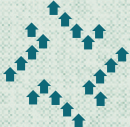


— THIS IS —



Calgary
Homeless
Foundation

Together, we will end homelessness in our communities by being a catalyst and enabler for Service Agencies and the System to optimize client success.

“There is a lot that happens around the world we cannot control. We cannot stop earthquakes, we cannot prevent droughts, and we cannot prevent all conflict, but when we know where the hungry, the homeless and the sick exist, then we can help.”

– JAN SCHAKOWSKY, U.S. REPRESENTATIVE FOR ILLINOIS' 9TH CONGRESSIONAL DISTRICT, SERVING SINCE 1999.



THIS IS

WHERE HOMELESSNESS ENDS.

Since 1998 when the Calgary Homeless Foundation (CHF) was founded by Calgary businessman and philanthropist, the late Arthur R. Smith, we have been guided by the belief that ending homelessness will only be achieved by putting people first in Housing First.

Throughout the past 7 years, we have worked collaboratively with our partners to strengthen the homeless-serving system of care, create synergies throughout the system and with our public service partners, and to improve individual's and family's access to housing and supports.

We have made an impact, yet there is still much to do.

On March 3, 2015, the third update to Calgary's Plan to End Homelessness (Calgary's Plan) was released. Calgary's Plan is built on feedback gathered over the past year from conducting community consultations with our partners in the homeless-serving sector, government departments, the public service sector and community members. In total, over 800 comments and recommendations formed the foundation of the 4 Priority Directions and 14 Key Actions which are fundamental to ending homelessness in Calgary.

For CHF this marks a significant milestone. As the backbone organization we are committed to supporting the sector with the necessary systems and resources to fulfill on the Plan's vision and to building public will to support the mission.

Much has changed at CHF since Calgary's Plan was launched in 2008 but what remains true today, as it has throughout our history, is our belief and commitment to ending homelessness.

WE CAN DO IT. TOGETHER.

THIS IS

HOUSING FIRST.

'Housing First' is not 'housing only'

Housing First, an innovative approach to ending homelessness, is focused on helping a person into the right home setting by understanding their needs and simultaneously having the supports in-hand to meet the needs of the individual or family being housed to improve their quality of life.

In Gaetz, Scott and Gulliver's[†] review of Housing First in Canada, Housing First is defined as "a recovery-oriented approach to homelessness that involves moving people who experience homelessness into independent and permanent housing as quickly as possible, with no preconditions, and then providing them with additional services and supports as needed."

Housing First uses the following core principles:

- Immediate access to permanent housing with no housing readiness requirements
- Consumer choice and self-determination
- Recovery orientation, focusing on individual wellbeing that includes harm reduction strategies aimed at reducing negative consequences associated with substance abuse
- Individualized and client-driven supports
- Social and community integration

Goals of Housing First

In Housing First, clients do not have to meet specific conditions to be ready for housing, nor are they required to participate in support services to continue to be housed. Recognizing the complexity of the homeless population, the purpose of this approach is to meet clients where they are at and reduce harms associated with risky behaviours that pose barriers to ending homelessness. The primary goal of Housing First is to support individuals in their housing so they can achieve stability, improve their quality of life and eventually get to the point where they can successfully exit the program.

The implications

Housing First is a relatively new intervention. It continues to be operationalized with new populations and in new, changing contexts. It is important to establish the core features of Housing First which will remain constant throughout these applications. As Housing First programs continue to operate in our community, returning to the core principles of Housing First will be important to continued success.

[†]Stephen Gaetz, Fiona Scott & Tanya Gulliver (Eds.) (2013): Housing First in Canada: Supporting Communities to End Homelessness. Toronto: Canadian Homelessness Research Network Press.

