



Calgary  
Homeless  
Foundation

# Business Plan

## 2011-12

Building on the momentum of the successes achieved in the first three years, the CHF will work with the homeless-serving community to make deeper system changes, filling in critical gaps, working with larger institutional systems and adjusting based on a better understanding of the system. The CHF's 2011-12 Business Plan supports a renewed emphasis on the prevention of homelessness, advocacy for long-term policy changes and targeting of resources to Calgary's most vulnerable homeless and at-risk families and individuals.

The Calgary Homeless Foundation exists to end homelessness in Calgary.

## Table of Contents

Executive Summary.....	3
Inputs into Business Plan .....	4
Progress on 2010-11 Seven Key Deliverables.....	6
Environmental Scan .....	7
Approach to Systems Planning: A Framework.....	12
2011-12 Strategic Focus.....	12
Strategy 1 – Prevention and Re-Housing .....	13
Key Deliverables .....	13
Project Investments.....	15
Investment Strategy - Priorities.....	17
Strategy 2 – Housing .....	18
Key Deliverables .....	18
Strategy 3 – Data & Research .....	19
Key Deliverables .....	20
Strategy 4 – Reinforce Non-Profit Organizations Serving Homeless or At-risk .....	21
Key Deliverables .....	21
Endnotes.....	23

## Executive Summary

The Calgary Homeless Foundation's (CHF's) 2011-12 Business Plan marks the beginning of Phase 2 of the 10 Year Plan. Our 2011-12 Business Plan is the product of the research and community consultation taking place in 2010-11 that informed the January, 2011 update of the 10 Year Plan To End Homelessness in Calgary (10 Year Plan). Our 12 guiding principles, 10 Year Plan model and housing first approach remain unchanged. The updated strategies reflect what has been learned about homelessness and at-risk populations during the first three years of the 10 Year Plan. Moving forward, we have combined the Prevention and Re-housing strategies into one strategy to reflect a systems approach to intervention. The Housing, Data and Research and Support for the Non-profit Sector strategies remain separate strategies numbered 2, 3 and 4.

To end homelessness in Calgary, it is critical that the CHF lead the creation of a coordinated system of care that will unite over 100 different organizations and public systems providing services to those at risk of or experiencing homelessness. To be successful, this coordinated system requires:

- an understanding of how different services fit into the overall system and what is expected from each service;
- agreed upon goals to assess how services and the overall system are functioning;
- a structure to bring together the system, to share relevant information and to measure performance facilitated by the introduction of a Homeless Management Information System (HMIS);
- common intake, triage and assessment processes; and
- standards to ensure a consistently high quality of care across different services.

## Organizational Goals

1. House 500 chronically and episodically homeless individuals
2. Acquire between 175 to 230 permanent supportive and affordable housing units
3. Develop and implement a 'System Planning Framework' to guide program, capital and operating investment and performance expectations for Phase 2
4. Fundraise for CHF operations and launch capital campaign

## Most Vulnerable Subpopulations

Among those at risk of or experiencing homelessness, there are subpopulations which are more vulnerable and have distinct needs to take into account when providing housing with support. The following groups are particularly vulnerable and require more tailored interventions. These include:

- **chronic and episodically homeless** are at higher risk of death due to very poor health and long-term homelessness. They also use more than 50 percent of emergency shelter capacity;
- **Aboriginal Peoples** are over represented, making up two percent of the general population but 30 percent of the homeless population. They also have culturally-specific needs calling for tailored strategies to overcome barriers to housing stability;
- **youth** (up to 24 years of age) are extremely vulnerable because they are at an early life-stage;
- **families** require immediate action because of the presence of children; and
- **women** merit specific attention due to domestic violence and typically lower incomes, particularly when they are lone heads of household.

## 2011-12 Commitments on 10 Year Plan Milestones

2011-12 Commitment	10 Year Plan
Five hundred chronic and episodically homeless people are rehoused with supports.	Fifteen hundred chronic and episodically homeless people are housed by 2014.
The rough sleeping population is enumerated and housing and standardized supports developed and implemented for this population.	By December 2014, all individuals who engage in rough sleeping will have access to housing and support options, appropriate to their needs.
Emergency shelter beds are reduced by 150.	Eighty-five percent of 2010 emergency shelter beds are eliminated by 2018 (a 1,700-bed reduction). A minimum of 600-beds should be reduced by 2014.
Year-over-year average length of stay in family emergency shelters is reduced by 10%.	The average length of stay in family emergency shelters is reduced to 14 days by December 2014 and to seven days by December 2018.
A benchmark for length of stay in the singles emergency shelter system is established	The average length of stay in emergency shelters is reduced to seven days by December 2018.

## Inputs into Business Plan

### 10 Year Plan Update

Ten Year Plans are designed to be ‘living documents,’ requiring adaptation. This Business Plan outlines how our 10 Year Plan is evolving and the CHF’s role in this evolution. The 10 Year Plan update sets ambitious targets, including:

- to house 1,500 chronic and episodically homeless people by 2014;
- to ensure that no more than 10 percent of those served by Housing First programs return to homelessness by 2014;
- to provide housing and support options, as appropriate to individual needs, to individuals who engage in rough sleeping by December 2014;
- to eliminate 85 percent of 2010 emergency shelter beds by 2018 (a 1,700 bed reduction). At minimum, a 600 bed reduction should be achieved by 2014;
- to reduce the average length of stay in family emergency shelters to 14 days by December 2014 and to seven days by December 2018; and
- to reduce the average length of stay in emergency shelters to seven days by December 2018.

