



Calgary  
Homeless  
Foundation

# Business Plan

# 2010/11

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**2010/11 marks the third year of Calgary's 10 Year Plan to End Homelessness. The Foundation has learned a lot about the homeless population, the interventions needed for prevention and the system needed to support our transition to Phase Two - a focus on deeper systemic changes. This year, we will address critical system-level gaps and make adjustments to our Business Plan based on our achievements in Phase One.**

The Calgary Homeless Foundation exists to end homelessness in Calgary.

## Executive Summary

The Calgary Homeless Foundation's (CHF's) 2010/11 Business Plan outlines how we will build on the success of our first two years, with clear priorities and specific actions for the year ahead. Key to our success in achieving the outcomes in the 10 Year Plan to End Homelessness (10 YP) is learning and adapting to change, while remaining focused on our goal and driving to deliver against our key milestones.

Ten YPs are designed to be 'living documents,' requiring adaptation. This Business Plan outlines how our 10 YP is evolving and how the CHF is growing into its leadership role. The 10 YP Plan sets ambitious targets, including the elimination of family homelessness in two years; the retirements of 50% of Calgary's emergency shelter beds within five years; an 85% reduction in the chronic homeless population within five years; the complete elimination of chronic homelessness in seven years; and a reduction in the maximum average stay in emergency shelters to less than seven days by the end of 2018.

The CHF's 2010/11 Business Plan focuses our efforts on...

### THE WHO – FOUR PRIORITY POPULATIONS

1. **The chronic and episodically homelessness**
2. **Families with children**
3. **Youth (young people up to age 24)**
4. **Aboriginal community**

### THE WHAT – SEVEN KEY DELIVERABLES

1. **Re-double efforts to end family homelessness**
2. **Prioritize new investments to address chronic and episodic homelessness**
3. **Apply new knowledge to enhance prevention efforts**
4. **Build a Homeless Management Information System (HMIS)**
5. **Develop affordable housing for those with the greatest barriers to housing**
6. **Align federal Homeless Partnering Strategy (HPS) funding in Calgary to the 10 YP**
7. **Complete a three year review and update the 10 YP**

### HOW WE WILL MEASURE OUR SUCCESS (TRACKING 10 YP MILESTONES)

1. **Reduce year-over-year emergency shelter utilization by 5%(which means about 100 fewer HUA-funded emergency shelter spaces used in 2010/11)**
2. **Retire 150 mainstream emergency shelter beds**
3. **Reduce average length of stay in family homeless shelters to 14 days and reduce year-over-year family shelter use**
4. **Retain 85% of those housed in CHF-funded housing programs**

# Inputs into Business Plan

## 10 Year Plan Overview

The guiding philosophy of the 10 YP is 'Housing First,' which puts the highest priority on moving homeless people into permanent housing, with the wrap-around supports necessary to sustain that housing.

The 10 YP has short- and long-term goals. It aims to create rapid, visible and meaningful change by focusing attention on chronic homelessness and prevention. In the longer term, the 10 YP calls for the creation of 11,250 affordable and specialized housing units over the next decade and proposes major systemic change to eliminate barriers that currently entrench homelessness.

The 10 YP set ambitious targets, including the elimination of family homelessness in two years; the retirements of 50% of Calgary's emergency shelter beds within five years; an 85% reduction in the chronic homeless population within five years; the complete elimination of chronic homelessness in seven years; and a reduction in the maximum average stay in emergency shelters to less than seven days by the end of 2018.

