

The page features several decorative geometric shapes. At the top, there are five downward-pointing chevrons in light blue, light green, magenta, light green, and yellow. On the left and right sides, there are two larger chevrons pointing towards the center, one magenta and one light blue. At the bottom, there are five upward-pointing chevrons in yellow, light green, light blue, yellow, and magenta.

2020-2021 Annual Report

The logo consists of a red triangle with a white silhouette of a maple leaf inside it.

CAEH | ACMFI

Canadian Alliance to End Homelessness

Canadian Alliance to End Homelessness (CAEH) is a registered charitable organization leading a national movement of individuals, organizations, and communities working together to end homelessness in Canada.

Our work includes:



Our annual national conference arms policy makers, funders, researchers, advocates, community leaders, and frontline workers with the inspiration, information, tools, and training they need to end homelessness.

conference.caeh.ca



Built for Zero Canada is an ambitious national change effort helping a core group of leading communities end chronic and veteran homelessness—a first step on the path to eliminating all homelessness in Canada.

bfzcanada.ca



On the Way Home is a podcast that brings together the voices and issues involved in ending homelessness in Canada.

onthewayhome.ca



The CAEH supports several allied networks working toward our shared mission of ending homelessness.

caeh.ca/alliednetworks



CAEH TTA delivers on the ground training and support to communities and frontline workers through a mission-based, non-profit training and technical assistance consultancy.

training.caeh.ca

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Land Acknowledgement

From coast to coast to coast, the Canadian Alliance to End Homelessness acknowledges that we live, work, and play on the ancestral territories of all Inuit, Métis, and First Nations peoples who call this land home. We recognize the historic and ongoing impacts of colonization and are committed to rebuilding and renewing equitable and respectful relationships between Indigenous peoples and settlers through ongoing reconciliation and decolonization of our systems. We are guided in our work by the United Nations Declaration on the Rights of Indigenous Peoples, the Calls to Action of the Truth and Reconciliation Commission, the Calls to Justice of the National Inquiry into Missing and Murdered Indigenous Women and Girls, and the principle of Indigenous self-determination.



Our commitment to diversity, equity and inclusion

The Canadian Alliance to End Homelessness promotes respect, equity, inclusion, and participation of all individuals who interact with and within our organization—especially those who face systemic barriers. The CAEH is committed to creating programs, providing services, mobilizing its supporters, and utilizing its voice, influence, and expertise to advance lasting solutions to homelessness while addressing the underlying and structural causes of inequity that most impact Indigenous, Black, racialized, disabled, 2SLGBTQIA, and low-income persons as well as women, immigrants, refugees, youth, older adults, and other marginalized groups.

Letter from CAEH's President and CEO



Tim Richter

President & CEO,

Canadian Alliance to End Homelessness

COVID-19 took a lot away from us. For some, it took family and friends, for others it took away opportunities or a stable income, and for many it threatened or outright took away their place to call home, or perhaps their chance to access housing. When I look back at March 2020, I remember the world coming to a shocking standstill, and folks already marginalized by society and the systems in place felt the brunt of the fallout. There were moments, I think for all of us, where fear of the unknown became potent and even paralyzing. Where do you even start when you don't know the full extent of the risks?

Despite facing the unknown, we wasted no time. Frontline staff and organizations made incredible strides and sacrifices since the pandemic began, moving quickly to address the weaknesses in the system that would be exploited by an immensely contagious virus like COVID-19. Luckily, health leaders had come together just before to form the Canadian Network for the Health and Housing of People Experiencing Homelessness (CNH3). We helped connect leaders in the medical field to service providers and leaders in the sector. We collectively worked together to help mobilize efforts and emergency plans so that people with no home had somewhere to isolate because as a sector, we were on our own and only had each other to rely on from the beginning.

We worked closely with CNH3 to develop guidance for front line organizations to respond quickly to a largely unknown threat at that time while simultaneously working with the federal government to ensure those very groups had the resources to do it. We also worked quickly with the federal government to ensure front-line organizations had the resources they needed to put protections in place (which has amounted to more than \$600 million in federal support to help front-line organizations respond to COVID). A few months into our pandemic

response, we identified collectively that the pandemic could be an opportunity for systemic change if we paid close enough attention. Like no other time in history, people realized that our health is interconnected. For us to be safe, everyone had to be safe. We shifted our focus and efforts to be more collective and housing-focused.

Our team, partners, supporters, funders, and other individuals across the country wanted to see change. A return to normal was not an option—and neither was inaction. The pandemic shone a light on the need for us to more effectively manage and prevent homelessness as a society.