The update of the 10 Year Plan is based not only on research, but also syntheses of learning over the past three years of implementation. Frank and specific feedback was critical to updating the 10 Year Plan and under the leadership of the 10 Year Plan Advisory Committee, the update benefited from: a review of the Housing strategy; participation in the 2009 Youth Summit, the 2010 Research Symposium, and the 2010 Community Summit; and research and dialogue with those currently experiencing or at-risk of homelessness.

### Progress in the First Three Years

During the first three years of the 10 Year Plan, there were many successes, as shown by the number of people served, greater agency collaboration and continued public funding.

From a client perspective, by the end of January 2011 more than 2,300 Calgarians had received housing with support through programs funded by the CHF. As well, between 2008 and 2010, there was a greater increase in affordable housing stock when compared with the prior decade.

Calgary is also leading the country on a number of fronts. With agency collaboration and funding, Calgary’s homeless-serving sector delivered a number of “firsts” and “best practices,” above and beyond the fact that Calgary was the first city in Canada to have a 10 Year Plan. These included:

- building the first HMIS in Canada;
- initiating the first Project Homeless Connect (PHC) in Canada, with more than 8,500 served so far;
- application of Housing First to youth (up to 24 years of age) and those experiencing domestic violence;
- drafting the first Plan to End Youth Homelessness;
- developing case management standards for agencies working with those at risk of or experiencing homelessness;
- building the Homelessness Asset and Risk Tool to predict and prevent homelessness;
- assembling a research network and agenda to end homelessness;
- engaging the private sector in the 10 Year Plan, through funding and leveraging skills;
- developing a tool to assess the risk of mortality and thus prioritize those most vulnerable;
- building a policy agenda for all three levels of government; and
- serving as a national model, with 11 Canadian cities subsequently launching 10 Year Plans.

### Performance on Four Key Goals in 2010-11

	Target	2010-11 Performance (note 1)	Assessment
1.	Reduce year-over-year emergency shelter utilization by 5% (100 fewer HUA-funded emergency shelter spaces used in 2011-12)	5% reduction from 2009-10	Achieved
2.	Reduce average length of stay in family homeless shelters to 14 days and reduce year-over-year family shelter use	Inn From The Cold (IFTC) stable at 80% occupancy. Brenda's House occupancy remains consistent. Reported length of stay (LOS) data is unreliable (pending the introduction of HMIS); however, the average LOS appears to be consistent with prior years (21 to 30 days)	Progressing
3.	Retain 85% of those housed in CHF-funded housing programs	As reported by CHF throughout the 2010-11 fiscal	Achieved

Note 1 - Data from April 1, 2010 - January 31, 2011

**Progress on 2010-11 Seven Key Deliverables**

Deliverable	Progress	Assessment
Re-double efforts to end family homelessness	\$6.5 million committed to a co-ordinated family homelessness prevention, sheltering, re-housing and case management system. Reinforcing ISAAC. Introduced Homelessness Prevention Case Management project. Claire Apartments receive referrals from IFTC. Family shelters in Phase 1 of HMIS. 189 families reported housed by CHF-funded projects at Q3 (252 forecast to year end).	<b>Achieved</b>
Prioritize new investments to address chronic and episodic homelessness	\$8.3 million invested in re-housing and case management for chronically and episodically homeless (46% of HUA project investments). Realignment of Federal (HPS) funding to include chronic and episodic among priority targets. Introduction of innovative social service, CPS and By-law initiative to re-house rough sleeping population with supports. 619 reported housed by projects serving chronic and episodic homeless at the end of Q3 (825 forecast to March 31).	<b>Achieved</b>
Apply new knowledge to enhance prevention efforts	Family Homelessness Prevention Case Management project underway with three-year funding (January, 2011). Phase 2 priority includes Singles..	<b>Achieved</b>
Build a HMIS	Implementation January, 2011.	<b>Achieved</b>
Develop affordable housing for those with the greatest barriers to housing	Lodging House renovations complete (December, 2010). Innovative support services agreement in place with the YWCA to deliver supports at Bridgeland and Ophelia properties and with CASS to support the Lodging House. Awarded \$16.8 million in Provincial capital in the 2010-11 RFP. 120 new units added in 2010-11. Permanent Supportive Housing Committee formed, including social service providers, shelters, AHS and other housing owners and operators. Strategy 3 Review completed December, 2010 (supported 10 Year Plan Update). Municipal property tax exemption obtained for all CHF- / CCLT-owned properties.	<b>Achieved</b>
Align federal Homeless Partnering Strategy (HPS) funding in Calgary to the 10 Year Plan	Completed January, 2011. Entity Application submitted December, 2010 (announcement pending).	<b>Achieved</b>
Complete three-year review and update the 10 YP	10 Year Plan update released January, 2011.	<b>Achieved</b>

## Environmental Scan

During the first three years of the 10 Year Plan, the community began to better understand homelessness in Calgary. Using this information, new housing and support programs were tested to learn what works, what needs to be adjusted and where there are gaps. Assumptions that were made in the original 10 Year Plan were confirmed. These include:

- “Housing First” is effective, with an 85 to 90 percent housing retention rate among singles;
- limited resources must be directed to the most vulnerable, who also are the highest users of the system;
- strategy must be based on sound data and research, as well as promising practices from jurisdictions, particularly those with experience in the delivery of a 10 Year Plan;
- those experiencing homelessness must be involved to help guide strategies, plans and changes;
- change needs to be phased in, with rapid visible change driving deeper system changes; and
- an end to homelessness is more cost effective than managing homelessness.

