

Ending Homelessness.

Calgary Homeless Foundation Report to Community 2010

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What does
ending
homelessness
in Calgary
look like?

By January 29, 2018:

On average, a person or family facing homelessness will stay in an emergency shelter no more than a week before moving into safe, affordable housing and the help to sustain this housing.



Some people will be re-housed in one day and others will take longer, but the average will be one week.

Every individual or family will require a unique housing and support solution to meet their unique situation.

The steps along the way

- Jan 08 – Pathways program (The Alex) to re-house those leaving hospitals started
- Mar 08 – Case management and re-housing introduced for families (Aspen, CUPS and Distress Centre)
- Apr 08 – First Project Homeless Connect hosted about 650 participants
- Jun 08 – The City of Calgary endorsed and developed action plan to support 10 Year Plan
- Sep 08 – Second Project Homeless Connect hosted about 815 participants
- Oct 08 – Re-Housing Triage and Assessment Survey introduced
- Nov 08 – Third Project Homeless Connect hosted about 1,000 participants
 - Rapid Exit (CUPS) program launched for singles
- Dec 08 – All Roads Lead Home program (NeighbourLink) started to support re-housed families
- Jan 09 – Family Violence Housing First Pilot project (Community Housing Program) started by Discovery House and CUPS
- Feb 09 – Brenda's House partnership opened shelter for homeless families
 - Government of Alberta published "A Plan for Alberta - Ending Homelessness in 10 years"
- Mar 09 – Fourth Project Homeless Connect hosted about 775 participants
 - A total of 891 affordable housing units funded in Calgary (80 units by CHF) in 2008/09
- Apr 09 – Pathways program (The Alex) to re-house and support those discharged from criminal system began
 - Funding began for youth re-housing project (Boys and Girls Club's Infinity Project)
- May 09 – Fifth Project Homeless Connect hosted about 730 participants
 - The Government of Canada announced the CHF as entity to manage Homelessness Partnering Strategy
 - CHF sponsored Youth Summit and Faith Summit
- Jun 09 – CHF purchased Sunalta property and Alice Bissett Place opened
- Jul 09 – Case management program (HomeBase) to re-house most vulnerable launched
- Sep 09 – Sixth Project Homeless connect hosted about 660 participants
 - CHF purchased Acadia property
- Nov 09 – Winter response program coordinated
 - Seventh Project Homeless Connect hosted about 725 participants
- Dec 09 – Two homeless prevention programs for families (Aspen and Inn from the Cold) started
 - Homelessness Asset and Risk tool released with University of Calgary
- Jan 10 – CHF purchased Bridgeland property
- Jan 29/10 – Eliminate family homelessness
- Feb 10 – Salvation Army Shelter Diversion Program started
 - Eighth Project Homeless Connect hosted about 670 participants
 - Mustard Seed Collaborative Life Change Re-Housing Expansion program funding began
- Mar 10 – CHF purchased lower Mount Royal property
 - A total of 2,165 affordable housing units funded in Calgary (147 units by CHF) in 2009/10
 - 2010 Community Summit held, with more than 300 delegates attending
- May 1/10 – Stop growth of homelessness and stabilize overall homeless count to 2006 levels (nearly 3,500)
 - Begin in 2010 to deliver at 12.5% annual decrease in total homeless population
- Jan 29/13 – Retire 50% of Calgary's emergency shelter capacity
 - Decrease chronic homelessness population 85% from 2008 levels
- Jan 29/15 – Eliminate chronic homelessness
- Jan 29/18 – Eliminate homelessness

How will we get there?

1. Stop homelessness before it begins with effective prevention
2. Re-house and provide the necessary support to Calgarians experiencing homelessness
3. Ensure adequate affordable housing, supportive housing and treatment capacity
4. Improve our data and systems knowledge
5. Reinforce non-profit organizations serving Calgarians experiencing or at risk of homelessness

The Principles we follow:



- Ending homelessness is a collective responsibility. This includes those experiencing homelessness who must take personal ownership and accountability in ending their homelessness.
- Our Plan will aim to help people move to self reliance and independence.
- All people experiencing homelessness are ready for permanent housing, with supports as necessary.
- The first objective of homeless-serving systems, agencies, programs and funding must be to help people experiencing homelessness gain and maintain permanent housing (Housing First).
- We will prioritize the most chronically homeless populations.
- The selection of affordable housing and the provision of services should be guided by consumer choice.
- Resources will be concentrated on programs that offer measurable results.
- Affordable housing is safe, decent and readily attainable. Diverse, integrated, scattered site affordable housing, close to services, is preferred.
- Ten Year Plan funding must be diverse and sustainable.
- The use of markets will be maximized by involving the private sector in the implementation of the 10 Year Plan.
- The economic cost of homelessness must be reduced.
- A well-educated, well-trained and adequately funded non-profit sector is central to the success of our 10 Year Plan.

Some background...

In 2000, the National Alliance to End Homelessness in the U.S. introduced the 10 Year Plan model. This model marked a shift from managing homelessness to ending it by focusing on **prevention, building affordable housing, getting better data and applying the Housing First model**. Now, more than 330 U.S. jurisdictions are working on 10 Year Plans.

From 1994 to 2006, Calgary had Canada's fastest growing population of people experiencing homelessness, with nearly 3,500 people sleeping in shelters and on the street in May 2006. In the fall of 2006, the head of the U.S. Interagency Council on Homelessness, Philip Mangano, spoke to Calgary leaders about the 10 Year Plan model. He demonstrated that ending homeless was possible and that 10 Year Plans worked. He also showed how ending homelessness was less expensive than managing homelessness.

In January 2007, the Calgary Committee to End Homelessness was formed and began developing a 10 Year Plan to End Homelessness in Calgary. The Plan was completed and the Calgary Homeless Foundation (CHF) was asked to lead its implementation in January 2008. Calgary was the first city in Canada to begin implementing a 10 Year Plan.

The CHF was founded a decade earlier as a registered charity that helped raise funds to acquire housing for people experiencing homelessness. Today, the CHF works in partnership with non-profit agencies, the private sector, the faith community, funders, the general public and all levels of government to fund programs and housing that will end homelessness in Calgary.

