2013-2014

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

TABLE OF CONTENTS

A. EXECUTIVE SUMMARY

To this end, in fiscal 2013-14, the Calgary Homeless Foundation's (CHF's) strategic priorities are to:

1. **Improve the quality of data**

   - Align Homeless Management Information System (HMIS) with provincial system
   - Prioritize relationships with emergency shelters
   - Analyze HMIS data in light of the 10 Year Plan to End Homelessness in Calgary (10 Year Plan) goals
   - Conduct further cost analysis on programs and Housing First
   - Align research goals and HMIS data

2. **Build coordinated intake into the homeless-serving system**

3. **Continue to focus on vulnerable populations**

   - Develop Permanent Supportive Housing (PSH) for families, in addition to housing for singles
   - Prioritize funding to vulnerable populations (youth, women, families, Aboriginal people and chronic/episodic homeless)
   - Develop regional partnerships, especially with nearby Aboriginal communities
   - Monitor, analyze and communicate impact of migration
   - Increase agency capacity to serve complex clients, enhancing stakeholder relations in the community
   - Continue to work on Youth and Aboriginal Plans to End Homelessness

4. **Provide leadership in advocating for more affordable housing in Calgary**

   - Work with community to assess continuum of housing stock
   - Determine best housing model for chronic homeless
   - Fundraise for CHF housing and to help others (RESOLVE)
   - Align program funding with capital investments

5. **Develop a coordinated government relations strategy and investigate other sources of funding models such as social enterprise.**

   - Continue to advocate with provincial government to secure resources for PSH and to provide rent supports
   - Continue to advocate with provincial and federal government for Housing First program funding
   - Continue to advocate with provincial and municipal government to add significant affordable housing

B. INPUTS INTO BUSINESS PLAN

Phase Two of 10 Year Plan

The CHF's 2013-14 Business Plan marks the fifth year of the 10 Year Plan and the second year of Phase 2 of the 10 Year Plan. In this phase, the focus is on making deeper, long-term changes to the homeless-serving system.

The 10 Year Plan was updated in January 2011 and set out ambitious targets, including:

- to house 1,500 chronic and episodically homeless people by 2014
- to ensure that no more than 10% 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% 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
- to reduce the average length of stay in emergency shelters to seven days by December 2018

It is anticipated that the next update of the 10 Year Plan will occur in January 2015. CHF is pushing the update ahead a year compared with what was originally anticipated so that updates to milestones are based on comprehensive and good quality data from HMIS. This update will include planning for sustainability of the system of care post-2018.

Progress in the First Five Years

There has been significant and exciting progress.

- The growth in the number of people experiencing homelessness has stopped, despite recent in-migration to Calgary. A point-in-time count in August 2012 indicated 3,576 people were experiencing homelessness, compared with 3,601 in May 2008. Prior to the 10 Year Plan, the number of people experiencing homelessness increased by 20 to 30% every two years.
- It is estimated that around 4,500 men, women and children have received housing and support. It is safe to say that many of these people would be in the city's emergency shelters if they had not been housed.
- Housing First works. In a sample of 270 people who were successfully housed with support, 92% retained their housing after one year. This same group also reported a significant reduction in use of more expensive emergency and public systems. As well, one-third sought help for mental illness and addictions.
- The homeless-serving system in Calgary is more coordinated and collaborative. Front-line agencies are working together, referring clients, designing innovative programs and eliminating redundancies. The HMIS, the first of its kind in Canada, has 69 programs and more than 17,000 client records on line. With collaboration and HMIS, the homeless-serving system now can prioritize clients' needs as they enter the system, match them to the right housing and support, and measure how well services are working.
- All levels of government have been extremely supportive, despite changing policy and economic conditions. This is especially true of the Government of Alberta, which is the only province in Canada to have its own 10 Year Plan.

Strategic Review

To ensure the 10 Year Plan's implementation is based on the best available information, the CHF conducts an annual review of new learnings and emerging trends within a constantly shifting context. This process includes analysis of: economic trends and indicators, funded programs, a housing scan, recent research, feedback from a Client Advisory Committee and analysis of data HMIS.

