



**2014-2015**

# **Business Plan**

On January 29, 2013, the 10 Year Plan to End Homelessness in Calgary (10 Year Plan) reached the halfway point. There has been significant and exciting progress, including the fact that the growth in the number of people experiencing homelessness has stopped. There has also been much learning over the past five years, leading to the strategic priorities outlined in this Business Plan.



Calgary  
Homeless  
Foundation

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## A. FISCAL 2013-14 FORECASTED PERFORMANCE

### Fiscal 2013-14 Strategic Priorities

1. IMPROVE QUALITY OF DATA: <i>The impact is better data to update 10 Year Plan, improve overall system of care and adjust programs.</i>		
	Status	Comments
a) Align HMIS with provincial system	✓	<ul style="list-style-type: none"> <li>Completely integrated between CHF and Govt. of AB</li> </ul>
b) Prioritize relationships with emergency shelters	✓	<ul style="list-style-type: none"> <li>Obtained and analyzed emergency shelter data and working toward common goals</li> <li>Participating on Shelter Visioning Committee</li> </ul>
c) Analyze HMIS data in light of 10 Year Plan goals	✓	<ul style="list-style-type: none"> <li>Reviewing data to inform programs</li> </ul>
d) Conduct further cost analysis on programs and Housing First	✓	<ul style="list-style-type: none"> <li>Presented at annual meeting</li> </ul>
e) Align research goals and HMIS data	✓	<ul style="list-style-type: none"> <li>Trained research staff on HMIS</li> <li>Ongoing analysis for research briefs and publications</li> </ul>
2. BUILD COORDINATED INTAKE INTO THE HOMELESS-SERVING SYSTEM: <i>The impact is embedding key step into system of care to streamline access to services, to enhance coordination among agencies and to identify system of care gaps.</i>		
	Status	Comments
a) Coordinated access and assessment implemented	✓	<ul style="list-style-type: none"> <li>Made available at SORCe and through Calgary Distress Centre</li> <li>Meet weekly to place clients &amp; front-line staff trained in assessment tool (SPDAT)</li> </ul>
3. CONTINUE TO FOCUS ON VULNERABLE POPULATIONS: <i>The impact is investing resources into those in most need, those incurring the most system costs and those requiring customized approaches to Housing First programs</i>		
	Status	Comments
a) Develop Permanent Supportive Housing (PSH) for families and singles	✓	<ul style="list-style-type: none"> <li>Finished concept plans for families and singles</li> <li>Developing three singles projects (development and building permit approvals)</li> <li>Searching for family project site, subject to confirming grants</li> <li>Completed research on best practice support for PSH models</li> </ul>
b) Prioritize funding to vulnerable populations (youth, women, families, Aboriginal people and chronic/episodic homeless)	✓	<ul style="list-style-type: none"> <li>Prioritizing funding based on these populations</li> <li>Comparing and analyzing need based on point in time count and HMIS numbers</li> </ul>
c) Develop regional partnerships, especially with nearby Aboriginal	↻	<ul style="list-style-type: none"> <li>Improved relationship with Standing Comm. on Housing &amp;</li> </ul>

**3. CONTINUE TO FOCUS ON VULNERABLE POPULATIONS:** *The impact is investing resources into those in most need, those incurring the most system costs and those requiring customized approaches to Housing First programs*

	Status	Comments
communities		<ul style="list-style-type: none"> <li>Homelessness (ASCHH)</li> <li>Did research with U of C on patterns of migration for Aboriginal people</li> <li>Need to develop regional partnerships with Aboriginal communities</li> </ul>
d) Monitor, analyze and communicate impact of migration	✓	<ul style="list-style-type: none"> <li>Research brief complete</li> </ul>
e) Increase agency capacity to serve complex clients, enhancing relations in community	✓	<ul style="list-style-type: none"> <li>Analysis of System of Care, with learnings informing practices and contracts</li> <li>Conducted training for 750 front-line agency staff</li> <li>Did extensive engagement with first-line responders and within communities</li> </ul>
f) Continue to work on Youth and Aboriginal Plans to End Homelessness	✓	<ul style="list-style-type: none"> <li>Worked with Youth Sector on housing continuum &amp; funding advocacy</li> <li>Improved relationships with ASCHH</li> </ul>