Communities shared strategies and information, reduced homelessness, and even ended homelessness for certain unique populations. Then we launched Recovery for All, a bold and ambitious campaign that helped secure a federal commitment to end chronic homelessness and billions in new housing investments.

Now when I look back over the course of the pandemic, I am reminded of the countless feats achieved and opportunities taken, alongside the heightened empathy and understanding driving these moments of progress and success. And it gives me hope for what we will be capable of achieving when a global health crisis is no longer standing in our way. We are truly capable of ending homelessness.

An end to homelessness is not only possible, it's within reach. Thank you for your support.

Onwards,

Tim Richter

Thank you to the former members who have served on CAEH's board and played an important role in its growth and learning:

Jessie Thistle

Arlene Heche

Maria Crawford

Letter from CAEH's Board Co-Chairs



Dear CAEH supporters,

Whether you're a service provider, a funder, a donor, a partner, or a supporter who sent letters to parliamentarians or endorsed us—your contributions collectively had an extraordinary impact. For the role you have played this year to help end homelessness, and on behalf of the entire Board of Directors, we would like to take this opportunity to thank you.

Together, over the past year, we have overcome a significant level of adversity and hardship in an extremely short period of time. This hard work, compassion, and a willingness to act, has made it clear that Canadian communities share our keen intent to see an end to homelessness.

The barriers and risks that we have confronted since March 2020 are slowly easing, but the lessons and experiences remain with us. Once we collectively catch our breath—which we all need following the severe experiences of burnout, fatigue, and languishing we have faced over the past year—we will emerge stronger.

We have learned so much in the past year—about each other, about ourselves, and about the issues that truly matter, such as building a more equitable society that can respond to pandemics and crises in a way that doesn't put people at risk of homelessness or housing precarity. We have learned to demand more of our leaders to ensure measures are in place that enable people to succeed and lead a life of dignity.

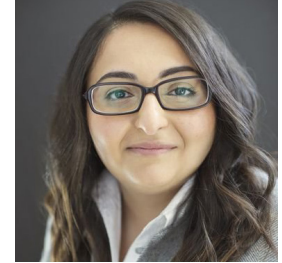
Matthew Pearce

Board Co-Chair,
Canadian Alliance to End Homelessness



Reshmeena Lalani

Board Co-Chair,
Canadian Alliance to End Homelessness



Moments of crisis show us our limits, but they also show us what we can achieve. This past year taught us that we never know what is around the corner, but no matter what does come, there is always an opportunity to show up and be there for one another.

So thank you. Thank you for showing up for the Canadian Alliance to End Homelessness. Thank you for your sacrifices, thank you for your support, and, most of all, thank you for your belief that ending homelessness isn't only possible, but achievable. It's why we are here, too.

In solidarity,

Matthew Pearce and Reshmeena Lalani
CAEH Co-Chairs of the Board of Directors

Current Board:

Jasmine Beriault

Bryany Denning

Mayor Don Iveson

Catherine Latimer

Bisi Omojola

Doug Pawson

Madeleine Redfern

Henry Wall

Bright Spot: London ends veteran homelessness – a first in Canada



In February 2021, in the midst of a pandemic, this Built for Zero Canada community made history by becoming the first city in Canada to achieve functional zero veteran homelessness.

London turned the pandemic into an opportunity to transform its system and better serve veterans experiencing homelessness. This system transformation led to the city's achievement of functional zero chronic homelessness.

Built for Zero Canada (BFZ-C) confirmed London as the first community in Canada to achieve functional zero veteran homelessness, which means the number of veterans experiencing homelessness is less than or equal to the number of veterans a community has proven it can house in a month. London functionally ended veteran homelessness in October 2020 and continues to sustain it as it works toward absolute zero.

"This is an extremely proud day for London. It is the direct result of a compassionate community coming together to achieve something truly remarkable. Safe and affordable housing is a right for everyone, especially brave women and men who have so selflessly served our country," says **London Mayor Ed Holder**. "It is my hope this achievement will instill in Londoners a sense of pride, along with renewed determination to continue being a national leader in how we care for and support our most vulnerable."

London's key to success was relationship building, real-time data, coordinating access, prioritizing veterans, and rallying around a shared goal. London achieved this incredible milestone thanks to a deep, data-driven, and housing-focused working relationship

London is one of 16 communities who are participating in BFZ-C's veteran cohort. By supporting a leading group of Canadian communities to end chronic and veteran homelessness and by focusing efforts on individuals in most urgent need across a broad range of populations (including youth, women, veterans, Indigenous Peoples and rough sleepers), the BFZ-C movement intends to prove that reversing the lethal trajectory of homelessness in Canada is possible and within reach.



between the city, local agencies, and veterans' organizations. Working through the city's By-Name List, this broad local collaboration worked to house and support each veteran.

