

Reaching Home:

Calgary's Homelessness Community Plan

2019 – 2024

Note:

All communities receiving funding from Designated Communities stream are required to use this template in order to complete the community plan under Reaching Home. In completing this template, communities are encouraged to develop comprehensive community plans that reflect the contributions of all funding partners, including other orders of governments, not-for-profit organizations, and the for-profit sector.

Please note that in communities that receive funding from both the Designated Communities and Indigenous Homelessness streams, cross-stream collaboration is expected to promote the adoption of a community-wide planning process and support the achievement of community-level outcomes reflecting the needs of the whole community. To support communities in completing their community plans, a Reference Guide has been developed. It is recommended that this be reviewed prior to completing your community's homelessness plan to ensure understanding of the requirements and completeness.

The Community Plan for Reaching Home must be approved by the Community Advisory Board (CAB) of the Designated Community before it is submitted to Service Canada. If your community is developing a joint plan with the Indigenous Community Entity, both Community Advisory Boards must approve the community plan.

In addition to the core requirements provided in this template, communities may also wish to include other components that provide insight into the community's housing and homelessness context or contribute to community-level homelessness challenges, such as a map of the community's current homelessness services and/or gaps in homelessness services or infrastructure (e.g. housing stock). Communities have full flexibility in drafting these sections.

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1. Community Engagement

Please identify the steps taken to engage your community stakeholders in developing this plan.¹

As the Community Based Organization (known as the CBO, identified by the Province of Alberta)/Community Entity (known as the CE, identified by the Government of Canada), Calgary Homeless Foundation (CHF) receives funding from both Provincial and Federal sources to support the end of homelessness in Calgary. The programs/sub-projects are supported through both streams of funding, hence the Calgary's Homelessness Community Plan (henceforth known as the Community Plan) overlaps with other plans and guiding documents.

Calgary's Community Plan is a culmination of learnings from several sources: results from the 10-year plan to end homelessness, emerging research, Homelessness Management Information System (HMIS) data, point-in-time counts, environmental indicators, program reviews, and extensive client and community consultation. The data from each source help us set direction as to where the priorities and related funding should be targeted by identifying gaps, highest priority needs, and trends in the sector.

Specifically, with the sunset of the 10-year plan, CHF conducted extensive community consultation which resulted in a legacy report (titled: Calgary's 10 Year Plan Collective Impact Report) and the formation of the Together to Zero Strategic Directives.

Our engagement approach began with a Connectivity Breakfast in May 2018. Hosted by CHF, a collective of 52 CEOs, Executive Directors, Board Chairs and leadership came together to view the outline of the Living Legacy process and its key deliverables and provide their feedback and questions. Phase I of the engagement process involved 54 long-standing individuals in the Homeless Serving System of Care (HSSC) who had extensive knowledge of the 10 Year Plan to End Homelessness. The purpose of these sessions was to identify the key topics to bring to discussions with the broader community. These discussions focused on the following questions:

- What's working?
- What's not working?
- What unique factors made this possible?
- What's most important? (ranking exercise)
- Is there anything we're missing or should be asking?

Discussions within the first phase sessions identified eight key topic areas to explore in phase II of the engagement process:

1. Caring for the Front Lines

¹ Engagement with local Indigenous organizations, and the Indigenous Community Entity and Community Advisory Board is expected in the development of this community plan.

2. Data and Reporting
3. Empowering Calgarians
4. Homeless Serving System Planning
5. Housing
6. Poverty and Homelessness
7. Shelter Visioning
8. Empowering Calgarians: The Public

Phase II called to all members of the HSSC, as well as broader stakeholder groups such as key members of the primary systems, corporate Calgary, community volunteers, agency board members, agency executives, the public, and those with lived experience of homelessness to contribute their thoughts, stories, knowledge and opinions.