**4. PROVIDE LEADERSHIP IN ADVOCATING FOR MORE AFFORDABLE HOUSING IN CALGARY:** *The impact is identifying gaps, adding stock (RESOLVE and CHF's PSH), increasing awareness of affordable housing crisis and influencing municipal and provincial policies.*

	Status	Comments
a) Work with community to assess continuum of housing stock	✓	<ul style="list-style-type: none"> <li>Finalizing numbers to inform updated 10 Year Plan</li> <li>Working with City on Affordable Housing Strategy</li> </ul>
b) Determine best housing model for chronic homeless	✓	<ul style="list-style-type: none"> <li>Completed concepts for singles and families PSH</li> <li>Scoped out model for long-term care facility model</li> </ul>
c) Fundraise for CHF housing and to help others (RESOLVE)	✓	<ul style="list-style-type: none"> <li>Secured \$18.8 million for CHF through RESOLVE (as at Q3)</li> <li>Secured \$23.2 million among all RESOLVE partners (as at Q3)</li> </ul>
d) Align program funding with capital investments	✓	<ul style="list-style-type: none"> <li>Completed with CHF portfolio (master leases and program funding agreements)</li> <li>Matching funded programs with housing providers who got homeless capital grants</li> </ul>

**5. DEVELOP COORDINATED GOVERNMENT RELATIONS STRATEGY & INVESTIGATE OTHER SOURCES OF FUNDING SUCH AS SOCIAL ENTERPRISE:** *A better awareness and understanding resulted in efficient DP process, secured capital grants, expected increase in program funding and support of Social Impact Investment.*

	Status	Comments
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**5. DEVELOP COORDINATED GOVERNMENT RELATIONS STRATEGY & INVESTIGATE OTHER SOURCES OF FUNDING SUCH AS SOCIAL ENTERPRISE:** *A better awareness and understanding resulted in efficient DP process, secured capital grants, expected increase in program funding and support of Social Impact Investment.*

	Status	Comments
a) Continue to advocate with provincial government to secure resources for PSH and to provide rent supports	✓	<ul style="list-style-type: none"> <li>Secured expired capital grants for CHF and RESOLVE partners</li> <li>Advocating for rent supplements as part of 10 Year Plan update</li> </ul>
b) Continue to advocate with provincial and federal government for Housing First program funding	✓	<ul style="list-style-type: none"> <li>Expecting federal funding to be flat and provincial funding to increase in fiscal 2014-15</li> </ul>
c) Continue to advocate with provincial and municipal government to add significant affordable housing	✓	<ul style="list-style-type: none"> <li>Expecting grants for family project, long-term care facility and RESOLVE partner</li> <li>Participating in City's affordable housing strategy and strengthening CHC relationship</li> </ul>

**Milestones**

**House 1,500 chronic and episodically homeless people by 2014:** *This goal was exceeded. Updated 10 Year Plan will more clearly identify how many and who should be the focus leading to 2018.*

2013-14 Target	Progress to Date
House 400 to 600 chronically and episodically homeless	As of Q3 housed 657 chronically and episodically homeless

**By 2014, ensure that no more than 10% of those served by “Housing First” programs return to homelessness:** *Just slightly under target but data indicates target needs to be adjusted if agencies prioritize chronic and complex clients.*

2013-14 Target	Progress to Date
Advocate for three remaining shelters to go on HMIS	Complete, with DI sharing data with CHF and remaining adult singles shelters utilizing HMIS
Develop and propose a benchmark to the province	Lower to 80% or set individual benchmarks based on acuity/program type
Assess recidivism	78% program retention after 12 months, with 11% positive exits and 11% negative exits

**By December 2014, all individuals who engage in rough sleeping will have access to housing and support options appropriate to their needs:** *Programs are in place, but impacted by process to build trust with rough sleepers and by ability to secure housing.*

2013-14 Target	Progress to Date
Conduct provincial count, including rough sleeper enumeration	Province did not mandate a count during fiscal so CHF conducted count in January 2014