## Progress in the First Two Years

On January 29, 2010, our community marked the second anniversary of Calgary's 10 YP. Solid progress has been made. Evidence of this is that more than 1,200 men, women and children have been housed. We are delivering on the promise of 'Housing First;' more affordable housing was built in two years compared with the previous decade; and Alberta remains the only province in Canada with a commitment and plan to end homelessness. In 2010/11, that commitment and plan has been supported with new funding

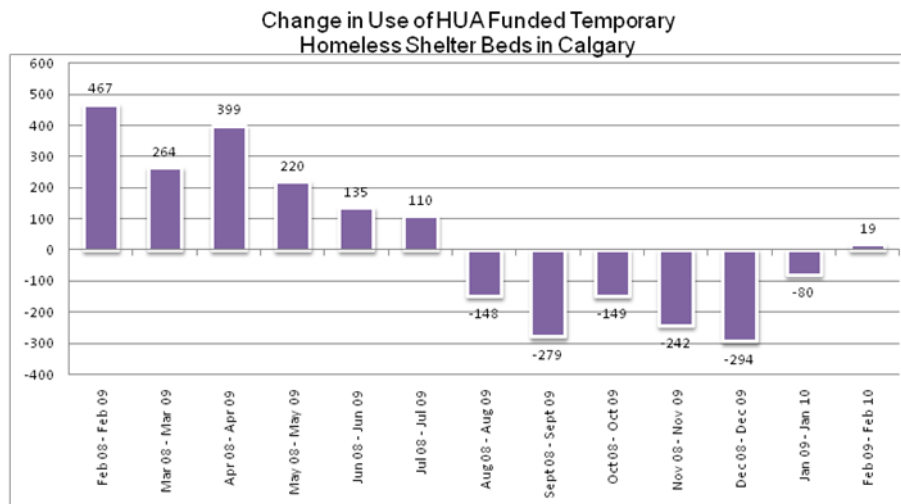
Calgary is also leading the country on a number of fronts.

- We were the first city in Canada to launch a 10 YP.
- The CHF and the Alex Community Health Centre introduced Pathways to Housing and are working with New York Pathways to Housing founder Dr. Tsemberis to develop a toolkit to replicate the program across Canada.
- Along with the CUPS Community Health Centre, the CHF introduced Rapid Exit programs to rapidly re-house homeless individuals, families and women fleeing violence.
- Working with a collaboration of family serving agencies, the CHF developed Brenda's House, Alberta's first 'Housing First' based family shelter / re-housing program.
- In partnership with domestic violence organizations, the CHF developed a pilot program to apply 'Housing First' to women and families fleeing domestic violence.
- The CHF is currently working with the youth sector to develop a Plan to End Youth Homelessness
- The CHF introduced Project Homeless Connect to Alberta, an event where about 50 homeless serving agencies provide a range of services to between 600 and 1,200 people at risk of or currently experiencing homelessness. Nine events have occurred thus far.

- The CHF is working with the community to plan for and create an HMIS, the first of its kind in Canada. HMIS will track all the points of contact between a homeless person and the system of care to improve how the community serves the homeless and to offer a more rapid exit out of homelessness.

This year, the CHF also saw a hopeful trend emerging in our emergency shelters, as year-over-year shelter use began to stabilize.

Year-over-year shelter use has begun to stabilize.  
Will the trend hold?



While solid progress was made, we have fallen behind on the following two early targets from the 10 YP:

- elimination of family homelessness in two years; and
- stopping the growth of homelessness and stabilizing the overall homeless count at 2006 levels by May 1, 2010.

## Environmental Scan

### Macro-Economic Trends

Calgary's unemployment rate jumped from its 2006/07 lows of 3.1% to approximately 7.5% by the fall of 2009<sup>1</sup>. Forecasters predict the unemployment rate could continue to rise to 8% by mid-2010. While Canadian economists say the recession is officially over, recovery is predicted to be at a much slower rate than the rate of the downturn.

Despite the economic downturn, Calgary remains attractive to interprovincial and international migrants. The number of people moving to Calgary from other cities and provinces was estimated to be 12,920 in 2009, relatively unchanged from 12,441 in 2008 (City of Calgary, 2009).

The economic downturn has not alleviated some of the problems experienced during the boom times. For example, the cost of living continues to increase (Conference Board of Canada, 2009), vacancy rates

have increased but market rents have not dropped significantly and condominium conversions continue to deplete the rental market (CMHC, 2009).