In March 2009, the Government of Alberta published a "Plan for Alberta – Ending Homelessness in 10 years." In doing so, Alberta became the first province in the country to commit itself to ending homelessness. In the same year, The City of Calgary endorsed the 10 Year Plan to End Homelessness. As well, the CHF manages the federal government's Homeless Partnering Initiative/Homeless Partnering Strategy in Calgary.

Housing First

Traditionally, people experiencing homelessness were expected to have the issues that contributed to their homelessness, such as addictions and mental illness, addressed before they were housed. The goal of Housing First is to quickly move people experiencing homelessness into appropriate housing, giving them the opportunity to work on the issues that contributed to their homelessness from the stability and safety of a home.

The business case

Research* proves it is less costly to provide appropriate housing and support to a person experiencing homelessness compared with traditional emergency and institutional responses. Most studies indicate those with the highest needs incur system costs of \$100,000 or more per year. This is two to three times higher than the cost of a providing housing with supports.

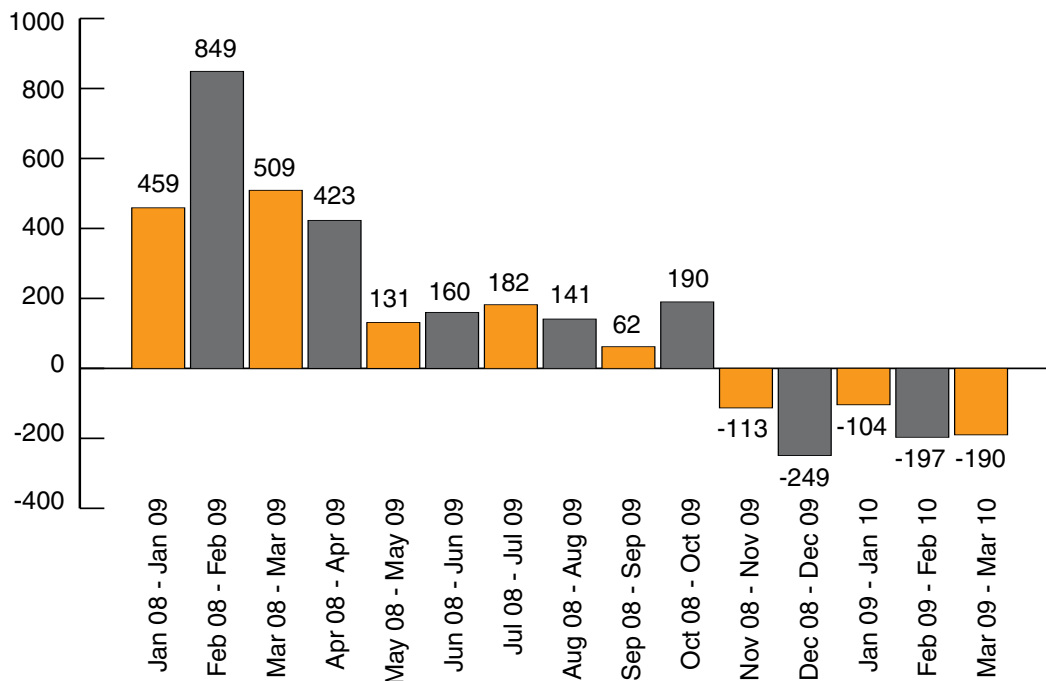
*2010 Study by U.S. Department of Housing and Urban Development. "Costs Associated with First Time Homelessness for Families and Individuals". 2007 RSM Richter Inc. Study on Cost of Homelessness in Calgary. Commissioned by Calgary Committee to End Homelessness. National Secretariat on Homelessness (2005) Study: The Cost of Homelessness: Alternate Responses in Four Canadian Cities (Vancouver, Toronto, Montreal and Halifax)

Where we're at

Second year performance (2009/10) compared with 10 Year Plan goals

10 Year Plan Goal	Performance	Going Forward
<ul style="list-style-type: none"> Deliver 12.5% annual decrease in total homeless population Stop growth of homelessness (2008: 4,060 people) and stabilize overall homeless count to 2006 levels (3,436 people). 	While there was no homeless count in 2009, the number of people staying in Alberta Housing and Urban Affairs (HUA) funded emergency shelters in Calgary began to decline when comparing year over year monthly numbers. These numbers are an encouraging sign of progress.	Continue to focus on five strategies to end homelessness.
<ul style="list-style-type: none"> Eliminate family homelessness by January 29, 2010. 	About 220 families were re-housed in two years, against a target of 200. Access to family shelters began to stabilize in spring 2010.	In 2010/11, the CHF expects to invest \$5.5 million into family re-housing and prevention programs. This investment does not include investment into affordable family housing, of which the CHF has funded 64 units.

Number change in use of total HUA-funded temporary homeless shelter beds in Calgary



Notes: Based on HUA Daily Shelter Summary Statistics (averages/month). All shelters included: singles and families. These figures represent total HUA shelter numbers/percentages. These figures are based on the daily summary stats from HUA. Monthly averages are calculated by the CHF. Figures do not take into consideration the closing/transfers/opening of shelters or the addition of family shelters. Reported numbers may change based on verifying final numbers with HUA.