STRATEGIC DIRECTION

1

Develop CHF's future 5 year strategic vision and plan for the organization

2

Examine CHF's future role in housing (develop & operate) and explore alternative business models, in context of optimizing value & supporting Calgary's Plan

3

Fulfill CHF specific deliverables within Calgary's Plan

4

Strengthen and enhance CHF's value as a backbone organization for Calgary's Plan, deepening our relationships within the sector, across all levels of government and within communities

5

Advocate at all levels of Municipal, Provincial, Federal and First Nations government bodies to secure greater action and accountability to impact Calgary's Plan

THIS IS

COLLECTIVE IMPACT.

Ending homelessness is no small feat. As we've learned over the past seven years, it takes vision, perseverance, teamwork, creativity, passion and a deep commitment to working together to make change possible.

The year began with a fresh hand at the helm and a bold new perspective on how to work collectively with agency and government partners, stakeholders and the community. The leadership of Diana Krecsy, our new President & CEO who joined the team in May 2014, inspired everyone to reassess and evaluate work being done against outcomes and impact. Is what we are doing in Calgary moving us closer to ending homelessness?

We have learned a great deal over the past 7 years about homelessness in our city. We know what it takes to build a high-functioning and sustainable homeless-serving system. We know the importance of data and evidence-based decision making.

During the past year, 895 housing placements were made by community agencies funded by CHF. Responding to the affordable housing crisis in our city, CHF received the green light to proceed with plans to construct 3 new purpose-built apartment buildings with a combined capacity of almost 80 units. Through the collaborative efforts of the RESOLVE Campaign the first of these constructions, Stepping Stone Manor, is on target to open by fall 2015, providing 30 of Calgary's most vulnerable citizens a place to call home.

In October 2014, Alberta was the first province in Canada to conduct a province-wide Point-In-Time count of homelessness. From that count we learned that the homeless population in our province has decreased by 15% since 2008, verifying the successful outcomes being achieved by Plans to end homelessness across Alberta. We also learned that 54% of the homeless population counted that night were here in Calgary. But we are making an impact, as evidenced by a 15% decrease in homelessness per 100,000 population in our city over the last 7 years.

We also know we are not alone in our vision of ending homelessness. Embracing collective leadership and collective impact, this year saw the 3rd update to ending homelessness, Calgary's Plan: People First in Housing First, and remobilized co-ownership of progress with community under the I Heart Home banner at a community summit in March 2015.

We have many successes to celebrate this year and we know that these successes are collectively owned. In addition to a strong and dedicated team within CHF, we could not have done it without the valued work done by front-line agencies, our government sponsors and our partners in the public service sector. Thank you to ALL.

We would also like to acknowledge and thank our dedicated Board of Directors. Your continued leadership, guidance and passion for the cause is the framework and motivation that fuels our efforts towards achieving our collective vision of ending homelessness. Thank you.



A handwritten signature in black ink that reads "Alan Norris".

Alan Norris
Chairman of the Board



A handwritten signature in black ink that reads "Diana Krecsy".

Diana Krecsy
President & CEO



ENDING HOMELESSNESS IN CALGARY

**Learn about Calgary's Plan to End
Homelessness and Join the Movement.
Visit www.ihearhomeyc.com or email
join@ihearhomeyc.com.**

 **ihearhomeyc**

FUTURE INITIATIVES

On March 3rd, 2015, 450 people representing more than 150 agencies and organizations came together to learn, talk about and explore the power of our collective impact in ending homelessness. We can do this.

When we work together, here's what's possible:

- House 100% of those experiencing chronic and episodic homelessness, a total of 3,200 people
- Stabilize 35% of households at risk or experiencing transitional homelessness, a total of 9,400 households
- Reduce the average length of stay in singles emergency shelters to 10 days and 14 days for family shelters, reductions of about 60%

When these are achieved, these targets will reduce the total number enumerated in the homeless Point-In-Time count by 70%.

CHF will continue to advocate for affordable housing units, fund programs that provide housing with supports to vulnerable Calgarians, and gather data that will enable the sector to make strategic, informed decisions as we continue to achieve our goal of ending homelessness.

