

Centre of Hope Non-Profit Society of Fort McMurray

Rapid Rehousing

2018-19 Community Plan on Homelessness Grant Analysis

CIP Grant Summary:

April 1, 2015 - March 31, 2016	April 1, 2016 - March 31, 2017	April 1, 2017 - March 31, 2018	April 1, 2018 - March 31, 2019 Request	April 1, 2018 - March 31, 2019 Recommended by HISC	Difference of Recommended vs. Requested
-	-	216,623	647,066	-	(647,066)

Program Reporting Required:

N/A

Financial Reporting Required:

N/A

Notes:

A systematic approach is used to streamline programs to create efficiencies. Funding for Rapid Re-Housing was allocated to another organization in order to reduce overhead costs while maximizing the number of current and potential clients.

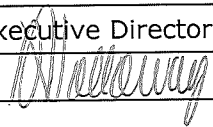
**HISC: Homelessness Initiatives Strategic Committee, which is made up of representatives from the United Way, local community agencies and the federal and provincial governments. Its mandate is to act as a steward of the 10 Year Plan to End Homelessness and make funding recommendations to Council. Its role is a federal funding requirement.*

Budget Line Description	2018-19 Grant Request	2018-19 HISC Recommended
Staff Costs	162,656	-
Overhead Costs	5,736	-
Start-Up Costs	5,350	-
Client Need Costs	78,500	-
Rent Supplement	336,000	-
Subtotal	588,242	-
Administrative Costs	58,824	-
Total Costs	\$ 647,066.20	\$ -

APPENDIX C – SUBMISSION FORM

Proponent Information:

Company Name: Centre of Hope	
Street Address: 1McLeod Street	
City/Hamlet: Fort McMurray	
Province: Alberta	
Postal Code: T9H 1Z4	Fax: 780 743 3628
Telephone: 780 743 3912	Email: execdiretor@fmcentreofohope.com
Society / Business Registration #: 829290337	GST#: 829290337 RT0001

Proponent's Name: Amanda Holloway
Proponent's Position: Executive Director
Proponent's Signature: 
Date: January 19 2018

Contact for Additional Information:	Name: Amanda Holloway
	Position: Executive Director
	Telephone: 780 743 3912
	E-Mail: execdiretor@fmcentreofohope.com

The personal information collected in this application is collected under the authority of section 33(c) of Alberta's Freedom of Information and Protection of Privacy (FOIP) Act. It will be used to process the application and contact you if needed, during the review of this application. If you have any questions about the collection and use of the personal information you may contact the Manager, Community Facilities & Investment, at 9909 Franklin Avenue, Fort McMurray, AB T9H 2K4 or at (780) 743-7918.

- ☒ I acknowledge that the above company does have a valid RMWB Business License or Alberta Professional License/Permit to Practice.
- ☐ I acknowledge that the above company does **NOT** have a RMWB Business License and understands the procedure in obtaining a valid license that must accompany the signed award letter.

The awarded vendor **MUST** provide a copy of their Regional Municipality of Wood Buffalo Business License with the signed award letter.

All related information on obtaining a Business License can be found here:
<http://www.rmwb.ca/Municipal-Services/E-Permitting/LicensesPermits/Business-Licensing.htm>

2. Acknowledgment of Non-binding Procurement Process










The proponent acknowledges that the RFP process will be governed by the terms and conditions of this RFP, and that, among other things, such terms and conditions confirm that this procurement process does not constitute a formal legally binding bidding process, and that there will be no legal relationship or obligations created until the Municipality and the selected proponent have executed a written contract.

3. Ability to Provide Deliverables

The proponent has carefully examined this RFP documents and has a clear and comprehensive knowledge of the Deliverables required under this RFP. The proponent represents and warrants its ability to provide the Deliverables required under this RFP in accordance with the requirements of this RFP for the rates set out in the Budget Form and has provided a list of any subcontractors to be used to complete the proposed contract.

4. Mandatory Forms

The proponent encloses as part of the proposal the mandatory forms set out below:

FORM	INITIAL TO ACKNOWLEDGE
Submission Form (Appendix C)	
Budget Form (Appendix D)	
Reference Form (Appendix E)	
Application Form (Appendix G)	
Proof of Automobile Insurance	
Proof of Liability Insurance	
Proof of WCB	
Copy of the Memorandum and Articles of Association as registered under the Companies Act of Alberta or Societies Act of Alberta	
Proof of current registration status	

Notice to proponents: There may be forms required in this RFP other than those set out above. See the Mandatory Requirements section of this RFP for a complete listing of mandatory forms.