Second year performance (2009/10) compared with the CHF's 2009/10 goals

Annual Goals	Performance (April 1, 2009 to March 31, 2010 unless indicated)
Augment domestic violence re-housing programs to house 25 to 40 families fleeing violence	Seventy families fleeing violence were re-housed by CUPS Health and Education Centres, with support from Discovery House.
Augment family re-housing programs to house 120 homeless families	CUPS re-housed 107 new families, with support from Integrated Services Assessment and Case Coordination team at Aspen Integrated Services (Aspen).
Develop and implement shelter diversion programs for individuals and families at risk of homelessness	Since December, two shelter diversion projects were introduced. Aspen served 41 families and the Inn From the Cold served 68 families.
House and support 60 homeless individuals with complex mental health and addictions issues, who are being discharged or diverted from the criminal justice system	Since June, the Alex Community Health Centre (The Alex) re-housed 41 individuals through its Pathways to Housing Corrections Discharge Program.
Develop and implement a medium/high intensity case management program to re-house some of the city's most vulnerable homeless individuals	Since July, the HomeBase program (The Alex) supported 56 individuals to maintain housing in the community. The Alpha House program was also launched in February 2010.
Complete business planning and secure funding and agency partners for a 24/7 Opportunity Centre and a Hospital Discharge (Respite Care) Facility, both to be opened by year end 2010	Work began on planning for an Opportunity Centre, a "one stop shop" where people receive services and supports to prevent or end their homelessness. The Business Plan is complete. The Respite Care Centre is deferred.
Work with emergency shelters and existing re-housing programs to accelerate re-housing, prioritizing long-term homeless in shelters or those cycling in and out of shelter	Along with new programs, the CHF and family-serving agencies are co-ordinating intake and re-housing processes for families. A similar system is being developed for individuals. Funding began for the Mustard Seed Collaborative Life Change Re-housing Expansion program.
Develop or fund 1,025 affordable housing units, supportive housing units and/or treatment beds	The total number of affordable housing units funded was 2,165, including 1,000 units created through The City of Calgary's Attainable Home Ownership Program. The total is based on the units funded by The City of Calgary and the success of RFPs submitted to the Government of Alberta for affordable housing in Calgary.

Q & A

With Tim Hearn, Chairman of the Board, and Tim Richter, President and CEO



1. What kind of progress has been made?

TH: Since the 10 Year Plan was launched, over 1,200 people have been housed and more affordable housing has been built in two years compared with the prior decade. While this represents real progress, considerable work remains.

TR: Two things stand out. First, we started to see shelter use stabilize and begin decreasing, which is a great sign. Second, agencies developed a number of new Housing First programs, which shows a culture of innovation and collaboration emerging.

2. Any disappointments?

TH: While I'm pleased with such concrete signs of progress, our agencies are stretched. Focusing resources on just the critical areas is an absolute priority.

TR: Despite housing more families than planned, family homelessness did not considerably decrease. Data indicates the number of families accessing shelters is stabilizing, but we've got to get a better handle on family homelessness.

3. What about surprises?

TH: I'm constantly encouraged by people's creativity and resiliency in changing environments. This includes all the people working in the homeless sector and especially those experiencing homelessness.

TR: I was worried about how the recession would impact homelessness in Calgary, but overall the impact wasn't as bad as I feared. I think it's because the programs and amount of affordable housing is starting to take hold.

4. Any concerns about continued government support?

TH: The reality is government funding and policies, particularly provincially, are key to our success. So far they've truly been partners, but we are not taking that for granted. Just like any other partner, they need to see results.

TR: A sign of the provincial government's commitment was the infusion of new dollars despite budget pressures. This shows they agree that Housing First is a good investment.

5. Are the agencies collaborating?

TH: Recognizing the 10 Year Plan meant changes for all of us, we are increasingly supporting one another as evidenced by the new programs being developed. I recently started meeting with the chairs of the homeless serving agencies. These conversations are happening at all levels of our organizations.

TR: Yes. Even more important, we're starting to see agencies take the reins and lead program innovation. Ultimately, agencies are the implementers of the 10 Year Plan, so I'm encouraged to see this shift.

6. Overall is there buy-in for Calgary's 10 Year Plan?

TH: The best indicator is the reaction I get when I explain our work to others. Everyone I speak with likes that not only can we help those struggling, but it's a more effective and a lower cost approach, with clear objectives, accountability and stewardship.

TR: Yes, I think so. A 10 Year Plan is a challenge to the status quo and change takes time. Last year, we saw great initiative from emergency shelters, domestic violence agencies, the addictions and family sectors and others. We're also seeing lots of interest and support from the public.

7. Is there any evidence yet that the Housing First model works in Calgary?

“Housing First works, with programs achieving an 85 to 90% housing retention rate...”

-Tim Richter, President and CEO, CHF

TH: The best evidence is that we're seeing emergency shelter use decline as people are housed. I'm also encouraged that local programs are being implemented for a much lower cost than the \$100,000 level, cited as the average annual cost for someone who is chronically homeless.

TR: In the first two years of the Plan we've definitely delivered on our promise that Housing First works, with programs achieving an 85 to 90% housing retention rate, shelter use dropping and indications of cost savings through reduced system use.

8. Do you think the public is aware of and engaged in ending homelessness in Calgary?

TH: While Calgarians know there is an issue with homelessness in Calgary, we still have lots of work to explain the 10 Year Plan and get more people engaged, either from a volunteer or donor perspective.

TR: Absolutely. Certainly our Facebook visits are increasing and I'm now Twittering away. More than 6,000 people attended our Project Homeless Connects and our Community Summit drew over 300 people. I hope the momentum continues to build.

9. Are you still of the view we can end homelessness by January 29, 2018?

TH: Given the commitment and results from everyone involved, I'm confident we can. Like any goal, there are still lots of pieces in this puzzle that need to come together, but we're making great progress.

TR: Yes. We're hanging countdown clocks in our offices to January 29, 2018. We will remain relentlessly focused on this goal.

10. What does ending homelessness look like to you?

TH: When I moved here, I was surprised by how many visibly homeless people there were in Calgary. This is a fantastic city, with a lot of generous and creative people. The goal is that we end up with formerly homeless folks who are fully functioning in our city, with self esteem and a strong sense of accomplishment and inclusion.

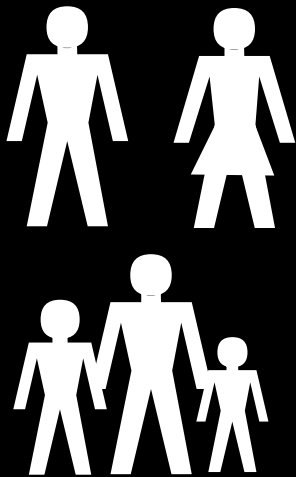
TR: No person spends more than seven days in an emergency shelter; the moment someone enters the shelter the re-housing process begins. Only a handful of shelter spaces are needed and shelters become housing providers. We eliminate chronic homelessness and rough sleeping. There is enough affordable housing in Calgary. No one dies homeless.

11. Any final thoughts?

TH: We are totally committed to turn an excellent city into a great one by ending an issue that is a concern for all of us.

TR: I appreciate our dedicated Board and the government representatives who champion ending homelessness. I'm in awe of the dedication of the front-line workers, volunteers and CHF team. And for our clients, those at risk of or experiencing homelessness in Calgary, we won't stop until a better system is in place to help you.

