

Community Wellbeing Call for Proposal

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1. Introduction

The community of Lethbridge is changing, and our strategies must evolve to meet new challenges and diverse community needs. A comprehensive update of the Community Wellbeing and Safety Strategy (CWSS) has been completed by the City of Lethbridge and will serve as an important guiding document in the advancement of community wellbeing and safety. As a guiding document, the CWSS identifies community needs, gaps in service provision, priority populations, and other strategic actions.

The CWSS is predominantly utilized by the Community Social Development (CSD) department within the City of Lethbridge to inform the funding disbursements from the Government of Canada - Reaching Home (RH) funding portfolio and the Government of Alberta - Family and Community Support Services (FCSS) funding portfolio. The City of Lethbridge also contributes municipal funding to aid in the wellbeing of our community members, all managed under the premise of the CWSS.

Current RH and FCSS funding distributions were largely completed under the CWSS Request for Supplier Qualifications (RFSQ) four-year funding timeline, which ends December 31, 2024/March 31st, 2025.

The City of Lethbridge is opening a **Call for Proposals** (CFP) to solicit requests for investments into innovative programs & services that align with the funding parameters of RH and FCSS to advance community wellbeing and safety outcomes by addressing those needs, gaps, and strategic priorities identified in the updated CWSS. This CFP is for a two-year period starting January 1, 2025, to December 31, 2026/March 2027, dependent on funding source timelines.

Interested Applicants are encouraged to review this document in its entirety before completing a proposal submission.

1.1 Contact Information

All forms of communication including questions and clarifications related to this CFP are expected to occur electronically through cwss@lethbridge.ca to ensure a fair and competitive process.

Applicants and their representatives are not permitted to contact any employees, officers, agents, elected or appointed officials, or other representatives of the City, other than through the means outlined above with matters pertaining to this CFP. Failure to adhere to this communication standard may result in the applicant's disqualification.

All questions and clarifications submitted between Issue Date of Call for Proposal and Deadline for Questions will be collected and responded in a timely manner. All questions and responses will be posted on or before July 17 at www.lethbridge.ca/csd in alignment with the timelines presented in Section 3 of the CFP.

1.2 Application Timelines

The application timetable is subject to change, pending direction from City Administration.

| | |
|---|---|
| Issue Date of Call for Proposal | June 12, 2024 |
| CFP Information Session (In-person: City Hall Culver Room) | June 20, 2024 @ 3:00-4:00pm |
| CFP Information Session (Virtual) | June 24, 2024 @ 5:00-6:00pm |
| Deadline for Questions | July 15, 2024 @ 4:00pm |
| Response to Questions | July 17, 2024 @ 4:00pm |
| Submission Deadline | July 31, 2024 @ 4:00pm |
| Rectification Period | Three (3) Business Days from notification of rectification |
| Negotiation Period | July 31, 2024 to September 13, 2024 |
| Public Disclosure of Funded Programs/Projects | Oct 1, 2024 |
| Request for Debrief | Oct 30, 2024 @ 4:00pm |
| Agreement Finalization | December 15, 2024 |
| Agreement Start Date | January 1, 2025/March 31, 2026 |
| Debrief Period | January to March of 2025 |

Table 1. Application Timelines

*All dates are subject to modifications by the City of Lethbridge

1.3 Eligible Recipients

This Call for Proposals includes three sources of funding available: Family and Community Support Services (FCSS), Reaching Home (RH), and City of Lethbridge (CoL) Municipal funding.

FCSS funding is available to applicants include individuals (including independent contractors), not-for-profit organizations, and for-profit organizations (if the activity is non-commercial and not intended for profit). Eligible organizations must have experience in providing prevention social service programs. FCSS program and expense eligibility can be found [here](#).

RH funding is available for initiatives that prevent and reduce homelessness in our community. Eligible applicants include individuals (including independent contractors), not-for-profit organizations, for-profit organizations (if the activity is non-commercial and not intended for profit), off-reserve Indigenous organizations, and public health and educational institutions. RH program and expense eligibility can be found [here](#).

1.4 How to Apply

- Applications must be submitted electronically using application process through the CSD website: www.lethbridge.ca/csd
- Submissions by other methods will not be accepted. In the event of any technical issues, applicants should contact the City administration following the communication methods outlined in Section 1.1.
- Applications must be finalized and submitted on or before the submission deadline. The time of receipt of each application will be determined by the system web clock. Late submissions will not be accepted by the application system or any other avenues and will be disqualified.

- Applicants are cautioned to ensure the file size, transfer, or transmission speed do not delay their submission timelines. Applicants are encouraged to submit applications before the deadline to avoid disqualification.
- The application system will provide a confirmation confirming receipt of the submission directly after the submission. If an applicant has completed the submission process and does not receive a confirmation pop up, contact cwss@lethbridge.ca as soon as possible to avoid disqualification.
- Application materials should be prepared and submitted in accordance with the instructions in the application system, including any maximum file size and document types for upload.
- Documents should not be embedded within uploaded files as the embedded files may not be accessible and will therefore not be included in the evaluation process.
- Applicants may withdrawal their application at any time while the CFP is open, and they are permitted to resubmit an application while the CFP is open, but no resubmissions will be accepted once the call closes. To withdraw an application, a signed notice of withdrawal must be sent to the city contact outlined in Section 1.1.