Point-in-time counts

Two point-in-time counts were conducted in 2012, with 3,190 counted in January and 3,576 counted in August. The main difference was an increase in rough sleepers which is typical during milder weather. The good news is that although August numbers showed stabilization of growth as opposed to significant decreases in homelessness, without Calgary's 10 Year Plan and the significant investment in housing and support programs, there would have been a significantly higher number counted. The University of Calgary calculates as much as 24 to 50% higher than it was in 2008.

Economic trends and indicators

Calgary continues benefit from a strong provincial and local economy. This trend is resulting in increased migration to Calgary, decreased unemployment and labour shortages. The impacts to the issue of homelessness are listed below.

- While Calgary incomes are the highest in Canada, 30% of earners make under $15,000 per year.
- More than 72,195 Calgary households are low income earners spending more than 30% of income on shelter.
- The strong demand for rental accommodations combined with lower vacancies has led to an increase in rental rates in Calgary. Bachelor units posted the highest gain (7.4%) and the average rent for a one-bedroom apartment was $958/month in the fall of 2012, up from $900/month in 2011.
- Vacancy rates are decreasing, averaging 1.3% and forecasted to stay about 1.5% in 2013.
- While the overall rental stock in Calgary continues to increase, the purpose-built apartment rental universe has declined. The secondary rental market (e.g., condominium apartments, single family homes, duplexes, etc.) makes up for this loss, with rent levels relatively unchanged in this segment of the rental market.
- Cost of living is increasing, with consumer prices forecast to go up by 3.2% in 2013 and the inflation rate in Alberta being the highest in Canada.
- Calgary's population is growing older, putting pressure on social services. Between 2006 and 2011, the number of seniors increased by 13.5% and the number between 45 to 64 years of age grew by 16.4%.
- Most emergency shelter users in Alberta are in Calgary (63% in Calgary compared with 28% in Edmonton).

Analysis of funded programs

In fiscal 2012-13, the CHF received an additional $5.67 million from the province's Outreach and Support Services Initiative (OSSI) funds and $2.00 million in funding from Alberta Health. This results in an annual program budget of $32.00 million annually. The Government of Canada provided $3.90 million in program funding in fiscal 2012-13.

This funding provides for 1,855 Housing First spaces. With the addition of graduate rent subsidies, there is capacity for 2,055 spaces. In addition, the CHF funds 132 short-term transitional housing spaces, 35 shelter beds for families, six support services positions and prevention funding for 60 family spaces.

There are many inputs that go into determining average program costs by sub-population. More analysis is needed in 2013 to determine the optimal costs per client. Nevertheless, the ranges are below:

- highest acuity singles: $15,000 – $26,000
- families: $15,000 – $17,000
- youth: $12,000 – $20,00.

In auditing programs, a number of issues were identified. These include:

- programs not meeting their targets to fill spaces – across the system the average is 70% capacity, albeit this numbers is skewed by six programs
- burnout and turnover among front-line staff
- improving alignment of support with housing
- matching client acuity scores with programs

- increased referrals to graduated subsidies program
- further refining the Request For Proposal (RFP) process

Housing scan

In 2011, The City of Calgary analyzed the number of 'non-market' housing units in Calgary. Findings show Calgary Housing Company (CHC) has 6,308 units, with all other providers making up 5,451 units for a total non-market of 11,759 units. Wait lists in this market were 3,732 people for CHC and 619 for other providers. Since 2009, the provincial government has provided capital grants for about 900 units of homeless housing and about 2,000 units for low to medium income Calgarians. CHF recently conducted an informal survey of grant recipients in Calgary, identifying that many projects do not appear to be proceeding.

Research findings

There is a need to understand the context for homelessness. Below is a brief analysis of research done by the CHF and others to help better understand and apply this knowledge.