Government deficits and decreases in incomes and corporate revenues may lead to funding shortfalls. In Alberta, 33% of social service sector funding is from government and 54% is from earned income and corporate donations (Calgary Chamber of Voluntary Organizations, 2008).

### **Income, Cost of Living and Poverty**

Many low-income workers who cannot access Employment Insurance (EI) turn to social assistance to meet their basic needs. The number of people in Calgary receiving Income Support from the provincial government increased from around 6,000 in 2006 to more than 10,000 in 2009 (Government of Alberta, 2009).

Calgary has one of the highest rates of working poor people in Canada. Ninety-two percent of Calgary's poor were either working or living in households with at least one income earner. According to Statistics Canada (2008), two-thirds of low-income workers were working mostly full-time (between 49-52 weeks).

Food insecurity is also increasing. Between January 2009 and June 2009, the number of unemployed or laid off people accessing the Calgary Interfaith Food bank increased by more than 300% over the same period a year earlier (City of Calgary, 2009).

In addition to the increases in EI, income support caseloads and food bank users, Calgary Distress Centre's high-risk calls to its 211 line surpassed the total calls for 2008 by August 2009 (Calgary Foundation, 2009). The City of Calgary (2009) predicts this pattern may persist for at least the next two fiscal years, as more people become vulnerable and wait lists grow for available services.

### **Housing Affordability & Shelter**

Calgary's apartment vacancy rate rose to 5.3% in October 2009, up from 2% in April 2008. However, the average monthly rent for a two-bedroom suite in the Calgary Census Metropolitan Area remained high \$1,099 in April 2009, almost the same as April 2008. As the economy improves in 2010 and vacancy rates tighten, rental rates are expected to rise and the average two-bedroom rent is forecasted by CMHC (2009) to be about \$1,100 per month.

For lower-income households, housing affordability remains a significant challenge. In 2008, renting a one-bedroom apartment in Calgary required an annual pre-tax income of at least \$38,080, making affordable housing inaccessible for more than 10,000 Calgarians on provincial income support and for the thousands of working people making less than \$3,100 per month (City of Calgary, 2009) (Statistics Canada, 2009).

Contributing to an ongoing lack of affordable housing are the trends to convert units to condominium ownership and to construct little new rental stock. Affordable housing waitlists are higher than during the 'boom.' More than 4,000 households are on the Calgary Housing Company waitlist.

## Key Population Learnings

### Factors Contributing to Homelessness

The CHF and the University of Calgary developed a new tool to help assess the risk of homelessness. Research into the development of the Homelessness Asset and Risk Tool (HART) confirmed the risk/asset factors that contribute to a person or family becoming homeless. Factors interact with one another in complex ways to push and pull a particular person or household toward homelessness.

Risks can be grouped into the following four categories:

- low income/high housing costs;
- health issues, such as the presence of mental health, substance abuse and chronic physical health problems;
- systems interactions, such as a history of incarceration and out-of-home placement as a child; and
- abuse, such as adverse childhood experiences including physical and sexual abuse, domestic violence.

Certain protective factors, such as healthy social supports and education, will mitigate these risks and improve housing stability.

Risk Factors	Protective Factors
<ul style="list-style-type: none"> <li>• <b>Childhood Factors:</b> Abuse, parent drug use, single parent, long-term social assistance and foster placement</li> <li>• <b>Interpersonal/Family Factors:</b> Divorce, domestic violence, poor social support and young parenting</li> <li>• <b>Mental Health/Addictions:</b> Anti-social, post-traumatic stress disorder diagnosis and active addiction (crack/cocaine)</li> <li>• <b>Health Problems:</b> Disability and, problem pregnancy</li> <li>• <b>Housing Transitions:</b> Recent immigration, eviction, couching, dilapidated housing and institutionalization (correctional, psychiatric)</li> <li>• <b>Minority status:</b> Aboriginal, refugee and visible minority</li> </ul>	<ul style="list-style-type: none"> <li>• Social supports</li> <li>• Good interpersonal skills</li> <li>• Owning home / primary tenant</li> <li>• High school completion</li> </ul>