The following assumptions were clarified during the first three years of program investment and given further research into understanding homelessness in Calgary:

- It is essential to have a system to prioritize resources and clients based on vulnerability and acuity.
- HMIS will enable system coordination.
- Common standards of practice and evaluation will ensure the security of investments.
- Reinforcement of the non-profit sector through the introduction of standards for service delivery, accreditation and credentials for front-line staff (the University of Calgary Certificate) offers structure and security of investments.
- Consumer engagement, community support and the Government of Alberta’s 10 Year Plan are needed to maintain momentum, progress and accountability.
- Government policy and benefits must be coordinated to strengthen efforts to prevent homelessness for those at risk.
- Interventions that work best for sub-populations must be replicated and reinforced.
- Evaluation capacity must be built to determine progress, using HMIS at the system and program level.
- Housing types must be refined so families and individuals have options and are supported.

In Phase 2 of the 10 Year Plan (2011 to 2014), partially known variables will require more inquiry so as to better understand their impact and further refine the system’s response in order to end homelessness. These variables include:

- the prevalence of homelessness and the size of subpopulations;
- the impact of macro-economic factors;
- the role and impact of regional and national migration;
- resources (human capital, funding, tools and training); and
- trends and outcomes in the broader service sector (e.g., health, justice, income supports and child intervention).

The introduction of HMIS will help fill in some of the current ‘blind spots’ needed to coordinate system planning and improve existing responses. For example, the homeless-serving system will know:

- how many unique families and individuals receive service;
- where homeless families and individuals come from and why;
- the number of chronic homeless who have been re-housed;
- how long people stay in shelters; and
- the rate of recidivism to shelter.

### Focus on the Most Vulnerable

Vulnerable Population	What Is Working	Challenges and Phase Two Priorities
Families	<ul style="list-style-type: none"> <li>• Family sector efforts to coordinate intake and pathways out of homelessness</li> <li>• Families exiting shelters through Rapid Rehousing programs maintain housing</li> <li>• Shelter diversion has prevented homelessness episodes</li> <li>• Family system will introduce HMIS in 2011</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce length of stay in emergency shelter</li> <li>• Reduce rate of recidivism in family shelters</li> <li>• Reduce the number of shelter stays</li> <li>• Close gap between transitional and permanent housing with supports for higher acuity families</li> <li>• Understand impact of instrumental funds on family homelessness and target investment</li> </ul>



Vulnerable Population	What Is Working	Challenges and Phase Two Priorities
Singles	<ul style="list-style-type: none"> <li>• Rapid re-housing programs show success in moving lower acuity singles out of shelters</li> <li>• Permanent housing and supports show success for those experiencing episodic and chronic homelessness</li> <li>• Rough sleepers have been housed through refocused outreach efforts</li> <li>• Most shelters are introducing HMIS in 2010-11</li> <li>• Introduction of programs at point of discharge (corrections, treatment and hospitals) is showing success</li> </ul>	<ul style="list-style-type: none"> <li>• Eliminate reliance on emergency shelter system as a housing option (close to 2,000 still use emergency shelters every night and there are about 300 rough sleepers)</li> <li>• Coordinate system for intake, assessment and referral to permanent housing</li> <li>• Enhance prevention focus to stop flow into shelters and rough sleeping</li> <li>• Understand length of stay and recidivism in emergency shelters through emergency shelter participation in HMIS</li> <li>• Prioritize permanent housing and supports for those experiencing chronic homelessness</li> <li>• Create permanent supportive housing options (about 150 beds)</li> <li>• Better understand impact of some transitional housing and support programs</li> </ul>
Youth	<ul style="list-style-type: none"> <li>• Sector is working to develop Plan to End Youth Homelessness</li> <li>• The number of youth accessing shelters remains stable</li> <li>• Transitional housing and supports programs using a Housing First approach have been introduced</li> <li>• Policy agenda has been articulated to address system barriers for youth</li> </ul>	<ul style="list-style-type: none"> <li>• Understand prevalence of youth throughout the system, including numbers under 18 years of age</li> <li>• Conduct advocacy efforts for youth whose benefits are limited by child intervention status</li> <li>• Develop system prevention programs for youth exiting care</li> <li>• Understand length of stay and recidivism in youth shelters through participation in HMIS</li> <li>• Develop permanent housing and supports for youth</li> <li>• Understand fit of transitional housing and support programs in a system of care</li> </ul>