Ending Homelessness



At Risk of Homelessness



Poverty

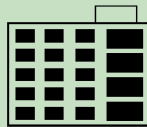


Abuse & addictions



Poor health
(mental & physical)

Discharged from:



Hospitals &
treatment centres



Foster care



Jails

Experiencing Homelessness



Emergency
shelters



Sleeping
rough



Staying
with
others



Screening Triage & Assessment

Critical Questions:

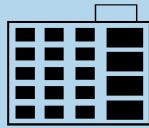
- Is the person/family at risk of or experiencing homelessness?
- How vulnerable is the individual?
- Which agency/program would best fit his/her needs?
- What housing is suitable/available?
- What kind and how much ongoing support is needed?



Housing



Transitional and permanent rental housing



Supportive housing
24/7 live-in care



Affordable home ownership

Specialized Support



Education



Employment



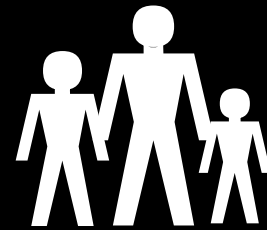
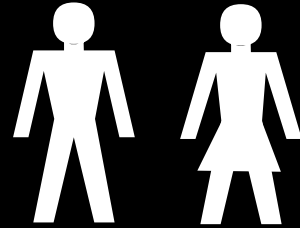
Health & addictions treatment



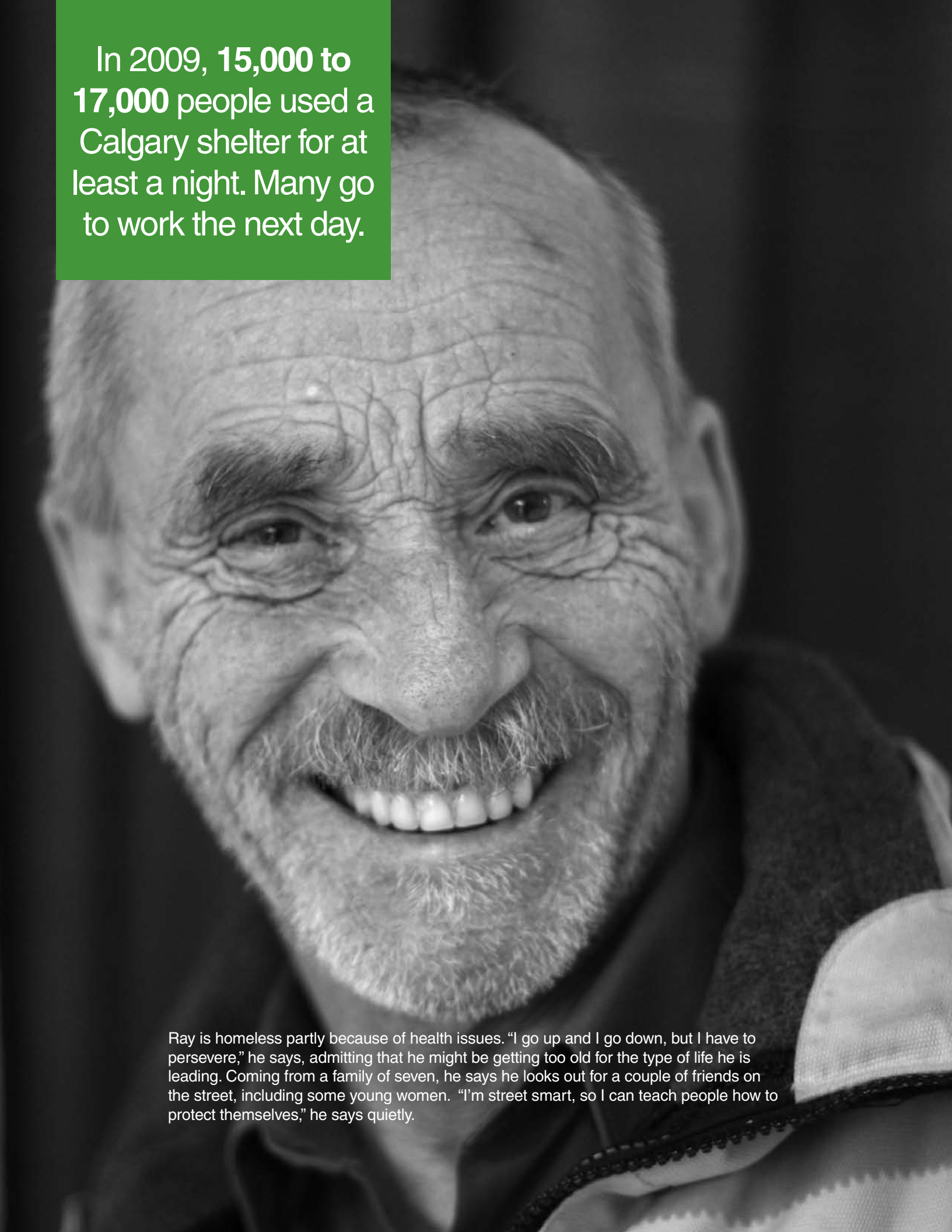
Aboriginal cultural reconnection



Recreation



- Self-sufficient
- Motivated
- Strong social networks and relationships

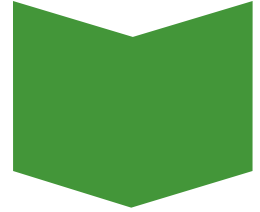


In 2009, **15,000 to 17,000** people used a Calgary shelter for at least a night. Many go to work the next day.

Ray is homeless partly because of health issues. "I go up and I go down, but I have to persevere," he says, admitting that he might be getting too old for the type of life he is leading. Coming from a family of seven, he says he looks out for a couple of friends on the street, including some young women. "I'm street smart, so I can teach people how to protect themselves," he says quietly.

Research

What we're learning about people experiencing homelessness



In Calgary's 10 Year Plan to End Homelessness, Strategy 4 focuses on gathering data and evidence-based knowledge. The CHF gathers and shares this information so it can inform government policies, help make system-wide changes, support the CHF strategic direction and evaluate progress by homeless-serving agencies contributing to the 10 Year Plan.