- Acquiring and sustaining housing is of primary concern for Aboriginal people.
- Family homelessness is one of the fastest growing segments, driven by Aboriginal and immigrant families moving to Calgary.
- Youth homelessness is different from adult homelessness, driven by family and economic problems and residential instability.
- The homeless population is a high user of the health care and judicial systems.
- Housing First is cost-effective and a useful strategy to address homelessness.
- Assessment of the risk and protective factors for homelessness is narrowing the significant variables for housing security.

Client Advisory Committee

This Committee is made up of a diverse range of individuals by age, ethnicity, family composition, gender and homelessness history. Key observations from the group are that the experience of homelessness is dehumanizing and frustrating, and clients struggle to communicate with front-line staff.

Analysis of HMIS data

The year, 2012, was the first year HMIS data was collected. Data quality is an ongoing issue leading to self-reported monthly stats not matching HMIS reports. It is believed training of case managers and intake workers will improve data quality over time. A critical gap reported from HMIS data was that the number of chronically homeless people being housed was significantly below target. Further analysis is required to identify whether this is a data quality issue or due to program staff not targeting higher acuity clients.

C. 2012-13 FORECASTED PERFORMANCE

Progress toward strategic priorities

- implement the system of care
- develop housing operations and implement CHF Housing Strategy
- fundraise for affordable housing through the capital campaign
- focus government relations on funding, system prevention and regional issues

In the midst of the fourth quarter of fiscal 2012-13, results against these priorities are as follows:

Implement system of care

Emergency shelter use did not decrease in Calgary due to in-migration increasing shelter use, funded programs not being focused enough on providing housing and support to shelter users and developing relationships with emergency shelters. There are currently 26 agencies on HMIS, with all but one emergency shelter expected to be on the system by the summer of 2013. Work to improve data quality is ongoing via training of agency workers and cleanup of past data.

In fiscal 2012-13, all CHF-funded case management programs underwent a national accreditation process to ensure consistent practices and excellence in standards of care. As well, community capacity building included a comprehensive training curriculum for front-line workers needing certification or professional development in a range of topics such as suicide intervention, motivational interviewing, dealing with trauma and Aboriginal awareness.

Develop housing operations and implement CHF Housing Strategy

CHF established partnerships with social service providers to operate each property through master leases and program funding agreements. Tenant referral, intake, income testing, social service supports and other tenant-related services are the responsibilities of the social service providers operating the properties. CHF's Housing team was restructured to provide asset and property management for properties. The team is also developing the capacity of social service providers to manage residents and provide social service supports and basic building operations. Housing operations standards were developed and are being incorporated.

Fundraise for affordable housing through the capital campaign

The CHF and eight other non-profit agencies are working collaboratively in a capital campaign called RESOLVE to raise money specifically for affordable housing. The infrastructure, volunteer leadership and case for support have been developed and the goal of the campaign is to raise $120 million toward 2,500 units of housing. A lead gift has also been secured.

Focus government relations on funding, system prevention and regional issues

With a change in CHF leadership, government relations were conducted by a number of staff in fiscal 2012-13. A more coordinated effort is required going forward. It should be stated, however, that the primary provincial source of funding (Human Services) conducted an audit of CHF in the fall of 2012, and provided an evaluation of excellent results which is promising for future funding. Relative to system prevention and regional issues, the impact of increasing shelter use due to in-migration resulted in limited capacity to work upstream on prevention. It is hoped implementation of the Aboriginal 10 Year Plan will propel work on regional issues driving homelessness among Aboriginal people.

Progress toward 10 Year Plan milestones

Milestone 1: House 1,500 chronic and episodically homeless people by 2014		
Over time, the definition of those who are chronically or episodically homeless has improved to be more focused and consistent. Similarly, contracts with Housing First programs have more clearly targeted this population. *In the first half of the 10 Year Plan it is estimated 2,500 people in this population have been housed, with an annual average of about 500 people per year. This means overall progress on this milestone is ahead of schedule.*		
2012-13 Target	**Progress to Date**	**2013-14 Target**
House 700 to 800 chronically and episodically homeless people	By Q2, 304 individuals who were chronically or episodically homeless were housed. The forecast by Q4 is that 500 to 600 individuals who were chronically or episodically homeless will be housed	House 400 to 600 chronically and episodically homeless people

* Projection is based on Q3 performance; figures will be updated with reported actual data as it becomes available.