CALGARY COLLECTIVE

BY CALGARY HOMELESS FOUNDATION

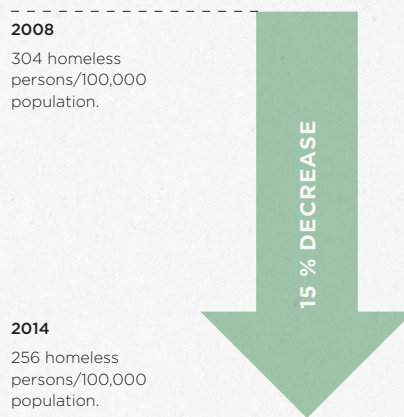
WORKING TOGETHER TO BUILD A BETTER HOMELESS-SERVING SYSTEM. TO END HOMELESSNES IN CALGARY ONCE AND FOR ALL.

<p>- PAGE NINE -</p> <p>CHF HOUSING</p> <p>Calgary needs more affordable housing.</p>	<p>- PAGE NINE -</p> <p>CAPACITY BUILDING</p> <p>Supporting front-line agencies.</p>	<p>- PAGE TEN -</p> <p>DATA OVERVIEW</p> <p>Evidence-based decision making.</p>
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THIS IS A COORDINATED SYSTEM OF CARE

Homelessness decreases 15% per 100,000 population in YYC (2008-2014)

In March 2015, Dr. Ron Kneebone *et al* of the University of Calgary released a report titled *Who are the Homeless? Numbers, trends and characteristics of those without homes in Calgary** that found the number of people enumerated as homeless in Point-In-Time counts in Calgary between 2008 and 2014 had dropped from 304 persons per 100,000 to 256 persons, a decline of more than 15%. The Point-In-Time count conducted in October 2014 in Calgary confirmed this fact. The number of individuals experiencing homelessness in Calgary has remained virtually unchanged since 2008 despite record in-migration – close to 55,000 people moved to Calgary in 2013 and 2014 alone – and a sustained lack of affordable housing. Calgary continues to have among the lowest vacancy rates in the country. Despite significant in-migration and a lack of affordable housing, growth in homelessness has stopped in Calgary and this is evidence of our progress and success. This decrease can largely be attributed to the fact that over 6,000 people have received housing with support through Calgary’s Plan since 2008 and to the advances in coordination within the homeless-serving system of care in Calgary.



An example of this system streamlining is Coordinated Access and Assessment (CAA), which is a single place or process for people experiencing homelessness to access housing services. CAA is designed to meet the needs of the most vulnerable first through triaging. An intake worker assesses the client using the Service Prioritization Decision Assistance Tool (SPDAT). This tool helps determine the client’s needs and can be applied in the system of care in a standardized and methodical way.

There are 18 funded agencies representing 35 programs taking part in CAA and a total of 1,613 SPDAT assessments were completed last year. There are also over a dozen other system partners and non-funded agencies that support CAA through linkages, attendance at placement meetings and regular referral streams. Says Jerilyn Dressler of the Distress Centre, “Instead of having to make several different referrals to a client, we can make one. When someone is in distress, it’s about simplifying the whole process. It’s all about the client versus the programs.”