Each session was three hours, attended by 5 – 30 individuals, and focused on one of the topics listed above. Participants were provided with information about the Living Legacy process, including an overview on the session topic with proposed discussion points, and were asked to provide feedback about:

- The successes or ‘wins’ in creating an agile system that includes the above-mentioned topic(s)
- Opportunities for enhancement in the context of the above-mentioned topic(s)
- A description of what an agile system would look like if it valued the above-mentioned topic(s)

Comments were captured by CHF Communications staff and collated into an engagement report. Over 200 participants contributed to Phase II of the engagement sessions, largely made up of front-line employees and middle management. All Phase I and II engagement sessions were facilitated by Nancy Loraas of Next Level Leadership, and attended by Dr. Alina Turner of Turner Strategies in order to inform this Collective Impact Report. Remarks were collected in the form of minutes, written long-answer and short-answer forms, and online surveys. Phase II saw 12 engagement sessions completed, covering eight broad topics, attended by 200+ participants. Forty-two public online surveys were completed. Separate and complimentary sessions were completed with Indigenous Elders, leaders, youth, and adults; many with current or past lived experience of homelessness. Elders were consulted first, and guided subsequent conversations as participants were invited to give their reflections on the unique perspective of Indigenous homelessness in Calgary. These sessions were led by Indigenous facilitators: Karen Pheasant-Neganigwane, Ange Neil and Katelyn Lucas of Aboriginal Standing Committee on Housing and Homelessness (ASCHH). Honoring oral tradition, remarks from these sessions were collected through video and voice recording. The Living Legacy engagement process utilized Appreciative Inquiry and Design Thinking. Through the Appreciative Inquiry methodology – instead of the Design Thinking process which focuses on solving problems – we applied meaningful conversations with the aim to promote positive actions.

The resulting consultation resulted in the following guiding documents that feed into this Community Plan:

Calgary's 10 Year Plan Collective Impact Report is a summation of the progress made, key learnings, and data accumulated over the past decade in our collective efforts to end homelessness in Calgary. This report acts as a milestone and record of the successes and challenges faced over the past decade and helps inform Calgary's Homelessness Community Plan. The report can be found here:

https://www.ihearthomeyyc.com/wp-content/uploads/2018/12/LivingLegacyTechnicalReport_FINAL_2018_11_28.pdf

The Together to Zero Strategic Directives are a consolidation of a decade of knowledge combined with what we, as a community, envision as the primary strategic areas of focus crucial to achieving our collective goal. This document provides an intentional framework by which all of us can adjust and align our strategic and tactical plans, governance models, initiatives, and programs to function better in order to best meet the needs of Calgarians who are at risk of or experiencing homelessness. These directives drive and guide Calgary's Homelessness Community Plan, from the investment plan and priorities to the targeted outcomes. The directives can be found here:

https://www.ihearthomeyyc.com/wp-content/uploads/2018/12/TogetherToZero_FINAL_2018_12_07_web_2up.pdf

In addition, the CHF facilitates several community groups to elicit feedback throughout the year that informs and influences the Community Plan. Committees that CHF either leads or participates in include:

Community Advisory Boards (CAB's): CHF utilizes two separate Community Advisory Boards (one Indigenous and one Community Designated). Both committees reflect a cross section of community members with representatives from Community and Social Services (CSS), non-funded agencies, and other relevant stakeholders. The Indigenous CAB also consists of agency and Indigenous Community leaders. These CABs are consulted in the development and management of the Calgary's Community Plan.

Coordinated Access and Assessment (CAA) Placement Committee tables: Since 2013, Calgary has had a community supported CAA program led by the CHF. Calgary's CAA program provides valuable information and data demonstrating community need. There are 3 CAA Placement Committee "tables" that meet on a weekly basis and include a Family table, a Youth table and a Single Adults table. Each table is made up of representatives of both funded and non-funded programs/sub-projects and supports the triaging and placement of clients.

Calgary Systems Integration Table: The purpose of the Table is to gather system level leaders/influencers to identify and where possibly coordinate/align strategic system initiatives to create better community level outcomes for vulnerable populations. The

Table consists of leaders willing and able to champion large, high level systemic and policy change.

