



Building a 10 Year Plan to End Homelessness – Calgary’s experience

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- **Tipping points and unreasonable people**
- **Getting started**
- **Calgary's 10 Year Plan**
- **Parting thoughts**

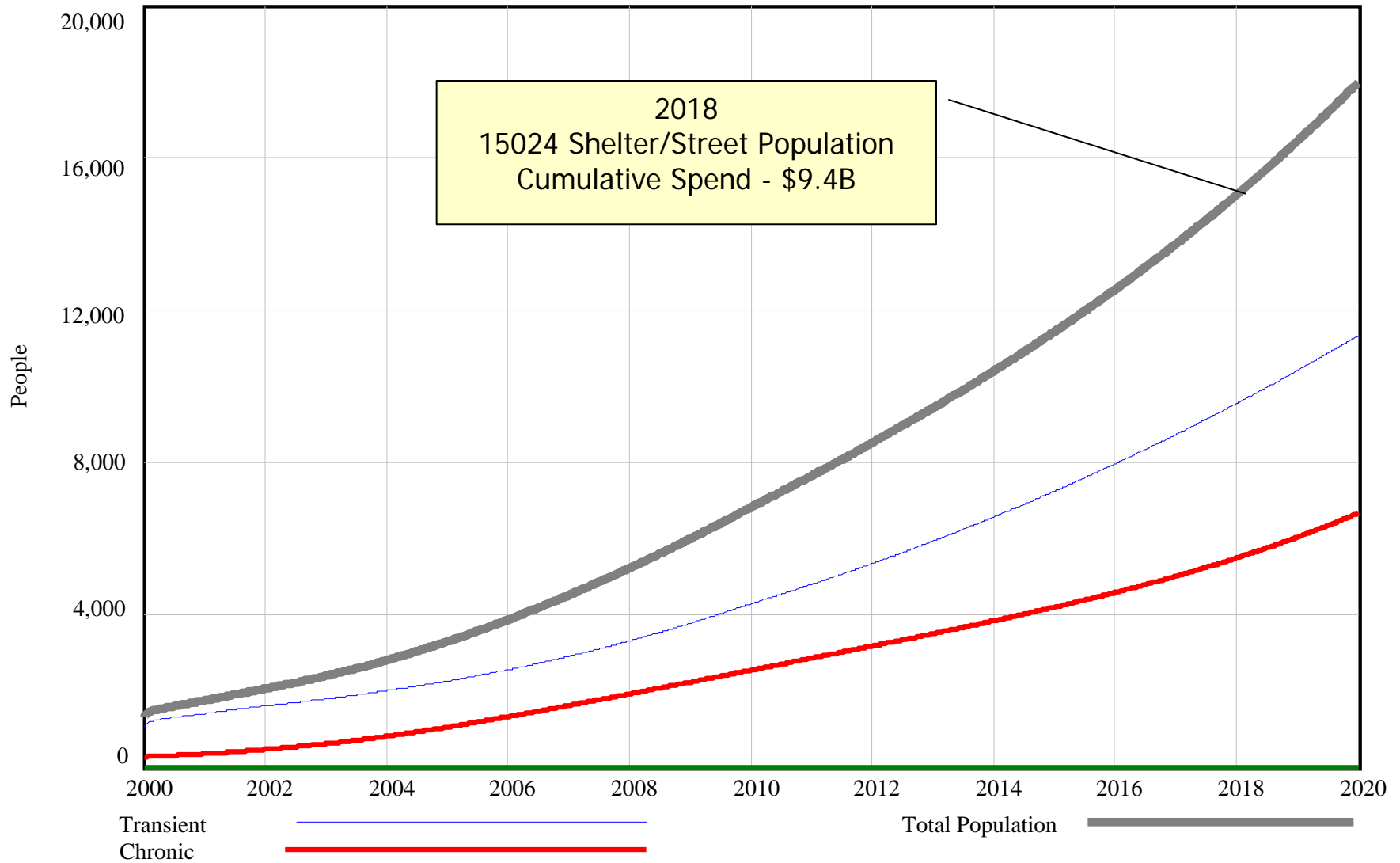
Tipping points & unreasonable people

- We had a homeless crisis getting worse and worse no matter what we did.
- We realized it would cost more to do nothing.
- We were shown a way out.
- Had the leadership of unreasonable people

Homelessness in Calgary

- Homelessness in Calgary has risen a staggering 650 per cent in the last decade
- There are over 3,400 people homeless in Calgary on any given night (2006 count).
- As many as 1,200 Calgarians have been homeless for more than a year and nearly 400 of those people have been homeless for more than five years.
- Over 58,000 low income households spend more than 30% of their income on accommodation, putting them only one pay cheque or crisis away from being homeless.
- Homelessness in Metro Vancouver is 2,592 - up 37 percent from 2005

Status Quo Projection



The cost of homelessness

- A 2008 SFU Study found \$55,000 per person, or an annual total of \$644.3 million in health, corrections and social services spending for all the homeless in B.C.
- In Calgary **at least** \$323 million was spent in 2007 which equals \$134,000 per chronically homeless person per year
- Dozens of studies in the U.S. and Canada show similar results

A model that appears to be working

- Philadelphia: 50% reduction in street homeless.
- Nashua NH: street number is down 40% and across the state 7% decrease in homelessness.
- In Westchester County, NY: 67% overall decrease
- In Madison, WI: 40% decrease in chronic homelessness.