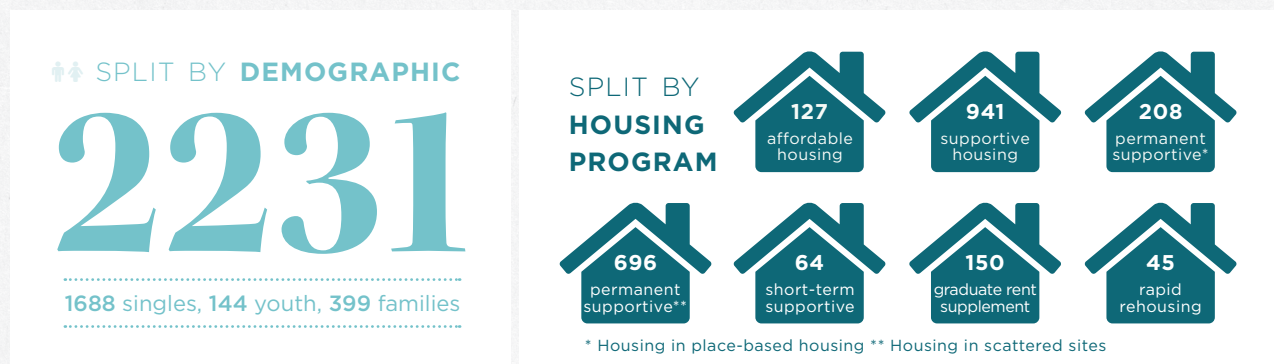
CHF continues to work to coordinate the system of care, and gather and analyze robust data through the Homeless Management Information System (HMIS), allowing for informed, data driven decision making to refine programs to better serve clients’ needs.

*Source: *Who are the Homeless? Numbers, trends and characteristics of those without homes in Calgary.* Ron Kneebone, Meaghan Bell, Nicole Jackson, Ali Jadidzadeh. *The School of Public Policy SPP Research Papers*, Vol 8, Issue 11, March 2015

THIS IS CHF PROGRAMS

How people find support at home

Contracts for CHF funded programs are negotiated on an annual basis. As of March 31, 2015, CHF provided funding to 60 programs delivered by 27 agencies. Of these, 39 programs provided 2,231 housing spaces with support. This included:



CHF also provides funding for outreach through the Downtown Outreach Addictions Program (DOAP) and Outreach and Cultural Reconnection (OCR) through the Aboriginal Friendship Centre of Calgary (AFCC). Together these programs provided close to 25,000 services to over 3,700 unique clients last year.

In addition to housing with supports program spaces, we funded 260 winter emergency response shelter beds for singles and families, and funded support services such as: **Life Skills Programming, Prevention Supports for Families, Mental Health Support for Youth and Family Shelter Spaces.**

CHF CLIENT SATISFACTION SURVEY

We asked clients how satisfied they were with the housing and support they receive through CHF funded programs and heard back from 670 individuals.

- **95.4%** were satisfied or very satisfied with the information they were offered when they entered the program
- **87.3%** indicated they were satisfied or very satisfied with the respect and dignity they were being treated with in the program
- **86.7%** were satisfied or very satisfied with the help they received in finding housing that was appropriate for them
- **93.2%** of clients were satisfied or very satisfied with help they received for community supports and services
- **93.9%** were satisfied or very satisfied with the amount of meaningful contact they had with program staff
- **90.3%** were satisfied or very satisfied overall with the services they received in the program

“I JUST WANT TO SAY THANK YOU FOR HELPING ME GET OFF THE STREETS. IT’S WHAT I WANTED FOR A LONG TIME AND ALL THE STAFF ARE AMAZING.” – SURVEY PARTICIPANT

THIS IS CHF HOUSING

Calgary needs more affordable housing

Homelessness ends at home. The lack of affordable housing in Calgary continues to be an issue. To ensure agencies and clients have access to safe, affordable housing, CHF works with all levels of government, private sector, agencies and donors to increase the amount of affordable housing available in the city.

As of March 31, 2015, CHF owned 364 units of housing in 20 buildings throughout the city. We partner with agencies to operate properties through master leases and program funding agreements. Tenant referral, intake, income testing, social service supports and other tenant-related services are managed by agencies. CHF does asset and property management. The support tenants receive is based on their needs and the rent they pay is based on their capacity, which is typically 30% of their gross income.

In April 2014, we gathered in Beltline for the kick-off of Stepping Stone Manor, a purpose-built 30-unit apartment building that will become home for individuals exiting homelessness. Development permits were received for two additional buildings, a 24-unit building in Crescent Heights and a 25-unit barrier free building in Hillhurst Sunnyside, both of which will commence construction in the fall of 2015.