The CHF estimates between 15,000 to 17,000 people used a Calgary emergency shelter for at least one night in 2009. Because data from Calgary is limited, this range was applied to data from 220 U.S. communities to get a better breakdown of Calgary's homeless population.

Most people who experience homelessness (about 80%) are in the situation because they have a low income relative to the amount they pay for housing. Other risk factors include health issues, system interactions and abuse. This group, known as the transitionally homeless, tend to be homeless for less than one month and find housing on their own or with little support.

U.S. research indicates about 10% of those experiencing homelessness are considered episodically homeless. University of Calgary research reveals this group tends to have a greater incidence of addiction, is younger compared with other groups and has a high school education.

Ten percent of those experiencing homelessness are considered chronically homeless. This group is highly visible and includes those sleeping outside. Generally the chronically homeless are homeless for an average of four years and have a higher incidence of serious mental and physical illness.

Progress to improve data and systems knowledge

Homelessness Asset and Risk Tool

The CHF is working with the University of Calgary to understand the risk and asset factors that contribute to homelessness. A Homelessness Asset and Risk Tool (HART) was released in December 2009. By identifying those at risk of homelessness early on, resources can be used to prevent homelessness before it occurs. Initial findings indicate that the factors leading to homelessness include low income/high housing costs, health issues, system interactions and abuse. Factors that protect a person or household against homelessness include healthy social supports and education.

Developing a Profile of At-Risk Calgarians

Built on the learnings from the HART tool, the CHF and the City of Calgary's Social Research Unit identified more than 23,000 households living in extreme poverty as defined by earning less than \$20,000 per year and spending more than half of their income on shelter. More than 13,750 of these households were renters, meaning they are at higher risk of homelessness compared with homeowners who can sell their homes to prevent homelessness.

Homeless Management Information System (HMIS)

The Homeless Management Information System is an electronic system to collect consistent information about Calgary's homeless population throughout the community of care. An HMIS is essential to the effective implementation of any 10 Year Plan to End Homelessness. By collecting and sharing the same information, there is consistent triage for clients, an ability to match housing and support with the right people and a way to track outcomes so as to improve. The system reduces the administrative burden on agencies and complies with privacy standards. Calgary is the first city in Canada to implement an HMIS. The CHF is working with 25 homeless serving agencies in Calgary to pilot an HMIS.


Re-Housing, Triage and Assessment Survey

This tool is used to identify and prioritize the homeless population for housing according to the fragility of their health. It was redeveloped by the CHF and the University of Calgary based on the Vulnerability Index in New York. The tool is used to assess the health and vulnerability of people at risk of or experiencing homelessness and then prioritize and match resources accordingly.

Case Management and Outreach Standards


The CHF is working with national research and practice leaders to develop case management and outreach standards for Calgary's homeless-serving sector.

As well, in partnership with the Alex Community Health Centre and the University of Calgary's Faculty of Social Work, the CHF developed a certificate training program for front-line employees and volunteers. Twenty-three individuals received \$1,200 scholarships from the CHF as they commenced the first certificate program in April 2010.



From 1994 to 2006,
Calgary had the
fastest-growing
homeless population
in Canada.

Formerly from the Stoney Reserve west of Calgary, Louise left an abusive relationship and, after four years of being homeless, moved into her own place in December 2009. During that time, she lived with members of her family in their houses. Louise has made it a point to look out for younger people and to “act as a mother, auntie and sister to the younger ones.”

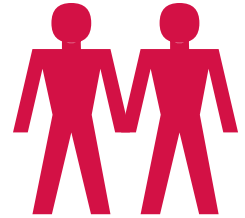


**20% of Calgary's
homeless are
children & youth.**

Brad and his daughter came to a Project Homeless Connect. Brad wanted to find low-cost housing in an area with a playground. He was also looking to get identification for his daughter and employment referrals so he could find work that suits his daughter's school schedule.

Programs

Preventing homelessness in Calgary and re-housing/
supporting Calgarians experiencing homelessness



In Calgary's 10 Year Plan to End Homelessness, Strategies 1 and 2 focus on prevention and re-housing. **Homeless prevention programs** help people at risk of homelessness before they enter an emergency shelter. **Re-housing programs** help people staying in emergency shelters or on the street move into housing. Many need support so they do not return to homelessness. The key to preventing and re-housing Calgarians at risk of or experiencing homelessness is easy access to housing, support and resources.

The CHF's role is to bring together service providers so they can collaborate and develop innovative, effective programs. Integral to this role is linking the homeless-serving community through common intake, assessment, triage, housing and support processes. The CHF is beginning to implement this system with those working with priority populations.

The system begins with contact with those at risk of or experiencing homelessness. For example, chronically homeless come through community outreach, emergency shelters and public systems.

The second step is intake, assessment and referral. Information about the person can be put into the common HMIS system. To determine "who first" (prioritizing those most vulnerable), there are the HART and RTAS tools. Depending on the complexity of the person's needs, service interventions are recommended.

The next step is to work with clients to determine the appropriate housing. Housing options vary greatly. In some cases, clients want to return to their families or to their home in another location (repatriation).

The last step in the process is to provide support services. Again this can range from low intensity, such as financial assistance for housing set up, to high intensity, which includes several home visits each week and case management that lasts beyond one year.

The CHF acts on behalf of the Government of Alberta to fund Housing First programs in support of the 10 Year Plan to End Homelessness. In 2009/10, Alberta's Housing and Urban Affairs (HUA) had a Service Delivery Plan with the CHF to provide, coordinate and evaluate \$13.8 million in outreach services. In 2010/11, the HUA Service Delivery Plan with the CHF is for \$17.2 million in outreach services. Some prevention programs are not funded by the public sector but from the generous donations by companies and individuals.

Prevention Programs

Pathways to Housing

The Pathways to Housing program focuses on housing and support for chronically homeless individuals. This includes those leaving hospitals and corrections after a period of homelessness. Clients typically have a lengthy history of unstable housing due to problems with mental health and addictions. The program is operated by the Alex Community Health Centre and is modelled upon the New York City Pathways to Housing program.