The CHF and the City of Calgary's Social Research Unit identified 23,165 households living in extreme poverty (less than \$20,000) and spending more than 50% of their income on shelter. Of those, 13,765 were renter households, which have a significantly higher risk than homeowners, who can liquefy their assets to prevent homelessness. Other notable characteristics include:

- **age** – 20% under 25 years old, with most (45%) between 25 and 44 years old (working age);
- **housing repairs** – 10% housing was in need of major repairs;
- **children** – 80% had no children (0.3 children/household on average);
- **immigrant** – recent immigrant for the primary head of household - 9.4% (1,290); and
- **Aboriginal** – Aboriginal head of household - 7.4% (1,030).

## **Segmenting Calgary's Homeless Population**

### ***Transitionally Homelessness***

Although data from Calgary is limited, evidence from communities in the U.S.<sup>2</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.

### ***Episodically Homelessness***

Information from Calgary shelters, research using the Re-housing Triage and Assessment Survey (RTAS), Outreach Initiatives pilot project evaluations in Calgary and evidence from the U.S. suggests that a proportion of the homeless population has more complex needs, particularly resulting from addictions and abuse. An estimated 10% of those who experience homelessness are considered to be episodically homeless according to U.S. research.

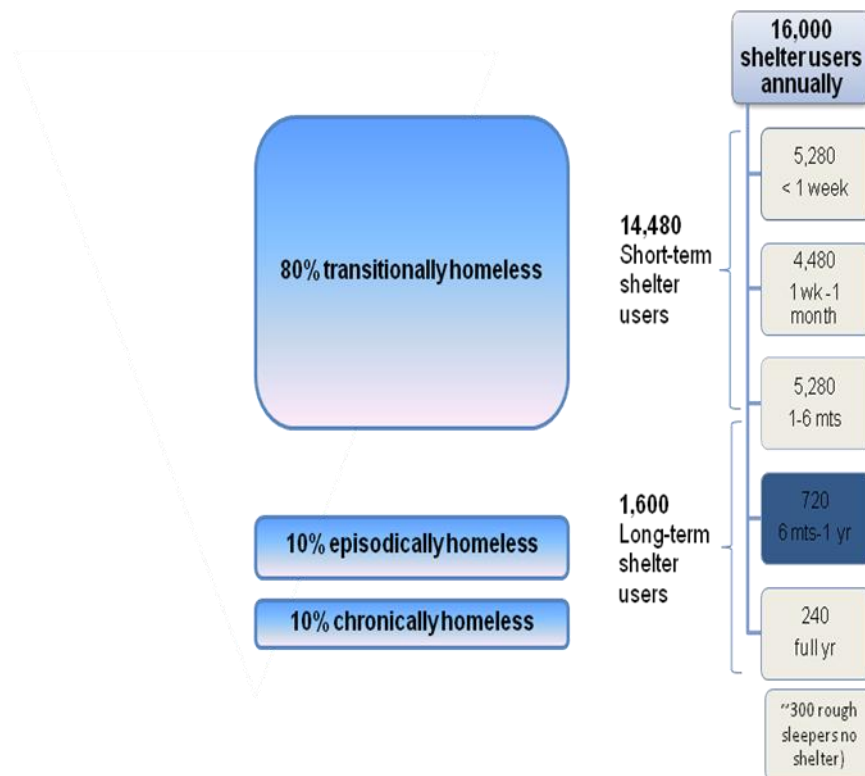
Research with the University of Calgary reveals this group tends to have relatively higher incidence of addiction, is relatively young in comparison to higher acuity groups and has high school education. While poorer health is associated with more episodes of homelessness, data suggests that the length of episodes is consistent at 7.5 months and does not worsen progressively (Emery, 2009; McIntosh, 2009).