2. Application Framework

This CFP accepts applications for projects for ongoing or one-time program/project are eligible under this CFP if all funds can be used in the time frame identified below. Funding sources may include one or up to all three, depending on the scope of work.

Projects shall:

- Occur within the municipal boundaries of the City of Lethbridge
- Align with the directives of the RH and/or FCSS as outlined in Section 4.
- Have a maximum funding term of up to two (2) years (Jan 1, 2025/March 31, 2025, to Dec 31, 2026/March 31, 2027)
- Use the common definitions outlined in Appendix 1

2.1 Prioritized Categories

Applications for programming will be prioritized through this call, however proposals for social housing capital needs are eligible provided they align with the RH Capital directives.

While all applications will be considered, priority will be given to proposals that demonstrate:

- Alignment within one or more of the four priority categories (see figure 1): **1. Coordinated Access; 2. Prevention Services; 3. Shelter Diversion; and 4. Social Housing (Capital)**. For more details, refer to [Appendix 2](#).
- Alignment with community needs, gaps in service provision, priority populations, and other strategic actions outlined in the updated CWSS.
- Commitment to integration with the established [Integrated Coordinated Access \(ICA\) system](#).
- Proposed program(s) and projects(s) are not a duplication of an existing programs or projects.
- Overall choice of programs and projects will mirror a diverse array of programs and capital projects that align with the updated CWSS.



Figure 1. Priority Categories

2.2 Reaching Home (RH)

The City of Lethbridge is the Community Entity (CE) of the federal government's Reaching Home (RH) funding. The City is the recipient of both Designated Communities (DC) and Indigenous streams (IH) and is guided by a Community Advisory Board (CAB) to assess and recommend RH funds. Reaching Home is designed to support the goals of the National Housing Strategy to reduce chronic homelessness nationally by 50% by March 2028. Funding is available for activities under the following categories:

- Housing Services;
- Prevention and Shelter Diversion;
- Client Supports Services;
- Capital Investments; and
- Coordination of Resources and Data Quality Improvement.

Both capital and programming projects are eligible for Reaching Home funding.

To be eligible, the project must be in alignment with the Reaching Home Directives, which are linked below: [Infrastructure Canada - Reaching Home: Canada's Homelessness Strategy Directives](#)

2.3 Family and Community Support Services (FCSS)

Family and Community Support Services (FCSS) is a partnership between the Government of Alberta, Alberta municipalities, and Alberta Métis Settlements that develops locally driven

preventative social initiatives to enhance the well-being of individuals, families, and communities. Funding is available for activities under the following categories:

- Services to assist communities to identify their social needs and develop responses to meet those needs;
- Services to promote, encourage and support volunteer work in the community;
- Services to inform the public of available services;
- Services that promote the social development of children and their families;
- Services that enrich and strengthen family life by developing skills so people can function more effectively within their own environment;
- Services that enhance the quality of life of the retired and semi-retired

Only support projects may be eligible for Family and Community Support Services funding.

To be eligible, the project must be in alignment with the Family and Community Support Services Directives, linked below:

[Family and Community Support Services \(FCSS\) program handbook \[2010\] - Open Government \(alberta.ca\)](#)

2.4 Suggested Program Proposals

City welcomes and invites innovative programs and projects, but the City is suggesting the following program proposals:

- Centre for Blackfoot resources
 - o The goal for the centre for Blackfoot resource is to ensure that Blackfoot and other Indigenous people in the City of Lethbridge have the cultural support that they need and that they have equal access to programs and services that will improve their quality of life. Cultural Support services provided will strive to:
 - Improve self-sufficiency and prosperity of individuals;
 - Strengthen connection to Indigenous culture and community;
 - Nurture hope, healing, and building healthy, successful communities for all individuals, and;
 - Ensure a continuum of opportunity for Indigenous people within the Lethbridge community.
 - Act as an access point to the ICA system
- FCSS Counselling Subsidy fund management and administration
 - o Lead organization would be receiving, vetting, and approving applications for the FCSS counselling subsidy fund
 - o Processing payment to approved mental health service providers
- Stabilization Fund Program management and administration
 - o Lead organization would be receiving, vetting, and approving applications for the Stabilization fund
 - o Explain stabilization fund – as currently outlined in ICA Website (LINK)
 - o Processing payment to eligible individuals and or families
- ICA Lead Organization – see more details Appendix 2

- Community Support and Transportation services – for example: Diversion Outreach Team (DOT) see more details in Appendix 3

2.5 Funding Availability

Total Funding from RH and FCSS available through this call is outlined in Table 2. below. This is based on current grant agreements between the City of Lethbridge with the Government of Alberta and Canada and is subject to change. The City of Lethbridge may include additional municipal funding at the discretion of city administration and approval by City Council for programming and/or capital funding in alignment with the updated CWSS.

CSD leverages an integrated funding model, which is the coordinated use of different funding sources to manage cost effectively when funding programs and/or capital. Applicants can expect to be funded through more than one funding source, dependent on the scope of services.

| Total Funding Available | | | |
|--|----------------|----------------|-----------------------|
| | Year 1 | Year 2 | Total |
| Reaching Home – Designated Communities | \$1,102,155.00 | \$506,441.05 | \$1,608,596.05 |
| Reaching home - Indigenous | \$592,014.80 | \$173,869.2 | \$765,884 |
| Family and Community Support Services | \$2,768,273.50 | \$2,768,273.50 | \$5,536,547.00 |
| City of Lethbridge Operating Budget – Diversion Outreach Team | \$400,000 | \$400,000 | \$800,000 |

Table 2. Funding Availability

3. Evaluation Process

Evaluation of applications will occur in the following stages:

Stage I – Mandatory Submission Requirements: This stage consists of a review to determine which applications comply with all the mandatory submission requirements. Applications that fail to satisfy the mandatory submission requirements will be disqualified. The mandatory submission requirements are set out within the application located on www.lethbridge.ca/csd.