Vulnerable Population	What Is Working	Challenges and Phase Two Priorities
Aboriginal	<ul style="list-style-type: none"> <li>• Sector working to develop Plan to End Aboriginal Homelessness</li> <li>• Housing First approach has been introduced and has shown success</li> <li>• Cultural reconnection program showing success.</li> <li>• Research Agenda on Aboriginal Homelessness being developed</li> <li>• Policy areas requiring focus are being articulated</li> </ul>	<ul style="list-style-type: none"> <li>• Understand why Aboriginal Peoples are over-represented in homeless-serving system</li> <li>• Close gaps between jurisdictions (on reserve) to increase access to supports</li> <li>• Understand length of stay and recidivism in emergency shelters through emergency shelter participation in HMIS</li> <li>• Determine how to meet culturally-specific needs</li> </ul>
Women	<ul style="list-style-type: none"> <li>• There is more housing for women (CHF buildings)</li> <li>• Housing First approach has been introduced and shown success for women, including those in domestic violence sector</li> <li>• Domestic violence sector is well coordinated and has increased research capacity</li> <li>• Policy areas requiring focus are being articulated</li> </ul>	<ul style="list-style-type: none"> <li>• Recognize that this is highly vulnerable group, including safety (domestic violence)</li> <li>• Better understand the hidden homelessness of women and those that are at risk of homelessness</li> <li>• Understand length of stay and recidivism in emergency shelters through emergency shelter participation in HMIS</li> <li>• Close jurisdictional gap in funding for second stage shelters</li> <li>• Integrate domestic violence and homeless-serving system</li> </ul>

## System Components

With better definition of services and coordination among agencies, those at risk of or experiencing homelessness will be matched with the right intervention at the right time. The system will be sensitive to changes in client needs and will be more nimble in transitioning those at risk of or experiencing homelessness to a more independent, community environment.

*Emergency shelters* provide temporary accommodations and essential services for individuals experiencing homelessness. The length of stay should not exceed 30 days, with an aim to reduce the length of stay to seven days by 2018.

*Transitional housing and supports* provide housing and intense support services to those at risk of or experiencing homelessness. Housing and services are time-limited and designed to move individuals to independent living or permanent housing with support. The length of stay should not exceed 24 months. Those at risk of or experiencing homelessness can participate in case management and support services as a condition of their stay in the program.

*Permanent housing and supports* provide long-term housing for homeless individuals experiencing major disabling conditions. There is no limit to the length of stay. While support services are offered and made readily available, participation in these services is not required to remain in the housing.

*Rapid rehousing* provides targeted, time-limited financial assistance and support services for those experiencing homelessness in order to help them quickly exit emergency shelters and then retain housing. These programs are for those who can live independently after receiving subsidy and support services for less than one year.

*Prevention services* provide short-term assistance to individuals and families at risk of becoming homeless. These services are for those who can live independently after receiving services for less than one year.

*Outreach* provides basic services and referrals to people who are chronically homeless and living outside.

*Affordable housing* is for low income households who cannot afford rents based on market prices. In Calgary, consumers in affordable housing programs spend no more than 30 percent of their gross income on shelter.

*Support services* provide a variety of essential health and basic needs to those at risk of or experiencing homelessness to complement the housing interventions outlined above.

Target Populations	Appropriate Program Type
Transitionally homeless <sup>1</sup>	Rapid re-housing Prevention Affordable housing
Episodically homeless	Transitional housing and supports (can be followed by rapid re-housing and affordable housing )
Chronically homeless	Outreach Permanent housing and supports (can include transitional housing and supports)
All	Emergency shelter Support services only

## Approach to Systems Planning: A Framework

A systematic approach to ending homelessness requires a framework to guide strategy implementation, planning and investment. In 2011-12, the CHF will develop and implement a system planning framework to deliver the strategies and goals outlined in the updated 10 Year Plan. We will work with service providers, funders, mainstream systems and service consumers to develop and implement the following key elements of the framework:

- a transparent process to identify system gaps and priorities for investment, engaging community partners and leveraging HMIS data and research evidence;
- agreed upon program types across the homeless-serving system using common definitions;
- referral processes and eligibility criteria for homeless-serving programs;
- appropriate program types that are aligned with priority populations;
- formalized eligibility criteria to support streamlined referral and matching of clients to services;
- performance expectations at the program and system levels (includes standards of care);
- common intake, assessment, referrals and service coordination, with reporting through HMIS; and
- technical assistance to support service providers and mainstream system partners in the areas of system planning, HMIS and standards of care.

## 2011-12 Strategic Focus

The CHF Business Plan follows the four strategy areas identified in the update to the 10 Year Plan, namely:

- Strategy 1 (Prevention and Re-Housing);
- Strategy 2 (Housing);
- Strategy 3 (Data and Systems Knowledge); and
- Strategy 4 (Reinforce Non-Profit Organizations Serving Homeless or At-risk).

## Strategy 1 – Prevention and Re-Housing

### Background

The purpose of Strategy 1 of the 10 Year Plan is to:

- stop homelessness before it begins with effective prevention; and
- re-house and provide the necessary support to Calgarians experiencing homelessness.

### Key Deliverables

#### 1. Implement a system planning framework

- a) Implement a program evaluation framework that supports system planning and investment strategy by June 30, 2011
  - All CHF investments and program design processes are reviewed to assess: program type, target client, eligibility criteria, performance, contract compliance, budget, and cost-benefit alignment with 10 Year Plan targets by June, 2011.
  - HMIS participating- and funded-agencies self-identify according to the program types outlined in the evaluation framework and CHF contracts reflect this classification by June, 2011.
  - Initial program reports are completed reflecting conclusion of evaluations. Recommended actions are communicated to agencies by July, 2011.
  - Remediation process and realigned expectations are addressed in an action plan by affected agencies by September, 2011 and reflected in funding agreements with CHF.
  - Cost benefit analysis of CHF investments is completed by September, 2011.
  - Alignment of program types and benchmarks is agreed upon by funded agencies and CHF by December, 2011 and reflected in funding agreements.
  - Key funders, including the United Way of Calgary and Area, Housing and Urban Affairs, Children's Services, Alberta Health Services, Family and Community Support Services and Human Resources and Skills Development Canada have agreements in place to align performance measurement to the evaluation framework by December, 2011.
- b) Implement a clear and transparent process to guide priority setting and investment
  - A process is in place, working with community stakeholders, to prioritize investment and program development for system impact and to identify and address gaps influencing the achievement of 10 Year Plan milestones by September, 2011.
  - An analysis of priority populations (youth, women, families and Aboriginal Peoples) is completed, working with community stakeholders, by April, 2012.
  - Strategy development process is clearly articulated and strategy review is completed by December, 2011.