Over the next three years, we have plans to construct five additional 24 to 30 unit apartment buildings throughout the city. The construction of these projects is funded by over \$27 million in grants from the Government of Alberta and the contributions of 11 Calgary Home Builders to the RESOLVE Campaign, each giving up to \$1.4 million for a total of \$15.4 million to help end homelessness in Calgary.



THIS IS CAPACITY BUILDING

Supporting front-line agencies

Between April 1, 2014 and March 31, 2015 CHF offered 45 training programs which were attended by 1,153 staff from various front-line agencies. As in previous years, the CHF hosted a community consultation with service providers to discuss training

needs and gaps within our sector. Most of the trainings held this year were developed based on feedback from the community consultation. In addition, the CHF put a call out for training proposals from homeless-serving programs to showcase and share

their areas of expertise and knowledge. In total, thirteen organizations/programs submitted proposals to offer training – all of which were accepted. Among the trainings offered were:

- Harm Reduction
- Shifting Perspectives: Sex Work and Harm Reduction
- Motivational Interviewing
- Creating a Culture of Respect for LGBTQ2S Youth
- Enhancing Cultural Competency
- Fetal Alcohol Spectrum Disorder (FASD)
- Case Management Fundamentals
- Suicide Intervention
- Case Management – Aboriginal Perspective
- Housing Rights for Service Providers

“THE MOST IMPORTANT THING I LEARNED IS THE IMPORTANCE OF PATIENCE AND LETTING THE CLIENT NAVIGATE THE PROCESS OF ENGAGEMENT. IT TAKES MORE TIME THAN I TEND TO ALLOW.”

– AN ATTENDEE AT A MOTIVATIONAL INTERVIEWING TRAINING

THIS IS THE VALUE OF DATA

Evidence-based decision making

The Homeless Management Information System (HMIS), a locally administered, electronic data collection system that stores longitudinal client-level information about persons who access the social service system, continues to be an important resource for gathering robust

data to evaluate programs and understand the unique needs of clients within the system of care. The HMIS system has grown to include 31 agencies (both CHF-funded and non-funded), 122 programs, 1,400 trained staff and 730 active users.

PEOPLE HOUSED IN 2014/15

895 CLIENTS WERE PLACED IN HOUSING

 SPLIT BY HOUSING PROGRAM

Rapid rehousing (2 programs)	23
Permanent supportive housing (25 programs)	345
Supportive housing (16 programs)	527

 SPLIT BY DEMOGRAPHIC

Youths in youth programs	58
Family units*	198
Singles in single adult programs	639

52% MALE



PRIMARY RESIDENCE PRIOR TO INTAKE

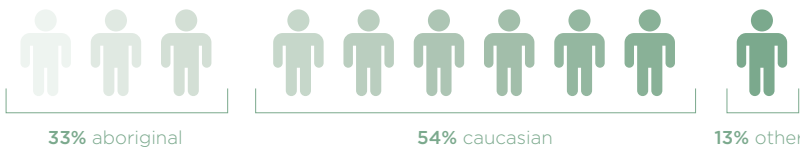
- 41% Emergency Shelter
- 31% Other**
- 20% Couch Surfing
- 8% Outside