Stage II – Evaluation: This stage will consist of an evaluation of each proposal by an evaluation panel comprised of a diverse departments of City administration representatives and Community Wellbeing Advisory Board (CWAB) members who will evaluate each qualified application based on the rated criteria as set out under Evaluation Criteria in below. Each scoring criteria has a minimum scoring threshold of FIVE (5) OUT OF TEN (10) as well as a combined minimum threshold of FIFTY (50) OUT OF ONE HUNDRED (100) has been set. Applications that fail to meet the minimum thresholds will be disqualified.

Stage III – Comparative Evaluation: Stage III will consist of evaluating all short-listed applications from Stage II against each other with the evaluation panel weighing the applications with the finite amount of funding available with the intention to award a complement of initiatives, services, and programs that best represent best value and highest impact in advancing community wellbeing.

Stage IV – Community Wellbeing Advisory Board (CWAB) Approval: Stage IV consists of the CWAB receiving the recommendations of Stage III and providing their guidance and approval for which applications are to advance to negotiation and agreement development.

Conflict of Interest for Evaluation Panelists: Application evaluators are committed to maintaining the highest standards of integrity and impartiality. Any actual or potential conflicts of interest that may arise during the evaluation process must be disclosed. A conflict of interest may exist if an evaluator has a personal, professional, or financial relationship with any applicant or their affiliates, which could bias their judgment. Should such a conflict arise, the evaluator will recuse themselves from evaluating the related application to ensure a fair and unbiased assessment process. The goal is to uphold the integrity of the grant evaluation process and to contribute to the fair and equitable distribution of funding.

3.1 Evaluation Criteria

| Rated Criteria Category | Weighting (Points) | Minimum Threshold |
|-------------------------------|--------------------|-------------------|
| Experience and Qualifications | 10 x 4.0 = 40 | 5/10 |
| Approach and Methodology | 10 x 3.0 = 30 | 5/10 |
| Value | 10 x 3.0 = 30 | 5/10 |
| Total Points | 100 | 5/10 |

Submission evaluation will include, but is not limited to the following factors listed within 3.1.1. to 3.1.4.

3.1.1 Experience and Qualifications

- A description of the proposal, including:
 - o A comprehensive description of the experience the applicant has in delivering similar services, with an emphasis on experience relevant to the Prioritized Areas;
 - o Description of past projects and performance the applicant has completed that were similar in scope to the proposed project.
- Applicant to demonstrate their knowledge, skills, and expertise relating to the proposal, as well as the following areas as applicable:
 - o Experience with municipal organizations and government, or related social and human services field(s).
 - o Knowledge and understanding of priority populations.
 - o Knowledge of preventative services and intended outcomes.
 - o Knowledge of housing and homelessness within the City of Lethbridge,
 - o Previous and/or current experience working with the priority population to deliver similar outcomes as proposed within this document,

- Knowledge, skills and expertise to manage staff,
- Subject matter expertise relating to the Community Wellbeing & Safety Strategy (CWSS) and various City of Lethbridge social wellbeing initiatives and programs. In addition to this demonstrated understanding, the applicant should have demonstrated experience in working with, interpreting, and applying social wellbeing programming in a real-world setting.

3.1.2 Approach and Methodology

Each applicant should provide the following information in the submission and respond to the following:

- A description of how the applicant will provide the proposed services or capital projects, which should include a work plan with realistic timelines to deliver the scope of work on time, and on budget.
- The applicant is also to identify the roles and responsibilities required to provide the proposed services or capital projects, identify those who will be performing the roles and their relevant expertise and experience, including an organizational breakdown discussing working relationships within the team and with the city.
- Identify assumptions made by the applicant and the relevance these assumptions have on the proposed methodology and team composition.
- Identification of all proposed services along with any optional, excluded or services assumed to be provided by others.
- Identification of requirements and expectations to be provided by the City of Lethbridge.
- Applicant's self-identified outcomes and how the applicant intends to measure identified outcomes.
- Identification of any perceived issues, challenges or risks and mitigation measures to address these.
- Identify appropriate location(s) for their services and provide rationale.
- A description on how the services will be providing culturally appropriate services and/or what partnerships will be utilized.

3.1.3 Value

- Value is derived from pricing and perceived impact, and its ability to address a gap within a priority population.
- Applicant must submit their pricing information electronically within the online application process.
- Applicant to demonstrate the financial risks relating to the proposal, as well as the following areas:
 - How many individual participants do you anticipate to serve annually?
- Demonstrated capability of implementing quantified financial processes and reporting metrics that ensure transparency in the efficiency and effectiveness of the partnership. This includes, but is not limited to, the annual submission of audited financial statements.
- Proponents may be asked to provide audited financial statements, depending on the nature of the proposal.