"Functionally ending veteran homelessness in London is a great step to address our City's homelessness crisis," says **Craig Cooper, Manager of Homeless Prevention, City of London**. "Our shift towards a data-driven housing approach enabled our community to systematically house our homeless veterans and achieve and sustain functional zero."

Functional zero is a critical milestone. Now the work is to sustain this success over the long term, keep driving for absolute zero, and expand focus to other populations.

"This community's incredible efforts have proven that ending homelessness is possible," says **Marie Morrison, BFZ-C Director, Canadian Alliance to End Homelessness**. "Achieving a functional end to veteran homelessness means that the community now aims to sustain those gains while working toward absolute zero. We know they can do it because they're working collaboratively and share the same goal that no one should experience homelessness, including people who have served our country."

What we've accomplished

Built for Zero Canada and CAEH Training & Technical Assistance work directly with communities to end chronic & veteran homelessness – a first step on the path to eliminating all homelessness in Canada.

These two CAEH initiatives provide consultation, coaching, support and training.



100%

of the communities and individuals are working to solve homelessness



66+

communities are supported by Built for Zero Canada and the Training & Technical Assistance program, which provide consultation, coaching, support and training

Quality By-Name List is a real-time list of all known people experiencing homelessness in a community. CAEH staff work with communities to ensure their By-Name List achieves a minimum standard of quality, including balanced and reliable data.

Coordinated Access is a way for communities to bring consistency to the process by which people experiencing or at risk of homelessness access housing and related services within a geographic area. CAEH staff confirm if a community has achieved the minimum standards using a consistent verification process.



25

communities have achieved a Chronic Quality By-Name List



6

communities have reduced below chronic baseline



5

communities have achieved a Veteran Quality By-Name List



1

community has achieved functional zero chronic homelessness



13

communities have achieved the minimum requirements for Reaching Home Coordinated Access



1

community has achieved functional zero veteran homelessness



339

training sessions provided



4

In-person Learning Sessions

6

Virtual Learning Sessions

Reductions are measured by setting a baseline month of data when a community first achieves a Quality By-Name List. CAEH staff verify that communities have sustained reductions of 10% or more for 3 consecutive months.

Functional Zero A community has ended chronic homelessness when the number of people experiencing chronic homelessness is zero, or if not zero, then either 3 or .1% of the total number of individuals experiencing homelessness, whichever is greater.