4. Non-binding Price Estimates

The proponent has submitted its rates in accordance with the instructions in this RFP and in the Budget Form set out in Appendix D. The proponent confirms that the pricing information provided is accurate. The proponent acknowledges that any inaccurate, misleading or incomplete information, including withdrawn or altered pricing, could adversely impact the acceptance of its quotation or its eligibility for future work.

5. Addenda

The proponent is deemed to have read and accepted all addenda issued by the Municipality prior to the Deadline for Issuing Addenda. The onus remains on proponents to make any necessary amendments to their proposal based on the addenda. The proponent confirms that it has received

all addenda by listing the addenda numbers or, if no addenda were issued, by writing the word "None" on the following line: _____. Proponents who fail to complete this section will be deemed to have received all posted addenda.

6. No Prohibited Conduct

The proponent declares that it has not engaged in any conduct prohibited by this RFP.

7. Conflict of Interest

For the purposes of this section, the term "Conflict of Interest" means

(a) in relation to the RFP process, the proponent has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including but not limited to (i) having, or having access to, confidential information of the Municipality in the preparation of its proposal that is not available to other proponents, (ii) communicating with any person with a view to influencing preferred treatment in the RFP process (including, but not limited to, the lobbying of decision makers involved in the RFP process), or (iii) engaging in conduct that compromises, or could be seen to compromise, the integrity of the RFP process; or

(b) in relation to the performance of its contractual obligations contemplated in the contract that is the subject of this procurement, the proponent's other commitments, relationships or financial interests (i) could, or could be seen to, exercise an improper influence over the objective, unbiased and impartial exercise of its independent judgement, or (ii) could, or could be seen to, compromise, impair or be incompatible with the effective performance of its contractual obligations.

Proponent to read the below statements and check the appropriate box.

- ☒ The proponent declares that (a) there was no Conflict of Interest in preparing its proposal; and (b) there is no foreseeable Conflict of Interest in performing the contractual obligations contemplated in this RFP.
- ☐ The proponent declares that there is an actual or potential Conflict of Interest relating to the preparation of its proposal, and/or the proponent foresees an actual or potential Conflict of Interest in performing the contractual obligations contemplated in this RFP.

If the proponent declares an actual or potential Conflict of Interest by marking the box above, the proponent must set out below details of the actual or potential Conflict of Interest:

The following individuals, as employees, advisers, or in any other capacity (a) participated in the preparation of our proposal; **AND** (b) were employees of the Municipality and have ceased that employment within twelve (12) months prior to the Submission deadline:

Name of Individual:
Job Classification:
Department:
Last Date of Employment with the Municipality:
Name of Last Supervisor:
Brief Description of Individual's Job Functions:
Brief Description of Nature of Individual's Participation in the Preparation of the Proposal:

(Repeat above for each identified individual)

The proponent agrees that, upon request, the proponent must provide the Municipality with additional information about each individual identified above in the form prescribed by the Municipality.

8. Disclosure of Information

The proponent hereby agrees that any information provided in this proposal, even if it is identified as being supplied in confidence, may be disclosed where required by law or if required by order of a court or tribunal. The proponent hereby consents to the disclosure, on a confidential basis, of this proposal by the Municipality to the Municipality's advisers retained for the purpose of evaluating or participating in the evaluation of this proposal.



 Signature of Witness



 Signature of Proponent Representative



 Name of Witness

Amanda Holloway

 Name

Executive Director

 Title

Jan 19, 2018

 Date

I have the authority to bind the proponent.

APPENDIX D – BUDGET FORM

Detailed Operational Budget

Please note:

- If approved, contracts cannot be issued until Council has approved the total allocation
- Consider that this is a **12 month project** when preparing the budgets
- Funding allocation ends March 31, 2019

ITEM	CALCULATION BREAKDOWN	AMOUNT (12 months)
Staff Costs (list position name / title)		
FOIP s.17(1)	34hr x 40hrsx 52 weeks	70,720.00
	34hr x 40hrsx 52 weeks	70,720.00
	Total Salary	\$ 141,440.00
	MERCs (15% of Total Salary)	21,216.00
	Total Staff Costs	\$ 162,656.00
Overhead Costs		
Office leasing		
Cell phone	2 X \$75 =\$150	1,800.00
Travel / Mileage	300x .505 x 2	3,636.00
Vehicle insurance	2x 150	300.00
Maintenance		
	Total Overhead Costs	\$ 5,736.00
Start Up-Costs		
Office Equipment:		
Laptop	1x \$1500.00	1,500.00
Desk	1 x \$500	500.00
Supplies	\$350	350.00
Training (Staff development)	2x \$1500	3,000.00
	Total Start Up-Costs	\$ 5,350.00
Client Need Costs		
Security deposit	25 new clients x \$1000	25,000.00
Food hamper (Food Bank)	25 new clients x 2@\$200	10,000.00