- c) Continue to develop and implement standards of care across program types
- Outreach standards are prepared for incorporation by the Canadian Accreditation Council by March, 2012.
  - The Housing team is supported as they develop permanent supportive housing standards. Develop and implement process coordination activities to streamline intake and assessment and to facilitate rehousing and stabilization (refer to Strategy 2 – Key Deliverables).
- d) Implement an evaluation framework and program monitoring process
- Evaluation framework and program monitoring tools are in place by September, 2011. These include: standards monitoring and an audit checklist, a client satisfaction survey, site visit protocols, program development guidelines, a performance expectations manual and monitoring reports to track progress, technical assistance guidelines.
  - Standards monitoring reports for funded programs are prepared on a monthly basis for review, analyzing program and system-level performance indicators by March, 2012.
  - A process to assess priority technical assistance demands across funded agencies is in place by September, 2011.
  - A process for providing technical assistance for: HMIS, privacy, case management and outreach standards, and cultural competency for Aboriginal Peoples in place by April, 2012.

Principles for realignment towards a system planning framework include:

- keeping the client front and centre in planning;
- recognizing the value of a community process to inform strategy;
- maintaining a planning and implementation focus on systems impact;
- enabling a highly skilled, high performing and adaptable CHF team;
- meeting expectations surrounding CHF's role as "trailblazer;"
- managing dynamic tension in 'funder as implementer;'
- recognizing that verifiable data, analysis and adaptation is critical;
- adapting "best or promising practices" into the local context;
- supporting more capacity within the homeless-serving sector;
- needing a focus on public policy advocacy to take policy ideas to implementation; and
- improving funder co-ordination.

## **2. House and support 500 chronic or episodically homeless individuals**

- a) Prioritize new program investments to chronic and episodic homeless individuals, particularly people staying in emergency shelters over the long term
- Singles shelters have a triage and referral process to move chronically/episodically homeless (using common definitions) into housing by December, 2011.
  - Long-term homelessness, vulnerability and acuity criteria are reflected in shelter and rehousing programs eligibility and referral process to streamline appropriate targeting of chronic/episodic. CHF-funded programs reflect this in intake and triage process using HMIS by September, 2012.

- b) Enumerate all rough sleepers and create a collaborative system of outreach
  - A point in time count, including rough sleepers, is completed by December, 2011.
- c) Implement case management standards and accreditation for all CHF-funded case management projects
- d) Align CHF-funded case management projects with CHF housing units
- e) Retire 150 emergency shelter beds by March 31, 2012

**3. Complete and implement a Plan to End Youth Homelessness in Calgary**

- a) Launch the Youth Plan by June, 2011

**4. Begin work on a Plan to End Aboriginal Homelessness in Calgary**

- a) Establish multi-stakeholder process, work plan and deliverables
  - A Plan to End Aboriginal Homelessness in Calgary is developed and launched by March, 2012.
  - A process to provide technical assistance for agencies in compliance with Aboriginal cultural competency is in place by April, 2012.

**5. Continue to reduce length of stay in family shelters**

- a) Develop permanent supportive housing or supported transitional housing options for chronic families with complex needs
- b) Put in place a referral process to right-match clients to programs in the family system, supported by HMIS, by June, 2011

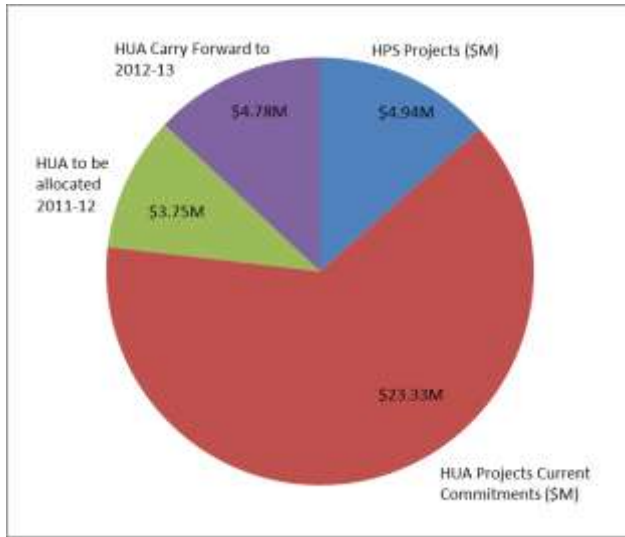
**6. Advance system prevention efforts and pilot community-based homelessness prevention**

- a) Work with shelters, Alberta Justice and Solicitor General, and Housing First programs to develop corrections discharge planning and protocols
- b) Identify one or two local communities with high concentrations of people at risk of homelessness and design a pilot community-based prevention program by October, 2011

## Project Investments

Total project funding investment in 2011-12 is expected to be \$32.02 million. This represents a 19% increase over 2010-11 (\$25.13 million). In 2011-12, \$24.92 million in new annual grant funding for projects will be received by the CHF through the federal and provincial governments.