Proof that ending homelessness is possible

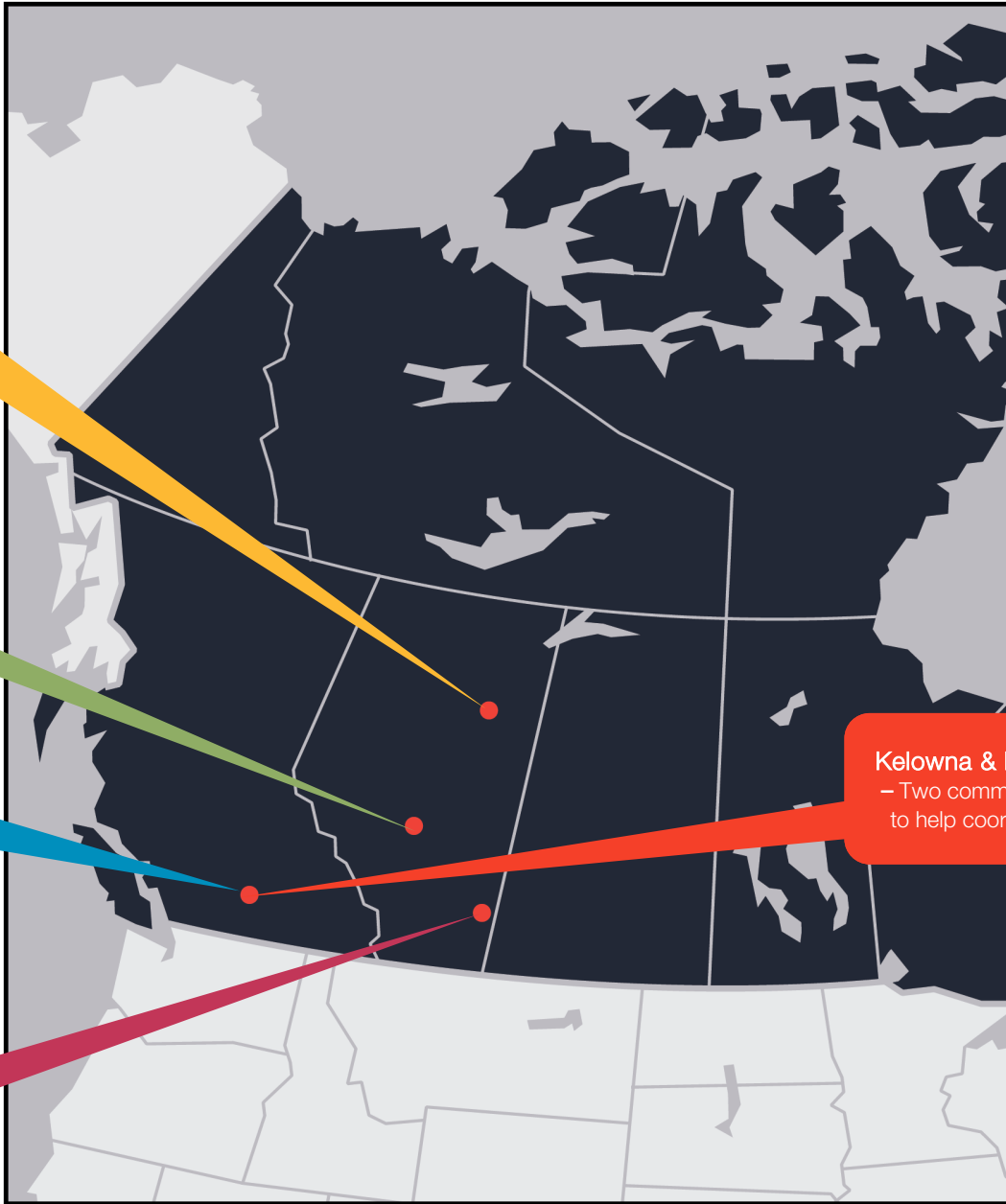
Fort McMurray reduced chronic homelessness despite a 'one-in-100' year natural disaster and global pandemic.

Edmonton quickly moved to use its Expo Centre as a designated overflow location for homeless shelters.

Kelowna centred and built lived experience into its homelessness strategy, critical to person-centred systems.

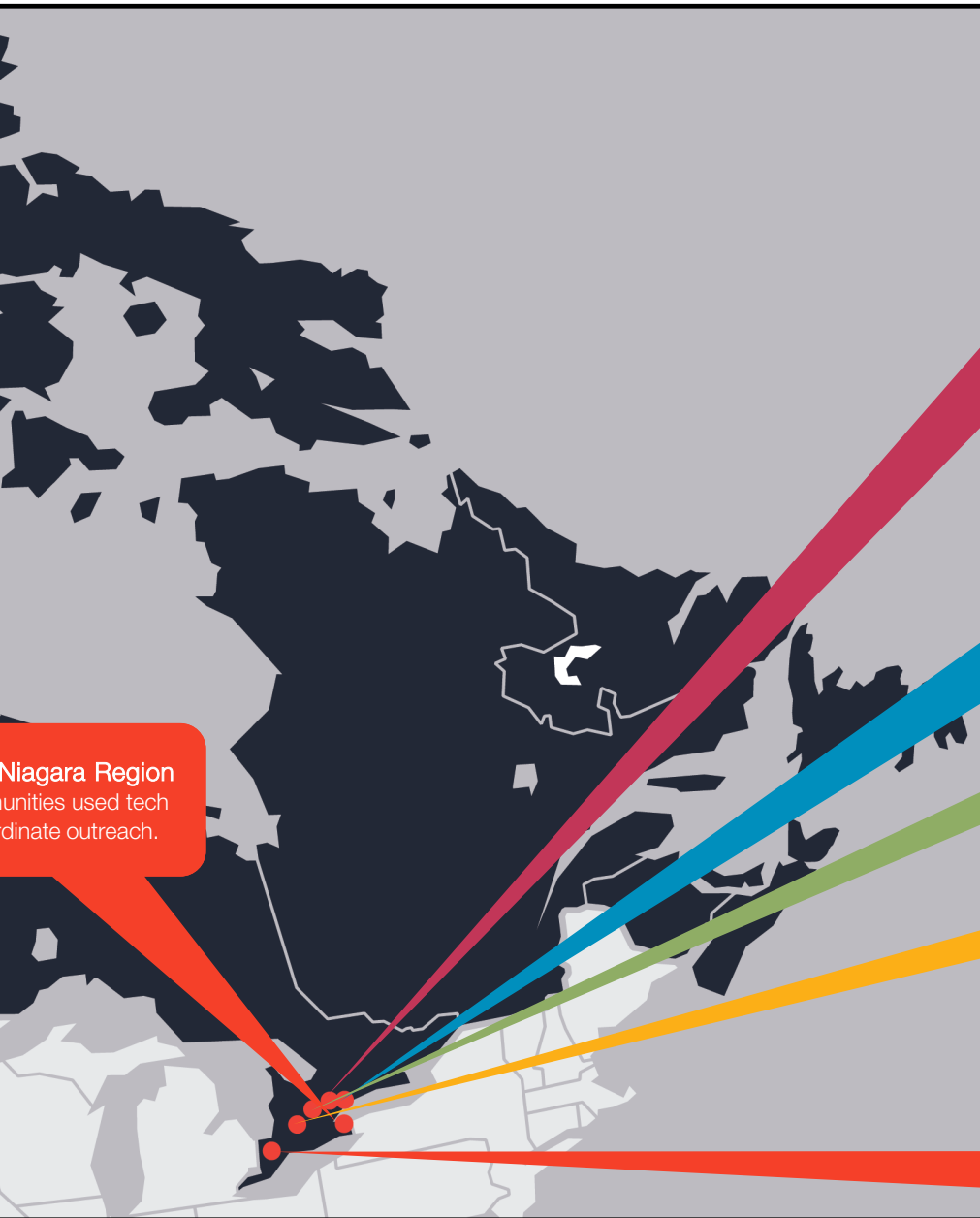
Medicine Hat became the first community in Canada to functionally end chronic homelessness. (more on Pg. 12)