ITEM	CALCULATION BREAKDOWN	AMOUNT (12 months)
Furniture start up	25 new clients x \$500	12,500.00
Rental / utility arrears	5 clients x \$2000	10,000.00
Tenant insurance	25 new clients x \$340	8,500.00
Client needs	25 new clients x \$500	12,500.00
Programming		
Total Client Need Costs		\$ 78,500.00
Rent Supplement		
Rent supplement	35 clients @\$800	336,000.00
Total Rent Supplement Costs		\$ 336,000.00
Total Staff/Overhead/Start-up/Client Needs/Rent Supplement Costs		\$ 588,242.00
<i>Administrative Costs (10% of Total)</i>		58,824.20
TOTAL COSTS		\$ 647,066.20
Total Requested from RMWB:		\$ 647,066.20

APPENDIX E – REFERENCE FORM

Each proponent is requested to provide three (3) references from clients who have obtained similar services to those requested in this RFP from the proponent in the last **Five (5)** years.

Reference #1

Company Name:	Client FOIP s.17(1) _____
Company Address:	_____
Contact Name:	_____
Contact Telephone Number:	_____
Date Work Undertaken:	_____
Nature of Assignment:	Please see attached support letter

Reference #2

Company Name:	FOIP s.17(1) _____
Company Address:	_____
Contact Name:	_____
Contact Telephone Number:	_____
Date Work Undertaken:	_____
Nature of Assignment:	Please see attached support letter

Reference #3

Company Name:	FOIP s.17(1) _____
Company Address:	
Contact Name:	_____
Contact Telephone Number:	_____
Date Work Undertaken:	_____
Nature of Assignment:	Please see attached support letter

APPENDIX G – APPLICATION FORM

2018 - 2019 COMMUNITY PLAN ON HOMELESSNESS FUNDING


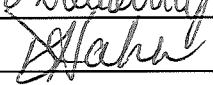
Heading Home: The Right Thing to Do / 10 Year Plan to End Homelessness 2010 - 2020

SECTION 1: Applicant Information

Organization Name: Centre of Hope		
Mailing Address		
Street Address / PO Box: 1 McLeod Street		
City/Hamlet: Fort McMurray	Province: AB	Postal Code: T9K 1Z4
Location Address:		
(If different than mailing) 9906 Manning Ave		
Phone Number: 587 275 2250		Email Address: housingfirst@fmcentreofhope.

Main Contact	
Name: Amanda Holloway	Title: Executive Director
Email Address: execdirector@fmcentreofhope.c Phone Number: 780 743 3912	

Is your organization registered as a not-for-profit society or corporation? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		Registration #: 829290337
Act Registered Under:		<input checked="" type="checkbox"/> Societies Act (Alberta) <input type="checkbox"/> Companies Act (Alberta) <input type="checkbox"/> Canada Not for Profit Corporations Act

Legal signing Officers for Contract / Cheque Purposes (According to letters patent or other incorporating documents)		
Name	Title	Specimen Signature
Amanda Holloway	Executive Director	
Debbie Hahn	Board Chair	
Laurie Lee	Vice Chair	
Please provide signature specimens in the space provided.		
How many of the above signatures (according to your letters patent or other incorporating documents), are required to bind your organization into a legal agreement? 2		
Which signatures (according to your letters patent or other incorporating documents), are required to bind your organization into a legal argument? Any (2) of the above listed.		

SECTION 2: Organizational Information

Please answer the following questions in 500 words or less:

- How long has your organization been providing services specific to the homeless population?
- Is serving the homeless population part of your organization's vision and mandate?
- Please provide the organization's vision.
- Please list the programs you currently run specifically for the homeless population.

The Centre of Hopes has been in operation since 2005 with the sole agenda of providing program and services for individuals living in homelessness or at risk of living in homelessness. Our agency has grown from solely meeting the basic daily needs of individuals living in homelessness (drop in centre), to offering various comprehensive series and programs designed to meet the unique needs of individuals living in various stage of homelessness. Each and every program is designed based upon a recognized gap area of service in this community and for the population of people we serve. These programs are also carefully implemented to assist with the Community Plan on Homelessness for our region. Our mission statement is aligned with the provincial 10 year plan as well as the RMWB plan on homelessness. It is our goal to continue to improve on the services being delivered to those most marginalized in our region and to continue to strive for an effective collaborative service system in our community.