- A description on the sustainability of the proposed project or activities be sustained when the funding agreement ends.
- Demonstrate potential short-term and long-term benefits of the program for individuals and the community.
- Unless otherwise indicated in the requested pricing information, rates quoted by the respondent must be all-inclusive and must include all labour and material costs, all travel and carriage costs, all insurance costs, all costs of delivery, all costs of installation and set-up, including any pre-delivery inspection charges, and all other overhead, including any fees or other charges required by law.
- Pricing shall only be entered within the attached City of Lethbridge Pricing Schedule. All other pricing references, including but not limited to the stipulated sum, hourly rate, etc., shall not appear in any other section of the respondent's bid submission.

3.1.4 Additional Considerations for Evaluation

Please note:

- The lowest dollar amount proposal will not necessarily be selected.
- City of Lethbridge reserves the right to disqualify proposals if the applications are incomplete and/or missing information.
- City of Lethbridge is under no obligation to approve any application through this process and reserves the right to accept proposals separate from the CFP.
- The total number of programs and projects funded along with the amount of funding per project will be determined based on the number and quality of proposals received.
- Funding decisions are final and there is no appeal process.

For Capital Projects:

- Capital investments are intended to increase the capacity or improve the quality of facilities that address the needs of individuals and families who are homeless or at imminent risk of homelessness, including those that support culturally appropriate programming for Indigenous individuals and families.
- Applicants must include a plan for financial sustainability and adequate service provision for people experiencing or at imminent risk of homelessness for at least 5 years after project completion.

4. Debrief

A request for a debrief of the application must be submitted via email to CWSS@lethbridge.ca within 30 days of the public disclosure of funded programs and projects. The applicant will receive an acknowledgment from CSD when the request is submitted. The debriefing of the applications will take place between January 2025 and March 2025, depending on the availability of the applicant and CSD.

Appendix

Appendix 1 Common Definitions from the City of Lethbridge

Housing Case Management

A timely, collaborative, and community-based intervention that enables staff to support participants' achievement of housing focused goals within a complex environment. Case Managers are required to follow the Assessment Schedule, as outlined in the Housing and Support Handbook.

Imminent Risk of Homelessness

Reaching Home suggests between two weeks to two months depending on community context. We've determined this needs to be based on acuity, so low would be two weeks- month, mid would be one - two months and high would two months or more.

Outreach Services

Case planning that prioritize individuals who are not connected to case management or supportive housing. Case planning includes ongoing support with the same individual to meet whatever barriers they are facing in accessing housing but will occur in community with no case management requirements such as regular house visits and assessments.

System navigation

a service that connects with individuals (ideally through Coordinated Access) to determine needs and supports them through the system of care which can occur on a long- or shorter-term basis depending on individual need. No intensive service planning or assessments/ongoing support is required of system navigation but could occur in order to meet their individual needs.

Emergency shelters

short-term accommodation (usually 30 days or less) for individuals and families experiencing homelessness.

Transitional housing

housing with support services to help individuals move towards independence and self-sufficiency. Residents can stay in beds/units for up to four years.

Supportive/assisted living

housing with support services to help people with special needs to live independently. The accommodation costs are usually, but not always, subsidized. This type of housing is generally for persons with physical, developmental, or cognitive disabilities as well as seniors and person with mental health issues.

Appendix 2 Prioritized Categories

1. Preventative Services

Preventative programs and services contribute to the long-term outcome of increased social inclusion and creating an equitable society. Inequities among people in Lethbridge contribute to social isolation, especially for those who experience vulnerabilities, which in turn can lead to negative economic and social outcomes. Investment in prevention enhances social inclusion and removes barriers to full participation in society.

There are two sources of funding that support preventative services: Family and Community Support Services (FCSS) and Reaching Home (RH).

FCSS is a funding partnership between the Government of Alberta and participating municipalities or Metis settlements. FCSS programs are intended to help individuals adopt healthy lifestyles, improve their quality of life and build capacity to prevent and deal with crisis situations should they arise.

Some examples of local FCSS programming are:

- Providing information and supporting access to available social support in the local community.
- Promoting, encouraging and supporting volunteer work in the community.
- Developing the skills of individuals and families for greater resiliency, such as mentoring programs.
- Supporting the social development of children and their families.
- Supporting seniors to remain connected to their communities and providing home supports; and,
- Support people in developing skills to have healthy relationships with others.
- Help individuals and communities assume responsibility for decisions and actions that affect them.

Eligible programs and services

- Services provided under FCSS must be preventative and may include initiatives and programs that:
 - help communities identify their social needs and develop responses.
 - promote, encourage and support volunteer work in the community.
 - inform the public about services.
 - support children and their families' social development.
 - help families enrich and strengthen family life and function more effectively in their own environment.
 - enhance retired and semi-retired people's quality of life.

Ineligible programs and services

FCSS funding cannot be used for programs and services that:

- are only focused on an individual's leisure or recreational needs.
- provide an individual or family with basic living support such as money, food, clothing, or shelter.
- are only focused on rehabilitation.
- duplicate services provided by government or a government agency.

The Reaching Home (RH) funding is a community-based program aimed at preventing and reducing homelessness. Prevention includes activities aimed at preventing homelessness by supporting individuals and families at imminent risk of homelessness before a crisis occurs. This includes supporting individuals and families who are currently housed but at-risk of losing their housing, and preventing individuals who are being discharged from public systems (for example, health, corrections, and child welfare) from becoming homeless.

Populations at imminent risk of homelessness are defined as individuals or families whose current housing situation will end soon and for whom no subsequent residence has been established. Prevention focuses on people at risk of homelessness.