CEO/Board Chair Breakfast: is a quarterly breakfast hosted by CHF's CEO and Board Chair, with approximately 45 city wide agency's CEOs and Board Chairs. Dialogue from this group informs and helps advance systems level work and collaborative networking across agencies.

Client Action Committee: The CHF supports 15 to 25 people with lived experience to meet with us weekly to discuss service issues, ideas, solutions and CHF priorities.

Youth Advisory Table: The CHF supports, facilitate and consult with 10-15 lived experience youth, to inform our system response to youth homelessness in Calgary.

Collaborative for Health and Home (CHH): Since February of 2015, a Task Force of over 25 agencies, including CHF, Alberta Health Services, Community and Social Services, and the Calgary Police Service have been meeting to address gaps in service for the most vulnerable of Calgary's homeless. This group, in January of 2017 issued a final report and recommendations to address the long-term needs of the most vulnerable and complex Calgarians requires collaborative solutions. Now called, the Collaborative for Health and Home, this collective is working towards implementing the recommendations identified in their final report. As a key stakeholder of CHH, the data and gaps identified by the CHH group helps to inform CHF's priorities and thus the Community Plan.

CHF Board of Directors: The 21-person governance board is made up of people from government, the private and public sectors, academia and the philanthropic community. They meet regularly to discuss organizational goals and priorities.

Point-in-time Count: An unanticipated outcome of CHF's coordination of the city-wide count has been enhanced by community partnerships outside of the 'usual suspects.' We formalized relationships with 13 organizations outside of the homeless sector. They have vested interests in supporting homeless people moving into housing programs and have committed hours of time and staff resources to support counts. We engage these organizations to do a 'sweep' in all quadrants of the city and within every parkade, provincial park, riverbank, college/university campus, train tracks, c-train station, private property, and correctional and health facility. The street count occurs within a three-hour time period and is done in parallel with the facility count. With the support of these partners, we have been able to drastically reduce duplication and enhance our methodology to rigorous standards.

Research Initiatives: In addition to our committees and collaborations, the CHF is typically engaged in 15 to 20 research projects at any given time. Our robust dataset is very appealing to university researchers. Since 2017, the CHF has hosted a biennial Research Symposium, this event brought together researchers from across Canada

with a focus on what data on homelessness already exists and how researchers can work better with the data we now have.

For more info on the symposium, visit:

<http://calgaryhomeless.com/info/research-and-data/homelessness-research-symposium/>

Program Monitoring and Annual Reviews: CHF completes comprehensive monitoring (monthly, quarterly, bi-annually and annually) of financial and program performance, outcomes and results. This ensures our program-level knowledge is incorporated into annual priority setting (such as the Community Plan) and we maintain compliance with contracts.

Indigenous Engagement

Aboriginal Standing Committee on Housing and Homelessness (ASCHH): The committee is a multi-faceted committee with a general committee table focused on education, increasing awareness, as well as sharing resources and information to increase the cultural competency of both Indigenous and Indigneous serving organizations working directly with Indigenous populations at risk or experiencing homelessness.

The ASCHH Plan to End Aboriginal Homelessness was launched in 2012 and has influenced the Indigenous strategy in Calgary through consultations and actively working with the urban Indigenous leaders and Treaty 7 Nations.

ASCHH works collaboratively in partnership with the CHF to actively and intentionally address the issues of Indigenous homelessness and housing disparity. ASCHH continues to work in collaboration with community organizations to address the recommendations of the Plan through subcommittees focused on research, projects and initiatives to advance the needs of urban Indigenous homeless populations.

The ASCHH Indigenous Advisory Board is the Reaching Home Indigenous Community Advisory Board and is made up of local Treaty 7 government and urban Indigenous executives who provide guidance and information based upon the needs and direction for federal funding decisions.

Although the Truth and Reconciliation Commission's (TRC) 94 Calls to Action are focused on government action, there is an alignment to the work of ASCHH. While the TRC does not specifically address housing, improved health outcomes under Action 18 are directly impacted by homelessness and substandard housing conditions. The partnership with ASCHH and the City's Collaborative for Health and Home (CHH) is a concentrated effort on improving the health determinants for those populations affected negatively by chornic homelessness.