Our Mission Statement:

"Ending homelessness through collaboration with the community and its support systems"

Our Vision Statement:

"To have a positively impacted community through the prevention of homelessness"

Below is a list of all programs and services offered through our organization:

- *Drop In/Intake Program (Basis daily needs, access to laundry and shower facilities, clothing and hygienic item distribution, shelter from the elements, mailing address, support and encouragement)
- *Outreach (Identification, Case management, referral and linkage to outside agencies and support, transportation, treatment support, advocacy, financial support, etc.)
- *Street Reach Program (daily outreach to individuals not utilizing drop in or shelter services out in the community)
- *Inner City Health Clinic (partnership with AHS and other services including medical and dental services, STI clinic, mental health and addictions, wellness supports and services, foot care, and physical therapy)
- *Women's Wellness Program (harm reduction support specific for women living on the streets including pre and post natal support, purchase of items specific to womens health needs, etc)
- *Housing First, Rapid Rehousing, and Eviction Prevention
- *Permanent Supportive Housing (Carlas House and Davids House)
- *Captains Place (residence for individuals living with FASD).

SECTION 3: Priorities Being Addressed

Which of the following priorities of the Regional Municipality of Wood Buffalo's 10 Year Plan to End Homelessness will this project address?

(Please check all that apply)

- ☒ Education
- ☒ Change Management
- ☒ Prevention
- ☒ Re-housing
- ☒ Provision of Supports

Give additional information on how this project will address the selected priorities, in 300 words or less:

The Centre of Hope is seeking CPH funding to support and expand our Rapid Rehousing Program.

Education: Budgeting practices, Assistance with school applications, and advocating for funding for required work courses.

Change Management: Within the Rapid Rehousing Program change management often occurs based on individual choice. It is noted the design of the program is to serve individuals with less intense case management. The individual decides their level of change and what is acceptable to them. The program provides the tools and support for the individual to utilize. Individuals are supported with several different methods of change management one being Harm Reduction, this model is often individual choice as it empowers them to preserve self identity. Also the program addresses Change Management in the community, through decreasing activity on Emergency services, court systems, health care, shelters, etc.

Prevention: Mediation with individual and landlord pending evictions. Addressing barriers causing repeated evictions, Financial support with rent arrears,

Rehousing: Assistance is provided to individual when eviction occurs and or the client is requesting a move and or the client has been accepted in to a subsidized housing program. Financial component is to advocate for assistance with numerous damage deposits for rehousing events.

Provision of Supports: As Rapid Rehousing is a case management program it encompasses a wide range of supports and partnerships with various community agencies: Financially the individual is supported with their cost of living including rent, food bank, transportation, recreation, clothing, furniture, medical needs etc. Socially the client is encouraged and supported at their request for recreation and social activities in the community. Mental and Physical Health is supported through appropriate referrals, attendance with individual to appointment and assisting with follow up appointments. Systemic barriers to housing is addressed with the individual and on their request linkages to community supports are provided and attended with the individuals to ensure successful outcomes. The intensity of supports varies on an individual basis.

SECTION 4: Proposed Activity / Project Timeline

Please describe the Project (e.g. Briefly describe what you intend to do in this project):

- *How does your project align with the Regional Municipality of Wood Buffalo's 10 Year Plan to End Homelessness?*

- *Elements of this section may be utilized in Schedule A of your contract. Please be specific.*

In addition, please attach an up-to-date project logic model.

The Centre of Hope is a participant in Alberta's 10 Year Plan to End Homelessness through the Housing First Program, Rapid Rehousing Program and the Eviction Prevention Program. For the Rapid Rehousing Program, it has been recognized that there is a number of individuals in our community accessing our emergency services, shelters etc who do not meet the criteria for the 12 month Housing First Program but do meet criteria for a Rapid Rehousing Program. This program is designed to assist individuals for up to a 6 month period. Some of the services would require less intense support, however it is treated on an individual basis. Currently in our region there is a growing wait list of 24 plus intakes including single individual, youth and families. This program is a vital layer in our efforts to have an impact on our communities homeless.