Source: National Alliance to End Homelessness

A model that appears to be working

- In three years, Chicago has reduced the number of people entering the homeless system every year; phased out almost 2,000 transitional shelter beds and added 1,300 permanent supportive housing units and over 1,400 interim housing beds.
- In two years Portland has reduced chronic homelessness 70% and overall homelessness 40%

Source: National Alliance to End Homelessness

Getting started - Step 1: Get the recipe

- In 2000, the National Alliance to End Homelessness released **A Plan, Not A Dream: How to End Homelessness in Ten Years**
- A locally focused **system planning** guide / model
 - Think of the homeless serving system like a traffic system
 - It's a planning guide to address homelessness locally
 - It's a book of recipes not the Ten Commandments
- Marked a shift from **managing** homelessness to **ending** it
- April 2007: in **300** U.S. jurisdictions including **180** with plans in place
- Taking hold in Canada: Calgary, Edmonton, Red Deer, Lethbridge, Victoria

Four key elements of a 10 Year Plan

1. Plan for outcomes
 - Getting better data
 - Ending vs. managing homelessness
 - Outcomes vs. output
2. Close the front door into homelessness
3. Open the back door out of homelessness
4. Building the infrastructure

These are further broken down into “The 10 Essentials”

The 10 Essentials

1. PLAN FOR OUTCOMES
2. DATA
3. EMERGENCY PREVENTION
4. SYSTEMS PREVENTION
5. OUTREACH
6. SHORTEN HOMELESSNESS
7. RAPID RE-HOUSING
8. SERVICES
9. PERMANENT HOUSING
10. INCOME

Getting started - Step 2: Create a coalition of unusual suspects

Business leaders

Mayor

Major ethnic groups

Provincial & Federal political
leaders

Senior Federal & Provincial
officials

Key service delivery agencies

United Way

Chamber of Commerce

Faith leaders

Aboriginal representatives

Health Authority

Housing Developers

Foundations

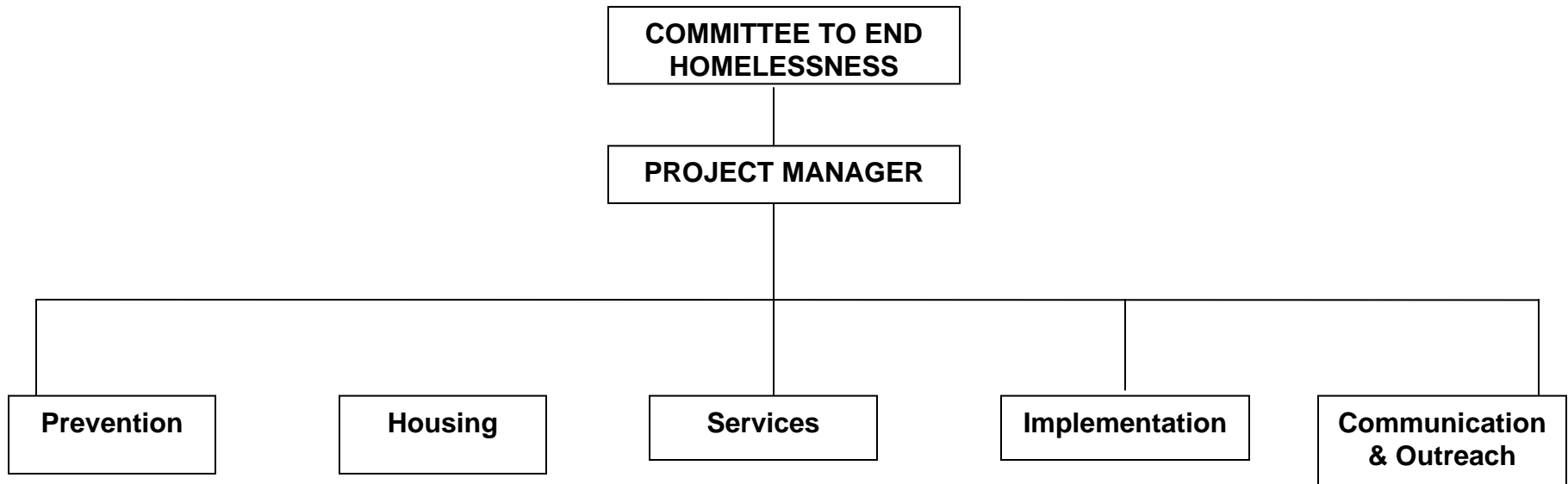
Nonprofits and faith based groups

Homeless and formerly homeless people

Neighborhood organizations/
Concerned
citizens

Other Community leaders

Getting started - Step 3: Get organized



Getting started - Step 4: Get moving

- Follow the recipe
- Set aggressive targets
- Steal what you can
- What can you start immediately? What can be reinforced?
- Remember that public opinion is critical – create success to build momentum
- Don't let the perfect be the enemy of the good