Under the United Declaration on the Rights of Indigenous Peoples Article 21.1 states "Indigenous peoples have the right, without discrimination, to the improvement of their

economic and social conditions, including, inter alia, in the areas of education, employment, vocational training and retraining, housing, sanitation, health and social security.” The work of the ASCHH is focused on identifying the constructs of culturally relevant housing in Calgary and establishing recommendations to advance housing provider strategies for increasing access and culturally relevant options for Indigenous peoples for sustainable and affordable housing.

Additionally, ASCHH is a key stakeholder in the support of the Community Plan in relation to Indigenous specific programming, services and supports. They conducted consultation upon the eligibility activities with the community for feedback and this information was passed along to the Community Advisory Board (CAB) to establish direction of the eligibilities for the Indigenous funding stream for Reaching Home.

2. Investment Plan

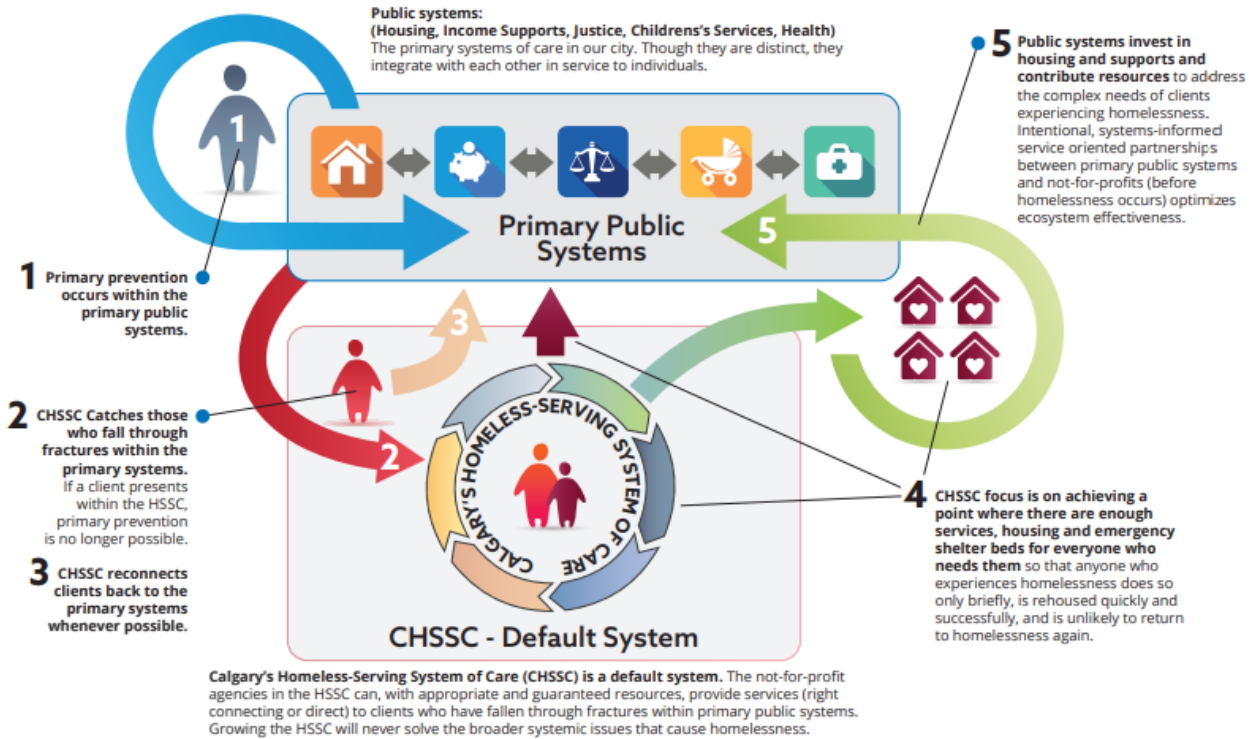
In the table below, please outline your planned allocation of Reaching Home funding (including funding from the Designated Community stream and Community Capacity and Innovation stream) from 2019-24 by investment area. Please note that it is acceptable that your community’s funding priorities change over time. This investment plan is to demonstrate that your community has a vision moving forward for the allocation of Reaching Home funding. An example has been included in the Community Plan Reference Guide.