The \$32.02 million to be invested in projects in 2011-12 will be made up of the following revenue streams:



Over the past three years, program development, start-up and piloting has resulted in amounts carried forward from one year to the next. In 2011-12, a further \$4.78 million must be held to support committed costs in 2012-13. This will ensure that multi-year funding commitments are honoured and investments in key priorities started in the 2011-12 fiscal have sufficient funds to continue into 2012-13.

In 2011-12, funds to be allocated (\$3.75 million) will be invested in organizational priorities, including, but not limited to:

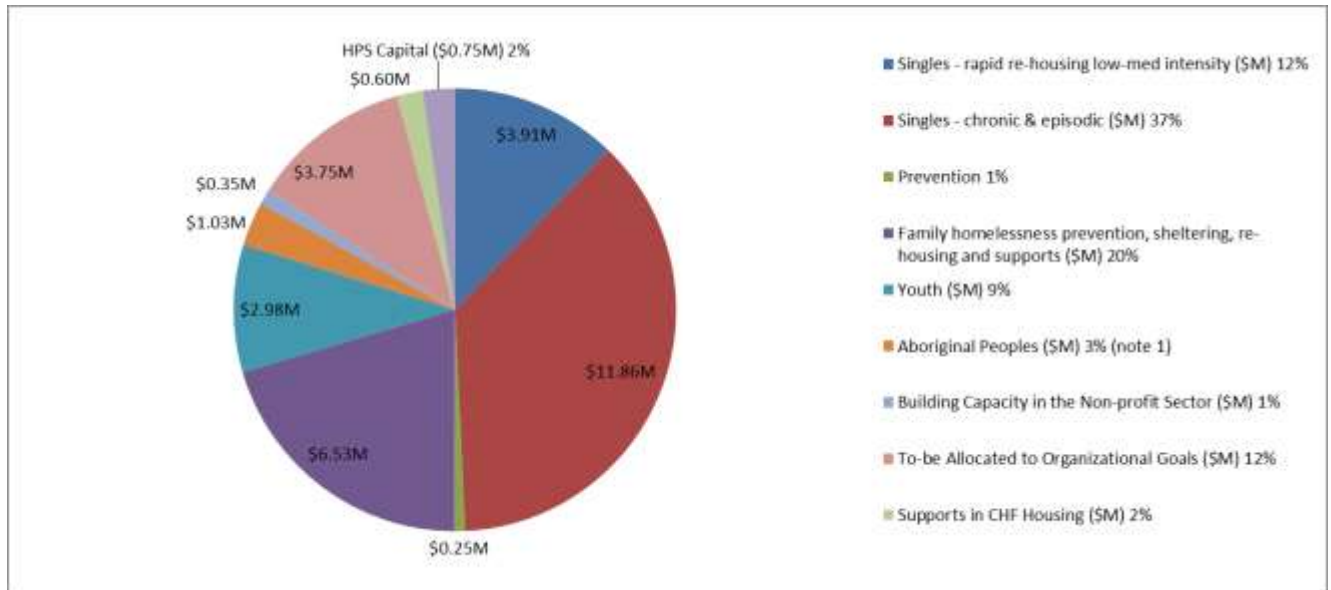
- winter emergency response (including emergency shelter component);
- housing and intensive case management for chronic and episodically homeless individuals exiting the singles emergency shelter system; and
- permanent supportive housing.

In 2011-12, CHF will renew its Entity Agreement with the Government of Canada through March 31, 2014. A total of \$4.95 million is allocated annually to projects in the community. In 2010-11, CHF completed a competitive and community-based process to align future years' project funds with the 10 Year Plan. Specifically, \$2.5 million (70%) of Designated Communities project funds are allocated to youth projects, (serving youth aged 16 to 24, with an emphasis on those under the age of 18) and chronic and episodic homeless individuals, including women. Aboriginal Homelessness funding includes contributions to ongoing projects in the community serving chronic and episodic homeless individuals to reconnect culturally, youth and families.



## Investment Strategy - Priorities

To achieve its 2011-12 organizational goals, the CHF is investing \$32.02 million in solutions to address homelessness among at risk and vulnerable subpopulations and in capacity building for the non-profit sector. The greatest area for investment is funds re-housing and supports for a minimum of 500 chronic and episodically homeless individuals in 2011-12 (37%).



**Note 1:** All projects serve Aboriginal Peoples, \$1.03 million is dedicated funding for six projects serving chronic and episodically homeless, families and youth.

## Strategic Planning & 2011-12 Investment Process

A system planning review process is introduced to ensure that CHF funded projects are aligned with the system planning framework. This may result in-year changes to CHF funded Housing First projects to address system needs and gaps; implement demonstrated best practices; and achieve alignment with established benchmarks.

An advisory committee comprised of (but not limited to) HUA and funded agencies will assist the CHF to develop the Systems Planning Framework with timelines and deliverables as follows:

- April - May: System structure, program levels and definitions
- June: Priority populations, eligibility criteria, & referral to appropriate programs
- July: Determine measures & indicators
- August: Strategy development & priority setting process moving forward
- September: Investment review & next steps for committee

The results of this process will impact CHF investments moving forward. The CHF will review and work with agencies to align investments with System Planning Framework process outcomes. To ensure this flexibility, 2011/2012 contracts with CHF include a clause requiring participation in the System Planning process and note the possibility of changes to contracts to align.