It is the Centre of Hopes intention to continue to address this layer of homelessness and we aspire to expand the already successful Rapid Re-Housing Program to (2) coordinators assisting 2 full caseloads. In addition to this enhancement it is COH intention to hire the new said coordinator with the qualification of "lived experience". This addition to the Housing team comes as a recommendation from the CAEH Fidelity review as well as a component of the Centre of Hope's strategic plan. The COH housing team provides a collective case management approach where each staff brings their unique expertise. An individual with Live Experience would provide a perspective second to none and will contribute to the clients and programs overall success. We have already implemented a Peer volunteer program within our Housing First office for an individual with lived experience.

The following are some but not limited to the responsibilities our program is based on:

- Providing support, advocacy and resource brokering to the homeless or near homeless
- Assessing and addressing client needs as a member of a team in a client focused, holistic fashion.
- Responds to and investigates inquiries, complaints and emergency situations involving clients and as part of responding, assesses the situation and presents and implements short term and long term goals, and documents the outcome.
- Initiates case files, completes applications and required forms deemed by CBO for ongoing case management.

Due to the length of this section please see appendix 4RRH

SECTION 5: Applicant's Background, Mandate and Expertise

In 500 words or less, how does this project relate to and align with your organizational vision and mandate?

The Centre of Hope is Fort Murray's only day-time drop in program for individuals living in homelessness or at risk of homelessness in the RMWB. We have been in operation since September of 2005 and have 13 years of experience in providing direct and strategic client centered service to those most in need in our region. The Centre of Hope has an extensive knowledge of the barriers faced by individuals living in homelessness in this community. We offer an array of supports and services specifically designed to meet the unique and varying needs of individual's experiencing homelessness. Each of our programs have been designed and implemented based upon gap areas of service noted in our region. Our desire is to be able to ensure that no matter the stage of homelessness one is experiencing, individuals will feel supported and connected to address their barriers and needs. Whether needing access to basic daily needs, linkage and support to community services, prevention of homelessness, or more intensive case management and housing, the Centre of Hope is there to support those most in need. Please refer to section 2 to review list of all services available through our agency. At the Centre of Hope, we believe in the inherent dignity and worth of every single individual who walks through our doors. We believe in providing support, connection, and friendship for all individuals who call this municipality home. We believe that every person has a right to have their basic daily needs met. We believe that housing is not a privilege, rather is a right of every individual in this country, province, and community. We believe that housing the homeless should not be connected to a person agreeing to go to treatment, or to meet a number of requirements before they are housed. We believe that those who are housed should not be "evicted" because they are actively using or have other presenting barriers. We believe that those who are housed should have long term support to address their barriers rather than being evicted or moved. We believe that patrons have the right to personal preference and autonomy when it comes to what housing looks like for them. We believe in empowering our patrons to bring about positive change in their lives. We believe in advocating for the rights of our communities homeless when they feel that their voices are not being heard. We believe in fostering a non-judgmental environment where patrons feel safe and supported. We believe in a community that collaboratively works together to serve the needs of all those individuals who call Fort McMurray Home. The Centre of Hope is a pillar in the community when addressing matter of homelessness in this region, albeit we are just one piece of the vast service delivery puzzle needed to truly impact change for those most marginalized in our region. We believe in a community that collaboratively works together if we are ever going to bring an end to homelessness in our region.

The Centre of Hope is fortunate to have recruited and retained Team Members who come with a wealth of knowledge and experience that makes them incredibly effective in their roles. Each Team Member employed with our agency possesses a strong passion and desire to positively impact the lives of individuals whom they serve throughout all of our various programs. Please see the attached Appendix 5RRH to review profile of the Rapid Rehousing Team.

SECTION 6: Past Projects with Housing Related Activities and Related Outcomes

Have you previously been **unsuccessful** in implementing a program for the homeless population? If so, please explain:

The Centre of Hope has been in operation since 2005 with the sole purpose of supporting those living in homelessness or at risk of homelessness in our community. We have been an active partner with the Community Plan on Homelessness since its inception. We continue to be a strong voice of advocacy for the rights of those living in homelessness in this region. We strive to offer various programs and services that provide direct impact to those in need. We endeavor to be a collaborative partner in our present service delivery system so that we can provide the best level of care and service to those who need our support in this region.

The Centre of Hope has been an agency that has offered Housing First since the programs beginning in our region. We are proud to be a member agency that offers such vital service to individuals living in chronic homelessness. Since 2011 the Centre of Hope has successfully graduated 82 through our Housing First Program.