Under the RH Directives, Funding for basic needs services aims to reduce homelessness. Eligible activities include short-term food and emergency shelter assistance. Longer-term food programs can also be funded if they are part of another eligible intervention. For Indigenous people, funding may support culturally appropriate services and community connections. Clinical and treatment services focus on improving health and well-being for those experiencing homelessness. Economic integration services bridge individuals to employment programs, while social and community integration services enhance well-being and self-sufficiency. These services collectively contribute to addressing homelessness and promoting stability in housing.

Eligible activities and ineligible activities can be found in the RH Directives under the following sections:

- 3.2 Prevention and Shelter Diversion Eligible Activities and Expenses.
- 3.3 Client Support Services.

2. Shelter Diversion

The Shelter Diversion Program aims to prevent the immediate use of emergency shelters by providing personalized support to individuals and families during their search for housing and housing related needs. By offering safe and suitable alternative housing options, this funding will support programs that help divert individuals away from and/or out of emergency shelters. If necessary, participants are also connected with essential services and financial assistance to facilitate their transition to secure housing. Shelter diversion plays a crucial role in addressing homelessness and housing insecurity. By identifying and addressing housing needs early, we can reduce the strain on emergency shelters. This approach ensures that vulnerable individuals and families receive timely support. Shelter diversion also empowers people to actively participate in

finding suitable housing solutions, rather than passively relying on shelters. Moreover, diverting individuals from emergency shelters is not only compassionate but also cost-effective, as it avoids the long-term expenses associated with shelter stays and promotes more sustainable housing options.

Shelter Diversion should provide individualized support to those seeking shelter along with trained professionals closely collaborating with each individual or family to understand their unique circumstances and needs. Rather than immediately placing individuals in emergency shelters, alternative housing arrangements are explored, identifying various options to suit their situation are considered. Shelter diversion occurs precisely when people are seeking entry into shelters, allowing us to intervene timely and prevent unnecessary reliance on emergency shelters. Additionally, collaboration by working with local agencies, community partners, and service providers to connect participants with relevant resources such as housing assistance, employment support, and mental health services is essential part of Lethbridge's Integrated Coordinated Access system.

Population Support Navigators (PSNs) play a vital role in diverting individuals from emergency shelters. These specialists are integral to the decentralized Integrated Coordinated Access (ICA) system, where their primary function is to assist individuals in accessing necessary referrals and support services within the continuum of care. PSNs collaborate with other system navigators to efficiently connect people with the services they need. The priority populations identified in the Needs Assessment and Priorities Update are the focal point for these services. PSNs work diligently to remove barriers, ensuring that individuals can exit homelessness as swiftly as possible. In this context, case conferencing serves as a specialized problem-solving approach which focuses on wrap around supports, often used to facilitate access to a range of services and housing-related resources, enabling individuals to progress with their housing plans.

Eligible activities include:

- Discharge planning services for individuals being released from public systems (e.g., hospital stay, corrections, and child welfare) who are at-risk of being discharged into homelessness.
- Expenses related to responding to emergency situations (e.g., wildfires, floods, building fires) that are tied directly to supporting people experiencing or at imminent risk of homelessness.
- Help obtaining or retaining housing, including shared housing.
- Enhancing family and natural support, including helping families, including extended families, to keep young people at home, and strengthening their attachment to school.
- Landlord liaison and interventions to prevent eviction and preserve tenancies.
- Legal advice, advocacy, and legal representation to avert eviction.
- Emergency assistance to help avert eviction (e.g., paying for groceries, clothing, transportation vouchers, diapers and formula, cleaning/repair of damage to a rental unit).
- Short-term financial assistance to help avert eviction or loss of housing. Can include assistance with rent, utility deposits or payments, or arrears (rental or utility).
- Paying the cost of a maximum of one month of rent for a market rental unit to hold it for a new tenant exiting homelessness.

Ineligible activities include:

- Provision or payment for student housing for students who are not at imminent risk of homelessness.
- Support for low-income individuals or families who are not at imminent risk of homelessness.
- Providing landlords with an incentive or bonus (financial or non-financial) to rent to people exiting homelessness.
- Covering housing set-up costs before other funding sources have been exhausted (i.e., provincial social assistance or other programs that cover first and last month's rent or damage deposits must be used first).
- Rent-to-own programs.
- Providing Short-term Rental Assistance to individuals or families already receiving provincial, territorial or municipal social assistance or rental assistance programs for the same purpose.
- Level of funding provided for Short-term Rental Assistance by the service provider must not exceed amount of financial assistance available from provincial, territorial or municipal rental assistance programs.
- Providing long-term rental assistance (i.e., providing financial assistance for housing costs beyond the eligible activities described).
- Down payments and mortgage payments or repairs to privately owned property.
- The creation of a rent bank to provide loans.

3. Coordinated Access

In alignment with the Reaching Home directives, Integrated Coordinated Access (ICA) operates as a decentralized system in Lethbridge designed to efficiently prioritize connecting individuals experiencing homelessness or at risk with housing and support services, including those funded by Family and Community Support Services (FCSS). Unlike centralized systems, ICA does not rely on a single point of entry; instead, it establishes multiple access points. This decentralized approach ensures accessibility and responsiveness to the diverse needs of individuals. Operating under a "No Wrong Door" policy, ICA allows individuals to access the homelessness response system through any available access point without facing unnecessary barriers and meeting clients where they are at. All city-funded service providers collaborate across various locations within the ICA framework, facilitating coordinated and streamlined access to essential services through system navigation and referral pathways. System partners encompass organizations from sectors such as social services, healthcare, mental health and counseling, addiction support, housing, employment and training, legal aid, education, and childcare. The goal of ICA is to provide individuals with comprehensive and seamless coordinated support services in the most efficient and effective way possible.