## Chronically Homelessness

Ten percent of those who are homeless are considered to be chronically homeless. This group is highly visible and includes those who most often sleep rough. Other common characteristics include:

- an average length of homelessness of four years; and
- the majority having mental health issues.

A small proportion of the homeless have very complex needs, due to serious mental and physical health problems, that result in long-term homelessness. The 10 YP focuses on the need to target these individuals as the highest system users and most vulnerable.



## Key Program Learnings

### Client-related

Projects working with higher complexity clients reported the most staff turnover due to burnout. This is an important issue, since relationship development with this clientele takes time and disruptions in staffing are often accompanied by client loss or relapse. Salary levels in the non-profit sector are still too low and workloads are too high to retain staff effectively, particularly due to the loss of employees to the public and private sectors, who can provide better salaries and benefit packages. The high intensity of client needs (mental health issues, poverty and health problems) combined with limited available housing and other resources results in significant barriers to project success.

Where youth are homeless and eviction prevention is not an option, generating housing options is more difficult compared with adult clients. Youth projects described a significant lack of community services, financial assistance and housing for homeless youth under the age of 18.

Low housing vacancy rates made it challenging to meet the high needs in an intensive case management format and required additional staffing. Finding appropriate housing was the greatest challenge to staff.

### **Organizational capacity**

Organizational capacity differs across projects and significantly impacts the quality of services provided and the level of accountability possible.

The lack of sustainable funding makes it difficult for agencies to attract and retain employees and puts decisions and planning on hold as the end of the contract period nears. “Out of cycle” funding for individual projects increases the uncertainty of how decisions impact funding.

As well, demand on non-profit staff to respond to multiple Request for Proposals (RFPs) to sustain funding is a source of strain and exceeds some agencies’ resources. Agency capacity to provide funding applications and reports on projects are also sometimes limited due to under-staffing.

Agencies also express concern about the burden of having to do multiple evaluation processes.

## **2010/11 Priority Populations, Key Deliverables and Measures of Success**

The CHF Business Plan follows the five strategy areas identified in the 10 YP:

- Strategy 1 (Prevention);
- Strategy 2 (Re-Housing);
- Strategy 3 (Housing);
- Strategy 4 (Data and Systems Knowledge); and
- Strategy 5 (Reinforce Non-Profit Organizations Serving Homeless or At-risk).

Within the CHF, accountability for each strategy is assigned to a member of our leadership team.

### **Four Priority Populations**

Within these strategies, the 2010/11 Business Plan further focuses our efforts on four priority populations:

1. the chronic and episodically homelessness;
2. families with children;
3. youth (young people up to age 24); and
4. the Aboriginal community.

References to these priority populations are throughout the Strategy areas mentioned above.

## Seven Key Deliverables

The CHF 2010/11 Business Plan also aims to deliver key deliverables, many which apply to more than one Strategy area and priority population. These key deliverables are to:

1. re-double efforts to end family homelessness;
2. prioritize new investments to address chronic and episodic homelessness;
3. apply new knowledge to enhance prevention efforts;
4. build a HMIS;
5. develop affordable housing for those with the greatest barriers to housing;
6. Align federal HPS funding in Calgary to the 10 YP; and
7. Complete a three year review and update the 10 YP.

With the exception of numbers six and seven, all of the other key deliverables are embedded in the Strategy areas.

### **6. Align the federal HPS Programs to Calgary's 10 YP**

For fiscal 2010/11, the CHF continued funding existing HPS programs. The decision to continue funding existing HPS programs through March 2011 recognized the spirit in which the agreements governing the HPS contributions were initially intended under Calgary's Community Plan (2006). Written confirmation of fiscal 2010/11 funding was sent to participating agencies.

The HPS program funding was based on the 2006 Calgary Community Plan. Since then, Calgary developed a 10 YP, which replaces the old community plan. The CHF needs to begin the process of aligning HPS funding in Calgary to the 10 YP.