The Housing First team continues to strive to meet the client's needs and is demonstrating active success. Since April 2017, 64 Individuals have actively accessed housing; these include clients from last contract as well as new. COH has experienced 10 successful graduates this contract year. Currently there are 38 clients in HMDI, and 4 individual on the outreach program. There were 10 client referred to the Graduate Program 17 individuals remain active. All three coordinators carry a case load of 15 clients es year a total of 2059 efforts made with direct client contact. Coordinators provide any assistance needed to all supportive agencies and are often called upon for their expertise and knowledge regarding the homeless population in our community as well as provide job shadowing to other agencies and training.

The Centre of Hope team began the Rapid Re-Housing (RRH) contract in April 2017. To date there have been 16 individuals access RRH. There have been 2 successful graduates. Currently there are 14 clients on case load and a total of 459 total efforts made towards successful tenancy. Clients determined for the RRH program are serviced on the Housing First model with housing the individual first then developing a service plan with the client to achieve sustainability. The RRH program is housed in the same space as the HF program allowing for collective case management approach. Individuals were house between 2 to 14 days once the warm transfer was completed, depending on the level of engagement of the client. The RRH program is designed to address individuals with a lower acuity on the SPDAT tool. In saying that, clients often present with some tools and skills to move forward in an independent lease agreement. With the right supports and connections made in their service plan the individual may obtain independent living as early as 6 months. As a result of this, a number of RRH clients were housed in WBHDC units and are now waiting for social housing numbers to obtain financial stability to graduate.

Due to the length of this section please see Appendix 6RRH.

SECTION 7: Community Partnerships

Please list community partners and indicate how they will support **this project**.

Include their letter(s) of support.

The mission statement of the Centre of Hope reads, "Ending homelessness through collaboration with the community and its support systems". Successfully collaborating and working with vital agencies and entities in our community is at the core of our internal philosophy and values. We know that we are just one piece of the puzzle needed to impact change in the lives of those living in homelessness in our region. In order for us to ever achieve our united goal of ending homelessness in this community, it requires the united efforts of all agencies and resources working together for the greater good of the clients we serve.

The Centre of Hope Team has built a large network of community contacts in order to efficiently serve and assist clients through a referral and support process. We have ensured the various agencies are aware of this program and the individuals we serve. The COH team will present the program both formerly and in-formerly to a number of agencies as well as community groups. In a number of agencies, there is an assigned direct individual to assist the team with a smooth introduction to the service to ensure a positive rapport and encourage the client to access the service. As we live in a transient community our team takes the initiative to build new contacts as necessary and engage with the client in any transitions the referred agency may experience. The COH team is grateful to have such positive relationships with the social sector in the Wood Buffalo area and clients have benefited from our efforts. There are several support letters attached from some of the community supports vital to our proposed model.

The following are some of the agencies that are regularly accessed by Rapid Rehousing Clients as well as the COH team to ensure a successful outcome.

Inner-city Health Clinic (immunization, screening, TB treatment), CHOICE (employment and ID Program), Canadian Mental Health Association (behavior management courses), Assertive Outreach Team for mental health support, Wood Buffalo Housing and Development, Addictions & Mental Health, Wood Buffalo Wellness Society, United Furniture, Pastew Place Detox Centre, Salvation Army, Northeast Alberta Fetal Alcohol Network (NEAFAN), YMCA, Blue Heroin Support Services (outreach support for brain injury), Marshall House (Emerg shelter/ affordable housing), COH Intake Program (meets basic needs prior housing), The Co-Operators (insurance), COH Outreach Team (direct connection to new clients and supports post graduation), Alberta Works/ AISH, HIV North Society (exchange materials/nalixone kits/training/ outreach support), Fort McMurray Food Bank (food hampers/ basic shelf / slow cooker), WJS-Bridges (FASD support), Soup Kitchen, Nistawoyou Friendship Centre, and Family Crisis Society of Fort McMurray (counseling services).

Please see attached Appendix 7RRH Agency Support Letters.

SECTION 8: Sustainability and Viability

A. Is this project currently operating?

Yes

B. Will this project be ongoing?

Yes

C. Are there other sources of funding supporting this project? If so, list:

No

D. If approved, how will funding be sustained after the contract end date?

Sustainable funding will depend on the acceptance of a new proposal tendered from RMWB.