The ongoing coordination of access efforts will be led by a designated lead agency. Their role will ensure oversight and guidance over the decentralized coordinated access system. This involves ensuring that the system's continued implementation, operationalization and maintenance remains in line with the objectives outlined in the Reaching Home directives, FCSS requirements and the City of Lethbridge's Community Wellbeing and Safety Strategy. Responsibilities include further developing and refining processes and procedures for the ICA system. The lead agency will also prioritize fostering collaboration with system partners across various sectors. They will

proactively cultivate partnerships, leverage resources, and engage with the community to maintain a community-driven approach. The agency will monitor and evaluate mechanisms to continually track outcomes and assess system effectiveness. Additionally, it will facilitate informed decision-making and allow for adaptive strategies to meet evolving community needs.

Services Delivery components that may fall into the coordinated access category include, but aren't limited to:

- Support for funding allocation recommendations to ensure effective resource distribution.
- Management and administration of the Stabilization Funds program in Lethbridge, with a focus on providing housing stability for youth, seniors, and families. This includes overseeing administrative tasks such as training navigators, processing applications, auditing funds, and tracking allocations.
- Oversight of the FCSS Counselling Subsidy Program for counselling providers in Lethbridge. Responsibilities include onboarding, application processing, fund auditing, and reporting, as well as facilitating quarterly meetings.
- Continuous enhancement and facilitation of ICA training for System Navigators. This involves incorporating evidence-based practices, community feedback, and updating relevant training materials and manuals.
- Development and management of the annual schedule for required tier system navigation and population support navigator trainings.
- Facilitation of monthly Community of Practice (COP) meetings in Lethbridge, serving as a platform for collaborative problem-solving, information sharing, training and capacity building, feedback gathering, and coordination among service agencies and stakeholders.
- Participate in the Coordinated Access Round Table (CART) meetings facilitated by the Lethbridge Housing Authority (LHA) to ensure the ongoing relevance and integration of ICA into housing support services.
- Establishment of quality assurance processes to maintain service standards and continuously enhance navigation and referral services based on feedback and outcomes.
- Engaging the community to raise awareness, promote access to services, gather input on system improvements, and collaborate with stakeholders to address gaps in service and systemic barriers.
- Updating and maintaining the Lethbridgeica.ca website as the central hub for all relevant coordinated access information.
- Utilization of the Homeless Individuals and Families Information System (HIFIS) database to collect real-time data on clients and available housing and supports, ensuring clear access points of entry, standardized protocols, and availability of resources.
- Ongoing consultation and collaboration with Population Support Navigators (PSN) who provide tailored assistance to individuals or specific populations within the ICA system, providing customized assessments, navigating services, making targeted referrals, advocating for individual needs, and delivering ongoing support personalized to each person's or group's unique circumstances.
- Dissemination of PSN Situation reports which monitor trends, evaluate program impact, share best practices, facilitate communication, etc.

- Ensure that outreach services operate in alignment with ICA system processes.

4: Social Housing (Capital)

Stable and appropriate housing, as a key social determinant of health, serves as the foundation for overall well-being of individuals and communities.

The comprehensive needs assessment completed by the City of Lethbridge identifies priority populations within the city, as well as key themes related to housing and wellbeing. One of the key themes states that “Lethbridge needs more housing options with supports to help people with complex needs”. The need for an increased number of units for this type of housing is supported by data showing increasing numbers of Lethbridge residents that are experiencing homelessness. According to the 2022 Point in Time (PiT) Count, between 2018 and 2022, the number of individuals experiencing homelessness (i.e. provisionally accommodated, emergency sheltered, or unsheltered) in Lethbridge has doubled from 223 people to 454 people, respectively. Of even more concern in the same period, the number of individuals experiencing unsheltered homelessness increased from 7 people in 2018 to 235 in 2022. However, the number of beds/program spaces in non-market housing supporting individuals with complex needs who require some form of support (i.e. transitional housing and supportive housing) has only increased modestly (1-2%) in the last 5 years.

The federal Reaching Home funding program includes certain capital investments which are intended to increase the capacity or improve the quality of facilities that address the needs of individuals and families who are homeless or at imminent risk of homelessness, including those that support culturally appropriate programming for Indigenous individuals and families. See the below excerpt from the Reaching Home program directives regarding eligibility criteria for capital funding:

Eligible activities include:

- Renovation of emergency shelters, transitional housing, permanent supportive housing, or non-residential facilities, including:
- Renovating an existing facility for upgrades and to meet building standards
- Removing asbestos, mold, rodents; and
- Repurposing an existing property to create transitional housing or permanent supportive housing, and expanding an existing facility.
- Repairs of damages resulting from housing placements (includes private market housing).
- New construction of transitional or permanent supportive housing, or non-residential facilities (for example, community hubs to include furniture banks, drop-in centres, resource centres, outreach worker spaces, counselling spaces, laundry facilities, food banks), including if applicable tearing down an existing facility to build a new one.
- Purchase of transitional housing, or permanent supportive housing, and non-residential facilities to create new space or units.
- Eligible costs related to professional fees, such as consultants, audit, technical expertise, facilitation, legal, and construction contractors, and capital costs of the purchase of a land or building.