Kelowna & ...
– Two comm...
to help coo...





COMMUNITY BY COMMUNITY



Niagara Region
communities used tech
coordinate outreach.

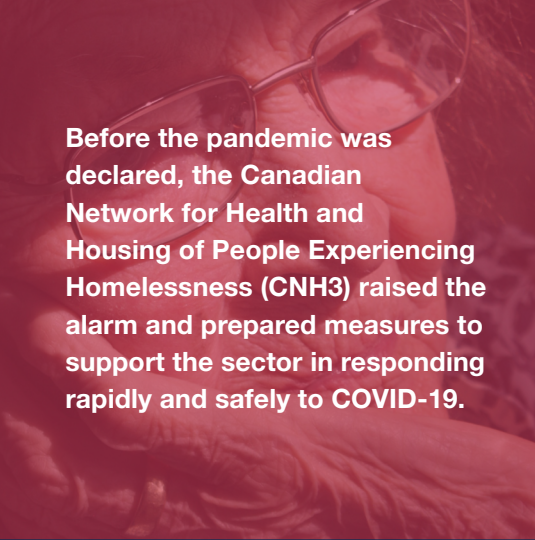
Region of Peel housed over
287 individuals and families
during height of COVID-19
pandemic.

Toronto – The city released shelter
system data to publicly inform solutions to
homelessness. **They** housed over 1,300
people through its COVID-19 response.

Guelph-Wellington
reduced chronic youth
homelessness by 43%.

London ended veteran
homelessness, achieves
functional zero.
(more on Pg. 4)


Chatham-Kent adapted to
COVID-19 with an isolation
shelter and new prioritization
measures to move people
quickly into housing.



Before the pandemic was declared, the Canadian Network for Health and Housing of People Experiencing Homelessness (CNH3) raised the alarm and prepared measures to support the sector in responding rapidly and safely to COVID-19.



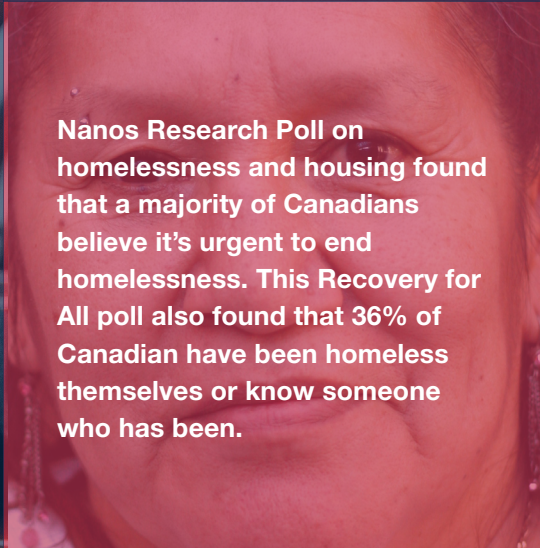
Within weeks of March 2020, communities across Canada launched rapid rehousing initiatives, additional emergency shelters, and isolation and quarantine spaces.