E. Do you agree to use the Provincial data system provided to track data from your program?

Yes

Appendix 4RRH

- Collects documentation and evaluates to determine clients ongoing eligibility, including verifying client information through personal interviews and liaison with client supports, relevant service providers, community agencies, landlords, etc. Update and revises files at each point of contact in a timely manner.
- Identifies and executes appropriate referrals for services and supports to outside agencies.
- Advocates on behalf of clients to ensure services and benefits with internal and external resources, and engages in active problem solving for each client individual barrier.
- Implements and participates in case conference where necessary and appropriate.
- Ensures effective service delivery to the client by observations and documentation to assist with clients case plan.
- Participates in the development of client profiles and service needs by completing various assessments and reports for statistical information.
- Maintains current knowledge of legislation, community services, resources, policies, programs, procedures and community issues affecting client population.
- Accompanies clients and provides transportation to clients to appointments for service referrals, medical, employment and education.
- Develops and nurtures community connections and recognition within catchment area served using community development principals.

We have been a strong and active participant in the Community Plan on Homelessness and have successfully facilitated a growing and effective Rapid Re-Housing Program for nine months. We believe in the Provincial and Municipal plans that have been created to address/impact positive change for those living in homelessness, and have even changed the mission/focus of our agency to align with the overall Community Plan for our region. We firmly believe in the inherent dignity and worth of all people in our community and their right to housing, no matter their barriers or present circumstances. We firmly believe that there should be no prerequisite to housing and that access to housing is a basic human right. We also recognize the unique and varying circumstances of every individual, and have learned throughout our years of experience that we need an array of services, programs, and housing models in order to address the uniqueness of every individual's situation. There is no 'one size fits all' approach when working within the homeless population. The complexities of their experiences, the severity of their present barriers, and the unique histories that they bring, all play a significant role in identifying the necessary approach that can help bring them out of a life of living on the streets.

Appendix 5RRH

Rapid Rehousing Supervisor:
Jennifer Rideout

FOIP s.17(1)

The coordinator currently employed by the Centre of Hope, applies their unique skills and experience to make the COH team more successful.

Sarah Tweedie

FOIP s.17(1)

Appendix 6RRH

Eviction Prevention 2017-2018

The Eviction Prevention Program is designed to assist individuals who are facing eviction in an effort to prevent people from entering homelessness. The objective is to identify barriers and establish an action plan to maintain tenancy. We have been operating this program since April 2017. Through this program we assist individuals with barriers, provide case management support, and provide appropriate service referrals to gain self sufficiency with tenancy. The Eviction Prevention Specialist continues to strive to meet the client's needs and is demonstrating success in its first 9 months of operation. From April 1 2017 to Jan 8 2018, 62 Individuals have actively accessed the Eviction Prevention Program. 22 individuals have received financial assistance. We have seen 24 successful sustainable tenancies. Currently there are 13 clients being assisted. The Eviction Prevention Specialist carries a case load of not exceeding 30 clients at any given time. Due to the short nature of the assistance, fortunately at this stage of the program there has been no capacity reached and no individuals have been waitlisted. To date a total of 357 efforts made with direct client contact.

Captains Place

The Centre of Hope has successfully operated a Supportive Living Model home in this community since 2007 called Captains Place. Captain was the name of a chronically homeless individual and friend of the Centre of Hope that died on the streets of Fort McMurray. This home was designed to provide mentorship and support for 3 chronically homeless men with a diagnosis or suspected diagnosis of FASD. It has been incredibly rewarding watching men who were experiencing overwhelming complexities and barriers, become successful in their housing. The live in mentors provide pivotal mentorship and support, while modeling to the residences what it means to live in a home. For many of these individuals the concept of participating in simple/routine task (personal hygiene, meal preparation, cleaning, sleeping in a bed) is a foreign concept. The House Mentor helps to gradually integrate and support men in the process. They also offer extensive case management and connection to resources and support in the community in an effort to strategically assist the residents in overcoming their complex barriers and needs. Men who had lived chronically on the streets for years, have been able to go through Captain's Place and are now able to live independently in their own homes.