The CHF, together with the community, has recognised the complex needs of vulnerable populations. The CHF continues to redirect core accountabilities to appropriate Public Systems, Municipal Government, and appropriate Ministries in the Government of Alberta. Given limited resources, and in order to make the greatest impact in supporting these vulnerable populations, through consultation, CHF has identified a primary mandate of Housing Supports and Programs (Housing Services). This has been clearly articulated in the Together to Zero Strategic Directives (as discussed in section 1 above).

Functional Zero for Calgary does not mean that no one will ever experience homelessness but, rather, as a system of care (public and HSSC) we will have the resources that allow us to measure the capacity, sustainability, and effectiveness of our system in real-time. This, in turn, allows us to ensure that our focus is on reconnecting clients to the appropriate public systems and achieving a point where there are enough services, housing, and emergency shelter beds for everyone who needs them so that anyone who experiences homelessness does so only briefly, is rehoused quickly and successfully, and is unlikely to return to homelessness again. The funding that CHF invests in the community will therefore reflect this strategy.

Details about Functional Zero are found below:

Functional Zero for Calgary:



To achieve Functional Zero, funding investments primarily include housing first programs that offer housing and supports in both place-based and scattered site models. The community recognises that these services are not in sufficient amount to meet the needs of all, and developed a triage system to serve the most vulnerable. In support of these housing services however, some funding is invested in capacity building, coordination of resources, and research (data collection) in order to better serve the recipients of these housing services as well as enhancing the coordinating of these services.

Details of the investment plan allocations are below:

Reaching Home Annual Allocation - Designated

Year	Amount
2019-2020	\$8,222,010
2020-2021	\$8,205,010
2021-2022	\$9,405,443
2022-2023	\$9,396,618
2023-2024	\$9,396,618

Reaching Home Annual Allocation - Indigenous

Year	Amount
2019-2020	\$1,123,218

Designated

	2019-20	2020-21	2021-22	2022-23	2023-24
Housing Services	72%	72%	72%	72%	72%
Prevention and shelter diversion	5%	-	-	-	-
Support Services	-	-	-	-	-
Capital Investments	-	-	-	-	-
Coordination of Resources and Data Collection	8%	13%	13%	13%	13%
Administration	15%	15%	15%	15%	15%
TOTAL	100%	100%	100%	100%	100%

Indigenous

	2019-20	2020-21	2021-22	2022-23	2023-24
Housing Services	64%	64%	49%	49%	49%
Prevention and shelter diversion	0%	0%	15%	15%	15%
Support Services	22%	22%	19%	19%	19%
Capital Investments	0%	0%	-	-	-
Coordination of Resources and Data Collection	4%	4%	7%	7%	7%
Administration	10%	10%	10%	10%	10%
TOTAL	100%	100%	100%	100%	100%

* Anticipated funding allocations assuming CHF continues as CE for Indigenous funding stream

3. Cost-Matching Requirement

In the table below, please outline all funding for homelessness initiatives your community plans to receive from external partners from 2019 to 2024. This includes both financial and in-kind contributions. If your anticipated community contributions do not project to cost-match funding from both the Designated Community stream and Community Capacity and Innovation stream for each year, explain the circumstances below the table and include a description of the steps you will take to meet the requirement. An example has been included in the Community Plan Reference Guide.

Please refer to the table below for an annual breakdown of funding expected from other sources in order to cost match Reaching Home Designated Communities stream funding.

While CHF receives a number of other grants and donations, the Province of Alberta contributes the main bulk of the funding into our community.