CAEH launched the Recovery for All campaign, which helped secure a federal government commitment to end chronic homelessness and a \$1 billion Rapid Housing Initiative in the September 2020 Throne Speech.




The Canadian Lived Experience Leadership Network launched, which is a group of people with lived or living experience of homelessness across Canada who want to shape the country's response to homelessness.



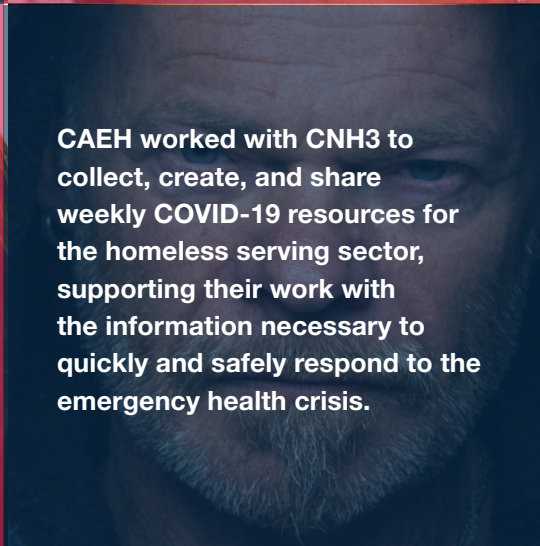
Nanos Research Poll on homelessness and housing found that a majority of Canadians believe it's urgent to end homelessness. This Recovery for All poll also found that 36% of Canadian have been homeless themselves or know someone who has been.



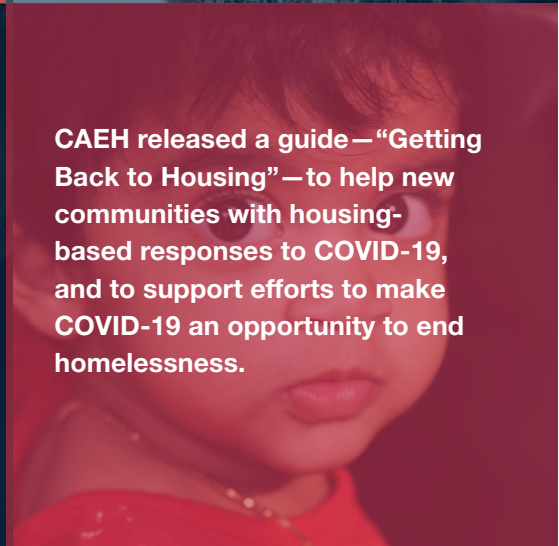
CAEH released a Recovery for All report detailing an affordable, achievable path that would create 500,000 jobs, save billions of dollars in federal money, and end homelessness out of Canada's COVID-19 recovery.



CAEH released The Pandemic Response and Recovery Toolkit for Homeless System Leaders in Canada to support sector leaders with their community's response and recovery for both people experiencing homelessness and in supported housing programs.



CAEH worked with CNH3 to collect, create, and share weekly COVID-19 resources for the homeless serving sector, supporting their work with the information necessary to quickly and safely respond to the emergency health crisis.



CAEH released a guide—“Getting Back to Housing”—to help new communities with housing-based responses to COVID-19, and to support efforts to make COVID-19 an opportunity to end homelessness.

2020: A year of resilience and progress in the face of a global pandemic

Reflecting on 2020, we remember all of the hard work and sacrifices of housing advocates, service providers, and frontline workers across the country whose courageous, selfless, and determined efforts have protected our homeless neighbours against an unprecedented public health crisis — and despite the pandemic, made significant strides toward ending homelessness.

COVID-19 tested us—and continues to test us—on every level as communities approach different stages of reopening. We have faced immense loss, grief, challenge, and change during the pandemic. But as each wave came, we answered it with a groundswell of supporters, advocates, and service providers who continued to advance their work to end homelessness.

Homelessness has followed a relentless and lethal trajectory in our country for decades, growing year after year, and putting hundreds of thousands of lives at risk annually. COVID-19 put people experiencing homelessness at dramatically increased risk of illness and death, cast more people into homelessness, and worsened the ongoing opioid crisis.

At the same time, incredible action ignited as infection rates and death tolls climbed. One unifying call was made: we can't return to "normal." Normal is 235,000 people experiencing homelessness in Canada a year. The pandemic became an opportunity to cut red tape and accelerate efforts to ensure everyone had somewhere safe to call home.