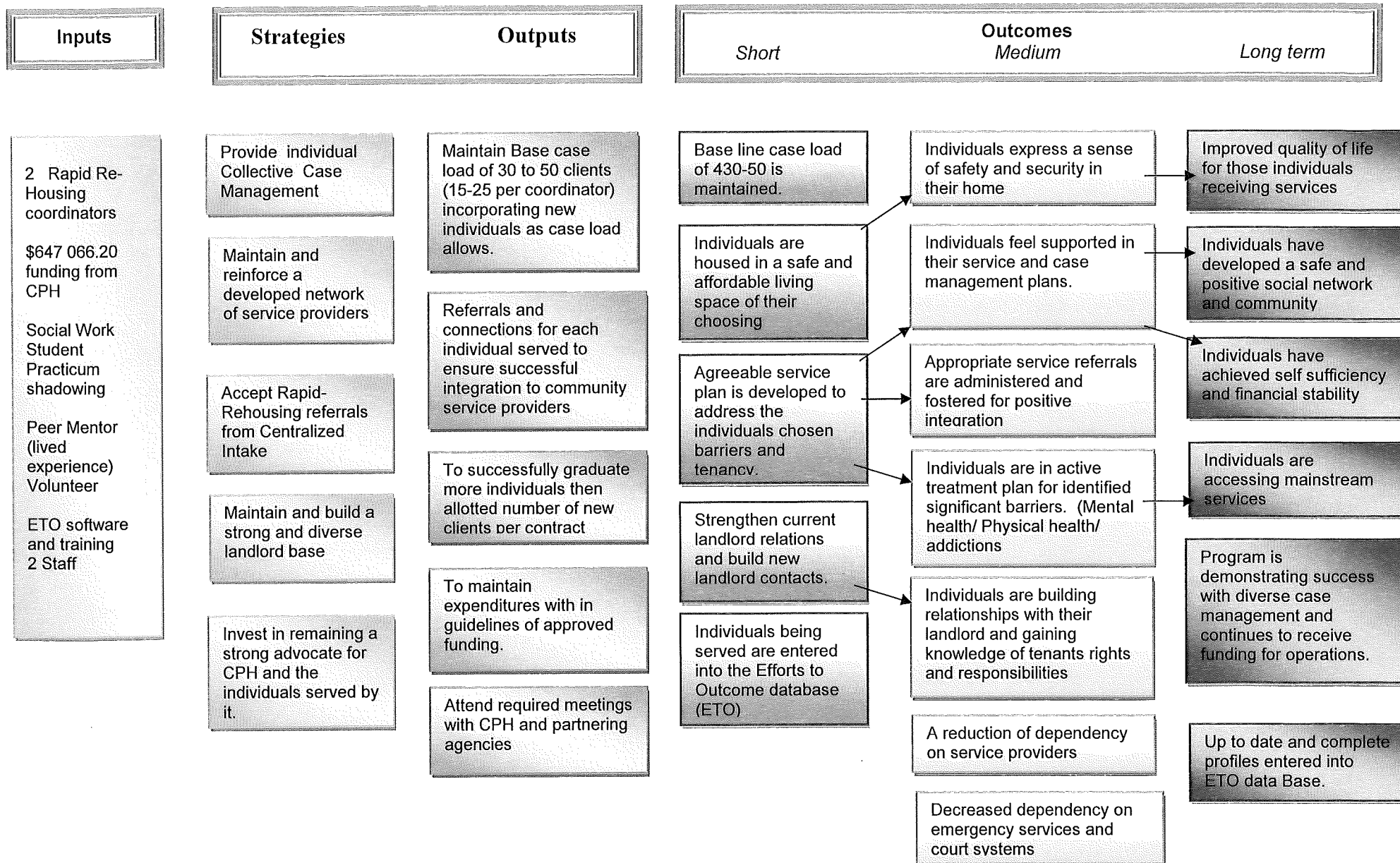
The success of the Captain's model has hinged on strong collaborations and partnerships with various community agencies and programs. At the Centre of Hope we strongly believe that we can not independently effectively assist our patrons in moving forward to betterment in their lives. It requires extensive support from various other professionals and programs in the community. Captain's has been an extensive endeavor of partnership between the Centre of Hope, NEAFAN, Wood Buffalo Housing, Alberta Health Services, Fort McMurray Food Bank, WJS, YMCA, Dave Hill Pharmacy, to name a few. Without all these entities working together, we would not be able to achieve the incredible success that we have seen through Captain's Place.

Dauids Place and Carlas Place

The Centre of Hope is currently operating a Permanent Supportive Housing Model that started mid contract (October 2017). Clients did not begin moving into the home until November and we are almost at full capacity, with room for only one more individual within the female home. The homes provide space for 4 men, and 3 women, offering 24 support staff, as well as a Coordinator and Team Lead. Individuals are already experiencing success with physical and mental health barriers as well as making great efforts to manage active addictions.

Program: Rapid Re-Housing

Strategy: To House and Maintain Housing for Homeless Individuals and Families



Measurements

- 1) Program has been operated successfully with in outlined budget
- 2) CPH contract requirements have been met
- 3) Aspired number of individuals successfully completing the program
- 4) Complete and up to date Data Collection entered into ETO

Overarching Principal:

- 1) To contribute and assist in developing a functioning community system to move people out of homelessness in a timely manner
- 2) To end Homelessness and to limit the time frame in which people experience homeless so they do not live in homelessness.