All agencies with HPS funded programs were given 15 months notice that all programs currently funded will be cancelled effective March 31, 2011 and the CHF will begin an open competition process for Federal HPS program funds. Agencies with programs cancelled March 31, 2011 can apply for fiscal 2011/12 funding as part of the open competition.

By granting funding for the coming fiscal year, giving more than one year's notice of cancellation to existing programs and having an open competition process for funding, the CHF create a fair and transparent re-alignment of HPS funding in Calgary to the 10 YP.

### **7. Update the 10 YP**

Key to the success of the 10 YP is learning and adapting to change, while remaining focused on delivering against the key milestones. In fiscal 2010/11, the CHF will revisit the 10 YP and complete a comprehensive review and community engagement process to develop a three year update by the end of Q3 2010.

## Measures of Success

To measure the CHF's success in implementing the 2010/11 Business Plan, we will track milestones from the 10 YP. These include to:

- reduce year-over-year emergency shelter utilization by 5%(which means about 100 fewer HUA-funded emergency shelter spaces used in 2010/11);
- retire 150 mainstream emergency shelter beds;
- reduce average length of stay in family homeless shelters to 14 days and reduce year-over-year family shelter use; and
- retain 85% of those housed in CHF-funded housing programs.

## Strategies 1 and 2 – Prevention and Re-Housing

### Background

The purpose of Strategies 1 and 2 of the 10 YP are to:

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

Over the first two years of implementing Calgary’s 10 YP, it became apparent that Strategy 1 (Prevention) and Strategy 2 (Re-Housing) were more common than different.

Prevention focuses on housing stabilization for people who have not yet entered into the homeless shelter system. Measures include preventing discharge into homelessness for those who are completing stays in treatment settings and institutions and for those no longer able to stay with friends and relatives.

Re-Housing is primarily concerned with the rapid re-housing of people who are staying in emergency homeless shelters, sleeping outside (rough) and staying in emergency domestic violence shelters.

In both strategies, the fundamental pillar is the same – easy access to the support and resources (including subsidized and affordable housing options and financial resources) required to obtain and/or retain stable, permanent housing.

Many people who become re-housed following an experience with homelessness require some measure of intervention and follow up (prevention) to ensure they do not return to homelessness. This requires implementation of a thorough and, where complex health and addictions issues are present, clinically capable outreach, engagement, assessment and triage service. It is important this service those most at-risk for becoming homeless and most at-risk of recidivism.

### Key Deliverables

In 2010/11, Strategy 1 and 2 key deliverables are to:

1. develop and implement a 10 YP to End Youth Homelessness using internal resources and engaging the community;
2. work with the Aboriginal community to develop and implement a Plan to End Aboriginal Homelessness in Calgary;

3. implement a co-ordinated, decentralized system of care (Coordinated Intervention System);
4. develop and implement a full-time Opportunity Centre;
5. apply new knowledge to enhance prevention efforts;
6. implement a coordinated family shelter and re-housing system to end family homelessness;
7. finalize and introduce case management standards;
8. develop enhanced capacity for medium / high intensity case management;
9. undertake quality and timely evaluation, reporting and monitoring; and
10. continue to forge strong linkages to the homeless serving agencies and population through a Consumer Community Liaison.

## Strategy 3 – Housing

### Background

To end homelessness in Calgary, an adequate supply of affordable housing, supportive housing and treatment capacity is necessary. In the 10 YP, there are two key goals:

- develop 11,250 new units of affordable housing, including 1,200 supportive housing units and treatment beds; and
- acquire 114 acres of land for affordable housing, supportive housing and treatment capacity.