Family Shelter Diversion

The CHF worked with Inn From The Cold and Aspen Family and Community Services to divert families from emergency shelters beginning in December 2009. Shelter diversion programs identify those at imminent risk of homelessness and give them support so they do not have to use an emergency shelter. Customized action plans help them retain their housing.

Project Homeless Connect

Project Homeless Connect (PHC) is a one-day event where people at risk of or experiencing homelessness can access information and services in one location. Eight PHCs have been held, four of which occurred in fiscal 2009/10. In total, there have been more than 6,000 participants and an average of 50 service and information providers at each PHC.

Opportunity Centre

The CHF started business planning for a 24/7 Opportunity Centre. The Centre will be a one-stop access point to all services and supports for those at risk of or experiencing homeless. The CHF will review 'best practices,' engage participants and secure funding in 2010.

Youth Homelessness Plan

The CHF is working with Calgary's youth-serving agencies to develop a Plan to End Youth Homelessness in Calgary. The Plan will align with Calgary's 10 Year Plan to End Homelessness. This Plan will be ready by the end of 2010, with the CHF recommending to agencies and the Government of Alberta the resources required for implementation.

Salvation Army Shelter Diversion

This project targets individuals and couples who moved out of the Salvation Army's emergency shelter and have used Salvation Army's services in the past. Starting in February 2010, the project had 50 to 75 participants. The goal is to prevent participants from returning to homelessness.

Housing and Support Programs

Rapid Exit

Rapid Exit programs, which are led by CUPS, re-house people from emergency shelters. Rapid Exit for Families helps families staying in emergency shelters or transitional housing, such as Brenda's House and Inn From the Cold. Rapid Exit for Singles helps individuals staying in provincially-funded emergency shelters in Calgary. Rapid Exit for Families (Domestic Violence) helps families referred by service providers in the domestic violence sector.

HomeBase

HomeBase is a case management project that supports long-term, chronically homeless individuals with a history of emergency shelter use. These individuals are identified through the Calgary Re-Housing, Triage & Assessment Survey. The project is led by the Alex Community Health Centre.

Inn From The Cold and Brenda's House

In 2009/10, the CHF, the Inn From The Cold and Brenda's House worked together to apply the Housing First model as a way to streamline and integrate the family sheltering and re-housing process.

Community Housing Program

This "first of its kind" project helps families experiencing domestic violence find and keep safe, appropriate housing. Introduced as a pilot project in October 2008, the project provides wrap around support services and treatment to families. The project is led by Discovery House's Family Violence Prevention Society and the Women's Shelter Directors Network in partnership with the CUPS Rapid Exit Program.

Integrated Services Assessment and Case Coordination

Integrated Services Assessment and Case Coordination (I.S.A.C.C.) is a case management program led by Aspen Family Services, working with CUPS and the Distress Centre. The I.S.A.C.C. team provides a centre-point for coordination, case management and collaboration. Between April 1, 2009 and March 31, 2010, 128 families were supported in housing.

Mustard Seed Collaborative Life Change Re-housing Expansion Program

Announced in October 2009, this program helps 360 people staying at the Mustard Seed's emergency shelter move into stable, independent rental housing. Once re-housed, the Mustard Seed will offer ongoing support to ensure they keep their housing.

Transition to Housing – Alpha House

The Calgary Alpha House Society operates the Alpha House Shelter, which is both a shelter and detoxification facility. The Transition to Housing program started in early 2009 and provides clients with housing and wrap around support. The CHF began funding this program in February 2010.

All Roads Lead Home

The All Roads Lead Home program recruits and trains volunteers from faith communities to provide support to a family as they move from homelessness to housing. The program, operated by NeighbourLink Calgary, started in late 2008.

Programs funded by the Government of Canada through the CHF


The CHF also manages the Government of Canada's funding through the Homeless Partnering Strategy (HPS) from fiscal 2009-2011. The federal government provides about \$8 million in project operating dollars through Designated Communities and Aboriginal Communities funds under its contribution agreement for the HPS. These funds are currently directed toward 15 Calgary agencies. In 2011, the CHF will align this funding to the 10 Year Plan to End Homelessness in Calgary.

- **Aboriginal Homeless Outreach** (part of The Aboriginal Friendship Centre of Calgary) helps Aboriginal people access homeless services in Calgary and helps Aboriginal people connect or re-connect to their culture.
- **Aspen's Families in Transition program** (part of Aspen Family & Community Network Society) supports families who are homeless, at risk of becoming homeless or otherwise affected by issues related to poverty.
- **The Calgary Dream Centre** is a faith-based organization and residential facility that helps re-integrate people back into the community by providing educational and residential care.
- **The Calgary John Howard Society** operates Raido House (a transitional residence for youth) and Windsor Park (a program to help youth identify their needs and goals).
- **The Canadian Red Cross' Community Housing Support program** helps re-house people, provides referrals to other programs, offers limited financial assistance and provides advocacy.
- **McMan Youth Family Community Services' Hope Homes** helps youth 16 – 24 years old who are experiencing or at risk of homelessness. Wellington Place provides residential placements and support with education and employment to homeless youth between the ages of 16 and 21.
- **Momentum's Calgary Rent Bank** provides loans for families and individuals for rent and utility arrears, as well as security rent and utility deposits.
- **NeighbourLink** helps prevent homelessness by getting resources to families at risk of homelessness through a network of church and community volunteers.
- **Oxford House Foundation of Canada's Outreach programs** helps reintegrate individuals afflicted with drug or alcohol dependencies back into society by providing ongoing "family-type" support beyond the treatment phase.
- **Servants Anonymous Society** helps women involved in, or at risk of involvement in, the sex trade through re-housing, programs, support and training.
- **The Sonshine Community Services' Centre** is a residential centre and counselling program for women and children who are fleeing family violence or abuse.
- **Universal Rehabilitation Service Agency's Kootenay Lodge** provides specialized housing for homeless Aboriginal adults who live with severe disabilities.
- **The YWCA of Calgary's Mary Dover House** is a transitional home that offers safe, affordable and supportive housing to women and children in times of crisis or transition.



In Calgary, **13,700** rental households are at high-risk of homelessness.

We met Christina and her partner at Project Homeless Connect 8 in February. Patting her belly, Christina says, “I’m hoping to keep my baby. I need to stay clean for four months.” She explained that she has been on the street for eight years — since she was 11 years old.



