,405
0%	Special Events	$ 45,542
100%		**$57,481,134**

The Calgary Homeless Foundation's Board of Directors is built on a deep commitment to community. Our Board is comprised of passionate and committed individuals who bring a broad perspective and wealth of knowledge to help maximize our impact and resources to bring about CHF's vision: "Together, we will end homelessness in Calgary".

Board of Directors (2016)

Cameron Bailey	Retired, McKinsey & Company (Chair)
Wayne Barkauskas	Lawyer, Mediator and Arbitrator, Wise Scheible Barkauskas
Jeff Boyd	Regional President, Alberta & Territories, RBC Royal Bank
Sharon Carry	President & CEO, Bow Valley College
Luana Comin-Sartor	G.M. Planning & Finance, Functions & Major Projects, Suncor Energy Services Inc.
George Coppus	Principal, Dynawise Inc.
Trevor Daroux	Deputy Chief, Calgary Police Service (Vice-Chair)
Stephanie Felesky	Community Volunteer
Diana Krecsy	President & CEO, Calgary Homeless Foundation
Brian Pincott	Councillor, Ward 11
Bernadette Majdell	Vice President, Sales & Marketing, Hestia Group (Vice-Chair)
Anne Maxwell	Director, Imagine Energy Inc.
David McIlveen	Director, Community Development, Boardwalk REIT
Lucy Miller	President & CEO, United Way of Calgary & Area
David Ross	President, SAIT Polytechnic
Les E. Stelmach	Vice President, Bissett Investment Management
Darcy Verhun	COO, FYidoctors
Robin Wortman	President, Barber Lucia Productions

Below, we have listed our 2017 Strategic Directions. The Calgary Homeless Foundation is dedicated to fulfilling this mandate and maintaining our vision of ending homelessness in Calgary.

1 Enhance CHF's internal operations and capacities to uphold the implementation of CHF's strategy.

Fortify CHF's role and credibility to serve as System Planner to garner action and investment on homelessness. **2**

3 Reposition Calgary Community Land Trust Society (CCLT) as independent of CHF, to further advance and deliver immediate, long term and integrated housing solutions for specialized populations.

Cultivate and intensify collective ownership and impact of Calgary's Plan to End Homelessness and demonstrate CHF's progress on CHF-specific deliverables. **4**

YOU!

ke to thank:

d agency staff

rs and supporters

organizations and stakeholders

on Committee

s Partners

t of Canada

t of Alberta

Calgary

n staff and Board of Directors

RE STRONGER

The Calgary Homeless Founda...
commitment to community. ...
committed individuals who ...
knowledge to help maximize...
CHF's vision: "Together, ...

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These 11 outstanding Homebuilders, along with the Government of Alberta, are making it possible for an additional 240 units of permanent housing with supports to be built through the RESOLVE Campaign.

Thank you!

StreetSide Developments — A QUALICO Company
ALBI LUXURY BY BROOKFIELD RESIDENTIAL
Hopewell
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THANK YOU!

We would like to thank:

Front-line and agency staff

Donors, volunteers and supporters

Community partners, agencies, organizations and stakeholders

CHF Client Action Committee

Indigenous Partners

Government of Canada

Government of Alberta

City of Calgary

Calgary Homeless Foundation staff and Board of Directors

TOGETHER WE ARE STRONGER

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.