### Key Deliverables

Capital investments will continue in the following three areas:

1. CHF/CCLT capital projects: The CHF/CCLT will continue to focus on acquisition of existing units, with the target cost per unit below the \$170K per unit assumed in the 10 YP;
2. CHF-funded units: The CHF will use its limited capital project to fund other agency capital projects through a RFP process;
3. CHF-facilitated (assisted) units: To meet the community-wide goal of developing 1,100 new affordable housing units in 2010/11, the CHF will continue assisting other agencies and the private sector with project development, planning approval processes and community consultation processes;
4. work with the community on the development of specialized permanent supportive housing for people who cannot be safely or appropriately housed in market housing or affordable housing that does not have 24/7 support on site;
5. complete a detailed business plan for the CCLT;

6. conduct a Strategy 3 (Housing) Review of the 10 YP; and
7. develop a real-time property registry as part of HMIS to optimize the capital stock within the City and make sure the system flow is effective

## Strategy 4 – Data & Systems Knowledge

### Background

Strategy 4 supports the 10 YP 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 2010/11 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 10 YP, there are three key goals:

1. introduce a mandatory HMIS;
2. develop and maintain a detailed services directory; and
3. expand, coordinate and deepen research capabilities to gain a detailed understanding of homelessness in Calgary and evaluate performance of our 10 YP.

### Key Deliverables

#### 1. Homeless Management Information System (HMIS)

An HMIS is critical to coordinating services in our community of care. HMIS includes common data elements, triage process, intervention matching and shared outcomes. By collecting the same data from clients, both homeless and at-risk persons can be better matched to re-housing or prevention interventions. This database system will be accessible at various points in the system and is a physically distributed and coordinated intake system.

HMIS facilitated linking clients to available programs and their criteria for re-housing, counseling, treatment, employment, etc. HMIS can match the client needs with appropriate interventions and housing, while taking into account program criteria and capacity. Therefore, HMIS will also be able to track system capacity and outcomes to respond to demands. Moving forward, HMIS is not only critical to understanding the client needs and trends, but also to design, implement and coordinate re-housing, prevention and housing intervention.

In 2010/11, the CHF will lead the development and implementation of an HMIS pilot with 25 agencies. Specifically, the CHF will:

- establish a committee to review existing data sets, prioritization processes and common outcomes to end homelessness and tailor these to Calgary's needs;

- assess current capacity in agencies to collect data and report on outcomes and infrastructure, particularly information technology, needs;
- examine currently used HMIS systems, particularly in communities with long standing histories (U.S.) with specific attention to what has been learnt from implementation and capacity needs;
- evaluate and adopt an HMIS product for their adaptability and suitability based on Alberta's requirements;
- bring funders of homelessness initiatives together to add HMIS to funding criteria and agree to use a shared data set to streamline reporting and reduce agency burdens; and
- Develop and maintain a housing and services directory as part the HMIS.

## **2. Expand, Coordinate and Deepen Research Capabilities**

The CHF will continue its strategic and coordinated research activities, addressing the Priority Research Directions outlined in the 3-Year Research Agenda. Strategic deliverables in 2010/11 include:

- continuing to promote the Research Agenda and Network to key stakeholders;
- expanding capacity to link academia and community research partners through the online Calgary Homelessness Research Network presence on the Homeless Hub;
- developing and implementing a series of research transfer activities to ensure knowledge transfer to practice communities;
- supporting the work of the Alberta Secretariat for Action on Homelessness, particularly by serving as community lead for the Calgary Research Arm;
- participating in the national Canadian Institute for Health Research initiative, providing data that will support the development of a report card on homelessness and health across Canada;
- leading the Calgary testing of the housing and quality of life study to assess the impact of housing on health and perception of life satisfaction;
- supporting a national research team working to understand pandemic planning in shelters and 'best practices' through local investigations;
- supporting and working with Aboriginal researchers and agencies to better understand the unique experience and solutions to Aboriginal homelessness;
- enhancing understanding of the vulnerability of the homeless population and tailoring our intervention to ensure re-housing efforts are effective, particularly for youth and families;
- undertaking research to expand understanding of the role of public systems in preventing and ending youth homelessness;
- enhancing understanding of the risk for homelessness population and tailoring our intervention to ensure prevention efforts are effective by testing and implementing the HART to assess and prioritize clients and tailor interventions;
- supporting the development and implementation of an evaluation framework to support the 10 YP; and;
- ensuring the CHF makes decisions based on rigorous evidence and 'best practices.' The framework will capture shared outcomes data at an individual, program, component and system level and be integrated into the HMIS.