Refer all rough sleepers enumerated in 2013 provincial count to Housing First programs	Process in place to refer rough sleepers to programs on an ongoing basis
<b>Eliminate 85% of 2010 emergency shelter beds by 2018 (a 1,700 bed reduction – 600 bed reduction by 2014):</b> <i>Lack of affordable housing, migration and population growth negatively impacting results, but shelters now in agreement to reduce beds with new strategies in updated 10 Year Plan.</i>	
<b>2013-14 Target</b>	<b>Progress to Date</b>
Close 159 emergency beds at the Salvation Army	Will have 80 closed by fiscal year and the balance closed in next fiscal
Bring overall shelter utilization down another 5% year-over-year	Shelter use is at capacity due to migration and shortage of affordable housing.
Advocate for more aggressive Housing First investment to accelerate shelter use reduction	Expecting additional provincial funding and private investment for Housing First programs
<b>Reduce the average length of stay in family emergency shelters to 14 days by December 2014 and to seven days by December 2018.</b> <i>The lack of affordable housing and migration is negatively impacting results. Strategies being examined in updated 10 Year Plan.</i>	
<b>2013-14 Target</b>	<b>Progress to Date</b>
Reduce length of stay 10 to 15%, target highest acuity and longest staying families	Currently working to determine length of stay.
<b>Reduce the average length of stay in emergency shelters to seven days by December 2018:</b> <i>New data suggests 84% move through in two weeks which will impact updated 10 Year Plan.</i>	
<b>2013-14 Target</b>	<b>Progress to Date</b>
Advocate and engage shelters and Human Services to implement HMIS in all emergency shelters to develop benchmark for length of stay to develop reduction target	Working on benchmark length of stay in adult singles and family shelters

### Business Plan Goals for Fiscal 2013-14

Strategy 1 Prevention & Rehousing		
<i>Develop a homeless-serving system that ensures Calgarians at risk or experiencing homelessness have the support they need to achieve and maintain housing stability.</i>		
Goals	Status Feb 2014	Comments
Implement Homeless Asset & Risk Tool in prevention programs	✓	Tool used in several programs
Launch best practice toolkits for Housing First and HMIS	✓	HMIS kit done. Housing First kit almost done
Enhance annual site review process based on past learnings	✓	Site review processes continually improved

Strategy 1 Prevention & Rehousing		
<i>Develop a homeless-serving system that ensures Calgarians at risk or experiencing homelessness have the support they need to achieve and maintain housing stability.</i>		
Goals	Status Feb 2014	Comments
Develop strategy to reduce projected program budget deficit	✓	Working with Human Services to develop strategy
Support provincial initiative to re-vision emergency shelters	✓	Sit on Humans Services Committee and working with shelters to re-vision
Determine best practices for homelessness prevention	✓	Completed HART research, implemented the HART tool and funded three family homeless prevention programs
Support system planning, implementing coordinated intake and conducting gap analysis	✓	Coordinated Access & Assessment has been implemented and analysis of gaps is ongoing
Enhance contract compliance analysis so funding decisions have greatest impact	✓	Implement standardized remediation process: reviewed and documented financial policies
Pilot performance-based contracting and explore feasibility of system-wide change	✗	Not complete. Awaiting direction for Human Services on their expectations regarding results based budgeting to ensure alignment. Potential to pilot with new federal RFPs.
Use HMIS data to ensure programs house chronically/episodically homeless people	✓	Quarterly dashboards ensure contract compliance
Support Housing team to streamline processes between scattered site and CHF units.	✓	Done with Housing Team. Also partnered with private landlords. Apply to income and asset testing
Monitor and analyze migration data, using HMIS to develop plan to respond	✓	Conducted research and analyzed data.
Support Operations team to submit the federal HPS application	✓	In progress and on track
Support implementation of Social Impact Bond model for financing program expansions	✓	In progress and on track

Strategy 2 Housing		
<i>Ensure adequate affordable and supportive housing</i>		
	Status Feb 2014	Comments
Continue to implement the new housing operations model	✓	Properties have master leases and funding agreements
Continue to develop new PSH units, using the remainder of the provincial capital grants	✓	Three projects in progress, with goal to have four by end of fiscal
Shift focus to custom-built PSH (lodging houses for singles and place-based for families)	✓	Concept plans for single and families complete and moving to construction
Evaluate portfolio to ensure maximizing goal to provide at least 80% deep subsidy, PSH	✓	PSH implemented in as many as existing buildings as possible. All new construction PSH
Refine/improve housing operations, meet/exceed budget and implementing sound asset and property management systems	✓	Implemented property management software
Continue advocacy for rent supports for highest risk clients	✓	All program funding includes rent supplements
Continue advocacy for provincial investment in PSH and affordable housing	✓	Proposal submitted to MA for projects for the homeless with unused provincial capital grant funding
Continue to improve sector capacity to operate PSH with training/technical assistance	✓	Supporting funded agencies and RESOLVE partners