Milestone 2: By 2014, ensure that no more than 10% of those served by "Housing First" programs return to homelessness.		
Work to develop a province-wide definition that aligns with other cities, improving the quality of data from agencies with Housing First programs already in HMIS and adding emergency shelters to HMIS will be key to achieving this milestone. *At this time, it is expected that achievement of this 2014 milestone is likely.*		
2012-13 Target	**Progress to Date**	**2013-14 Target**
Expand HMIS deployment in emergency shelters	By end of Q4, it is expected five emergency shelters will be using HMIS	Advocate for three remaining shelters to go on HMIS
Develop HMIS benchmark to assess current rates of recidivism for families and individuals in the shelter system	Data quality issues and no provincially-recognized definition of 'recidivism' delayed setting this benchmark. Work is ongoing	Develop and propose a benchmark to the province
Improve data quality from funded programs to more accurately assess recidivism	Data quality improvements are ongoing	Assess recidivism

Milestone 3: By December 2014, all individuals who engage in rough sleeping will have access to housing and support options appropriate to their needs.		
To date, this milestone has been achieved by engaging with rough sleepers during point-in-time counts (two in 2012 and one scheduled for 2013) and during ongoing outreach efforts. *The view is that when the 10 Year Plan is updated this milestone should be made more specific and measurable.*		
2012-13 Target	**Progress to Date**	**2013-14 Target**
Complete summer homeless count and rough sleeper enumeration	Complete	Conduct provincial count, including rough sleeper enumeration
Refer all rough sleepers enumerated in the 2012 Homeless Counts to Housing First programs	Complete	Refer all rough sleepers enumerated in the 2013 provincial count to Housing First programs

Milestone 4: Eliminate 85% of 2010 emergency shelter beds by 2018 (a 1,700 bed reduction – 600 bed reduction by 2014).		
To date, 131 shelter beds and 58 transitional spaces were closed. *Significant in-migration starting in the spring of 2012 , as well as a tight rental market, has hampered efforts to close further spaces and reduce shelter use, despite Housing First programs targeting shelter users.*		
2012-13 Target	**Progress to Date**	**2013-14 Target**
Close 159 emergency beds at Salvation Army	Negotiations are ongoing to repurpose the Salvation Army to supportive housing model	Support shelters re-vision, including possible expansion of Housing First in shelters
Bring overall shelter utilization down another 5% year over year	Not achieved, however CHF expanded Housing First programs into six emergency shelters	Develop migration strategy in parallel with shelter re-vision, continuing 5% reduction target
Advocate for more aggressive Housing First investment to accelerate shelter use reduction	CHF received an additional $8 million in funding for Housing with Intense Support and PSH	Implement government relations strategy to expand Housing First funding

Milestone 5: Reduce the average length of stay in family emergency shelters to 14 days by December 2014 and to seven days by December 2018.		
All family emergency shelters are now on HMIS and data quality is improving. *Research is being done to develop Permanent Supportive Housing models to better meet the needs of high acuity families.*		
2012-13 Target	**Progress to Date**	**2013-14 Target**
Reduce length of stay by 10% to 15% by targeting highest acuity and longest staying families who repeatedly use shelters	Family shelters are using HMIS. Data quality improvements will ensure 2014 goal is met	Reduce length of stay by 10% to 15%, targeting highest acuity and longest staying families who repeatedly use shelters

** Note that IFTC data quality is being cleaned due to missing records prior to 2011; this figure will be updated.

Milestone 6: Reduce the average length of stay in emergency shelters to seven days by December 2018.		
To achieve this milestone, a benchmark must be established for the existing length of stay in emergency shelters. *Until recently, emergency shelters were not required to use or connect with HMIS.* *With this provincial requirement, remaining shelters will go onto HMIS and a benchmark should be available by December 2013.*		
2012-13 Target	**Progress to Date**	**2013-14 Target**
Advocacy and engagement of shelters and HS to implement HMIS in all emergency shelters to develop benchmark for length of stay to develop reduction target	By end of Q4, five emergency shelters will be using HMIS	Advocate for use of HMIS in remaining three shelters