### **3. Funding, Advocacy and Policy Agenda**

In a time when funds available for systems planning and program development are limited, policy advocacy becomes a particularly important tool in addressing some of the root causes and systemic issues underlying homelessness.

The CHF will ensure constant questioning of the system, creativity and innovation in problem solving associated with existing legislative and policy barriers. The CHF will be a thought leader on ending homelessness in Calgary and across Canada.

The CHF will develop and implement an advocacy plan for increases to income support and enhanced accessibility to assistance programs and ensure that temporary foreign workers, immigrant/newcomer and refugee populations are explored as part of this client group.

The CHF will also review and evaluate opportunities for vulnerable populations to develop employment skills and link to sustainable employment situations. The CHF will implement an advocacy plan that has clear linkages to housing stability, if appropriate.

In 2010/11 CHF will undertake focused advocacy efforts including:

- advocating for increases in investment in programs and services to end homelessness through the development of policy briefs for all corresponding funding and policy asks, with research data to support all asks;
- continuously monitoring the environment to note opportunities that impact policy priorities;
- developing policy package to improve access to income supports, adequate levels of assistance and practices that promote housing stability; and
- developing policy package to incent affordable market and non-market rental construction.

### **4. Strategy & Leadership**

Strategy 4 supports organizational focus by bringing knowledge, research and other key elements of program intelligence to bear on future directions.

Each year, the CHF will undertake an annual strategy review. Input from key stakeholders, as well as information gathered through our ongoing research activities and the evaluation and monitoring of the projects we fund, will inform a summary learnings and their implications for systems development. The annual strategy review will form the basis of our strategic and business planning and will be key in the transition to Phase 2 of the 10 YP.

## Strategy 5 – Reinforce Non-Profit Organizations Serving Homeless or At-risk

### Background

In the 10 YP, there are four key goals to:

- address the critical human resources issues facing homeless-serving non-profit agencies, including wages, benefits and workload;
- improve efficiency by reducing duplication , improving coordination and redeploying underutilized resources;
- reduce the administrative burden on homeless-serving non-profit organizations; and
- build public support and encourage community action on homelessness.

### Key Deliverables

In 2010/11, the CHF will continue to reinforce the capacity of the CHF and the sector to support achievement of 10 YP strategies and goals. The CHF staffing complement is expected to increase to 33 FTEs reflecting key vacancies in all areas of operations.

1. address the critical human resources issues facing homeless serving non-profit agencies including wages, benefits and workload
2. implement HMIS and an evaluation framework for agencies as a way to:
  - improving efficiency by reducing duplication, improving coordination and redeploying underutilized resources;
  - reducing the administrative burden on homeless-serving non-profit organizations; and
  - enhancing simplicity and standardized reporting.
3. build public support and encourage community action on homelessness by developing and implementing a communications strategy and a fund development strategy.
4. enhance effectiveness of CHF – community relationship

### Endnotes

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<sup>1</sup> Calgary Economic Development, (2009a). 2010 Calgary Economic Outlook A Charlie Brown Economy. Retrieved from:

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Statistics Canada, (2009f) Latest release from the Labour Force Survey. Retrieved from:

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<sup>2</sup> Data supported by Homelessness Management Information Systems (HMIS). This electronic database system under development for Calgary (estimated to be in place by the fourth quarter, 2010-11) will record individual-level information on an ongoing basis about all homeless persons accessing services through local providers. The HMIS can capture real-time data on numbers of homeless persons, basic demographics, services accessed and outcomes. It can also capture system capacity and provide a powerful tool for streamlining client access to supports.