Within three months of the beginning of the pandemic, the Canadian Alliance to End Homelessness launched Recovery for All. While supporting more than 66 communities across the country, the CAEH seized the initiative to campaign for change and ensure pandemic recovery that would include ending homelessness.

COVID-19 complicated and upended many of the plans we had for a normal year. Before March 2020, we were building momentum toward ending homelessness and for a moment, the pandemic pressed paused on our efforts and threatened the lives of people already marginalized. But so many of us came together when it mattered most, united behind the belief that despite everything there was still hope.

There is hope in action. There is hope in unity. There is hope when we come together and overcome immense obstacles thanks to a growing movement of people, partners, and organizations rising to the occasion and remaining focused on the shared goal of ending homelessness.

Recovery for All secured a federal commitment to end homelessness and a \$1 billion Rapid Housing Initiative. Other highlights included:

24,000+
supporters

120+
endorsing organizations

758,000+
letters sent to parliamentarians

1.6M
video views

3.9 million
Canadians reached



Bright Spot: Canada's first functional zero chronic homelessness proof point

Medicine Hat made history in March 2021 as the first city in Canada to end chronic homelessness. Learn more about how the Built for Zero Canada community did it.



Medicine Hat is one of 33 communities participating in Built for Zero Canada. By supporting a leading group of Canadian communities to end chronic and veteran homelessness and by focusing efforts on individuals in most urgent need across a broad range of populations (including youth, women, veterans, Indigenous Peoples and rough sleepers), the BFZ-C movement intends to prove that reversing the lethal trajectory of homelessness in Canada is possible and within reach.

After years of leading the way and showing what it takes to solve the homelessness crisis, Medicine Hat is the first city in Canada to achieve functional zero chronic homelessness.

Since 2009, more than 1,323 people (358 chronically homeless) who were homeless or at-risk of becoming homeless have secured a place to live, including 328 children through Housing First programs. An even greater number of people have been stabilized or housed through diversion and rapid resolution. At the same time, shelter use has reduced by 64% overall—including children in shelter and family violence.

By achieving functional zero, the Built for Zero Canada (BFZ-C) community has proven that it has built a system that can ensure chronic homelessness is rare, brief, and non-recurring, even as new folks experience housing crises over time. Functional zero means that a community has gone three consecutive months with three or fewer people experiencing chronic homelessness.

“Through perseverance, progressive change, the development and a reconsideration of beliefs, Medicine Hat has become a community willing to take on the systems, engage in the difficult conversations and move towards finding a successful outcome for those within the vulnerable population,” says **Jaime Rogers, Manager of Homeless & Housing Development for Medicine Hat Community Housing Society.**

Medicine Hat has been forging the path toward ending homelessness since even before its work with BFZ-C. The community was one of the first to implement By-Name Lists and Coordinated Access, beginning in 2010. And in 2009, Medicine Hat was one of the first Canadian cities to commit to ending homelessness, a goal that was updated in 2014. They continue to set measurable goals to end it as well.

The community has a strong culture of data-driven decision-making, where data informs policy, programs, and system improvements. Since 2010, a Homelessness Management Information System (HMIS) has been deployed in the community, which means Medicine Hat can see their data in real-time and review and monitor trends and improvements over time. They use their data daily to provide services and monitor system functionality. In addition, all funded programs have annual targets that are monitored with monthly reporting. This helps service providers to read and utilize program- and system-level data to inform their programs and leverage funding.

The community has set the standard for constant system improvement. The team is always reviewing data, measuring what is and isn't working, and applying these learnings toward system transformation. They do this by building relationships, partnerships, and community capacity, focusing on data and people, ensuring accountability, and applying the mantra of burning the system down to build it back up again.

About 99% of their placement success was not about new housing—it was about system changes and working with what they have. While the community could use more housing options, as anywhere else, the challenge was about rethinking the current stock, space, and its utilization. Outside of 30 new units of permanent support housing that came online between 2017-2019, there has not been a significant housing development.

Now, Medicine Hat will work to sustain functional zero and work towards absolute zero on chronic homelessness. At the same time, they will turn their attention to expanding to focus on zero for all homeless populations in their community.

“We aim to create effective systems of care and improve on those systems of care,” Jaime says. “We're known as innovators and system disruptors—ever within our own system.

“Our goal is to protect zero.”