Strategy 3 Data & Research		
<i>Improve data and systems knowledge</i>		
	Status Feb 2014	Comments
Focus research on Housing First recidivism, identifying “hard to house” characteristics	✓	Analyzed data on exits by demographics in HMIS
Investigate the support/housing needs of clients with Fetal Alcohol Syndrome Disability	✓	Research project in progress
Identify best housing interventions for priority sub populations and means to evaluate	✓	Analyzing HMIS data and conducting research for youth and families
Develop a Homeless Charter of Rights for clients	✓	Client Action Committee leading
Improve internal capacity to use HMIS data for research	✓	Several staff can now analyze HMIS data

Strategy 3 Data & Research		
<i>Improve data and systems knowledge</i>		
	Status Feb 2014	Comments
Continue to advance and mobilize research outlined in the Research Agenda	✓	Community continues to identify research priorities
Continue to develop/implement Policy Agenda with three-five formal submissions	✓	Research team drafted three policy briefs and gave to then President and CEO.
Support Client Action Committee (promote voices/experiences of those with lived experience)	✓	In progress and on track.
Support Client Action Committee identify system gaps and research activities	✓	Meeting held a minimum of bi-weekly: Committee submitted a formal report with 10 Year Plan recommendations
Conduct survey to determine hidden homeless population and public awareness	✓	Conducted Ipsos Reid survey
Participate in a province-wide Point-in-time Count, providing comparative analysis	✓	Province did not mandate this year, so Calgary count done in January 2014
Use research/HMIS for quality assurance and ongoing program review and evaluations	✓	Quarterly dashboards informing performance. Improving system planning framework
Represent central Alberta on the Alberta Homelessness Research Consortium	✓	Working to align with Interagency Council research committee
Represent CHF on the national research working groups for CHRN and Reach3	✓	Supported two national research projects
Refine, improve and expand Calgary's Research Network and Homeless Hub site	✓	In progress and on track. Currently supporting the re-visioning of the national homeless hub and research network
Advocate for implementation of HMIS in all Calgary emergency shelters	✓	All implemented with DI uploading data to CHF
Expand uptake in programs in existing HMIS agencies	✓	Currently have 30 agencies and 90 programs on HMIS
Implement internal programming to customize HMIS reports and systems	✓	Programmer created ART reports
Create a streamlined process to upload HMIS to provincial system	✓	Done monthly and fully integrated
Advocate for implementation of HMIS in youth programs and shelters	✓	Advocacy completed, waiting for provincial mandate
Expand capability/use of HMIS tools (ShelterPoint and case management functions)	✓	HMIS team training agencies

Strategy 4 Non-Profit Sector		
<i>Reinforce non-profit organizations serving Calgarians at risk or experiencing homelessness</i>		
	Status Feb 2014	Comments
Build capacity/technical assistance to reduce reporting burden and enhance data quality	✓	HMIS team training agencies
Work with other funders to align monitoring/reporting, to reduce agency administrative burden	✓	Participate in Funder Advisory Group
Support Discharge Planning Committee	✓	CHF leading and identifying local priorities for pilot
Support continuation of the University of Calgary's Homeless Certificate program	✓	In progress and ongoing. Currently developing level 2 certification
Collaborate with Calgary Action Committee on Housing and Homelessness	✓	Staff throughout CHF collaborate with CACHH
Support family sector to appropriately house high acuity families with PSH	✓	Developed concept plan and optimistic about receiving funding
Support implementation of the Youth and Aboriginal Plans to End Homelessness	✓	Developed youth housing continuum and strengthening relationship with ASCHH
Enhance program capacity to support high acuity clients through training	✓	Trained 750 front-line staff
Update case management standards, promote graduate rent subsidies, reduce unplanned discharges/evictions, and monitor/adjust client acuity with program model	✓ x	Progress made on final version of case management standards will be completed by March 31, 2014
Use system planning framework to monitor/strengthen system of care	✓	Updated framework to align with contracts, provincial definitions and HMIS data
Implement coordinated intake using HMIS	✓	Implemented system and trained front-line staff in assessment tool