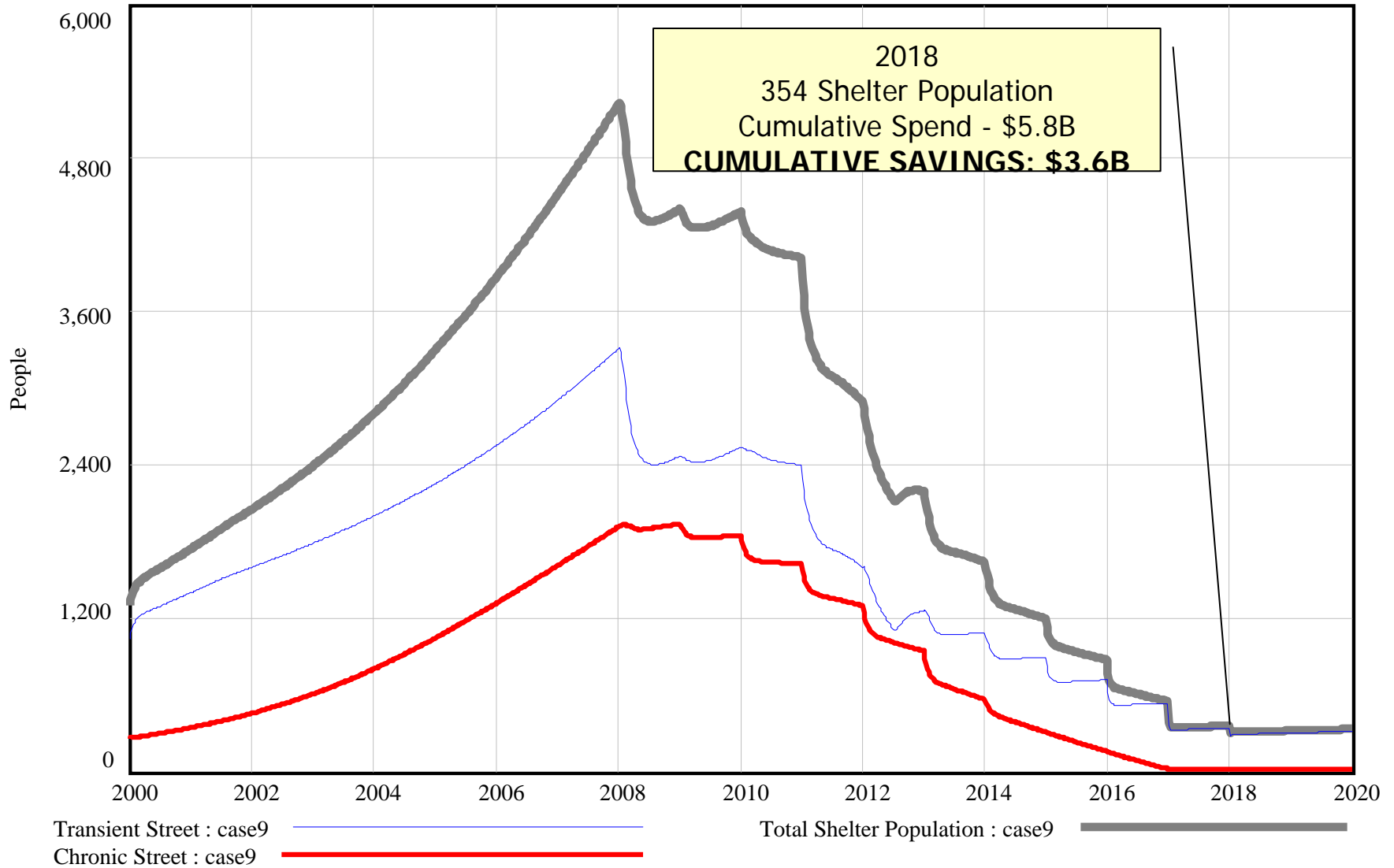
Calgary's 10 Year Plan

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.

Milestones

- Retire 50 per cent of Calgary's emergency shelter capacity within five years.
- Decrease the chronic homeless population 85 per cent from current levels within five years with a complete elimination of chronic homelessness in seven years.
- Eliminate family homelessness in two years.
- Stop the growth of homelessness and stabilize the overall homeless count at 2006 levels by May 1, 2010.
- Deliver a 12.5 per cent annual decrease in total homeless population starting in 2010.
- Reduce the economic cost of homelessness.
- Reduce the maximum average stay in emergency shelter to less than seven days by December 31, 2018. By that point, anyone in emergency shelter will be rapidly moved into permanent housing.

10 Year Plan



Parting thoughts

- The most important thing you will do is **get moving**
- Follow the recipe
- Build a coalition of unusual suspects
- Steal what you can
- Create success to build momentum
- Don't let the perfect be the enemy of the good
- Remember the Stockdale Paradox



Thank you

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