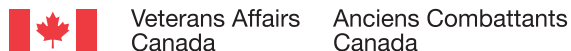
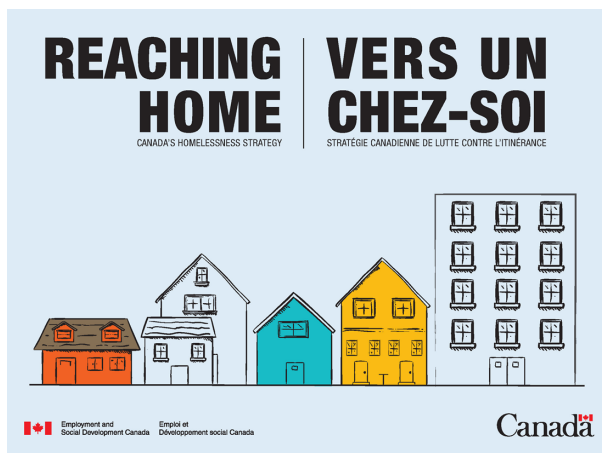
THANK YOU



The Canadian Alliance to End Homelessness team owes its success to all of our supporters, partners, champions, and funders.

We are grateful to the first voice advocates and people with lived experience of homelessness who guide our work.

And most importantly, we appreciate all of you. Every person who believes that ending homelessness is possible is critical to making it happen.

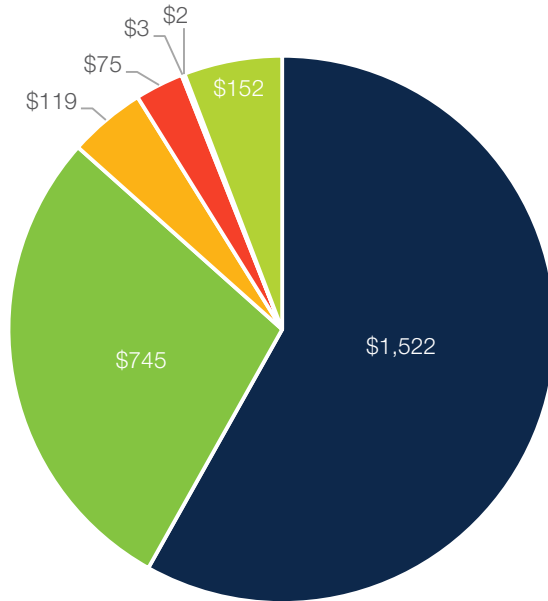


Financials

For the year ended March 31, 2021

Revenue

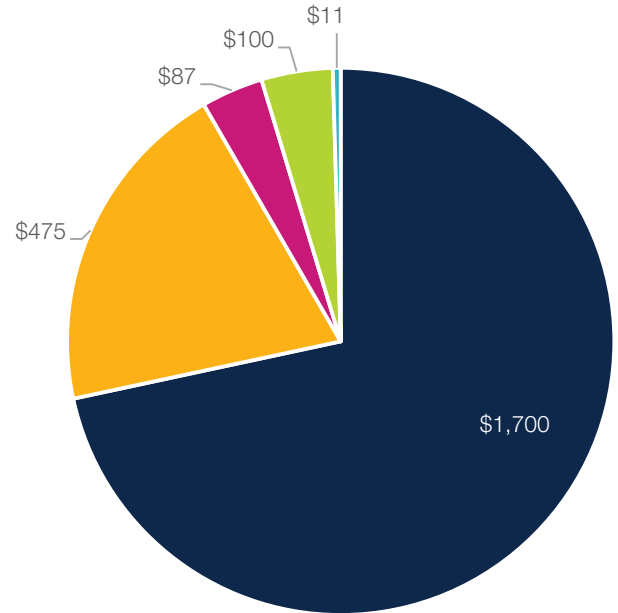
(\$000s)



- Government grants
- Donations
- Training and Technical Assistance revenue
- Community fees
- Government assistance (COVID-19 related)
- Conference revenue
- Other revenue

Expenses

(\$000s)



- Personnel
- Contractors and professional fees
- Marketing and communications
- Office and administration
- Conference and other program expenses



The largest housing advocacy campaign in Canadian history to mobilize thousands of Canadians to pledge to Vote Housing in the upcoming federal election.

THE OPPORTUNITY



1.7

million households in core housing need.



1.6

million Canadians have experienced homelessness.



8
out of
10

Canadians support investments in affordable housing.



Canadians rate the urgency of ending homelessness in Canada at

7.5
out of
10

THE SOLUTION

Your vote! Voting is our ticket to change. By pledging to vote housing, you're telling political parties and candidates running for election that you want a Canada where housing need and homelessness are things of the past.

YOUR VOTE CAN END HOMELESSNESS AND HOUSING NEED! JOIN US!

votehousing.ca

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