55% CHRONIC HOMELESS

94% CANADIAN CITIZEN

 5% Permanent Resident 1% Other Status

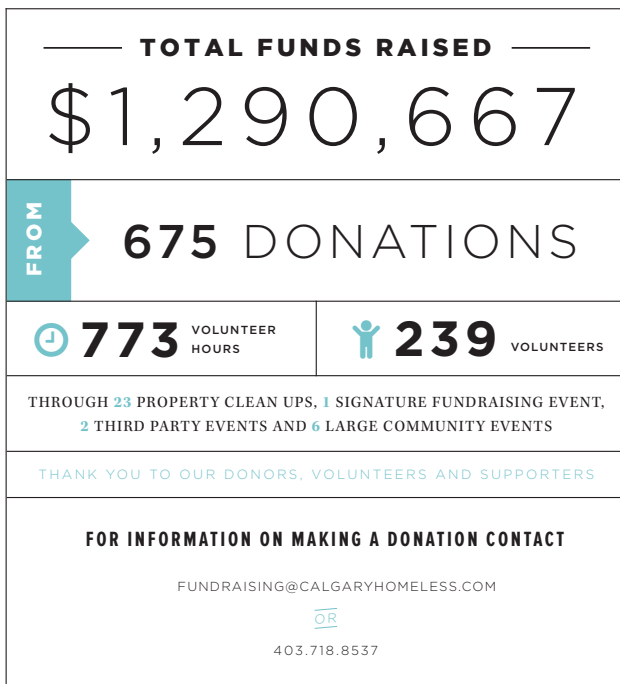
45% EPISODIC HOMELESS



* Family units count head of household and not total individuals in family unit

** Addictions treatment facility, correctional facility, hospital/medical facility, hotel/motel, own home, renting, etc.

YOUR CONTRIBUTIONS



A full listing of donors can be found on our website at calgaryhomeless.com/get-involved/donate/supporters/

RESOLVE

Making Calgary a better home for *everyone*.

The RESOLVE Campaign is transforming Calgary and will leave a lasting legacy in our great city. RESOLVE is a unique collaboration of nine Partner agencies raising \$120 million to build affordable and supported rental housing for 3,000 vulnerable and homeless Calgarians.

The nine Partner agencies are:

- Accessible Housing
- Bishop O'Byrne Housing
- Calgary Alpha House Society
- Calgary Homeless Foundation
- Calgary John Howard Society
- Horizon Housing Society
- Silvera for Seniors
- Trinity Place Foundation of Alberta
- The Mustard Seed

Together, we can move beyond imagining better to actually building it. Resolve to get involved and make a tangible difference.

www.resolvecampaign.com

[@RESOLVEyc](https://twitter.com/RESOLVEyc)



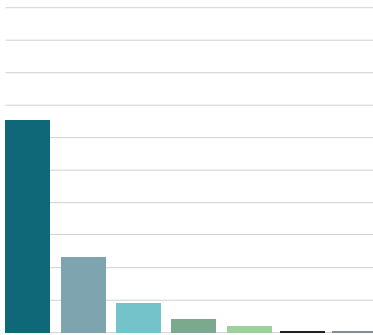
TREASURER'S REPORT

and

BALANCE SHEET

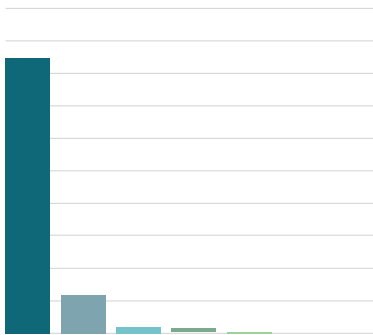
CHF experienced a successful fiscal 2014-15 year both through achievements as well as positioning to achieve our goal to end homelessness.

Our revenues, including investment income, reached \$70.3M, reflecting a 41% increase from the prior year with a corresponding increase in expenses of 47% to \$62.8M. Project disbursements remain CHF's primary expenditure and salaries and benefits remain our largest administrative expenditure, comprising 6% of total expenses.



FUNDING SOURCES

■ Government of Alberta	62%	\$ 43,289,675
<i>Human Services, Alberta Health Services</i>		
■ Grants	23%	\$ 16,168,819
■ Federal Government	9%	\$ 6,414,624
<i>Homelessness Partnering Strategy</i>		
■ Rental revenue	4%	\$ 2,621,055
■ Donations	2%	\$ 1,290,667
■ Special events	0%	\$ 201,150
■ Investment income	0%	\$ 293,257
100%		\$ 70,279,247



FUNDING USES

■ Project disbursements	85%	\$ 53,362,000
■ Administration	12%	\$ 7,529,244
■ Real property costs	2%	\$ 1,103,876
■ RESOLVE Campaign	1%	\$ 797,109
■ Special events	0%	\$ 31,892
100%		\$ 62,824,121

Full financial statements are available on our website at calgaryhomeless.com/who-we-are/reports/

BOARD MEMBERS

The Board ensures CHF meets all legal, financial and regulatory requirements, makes progress to achieve it's goals and has adequate resources.