More affordable housing was created in the **first two years** of Calgary's 10 Year Plan than in the previous decade.

Ivy, a young mother, is optimistic and calm despite the fact she first experienced homelessness one year ago. She came to Project Homeless Connect to get help with identification, pick up a comfort kit and have a nice meal. Ivy is taking her General Education Diploma through a program that lets students advance by studying and learning at their own pace. Of her cheerful attitude, she says, "I try to stay buoyant, so I can reach my potential."

Affordable housing

Ensuring an adequate supply of affordable housing, supportive housing and treatment capacity



In Calgary's 10 Year Plan to End Homelessness, Strategy 3 sees the development of 11,250 units of affordable housing over 10 years. This includes 1,200 supportive housing units and treatment beds and the acquisition of 114 acres of land for affordable housing, supportive housing and treatment capacity.

(H) = Funded by Alberta Housing and Urban Affairs (HUA) Homelessness RFPs

(A) = Affordable housing projects funded through Canada's Economic Action Plan and the Canada-Alberta Housing Initiative

(C) = The City of Calgary funding to the CHF from HUA sources

Affordable Housing Units Funded in 2009/10		
Affordable Housing Program	Agency (Project)	Total
Private		
	Arise Housing Services Inc. (H)	8
	Calgary Narisa Developments Ltd. (Victoria Gardens) (A)	34
	Kanas Shelter Corporation (Lumino West) (H)	29
<i>Against target of 100</i>		<i>71</i>
Public		
	City of Calgary (Crescent Heights)	40
	City of Calgary (Cedar Court)	65
	City of Calgary (Parkhill Manor)	9
	City of Calgary (Lomond)	15
	City of Calgary (The Bridges Phase 2)	40
	City of Calgary (New Partnership)	45
<i>Target combined below</i>		<i>214</i>
Non-profit		
	Bishop O'Byrne Housing for Seniors (Columbus) (H:14, A:54)	68
	Calgary Bethany Care Society (A)	46
	Calgary Dream Centre (Returning Home) (H)	24
	Calgary Drop-In and Rehab Centre Society (H)	46
	Calgary Faith Evangelical Lutheran Church (A)	34
	Calgary Homeless Foundation (Bankview & Bowness) (H:147, C:80)	227
	Calgary Multi-Generational Housing and Community Centre (A)	40
	Calgary Trinity Place Foundation of Alberta (Glenway Gate) (A)	25
	Horizon Housing Society (Heritage Gardens) (H:22, A:73)	95
	Mustard Seed Society (Housing Plus) (H)	52
	Mustard Seed Sunde (part of Calgary's 10 Year Plan) (H)	30
	New Life Centres Crossfield (part of Calgary's 10 Year Plan) (H)	10
	Salvation Army Community Services Calgary (Wagner Place) (H)	23
<i>Target combined below</i>		<i>270</i>
<i>Against public, non-profit and specialized unit target of 550</i>		<i>934</i>
Secondary suites		
<i>Against a target of 125 – The City of Calgary</i>		<i>160</i>
Affordable home ownership		
<i>Against target of 250 City of Calgary Attainable Home Ownership</i>		<i>1,000</i>
Total (Against target of 1,025)		2,165

Not included in the table above is The City of Calgary's Rent Supplement Program, which added 1,034 rent supplements in 2009/10. As well, The City of Calgary has a Financial Incentive Pilot Program to encourage the creation of affordable housing.

1. Housing and Urban Affairs also funded 26 units in Fresh Start Addictions Recovery Centre in 2009/10 but these units were accounted for in 2008/2009 count.
2. The City of Calgary funded 374 units and the Government of Alberta funded 671 units, not including the 26 units from Fresh Start counted last year.
3. The CHF used federal capital funds toward Horizon Housing Society (Heritage Gardens) and Fresh Start Addictions Recovery Centre (counted in 2008/09).

Current CHF Housing Properties

The CHF's goal is to develop 150 units per year. In the first year (2008/09), the CHF received funding for 80 units. In 2009/10, the CHF received funding for 227 units, for a total of 307 units over two years.

Typically, 70% of these purchases are government-funded and 30% is funded through a combination of mortgages and donations. In December 2009, First Calgary Savings created a \$5 million, interest-free Evergreen Line of Credit as a way for the CHF to purchase land and buildings in the short term. The goal is to repay lines of credit and mortgages to provide deeper rent subsidies and develop additional units.

The CHF believes the best housing is quickly available, has deep subsidy rentals, is scattered throughout the city and has a mix of residents.

Below are the properties that the CHF owns and provides to those at risk of or experiencing homelessness. Some of these units are owned by the Calgary Community Land Trust (CCLT), which is a separate, non-profit entity controlled by the CHF.



Sunalta

This building has 33 units and houses people who have been in and out of homelessness frequently and over a long period of time. They receive support to live independently through homeless-serving agencies. The building was purchased in June 2009 with funds from The City of Calgary and the Government of Canada. The building is undergoing extensive renovations supported by a CMHC forgivable loan.



Acadia

This housing complex has 58 units. With mainly two- and three-bedroom units, it is ideally suited for families. This complex was purchased in September 2009 using funds from the Government of Alberta, The City of Calgary and financing. The CHF is working with Kairos Calgary on fundraising to reduce the mortgage. Horizon Housing Society manages this property.



Bridgeland

This building has 11 bachelor units and is intended for low-income women, with deeply subsidized rents. The building was purchased in January 2010 with funds from The City of Calgary and a private donation. Renovations are underway at this property. Fireside Property Group manages this property.



Lower Mount Royal

This building has 15 units, which will be available for women placed through an agency. The building was funded by a grant from The City of Calgary and use of the First Calgary Savings' Evergreen Credit Facility.



Bowness

This building has 26 units intended for singles, couples and families. The building was purchased in April 2010 with funding from the Government of Alberta and a private donation. The building is managed by Fireside Property Group.



Bankview

This apartment building has 27 units intended for singles, couples and families. The building was purchased in April 2010 with funds from the Government of Alberta, the Government of Canada, private donations and First Calgary Savings' Evergreen Credit Facility. The building is managed by Fireside Property Group.