1. Annual Goals Aligned With Strategies and Goals in 10 Year Plan

Strategy 1 – Prevention & Rehousing – Develop a homeless-serving system that ensures Calgarians at risk or experiencing homelessness have the support they need to achieve and maintain housing stability

Business Plan Goal For Fiscal 2013-14
Begin to implement the Homeless Asset and Risk Tool in prevention programs and assess effectiveness
Launch best practice toolkits for Housing First and HMIS
Enhance annual site review process based on past learnings
Develop strategy to reduce projected program budget deficit
Support provincial initiative to re-vision emergency shelters
Determine best practices for homelessness prevention
Support system planning, implementing coordinated intake and conducting gap analysis
Enhance contract compliance analysis so funding decisions have greatest impact
Pilot performance-based contracting and explore feasibility of system-wide change
Use HMIS data to ensure programs are housing chronically and episodically homeless people
Support Housing team to streamline processes between scattered-site and CHF units.
Monitor and analyze migration data, using HMIS to develop plan to respond
Support Operations team to submit the federal Homelessness Partnering Strategy (HPS) application for continued funding beyond 2014
Support implementation of Social Impact Bond model for financing program expansions

Strategy 2 – Housing – Ensure adequate affordable and supportive housing

Business Plan Goal For Fiscal 2013-14
Continue to implement the new housing operations model
Continue to develop new PSH units, using the remainder of the provincial capital grants
Shift focus to custom-built PSH (lodging houses for singles and place-based PSH for families)
Evaluate portfolio to ensure maximizing goal to provide at least 80% deep-subsidy PSH
Refine and improve housing operations, meeting and exceeding budget targets and implementing sound asset and property management systems
Continue advocacy for rent supports for highest risk clients
Continue advocacy for provincial investment in PSH and affordable housing
Continue to reinforce sector capacity to operate PSH through training and technical assistance

Strategy 3 – Data & Research – Improve data and systems knowledge

Business Plan Goal For Fiscal 2013-14
Focus research on recidivism in Housing First, identifying population characteristics of "hard to house"
Investigate the support and housing needs of clients with Fetal Alcohol Syndrome Disability
Identify best housing interventions for priority sub populations and means to evaluate over time
Develop a Homeless Charter of Rights for clients
Improve internal capacity to use HMIS data for research
Continue to support advancement and mobilization of research outlined in the Research Agenda
Continue to develop and implement Policy Agenda, with three to five formal funding / policy submissions
Support Client Action Committee to promote the voices and experiences of people with lived experience
Support Client Action Committee to identify system gaps and research activities
Conduct survey to determine hidden homeless population and public awareness about homelessness
Participate in a province-wide point-in-time count, providing comparative analysis
Use research and HMIS for continued quality assurance and ongoing program review and evaluations
Represent central Alberta on the Alberta Homelessness Research Consortium
Represent CHF on the national research working groups for the Canadian Homelessness Research Network and Reach3
Refine, improve and expand Calgary's Research Network and Homeless Hub site
Advocate for implementation of HMIS in all Calgary emergency shelters
Expand uptake in programs in existing HMIS agencies
Implement internal programming to customize HMIS reports and systems
Create a streamlined process to upload HMIS to provincial system
Advocate for implementation of HMIS in youth programs and shelters
Expand the capability and use of HMIS tools, including ShelterPoint, and case management functions

Strategy 4 – Non-Profit Sector – Reinforce non-profit organizations serving Calgarians at risk or experiencing homelessness