The Board takes appropriate actions to remove barriers or impediments and enhances engagement among community leaders. We value the continued commitment of our volunteer Board of Directors.




BOARD OF DIRECTORS (FISCAL 2015)

Cameron Bailey (<i>Vice Chair</i>)	Retired Director, McKinsey & Company Canada
Wayne Barkauskas	Lawyer, Mediator and Arbitrator, Wise Scheible Barkauskas
Sharon Carry	President & CEO, Bow Valley College
Luana Comin-Sartor	Director, Internal Audit, Suncor Energy Inc.
George Coppus	Principal, Dynawise Inc.
Trevor Daroux	Deputy Chief, Calgary Police Service
Stephanie Felesky	Community Volunteer
Bernadette Majdell (<i>Secretary</i>)	Vice-President, Sales & Marketing, Hestia Group
Anne Maxwell	Director, Imagine Energy Inc.
David McIlveen	Director, Community Development, Boardwalk REIT
Dr. Lucy Miller	President & CEO, United Way of Calgary and Area
Alan Norris (<i>Chair</i>)	President & CEO, Brookfield Residential Properties
Les E. Stelmach	Vice-President, Bissett Investment Management
Darcy Verhun (<i>Treasurer</i>)	Chief Operating Officer, FYidoctors
Robin Wortman	President, Barber Lucia Productions Ltd.
Diana Krecsy (<i>Ex-officio</i>)	President & CEO, CHF

There are currently four Board Committees. Membership is as follows:

- **Governance:** George Coppus (*Chair*), Cameron Bailey, Bernadette Majdell, Anne Maxwell, Alan Norris and Robin Wortman
- **Audit and Risk Management:** Luana Comin-Sartor (*Chair*), Les Stelmach and Darcy Verhun (*Treasurer*)
- **Fund Development:** Stephanie Felesky (*Chair*) and Alan Norris
- **Housing AdHoc:** David McIlveen (*Chair*), George Coppus, Bernadette Majdell, Darcy Verhun and Martina Jileckova (*CHF*), Diana Krecsy (*CHF*)





Our focus has been around supporting the work through the Coordinated Access and Assessment (CAA) and really looking at the system of care as we're all working together. It's about the client's best interest...our team is actively trying to assist clients in making the necessary connections into housing. Because of the system of care, the communication has improved between agencies. The collaboration piece has gotten stronger. The importance of collaboration and working together is big...it's nice to see how that continues to be focused on.

— ADAM MELNYK, OUTREACH & HOUSING LOCATION MANAGER,
CALGARY ALPHA HOUSE SOCIETY

thank you

We would like to thank:

- Individuals who shared their comments and experiences
- Front-line and agency staff
- Donors, volunteers and supporters
- Community partners, agencies, organizations and stakeholders
- Government of Canada
- Government of Alberta
- City of Calgary
- Calgary Homeless Foundation staff and Board of Directors

ENDING

HOME LESS

TOGETHER



Calgary
Homeless
Foundation

CHF aims to provide all of our stakeholders with transparency and accountability. Any complaints or concerns with CHF can be anonymously reported through our external whistleblower line at 403.214.1821.

We also welcome your feedback on this Report.

Calgary Homeless Foundation

O'Neil Towers

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Calgary, AB T2P 1A5

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Fax: 403.262.2924

Website: www.calgaryhomeless.com

Email: info@calgaryhomeless.com

Media can contact 403.615.7607 or media@calgaryhomeless.com