Projected Funding towards Homelessness Initiatives						
Funder	2019-20	2020-21	2021-22	2022-23	2023-24	2019 - 24
Outreach and Support Services Initiative (Government of Alberta)	\$41,337,441	\$41,337,441	\$41,337,441	\$41,337,441	\$41,337,441	\$206,687,205
TOTAL	\$41,337,441	\$41,337,441	\$41,337,441	\$41,337,441	\$41,337,441	\$206,687,205

4. Coordinated Access

Please discuss the steps you will take to implement a coordinated access system in your community. If your community has a coordinated access system in place, please describe how it presently functions.

Since 2013, Calgary has built and organized a community-supported Coordinated Access and Assessment (CAA) program, led by the CHF. Developing CAA was a community-driven process and a committee was struck to guide the development and implementation, including Indigenous Service Providers.

Currently, informal governance structures are in place. Each triage table has a Terms of Reference, which are established with community and used to guide CAA. These Terms of Reference have been developed through input from Service Providers, both funded and non-funded, to guide the CAA process. Adhoc committees are created to address any issues or service needs from the community regarding CAA, when the need arises. Work will continue in 2020 to further formalize governance, including policies and procedures.

While CHF works closely with Indigenous organizations who participate in CAA, CHF has not developed a process to formally engage with the Indigenous community regarding the CAA as a whole. CHF understands that all service providers are working with Indigenous clients, not just those funded through the Indigenous funding stream; this will be a key consideration moving forward.

In support of both formalizing CAA governance, as well as evaluating CAA's partnerships with the community, including the Indigenous community, CHF currently has a formal evaluation occurring by OrgCode, which will be used to guide future steps.

As the demand for housing programs exceeds the spaces available in housing programs, this CAA program was a response to this challenge.

As such, CHF works to coordinate the programs to assess the needs of the clients and match programs and services to their needs to end their homelessness permanently. Calgary's CAA program provides valuable information and data demonstrating community need. CAA acts as the entry point into all CHF funded housing programs, and currently, it only serves those who reside within the geographic boundaries of Calgary. Surrounding communities are not triaged through this CAA.

Due to need outweighing available program spaces, CAA is designed to meet the needs of the most vulnerable first by triaging. It creates a more efficient homeless serving system by:

- helping people move through the system faster, thereby reducing the amount of time people spend moving from program to program before finding the right match
- reducing new entries into homelessness by consistently offering prevention and diversion when appropriate
- offering community resources up-front
- improving data collection and quality to provide accurate information on what kind of assistance consumers need

CHF, in partnership with the community, has developed, trained and supported a team of Housing Strategists to provide standardized service delivery for homeless individuals or families seeking housing services. Housing Strategists can be found throughout the community and are guided to fidelity through the CAA Team at SORCe (operated by the

Distress Centre). This team primarily delivers services from the fixed location of SORCe (<https://www.sorce.ca/>), with capacity for mobile outreach services.

Diverting people from the homeless-serving system is an important role of Housing Strategists and is achieved using the Needs and Services Questionnaire (NSQ) and Housing Plan. The NSQ is an adaptation of the Vulnerability Index – Service Prioritization Decision Assistance Tool (VI-SPDAT) with additional questions added based on community needs. Housing Strategists are trained to help clients develop plans to end their homelessness independently, reserving valuable program spaces to those in greatest need. Calgary's System of Care has several 'door agencies' with Housing Strategists on staff offering prevention and diversion resources and will complete NSQs creating additional access points into CAA.

When an individual accesses the CAA Team at SORCe or a Door Agency (an agency that has in-house trained Housing Strategists who assist in placing the client into CAA or with diversion strategies), a Housing Strategist utilizes the NSQ and a Housing Plan based on individual choice. The NSQ helps determine the level of service a client requires, and type of program needed to end their homelessness. These tools may not suggest the intervention necessary is through a CAA Placement Committee, but instead suggest some resources to aid in Prevention and Diversion. NSQs are utilised at weekly Placement Committee meetings for triaging into Housing First programs. Membership is comprised of CHF-funded agencies and System Partners to create a collaborative service delivery group. Clients are matched to programs based on availability, length of homelessness, best fit, and client choice.