### Shared Services Goals

Goals	Status Feb 2014	Comments
Communications – Focus on issues management, emergency response and stakeholder engagement	✓	Met with first responders, hosted Housing First conference, engaged communities
Fund Development – Raise \$1.4 million for CHF operations	✓	Despite flood, achieved \$1.6 million
Fund Development – Raise \$8 million for CHF in RESOLVE	✓	Have pledges and gifts of more than \$18 million to date

## B. FISCAL 2014-15 STRATEGIC PRIORITIES

Aligned with the updated 10 Year Plan to End Homelessness (10 Year Plan), which will be released in June 2014, the Calgary Homeless Foundation's strategic priorities in fiscal 2014-15 are to improve Calgary's homeless-serving system by:

- scaling up the system to the needs and priorities in the updated 10 Year Plan
- implementing plans to address gaps in the system
- match system and program outcomes
- get funding from a broader range of sources within and outside of government
- participating in the re-visioning of shelters
- improving quality of Homeless Management Information System (HMIS) data and increasing scope of shelter data analysis
- bringing Permanent Supportive Housing (PSH) on-stream
- implementing housing location strategy for scattered site housing

## C. FISCAL 2014-15 BUSINESS PLAN GOALS

Strategy 1 Prevention & Rehousing
<i>Develop a homeless-serving system that ensures Calgarians at risk or experiencing homelessness have the support they need to achieve and maintain housing stability.</i>
Update 10 Year Plan
Refine program budgets, enhance site visits and improve quarterly reviews
Develop strategy to reduce forecasted program budget deficit in fiscal 2017-18
Implement Homeless Partnering Strategy (HPS) plans with community committees
Access more scattered-site units and do income/asset testing in scattered-site programs
Work with Human Services (HS) and shelters to enhance data analysis and support shelter re-visioning
Support Youth and Aboriginal Plans to End Homelessness, Calgary Poverty Reduction Initiative and discharge planning from public institutions
Support development of family PSH and supportive care facilities for high acuity people
Improve internal processes and align system planning with HMIS
Increase use of Service Prioritization Decision Assistance Tool (SPDAT)
Strategy 2 Housing
<i>Ensure adequate affordable and supportive housing.</i>
Accelerate development of PSH units, using remaining capital grants and focusing on custom-built PSH
Continue to advocate for provincial capital grant funding for PSH for families and long-term, supportive care facilities for chronically homeless individuals
Work with partners to develop PSH for families and long-term, supportive care facility for chronically homeless

### Strategy 2 Housing

*Ensure adequate affordable and supportive housing.*

Work with Strategy to implement location strategy for scattered site housing through partnerships with landlords

Work with The City of Calgary and other partners to develop Community Affordable Housing Strategy

Advocate for capital grant funding and policy changes to increase rental stock to 10 Year Plan goals

Continue to implement housing operations model and improve operations (maximizing PSH units)

Continue to reinforce sector capacity to deliver PSH through training and technical assistance

### Strategy 3 Data & Research

*Improve data and systems knowledge.*

Conduct research, review promising practices, advance Research Agenda and update Policy Agenda

Analyze and publish HMIS data with University of Calgary's School of Public Policy

Enhance HS assessment questions for improved data collection and quality

Implement culturally-appropriate program evaluation framework for Aboriginal programs

Support Client Action Committee

Expand local Research Network and Homeless Hub websites and participate in national networks

Advocate HMIS participation among non-funded agencies, prioritizing PIT count agencies

Implement LIVE ShelterPoint data on website

Develop and implement next phase of HMIS manuals, guides, reports, site visits and training

Develop and implement HMIS data quality plan

Expand use of HMIS ServicePoint so data can better inform shelters and system of care

### Strategy 4 Non-Profit Sector

*Reinforce non-profit organizations serving Calgarians at risk or experiencing homelessness.*

Monitor information from Coordinated Access and Assessment and create sustainability plan

Provincially, align discharge planning and system planning

Identify high system users and complex cases, and create integrated case management

Enhance program capacity to support high acuity clients by providing training to front-line workers