Parkdale House

This northwest home was purchased with a private donation and houses a single family. The CHF works with agencies to help those living in this home.



Kootenay Lodge

This Martindale facility was purchased in 2006 with funding from the Government of Canada and the Government of Alberta. The property is managed by Universal Rehabilitation Service Agency (URSA) and houses 10 people with disabilities.



Habitat Sun Court

In the Dover community, this complex was developed in 2006 for low income families. Families own the buildings and the CCLT owns the land and leases it back to Habitat for Humanity.



Habitat Sheftel Court

Located in Capitol Hill, this complex was developed in 2008 for low income families. Families own the buildings and the CCLT owns the land and leases it back to Habitat for Humanity.

Third year goals



What's in store for 2010/11

We will focus on the following **four priority populations**:

- Chronic and episodically homeless
- Families with children
- Youth (young people up to age 24)
- Aboriginal peoples

Our **key deliverables** during the third year will be to:

- Redouble efforts to end family homelessness
- Prioritize investment to address chronic and episodic homelessness
- Apply new knowledge to enhance prevention efforts
- Build a Homeless Information Management System (HMIS)
- Develop affordable housing for those with the greatest barriers to housing
- Align federal Homeless Partnering Strategy funding in Calgary to the 10 Year Plan
- Complete a three-year review and update the 10 Year Plan

Indicators of our success will be:

- Reducing year-over-year emergency shelter use by 5% (which means about 100 fewer HUA-funded emergency shelter spaces used)
- Retiring 150 HUA-funded emergency shelter beds
- Reducing the average length of stay in family homeless shelters to 14 days and reduce year-over-year family shelter use
- Achieving an 85% one-year housing retention rate at CHF-funded housing programs

Area Goals for 2010/11

Data & System Knowledge



- Lead development and implementation of an HMIS pilot with 25 agencies
- Continue strategic and coordinated research activities
- Bring knowledge, research and other key elements of program intelligence to bear on future directions

Prevention & Re-housing



- Develop and implement a 10 Year Plan to End Youth Homelessness in Calgary
- Work with the Aboriginal community to develop and implement a Plan to End Aboriginal Homelessness in Calgary
- Implement a coordinated, decentralized system of care
- Develop and implement a full-time Opportunity Centre by the end of 2010
- Apply new knowledge to enhance prevention efforts
- Implement a coordinated family shelter and re-housing system to end family homelessness
- Introduce case management standards for CHF-funded projects and commence development of "Housing First/Housing Focused" outreach standards
- Develop enhanced capacity for medium- to high-intensity case management
- Undertake quality and timely evaluation, reporting and monitoring of CHF-funded projects
- Continue to forge strong linkages to the homeless serving agencies and population

Reinforce Non-Profit Organizations Serving Homeless or At-risk



- Address the critical human resources issues facing homeless serving non-profit agencies, including wages, benefits and workload
- Implement an evaluation framework for agencies
- Build public support and encourage community action on homelessness by developing and implementing a communications strategy and a fund development strategy
- Enhance effectiveness of the CHF's relationship with the community

Housing



- Continue to buy and develop existing units, targeting 150 minimum per year
- Use limited capital project funds to assist other agencies with capital projects through RFP process
- Continue assisting other agencies and the private sector develop projects
- Work with community to develop specialized permanent, supportive housing
- Complete a Business Plan for the Calgary Community Land Trust (CCLT)
- Update Strategy 3 (Housing) in the 10 Year Plan to End Homelessness
- Incorporate real-time property registry as part of HMIS, to optimize availability and ensure effective system flow
- Transfer all properties from the CHF to the CCLT
- Partner with agencies and housing providers to ensure housing for the most vulnerable individuals
- Develop property management and tenant referral and support systems for CHF housing portfolio
- Complete renovations of all existing properties

Thank you

None of the CHF's achievements would have been possible without the help of the governments, companies and individuals who generously gave financial and in-kind gifts. If your contribution was not recognized, please accept our apologies and let us know so we can correct the information for the future.

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Board of Directors

The CHF is fortunate to have a strong Board of Directors made up of community leaders in the private, public and non-profit sectors, who are dedicated to ending homelessness in Calgary. The Board can have up to 30 members and is tasked with ensuring CHF meets all legal, financial and regulatory requirements. The Board also governs the CHF to ensure satisfactory progress is being made to achieve the objectives of the 10 Year Plan, adequate resources are provided and appropriate actions are taken to remove barriers or impediments and enhance senior community engagement. The Board has two committees: the Governance Committee and the Audit and Finance Committee. The Board is also in the process of developing a Fund Development Committee and a Community Stakeholder and Engagement Committee. A Housing Project Committee co-chaired by a Director and including real estate experts reviews housing projects and recommends them to the Board.

Board of Directors 2009/10

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Darcy Verhun (Treasurer)	Conroy Ross Partners
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We also recognize Luana Comin-Sartor, Ernst & Young LLP, for her assistance on the Audit Committee. Alex Ferguson, Derek Lester, Eric Horvath, Gene Fabro, John Cox, Mike Coyne, Mike Fleming, Paul Battistella, Ralph Hubele, Rick Fuller, Ron Nichols, Ted Baldwin, Tim Sommer and Tom Dixon contribute to the Housing Project Committee.

We want to thank Anna Greenwood-Lee, Arnold Jerry, Bonnie Jones, Dr. Kabir Jivraj and Meredith Milne, who will retire from the CHF Board for their guidance and stewardship.

We must also always remember the Hon. Col. Arthur Ryan Smith, OC, AOE, DFC, Hon. LLD, the founder of the CHF. His vigor, persistence and enthusiasm continue to guide the work to end homelessness in Calgary.

The CHF wants to provide all our stakeholders with transparency and accountability.

The CHF management team includes:

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Marina Giacomini, VP of Programs & Interventions	marina@calgaryhomeless.com
Martina Jileckova, VP Housing	martina@calgaryhomeless.com
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A complete Financial Report for 2009/10 including a Management's Discussion and Analysis, Financial Statements and Notes is available either on our website at www.calgaryhomeless.com or by contacting us below.

We also welcome your feedback on this Report to the Community.

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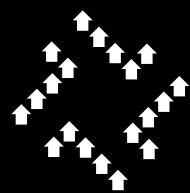
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