## Strategy 2 – Housing

### Background



To end homelessness in Calgary, an adequate supply of affordable housing, supportive housing and treatment capacity is necessary. The goals in the updated 10 Year Plan are to:

- develop 8,500 units of affordable housing by 2018, including 6,000 units for chronically and episodically homeless;
- optimize existing housing (emergency, transitional and non-market) and better target rent supports to people at risk of homelessness;
- develop housing standards; and
- build a housing trust mode that includes a collaborative capital campaign and market-based investment vehicles.

The CHF was successful in securing \$16.8 million in the 2010-11 provincial HUA Housing RFP process<sup>2</sup>. This funding requires 30% matching of the provincial capital grant by the CHF and will result in acquisition (or development) of up to 150 units of housing. The focus continues to be housing for very low income, hard-to-house tenants.

### Key Deliverables

#### **1. Lead capital acquisitions, renovations and/or new development to deliver 175 – 230 CHF/CCLT units**

- a) Make available up to 230 new units in 2011-12 through a combination of acquisitions, renovations and new constructions projects (if applicable)

To ensure housing options are available to support organizational goal 1, a critical component of the delivery of affordable housing involves coordinating and optimizing resources by working with CHF-funded programs to house 500 chronically homeless individuals in 2011-12.

#### **2. Develop CHF/CCLT Business Plan and implement operations of 465 CHF/CCLT affordable housing units**

In 2011-12, it is critical to strengthen the CCLT and prepare the organization, governance, operations (property management and social service supports), financial (funding and fundraising) model, growth strategy and communications to deliver and oversee 465 permanent supportive housing units by 2012-13.

- a) Complete and get approval by CHF/CCLT Board for CHF/CCLT Business Plan by September, 2011
- b) Receive Board approval to transfer assets from CHF to CCLT (or phased in) by March, 2012

- c) Establish housing operations (property management and permanent supportive housing / social service models/supports) by September, 2011
- d) Put process in place to maintain a 0% effective vacancy and optimized operating costs to achieve affordable rents by September, 2011
- e) Develop permanent supportive housing model(s) for tenant referrals and supports provided through program-funded agencies, using HMIS to match unit availability with priority populations by September, 2011
- f) Develop effective and streamlined funding, fundraising and financing process by March, 2012

**3. Provide technical assistance to the not-for-profit community and advice to government on the delivery 825 new affordable housing units in the community.**

- a) Advocate for community and support the development of special care facility for the most vulnerable individuals who require 24/7 supports and the development of permanent supportive housing in partnership with Alberta Health Services (AHS).
- b) Develop and submit to HUA a housing proposal/model for a special care facility for 2012-13 funding by September, 2011
- c) Support the development of units funded through 2011-12 HUA housing capital initiatives approved projects, which target priority populations (e.g., Alpha House), as required by agencies.

**4. Develop standards for affordable and permanent supportive housing**

- a) Develop in consultation with other agencies providing permanent supportive housing standards for permanent supportive housing in Calgary by March, 2012
- b) Develop and disseminate a permanent supportive housing standards manual by March, 2012

## Strategy 3 – Data & Research

### Background

Strategy 3 supports the 10 Year Plan by informing and supporting the alignment of the other four strategies with evidence-based knowledge. The CHF will use its deepening knowledge of the causes and solutions to homelessness to inform its 2011-12 policy and advocacy work, influencing change at a systems level. Organizational focus and leadership is further supported by an annual strategic review and the development of a framework approach to program evaluation.

In the Updated 10 Year Plan, there are five deliverables:

1. introduce HMIS;
2. build a service directory and housing registry using HMIS;
3. build agency capacity to do research and strategic analysis of data;
4. maintain leadership on policy agenda; and
5. continue to implement the research agenda with research partners, focusing on priority populations (new area of focus in 10 YP Update).

## Key Deliverables

### 1. Implement a HMIS

- a) Facilitate development of a common intake protocol, which will be implemented by December, 2011 for all components of the service continuum – both funded and unfunded by the CHF
- b) Determine clear and distinct program rules and eligibility criteria criteria for each program among all HMIS participating and funded agencies by June, 2011
- c) Use HMIS to facilitate the introduction of a system and program performance measurement process by March, 2012
- d) Have 50 agencies using HMIS by March, 2012
- e) Use HMIS to facilitate the production of quarterly standard reports, which outline system performance indicators, by March, 2012

### 2. Build a service directory and housing registry using HMIS

- a) Develop a resource directory using HMIS for participating agencies by March, 2012

### 3. Build agency capacity to do research and strategic analysis of data

- a) Host a minimum of four research mobilization events in community to communicate critical new information by March, 2012
- b) Support and align research activities with CAC Sector priorities and communicate to relevant stakeholders how to improve planning and practice by September, 2011

### 4. Develop funding, advocacy and policy agenda

- a) Complete revised policy agenda by May, 2011, with priority policy asks identified at federal, provincial and local levels, including policy changes to youth and Aboriginal homelessness
- b) Develop advocacy plans for priority policies by June, 2011.
- c) Support and align policy analysis and advocacy activities with CAC sector priorities and communicate to relevant stakeholders to maximize impact.
- d) Encourage CAC agencies to adopt top policy priorities and align advocacy efforts with CHF by August, 2011
- e) Build advocacy capacity within CAC to increase effectiveness, with a minimum of three policy advocacy plans involving the CAC in 2011-12
- f) Develop a policy agenda to increase rental stock and affordable housing