- Purchase or construction of new emergency shelters using funding from Indigenous, Territorial and Rural and Remote streams.
- Purchase of furniture, appliances, machinery (for example, lawnmower, woodworking tools), electronic equipment and vehicles (for example, to be used for outreach, transportation for furniture banks).

Ineligible activities include:

- Construction and renovation of housing units funded through the bilateral Housing Partnership Framework agreement with the Canada Mortgage and Housing Corporation and most provinces/territories.
- Investments in social housing, including:
 - Repairs to social housing units
 - Renovation of social housing units; and
 - Creation of social housing units

For the purposes of this Call for Proposals, Applicants soliciting capital housing funding should confirm project alignment with the following application qualifications:

Required:

- The project aims to support individuals and /or families experiencing or at imminent risk of homelessness.
- The application includes a Gantt Chart which identifies project completion, and operationalization on or before March 31 2027.
- The proposed location of the project is owned by the applicant, or the applicant is permitted to complete the project at the proposed location through another mechanism of occupation (I.e. Long-term lease which extends over the minimum of 5 years after the project completion).
- The proposed location of the project has current land-use approvals in alignment with project intent.
- The application includes a sustainability plan in which the applicant demonstrates its capacity to operate the facility for its intended purpose for a minimum of 5 years after project completion. In the sustainability plan, applicants must
 - Describe any/all relevant partnerships;
 - Confirm their funding sources for ongoing operations; and
 - Include operational contingency plans to ensure feasibility of program continuity.

Preferred:

- Projects that demonstrate leveraging of funding from other sources.
- Projects which aim to support individuals or community members identified as a priority population in the Community Wellbeing and Safety Strategy/Needs Assessment.
- Projects which include environmentally sustainable approaches to development and/or future facility operations.
- Projects which include innovative and replicable approaches or construction methods.

Appendix 3 City of Lethbridge Operating Budget- Diversion Outreach Team (DOT)

Initiative Description

This initiative is the transition of one-time funding to ongoing funding for the Diversion Outreach Team (DOT).

Purpose & Justification

This service offers mobile diversion response and transportation of those experiencing vulnerabilities within the community to connect these individuals to resources. The DOT program also mitigates negative street behaviour, reducing calls to various emergency services (LPS, Fire, EMS).

Strategic Alignment

The Diversion Outreach Team program is a reinforcement of City Council's Action Plan pillars of "Healthy and Diverse", "Culturally Vibrant" as well as "Economically prosperous". This program provides a direct impact on the safety and cleanliness of the downtown core, and surrounding areas and reduces operational pressures on Emergency Services. This is achieved by providing non-emergency service responses for our vulnerable population, many times mitigating problematic situations, supporting businesses and citizens on potential incidents, and providing transportation, outreach and referrals for vulnerable individuals. This program reduces operational impacts on various emergency services with incidences that are not criminal offenses, nor medical emergencies, reducing operation pressures on these services, and providing a much-needed service for the community. The Community Clean and Safe Strategy requires the implementation of a strategic approach to addressing the real and/or perceived notion that the downtown core and surrounding areas are dirty and feel unsafe. This includes managing, coordinating, and facilitating various programs and initiatives that fall under this strategy, including working with other departments, stakeholders, and service providers that support, operate, or manage programs that fall under this strategy.

Proposed Implementation Strategy

The DOT Program is funded to the end of 2022 through one-time funding from the Community Clean & Safe Strategy and OSSI funds. With approval of City of Lethbridge Operating Budget, this would continue to operate seamlessly over the next four years. A competitive Call for Proposal process would be necessary for identifying a Service Provider for those years. All grant agreements through Community Social Development have outcomes, outputs, and key performance indicators identified. Key Performance Indicators, measures, and targets have already been established and implemented for the Diversion Outreach Team Program, which will allow for a thorough assessment of this funded initiative.

Performance Measure & Reporting

Performance measurement will report on the number of clients served, and transportation of clients to various services. The program will maintain monthly participant outcomes using specified reporting requirements.

Investment & Payoff

- Reduced pressure on emergency services (LPS, EMS, & Fire) responding to incidences involving individuals with vulnerabilities.
- Outreach supports and access for individuals with vulnerabilities to community supports and services, reducing harmful social impacts on the community.

Appendix 4 Application Breakdown



Community Wellbeing Call for Proposal 2024

Applicant

Project(s)

Submit Application

When submitting your application, keep in mind that you can propose multiple programs or projects within the same application. Additionally, if you're filling out the community wellbeing call for proposal, make sure to save the autogenerated link. Misplacing the link means we won't be able to provide it for you later.

Applicant Information

Background

Legal Name or Organization *

Organization's Mailing Address *

Address Line 1

Address Line 2

City

State / Province / Region

Postal / Zip Code

Is your Lethbridge operating address the same as you mailing address?

Yes No

Lethbridge Operation Location *

Address Line 1

Address Line 2

Website(s)

Provide organizational websites or websites that show current or past experiences. (All other websites included will not be considered.)

⊗ **Website 1**

Website

+ Add Website

For applicants applying for Social Housing (Capital) you can upload your past project documents.

or drag files here.