## **D. SHARED SERVICES**

### **1. Social Enterprise**

CHF is developing a Social Impact Investment (SII) to speed up the provision of housing and support to people who are chronically homeless. The SII works with the CHF signing an agreement with government for CHF to provide a program to house and support a group of chronically homeless people, reducing their public system use (and costs) over three years. If targets are met, government compensates the CHF for the program cost, plus a rate of return reflecting the risk taken. The CHF raises capital from investors for the program and contracts with an agency to provide the program. CHF has worked with the provincial government's Social Finance Committee, developed a deal structure with help from financial and legal partners, identified the agency and program to deliver services, and secured investor interest. It is possible the SII could be implemented in the summer of 2014.

### **2. RESOLVE Campaign**

The RESOLVE Campaign is fundraising for affordable housing, whether that be removing mortgages on existing properties as they come due or fundraising in advance of construction projects. The CHF's goal is \$45 million. In fiscal 2013-14, CHF contributed \$316,677 in cash to RESOLVE, reflecting a forecasted contribution of \$596,117 less credit for contributed services of \$279,440. In fiscal 2013-14, CHF's goal in the campaign is commitments and gifts of \$8 million. RESOLVE fundraised more than \$18.8 million for CHF, reflecting \$3.6 million in gifts and \$15.2 million in pledges.

### **3. Communications and Fund Development**

This area supports organizational goals and strategically engages stakeholders in the 10 Year Plan. Areas of focus in fiscal 2014-15 include increasing media activities and gaining community support for construction projects. Communications will also leverage volunteers at buildings.

Fund Development raises money for operations. In fiscal 2013-4, the goal was to fundraise \$1.4 million. As of February 28, 2014, CHF exceeded this goal, fundraising nearly \$1.8 million, of which \$1.3 million was received and \$380,000 was expected before year end. In fiscal 2014-15, the CHF's goal for fundraising for operations is \$1.4 million.

### **4. Operations**

CHF must deliver results using transparent, efficient and fair processes. Operations are integral to CHF delivering on its key objectives. Operations deliver services in the following functional areas:

- legal;
- operating policy and controls, including HR, Finance, IT and Donor Privacy;
- accounting, finance and banking;
- enterprise risk management and commitment tracking;
- governance;
- business and operational planning
- procurement; and
- contracts and funding agreements for projects and professional services.

In fiscal 2014-15, key deliverables in Operations include:

- stewarding donor and public funds (procurement, funder compliance and controllership);
- administering back office operations;
- supporting CHF governance;
- managing enterprise risk (risk register); and
- monitoring performance to business plan (dashboard and key performance indicator monitoring).

## **5. Staffing**

A total of 41 FTEs are required to achieve the goals in this Business Plan. They are made up of:

- President & CEO's Office – 3 FTEs
- Strategy – 17.8 FTEs
- Housing – 8 FTEs
- Communications and Fund Development– 4.9 FTEs
- Operations – 5.5 FTEs
- Calgary Action Committee on Housing and Homelessness – 1 FTE
- Social Enterprise – .8 FTE

This reflects about one additional FTE compared with the fiscal 2013-14 Business Plan and four additional staff over the March 24, 2014 headcount. The slight increase is driven by the addition of staff required to fill vacancies and by the acceleration of all activities.

## **6. Enterprise Risk Management**

The CHF continues to mitigate enterprise risk through the maintenance of:

- CHF risk register
- an annual strategic review process;
- an annual budgeting and business planning process;
- boiler-plates for service agreements (projects and consulting);
- RFP and sole source project-related criteria and processes (from project identification to deal close to implementation); and
- a tracking process for current contractual commitments.

Key areas of CHF risk are categorized as: performance; financial; political and reputational; property; and, Board governance and regulatory compliance.

## **7. Governance**

The Board of Directors represents the private, public and not-for-profit sectors. The Board focuses on the following key accountabilities.

- CHF meets all legal, financial and regulatory requirements.
- Satisfactory progress is being made in achieving the objectives of the 10 Year Plan.
- Adequate resources are being provided to achieve this objective.
- Appropriate actions are taken to remove any barriers or impediments and to enhance senior community engagement.

The Board currently has three subcommittees, which include the: Governance Committee (including Human Resources); Audit and Risk Management Committee; and Fund Development Committee.