Calgary is in the process of developing a fulsome By-Name List. Currently, all those with an NSQ as well as those with shelter stays comprise of the list. The By-Name List diagram below provides a framework for how a By-Name List will fit within Calgary's HSSC:



Essentially the By-Name list will eventually be a sub-section of the Aggregate list (which is all persons experiencing homelessness) and will be a current list of all people who are homeless and consent to participate in services.

There are 3 CAA Placement Committee “tables” that meet on a weekly basis and include a Family table, a Youth table and a Single Adults table. Each table is made up of representatives of both funded and non-funded programs/sub-projects and supports the triaging and placement of clients. The purpose of each committee is to review completed NSQs, and match clients to programs best suited to meet their needs based on the capacity in those programs.

More information about Calgary’s CAA process can be found here:
<http://calgaryhomeless.com/agencies/coordinated-access-assessment/>

5. Community-Wide Outcomes

If you would like your community to measure progress on additional outcomes beyond the [federally mandated outcomes](#), please identify those outcomes. Please provide your proposed indicators, targets, and methodology for each of the additional identified outcomes.

The Homeless Management Information System (HMIS) is an electronic data management system that allows agencies to track key indicators on homelessness. Calgary was the first major Canadian city to mandate and implement an HMIS system. Many organizations serving homeless persons in Calgary (and all CHF funded programs) enter client information into the HMIS, such as age, health status,

employment status and housing status when an initial intake is done. While the client is receiving services, updated information is entered; in the case of some programs, follow-up assessments are done every three months. In the case of some program types, there are both exit and post-exit follow-up assessments completed.

Alongside the federally mandated outcomes, the CHF also follows the following provincially mandates outcomes/measures annually:

1. Those housed through the program will remain stably housed.
2. Those persons housed in the program will show a reduction in inappropriate use of the public systems.
3. Those persons accepted into the program will demonstrate improved self sufficiency.
4. Persons accepted into the program will demonstrate engagement in mainstream services.

In addition, the CHF, in partnership with the community has developed specific Key Performance Indicators (KPI) that are used to track and benchmark programs/sub-projects on their performance and outcomes. Current KPI's are primarily gathered from HMIS data and are outlined in the chart below:

CAA Data	Program Metrics	Housing Stability
<ol style="list-style-type: none"> 1. % of all client referrals Not Eligible (%) 2. Average Days between Referral and Intake 	<ol style="list-style-type: none"> 1. Housed (%) 2. Occupancy/Month 3. Average Days between Intake and Move-in 	<ol style="list-style-type: none"> 1. Percentage of Client who remain Consecutively Housed (%) 2. Percentage of Clients who Graduated (%)

6. Official Language Minority Communities

The Government of Canada has a responsibility under the Official Languages Act to ensure that programs and services meet the needs of [Official Language Minority Communities \(OLMCs\)](#). Please describe the steps that you will take to ensure that the services funded under the Reaching Home take the needs of the [OLMCs](#) into consideration where applicable.

The CHF is committed to ensuring that the needs of OLMCs are met as required. At this time CHF has identified that the OLMC population does not require additional supports. Regardless, CHF funds a broad mix of agencies and programs that support the diverse needs of our population including language and cultural supports when requested. If someone required French language or other language needs, Calgary's HSSC would find appropriate resources to ensure support is provided. For example,

there have been times when someone prefers the French language and has been intentionally triaged to a Case Manager who is fluent in French. Although these requests have been minimal, CHF has worked with the sub-project providers to match client needs to worker abilities. If this isn't able to happen, CHF would work with Community Resources (such as Immigrant Services Calgary, the Centre for Newcomers, Deaf Alberta, etc) to meet this need.

To reinforce this, our housing and supports program sub-project agreements discuss the requirement for programs to provide culturally appropriate supports (which include language needs) when needed. This ensures that housing and supports programs are low barrier and will not unnecessarily turn anyone away regardless of their need. We will also continue to monitor the demand for services in the official minority language on an ongoing basis so that a right mix of sub-projects is in place to support the OLMCs.

Note: ESDC has removed all personal and identifying information for members of the Community Advisory Board(s) from this document. To validate or change this information, please contact your Service Canada representative.