Description of organization and current services *

(300 word limit)

What priority population(s) does your organization support? *

(300 word limit)

Primary Contact *

Job Title *

Email *

Phone *

Secondary Contact

Yes No

If you have any questions or technical difficulties, please contact cwss@lethbridge.ca.

Next >

Save



Community Wellbeing Call for Proposal 2024

Applicant

Project(s)

Submit Application

Proposed Project(s)

Project 1

Project Title *

Location of proposed project/program *

Address Line 1

Address Line 2

Which Prioritized Area(s) does your project align with? *

- Coordinated Access Prevention Services Shelter Diversion Social Housing (Capital)

Describe the program/project you are proposing *

(300 word limit)

Relevant Experience *

Applicants must provide a description of their services and relevant experience, particularly focusing on the Prioritized Areas. Additionally, they should demonstrate knowledge and expertise in areas such as municipal government, identified priority populations, preventative services, housing and homelessness in Lethbridge, and familiarity with the Community Wellbeing & Safety Strategy (CWSS) and related social wellbeing initiatives. Practical experience in applying social wellbeing programming is also essential. (800 word limit)

Work Plan *

Applicants must provide a detailed work plan with realistic timelines to deliver the proposed services or capital projects on time and within budget. Additionally, they should identify roles and responsibilities, including relevant expertise and experience of team members. Applicants should include an organizational breakdown discussing working relationships within the team and with the city. Assumptions made by the applicant and their impact on the proposed methodology and team composition must be stated. The proposal should list all proposed services, including optional or excluded ones, and any services assumed to be provided by others. Applicants must identify requirements, expectations, and measurable outcomes expected from the City of Lethbridge, including any perceived issues, challenges, or risks with mitigation measures. Finally, applicants should describe how their services will be culturally appropriate and any relevant partnerships. Please look at section 3.1 in the CFP application guide for more detailed information. (800 word limit)

Who is your priority population(s) as expected for this project? *

(i.e., as outlined in the CWSS needs assessment)

How many individual participants do you anticipate serving annually? *

In the Social Housing (capital) projects, please identify number of units and participants.

Why is this project needed in your community? *

(300 word limit)

How will this program measure success? What outcomes will be tracked? *

(300 word limit)

Expected Program Impact *

What are the short-term and long-term impacts on the target population through the proposed program? (300 word limit)

Does this service already exist in the community?

Yes No

Proposed funding source

- Family Community Support Services Reaching Home – Designated Communities
 Reaching home - Indigenous City of Lethbridge Operating Budget – Diversion Outreach Team

Family Community Support Services % *

Reaching Home – Designated Communities % *

Projected Budget

For applicants applying for programs, please fill out the projected budget as an annual allocation.

For applicants applying for Social Housing (Capital), please fill out the projected budget as a 2-year project.

Wages and Benefits

Input proposed staff positions, full time equivalent, and wages.

| Staff Position | FTE | Wage |
|----------------------|----------------------|----------------------|
| <input type="text"/> | <input type="text"/> | <input type="text"/> |

Wage Total: \$0.00

[+ Add FTE](#)

Percentage for Benefits (Mandatory Employment Related Costs (MERCs) Included)

| | | | | |
|--------------------|---|-----------------------|---|---------------------------------|
| Wage Amount | + | Benefit Amount | = | Total Wages and Benefits |
| \$0.00 | | \$0.00 | | \$0.00 |

Project Delivery Expenses

Project delivery expenses refer to the costs associated with delivering services or completing a project.

| Description | Amount |
|----------------------|----------------------|
| <input type="text"/> | <input type="text"/> |

Total Project Delivery Expenses: \$0.00

+ Add Expense

Direct Client Expenses

Direct client expenses are costs incurred that can be directly associated with Clients.

| Description | Amount |
|----------------------|----------------------|
| <input type="text"/> | <input type="text"/> |

Total Direct Client Expenses: \$0.00

+ Add Expense

Contractor Expenses

Contractor expenses refer to the costs incurred by independent contractors while conducting the program/project.

| Description | Amount |
|----------------------|----------------------|
| <input type="text"/> | <input type="text"/> |

Total Contractor Expenses: \$0.00

+ Add Expense

Administrative Expenses *

ie., Audit, Accounting, Legal Advertising, Bank Charges, Office Expenses, Telephone & Communications, Meeting/Special Functions, Insurance, Office Rent/Property Tax, Utilities Janitorial / Maintenance Supplies.

Administrative expenses cannot be higher than 10% of the total budget.

Total Budget

\$0.00

Revenue

Provide other anticipated funding sources. *ie. charge for services, participant fees, or other grants related to this project.*

| Description | Amount |
|----------------------|----------------------|
| <input type="text"/> | <input type="text"/> |

Total Revenue: \$0.00

+ Add Revenue

Total Amount Requested for the Project *

Additional Comments About the Budget

(500 word limit)

+ Add Project

If you have any questions or technical difficulties, please contact cwss@lethbridge.ca.

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Community Wellbeing Call for Proposal 2024

Applicant

Project(s)

Submit Application

Before finalizing your submission, please review all the information you've provided. If you have any questions or concerns, feel free to contact cwss@lethbridge.ca. The decision regarding your application will align with the timelines specified in the Community Wellbeing Call for Proposal guide. If you did not receive an email confirmation to your primary contact email, please contact cwss@lethbridge.ca.

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