Business Plan Goal For Fiscal 2013-14
Build capacity and technical assistance to reduce reporting burden and enhance data quality
Work with other funders to align performance monitoring and reporting, reducing administrative burden on agencies
Support Discharge Planning Committee, creating solutions to house and support highest systems users coming out of health and corrections
Support continuation of the University of Calgary's Homeless Certificate program
Collaborate with Calgary Action Committee on Housing and Homelessness' specific working groups and strategic priorities
Support family sector to appropriately house high acuity families with PSH
Support implementation of the Youth and Aboriginal Plans to End Homelessness
Enhance program capacity to support high acuity clients through a minimum 20 training sessions, targeting 800 front-line workers.
Reduce gaps and enhance system flow by updating case management standards, promoting graduate rent subsidy program, reducing unplanned discharges and evictions, and monitoring and adjusting client acuity with program model
Use system planning framework to monitor and strengthen the system of care, adjusting strategies in real time
Implement coordinated intake using HMIS through standardized intakes and streamlined referrals

D. SHARED SERVICES

1. Social Enterprise

The CHF recognizes achieving the 10 Year Plan and sustaining homeless-serving agencies beyond 2018 will require new funding models less dependent on government. CHF will seek to create these new models of financing and investing within Alberta. These models will generate new resources for the sector and further CHF's role as an innovator and catalyst within the community. Maintaining this role is vital to all of the work CHF engages in.

During fiscal 2013-14, CHF will determine the viability and scope of a Social Impact LP to accelerate the growth rate of services to the chronically homeless. This will involve both creating the investment model and enlisting the following stakeholders:

- government – as a potential backer of these initiatives
- agencies – as the service delivery partner
- accredited Investors – as the financiers of this new model of achieving social good

CHF will be the entity that manages the ongoing investment opportunity.

2. RESOLVE Campaign

The goal of the RESOLVE Campaign is to fundraise for affordable housing, whether that be removing mortgages on existing properties as they come due or fundraising in advance of construction projects.

Over fiscal 2012-13, there were two on-ramps for new agencies to join the Campaign. As a result, six new partners joined, including Trinity Foundation, Bishop O'Byrne Housing for Seniors, Accessible Housing Society, Alpha House Society, Calgary John Howard Society and Silvera for Seniors. The finalized goal is $120 million. A Campaign Cabinet is in place, as well as a lead gift for CHF.

3. Communications and Fund Development

These areas support delivery of Strategies 1 through 4 and the achievement of CHF goals.

Communications plays a strategic role in advocacy and in influencing funders, public policy and public support for the 10 Year Plan. The primary objective of Communications is to support organizational goals, while continuing to communicate progress of 10 Year Plan and to strategically engage key stakeholders in a way that maintains/builds momentum. Areas of focus in fiscal 2013-14 include issues management, emergency response and stakeholder engagement. Communications will also leverage volunteers to reduce operating costs at buildings.

Fund Development raises money to support ongoing operations and to contribute toward building operations. In fiscal 2012-13, the goal was to fund raise $1.4 million in operating funds, which was achieved. In fiscal 2013-14, the CHF's goal for fundraising for operations is again $1.4 million. Efforts are being made to secure multi-year commitments to 2018 – the end of the 10 Year Plan.

4. Operations

CHF must deliver results using transparent and fair processes and must do this in the most efficient way possible. As such, Operations is integral to the ability of the organization to deliver 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 (including supporting the Service Delivery Plan and Federal Entity Plan)
- procurement
- contracts and funding agreements for projects and professional services

In fiscal 2013-14, 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)
- monitoring performance to the Business Plan (dashboard and key performance indicator monitoring)

5. Staffing

A total of 40 FTEs are required to achieve the goals in this Business Plan. They are made up of:
- President & CEO's Office – 2 FTEs
- Strategy – 16 FTEs
- Housing – 7 FTEs
- Communications – 2 FTEs
- Fund Development – 3 FTEs (1.3 FTE is seconded to Campaign)
- Operations – 8 FTEs
- Community Action Committee on Housing and Homelessness – 1 FTE
- Social Enterprise – 1 FTE

This reflects two additional staff compared with the fiscal 2012-13 Business Plan and four additional staff over the January 31, 2013 headcount. The increase is driven by the addition of staff required to oversee a higher level of program funding from the province.

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)
- 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 may number up to 30 members, representing 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.

The Board is currently reviewing its size and structure, with changes to be publicly announced at the Annual General Meeting on June 27, 2013.