**5. Continue to implement Calgary's research agenda to end homelessness and enhance its development in light of HMIS data**

- a) Realign the three-year research agenda in light of the revised 10 Year Plan and launch by June, 2011
- b) Realign internal research activities to support planning and program development in support of Goal 1, particularly analyzing "best practices" and system/program performance, by April, 2011
- c) Align research priorities with strategy development, priority setting/gap analysis process, program development and performance measurement processes by June, 2011
- d) Support the CHF Housing team as they identify "best practices" for permanent supportive housing
- e) Test the HART Tool in partnership with the University of Calgary by April, 2012
- f) Continue participation in the Canadian Homelessness Research Network, REACH3 and International Research Partnership
- g) Continue working with School of Public Policy and Faculty of Social Work at the University of Calgary to develop research protocols and projects using HMIS-generated data
- h) Develop a standard process and policy for use of HMIS data for research purposes by June, 2011

## **Strategy 4 – Reinforce Non-Profit Organizations Serving Homeless or At-risk**

### **Background**

In 2011-12, the CHF will introduce and model program standards; support projects to attain accreditation in case management; and, continue to build capacity to serve and provide housing for the most vulnerable.

### **Key Deliverables**

In 2011-12, the CHF will continue to reinforce the capacity of the CHF and the sector to support achievement of 10 Year Plan strategies and goals.

**1. Align funders to achieve consistent outcomes across the system**

- a) Have agreements in place with key funders, including the United Way of Calgary and Area, Housing and Urban Affairs, Children's Services, Alberta Health Services, FCSS, and HRSDC to align performance measurement to CHF's evaluation framework for homeless-serving agencies by December, 2011.

**2. Improve efficiency by coordinating and optimizing resources, using HMIS and evaluation framework**

The evaluation framework captures shared outcomes data at an individual, program, component and system level. The framework engages service providers in adopting shared outcomes measures across systems and develops performance-based indicators to support ongoing project monitoring, helping to aligning the investment of future resources towards ending homelessness. This requires:

- a) Have agencies participating in HMIS and/or funded by the CHF self-identify according to the program types outlined in the evaluation framework and reflect this classification in CHF contracts by June, 2011
- b) Use HMIS to facilitate the introduction of a system and program performance measurement process by March, 2012

**3. Introduce standards of care across program types**

Refer to Strategy 1 *Key Deliverables*.

**4. Reduce administrative burden on non-profit organizations**

- a) Use HMIS to facilitate the production of quarterly standard reports, outlining system performance indicators, by March, 2012
- b) Put in place three-year funding agreements for all federally-funded projects by April, 2011<sup>3</sup>
- c) Put in place three-year funding agreements for existing provincially-funded projects by April, 2011

**5. Build capacity related to working with priority populations and system planning**

- a) Continue to fund up to 30 scholarships for the University of Calgary Certificate program in working with homeless populations
- b) Support the development of units funded through 2011-12 HUA housing capital initiatives approved projects which target priority populations (e.g., Alpha House), as required by agencies.
- c) Refer to Strategy 1 and 3 – *Key Deliverables*.

**6. Advocate for funding appropriate to program type and client acuity**

- a) Work with community stakeholders to put in place a process to prioritize investment and program development for system impact, identifying and addressing gaps impacting 10 Year Plan milestones by September, 2011
- b) Complete analyses of priority populations (youth, women, families, Aboriginal Peoples and chronic/episodic homeless) with community stakeholders by April, 2012
- c) Formalize investment process for priority areas and RFP review process to match by September, 2011
- d) Get agreement by funded agencies and CHF to align program types and benchmarks by December, 2011

**7. Provide leadership on national and community priorities**

- a) Work with partners across the country to develop and launch a Canadian Alliance to End Homelessness, a national movement to prevent and end homelessness.
- b) Develop a toolkit to assist other communities to develop and implement 10 Year Plans.
- c) Assist the City of Calgary in its mandate to address poverty by implementing a community pilot aimed at preventing homelessness
- d) Review the benefits derived through the delivery of Project Homeless Connect and determine future plans by November, 2011.

## Endnotes

---

<sup>1</sup> Transitionally Homelessness - Although data from Calgary is limited, evidence from communities in the U.S.<sup>1</sup> shows that most (an estimated 80%) of those who experience homelessness generally are in the situation due to low income and high housing costs, with minimal other risk factors present. This is why they have the resiliency to move out of homelessness on their own or with relative low-intensity support. These individuals, known as the transitionally homeless, tend to be homeless for less than one month and are able to become re-housed very quickly. This group needs short-term, lower intensity social supports to access income assistance and affordable housing. It is important to note that while many transitionally homeless will only experience homelessness once in their lives, there are some who live in persistent low-income situations and may remain vulnerable to homelessness, particularly as a result of macro-economic impacts. Of particular concern is data from the major shelters which shows that although average stays are less than one month, the proportion of returning short-term stays seems to be increasing.

<sup>2</sup> Funds are released as acquisitions are made.

<sup>3</sup> Multi-year funding agreements in place for projects operating as of March 31, 2011. Youth Sector project pending; funding for one Aboriginal project pending agency acceptance of CHF funding conditions (one year term).