

# YMCA of Northern Alberta

## Focus Group

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
-	-	-	6,626	-	(6,626)

### Program Reporting Required:

N/A

### Financial Reporting Required:

N/A

### Notes:

Earlier this year, The Canadian Alliance to End Homelessness (a group of individuals, organizations and communities working together to end homelessness in Canada) conducted fidelity reviews of all currently-funded Housing First programs. This evaluation quantifies the degree to which implementation corresponds to the Housing First program model. The focus is on five areas: Housing choice and structure; separation of housing and services; service philosophy; service array, and program structure.

It was determined that a lack of client feedback is a gap in the system and recommended that agencies host regular client focus groups. This proposal has been incorporated in all Housing First budgets; the YMCA has a Housing First program.

*\*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	2,024	-
Overhead Costs	1,250	-
Start-Up Costs	350	-
Client Need Costs	2,400	-
Rent Supplement	-	-
<b>Subtotal</b>	<u>6,024</u>	-
Administrative Costs	602	-
<b>Total Costs</b>	<u><u>\$ 6,626.40</u></u>	<u><u>\$ -</u></u>

# YMCA of Northern Alberta

## Housing First

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
614,207	605,109	624,625	1,378,587	585,524	(793,063)

### Program Reporting Required:

- Monthly Efforts to Outcomes (ETO) data reporting
- Monthly Program Reporting
- 6 Month Report - outlining successes and challenges
- Annual Report - outlining successes and challenges

### Financial Reporting Required:

- Monthly financial claims with financial receipts and back up documentation for the amount claimed
- Annual Audit Engagement Financial Statements

### Notes:

This program aligns with Goal IV (re-housing) and Goal V (provision of supports) of the Regional Municipality of Wood Buffalo 10 Year Plan to End Homelessness 2010-2020 (also referred to as the Community Plan on Homelessness or CPH). It also falls within the housing supports project classification in the agreement with the Province of Alberta for funding under the Outreach Support Services Initiative (Ministry of Community and Social Services), .

Funding for staff costs is lower because not all requests for additional employees in this proposal were recommended for approval. Funding for client care costs and the rent supplement are also lower because zero-based budgeting (all expenses must be justified for each new period) means that recommendations are based on actuals spent for the 2017-2018 year. This will reduce total carry forward so that it is within new provincial guidelines and will lower the amount returned to the province.


*\*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	431,906	267,548
Overhead Costs	46,860	36,547
Start-Up Costs	20,745	-
Client Need Costs	123,750	40,200
Rent Supplement	630,000	188,000
<b>Subtotal</b>	<u>1,253,261</u>	<u>532,295</u>
Administrative Costs	125,326	53,229
<b>Total Costs</b>	<u><u>\$ 1,378,586.55</u></u>	<u><u>\$ 585,523.95</u></u>

## APPENDIX C – SUBMISSION FORM

### Proponent Information:

<b>Company Name:</b> The Young Men's Christian Association of Edmonton (YMCA of NorthAB	
<b>Street Address:</b> 10211 105 St	
<b>City/Hamlet:</b> Edmonton	
<b>Province:</b> AB	
<b>Postal Code:</b> T5J 1E3	<b>Fax:</b> 780-425-9380
<b>Telephone:</b> 780-423-9600	<b>Email:</b> nparkinson@northernalberta.ymca.ca
<b>Society / Business Registration #:</b> See attached	<b>GST#:</b> 119307122RT0001

<b>Proponent's Name:</b> Nick Parkinson
<b>Proponent's Position:</b> President & CEO
<b>Proponent's Signature:</b> 
<b>Date:</b> January 24, 2017

<b>Contact for Additional Information:</b>	<b>Name:</b> Jennifer Best
	<b>Position:</b> Senior Director, Community Programs, WB Region
	<b>Telephone:</b> 780-588-5035
	<b>E-Mail:</b> jbest@northernalberta.ymca.ca

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

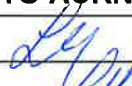
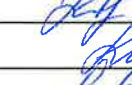
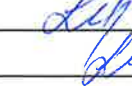



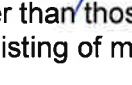
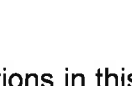
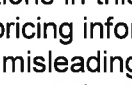
The proponent acknowledges that the RFP process will be governed by the terms and conditions of this RFP, and that, among other things, such terms and conditions confirm that this procurement process does not constitute a formal legally binding bidding process, and that there will be no legal relationship 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: #1 and updated budget sheet. 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:

Sonya Earle, former employee of the RMWB and currently Manager, YMCA of Northern Alberta Wood Buffalo Region, was not involved in the preparation of this proposal and will not be in a position of actual/potential conflict in performing any resulting contractual obligations. This declaration is made for transparency only.

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:


<b>Name of Individual:</b> Sonya Earle
<b>Job Classification:</b> Manager
<b>Department:</b> Business Process Liaison Planning and Development/RCMP Support Services
<b>Last Date of Employment with the Municipality:</b> June 2012 to September 2017
<b>Name of Last Supervisor:</b> Carol Bouchard
<b>Brief Description of Individual's Job Functions:</b> Manage RMWB support services team at RCMP detachment
<b>Brief Description of Nature of Individual's Participation in the Preparation of the Proposal:</b> No participation of this proposal; disclosure made in the interest of transparency only.

**(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

Joan Baker  
 \_\_\_\_\_  
 Name of Witness

Nick Parkinson  
 \_\_\_\_\_  
 Name

President & CEO  
 \_\_\_\_\_  
 Title

January 24, 2017  
 \_\_\_\_\_  
 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)
<b>Staff Costs (list position name / title)</b>		
FOIP s.17(1)	\$35.20/hour x 10 hours/quarter x 4	1,408.00
	\$35.20/hour x 10 hours	352.00
	Total Salary	\$ 1,760.00
	MERCs (15% of Total Salary)	264.00
	<b>Total Staff Costs</b>	<b>\$ 2,024.00</b>
<b>Overhead Costs</b>		
Office leasing	\$250 x 4 focus groups + 1 roundtable	1,250.00
Cell phone	N/A	
Travel / Mileage	N/A	
Vehicle insurance	N/A	
Maintenance	N/A	
	<b>Total Overhead Costs</b>	<b>\$ 1,250.00</b>
<b>Start Up-Costs</b>		
Office Equipment:	N/A	
Laptop	N/A	
Desk	N/A	
Supplies	Office/focus group supplies	350.00
Training (Staff development)	N/A	
	<b>Total Start Up-Costs</b>	<b>\$ 350.00</b>
<b>Client Need Costs</b>		
Security deposit		
Food hamper (Food Bank)		

ITEM	CALCULATION BREAKDOWN	AMOUNT (12 months)
Furniture start up		
Rental / utility arrears		
Tenant insurance		
Client needs	Honorariums (\$10 x 25 x 4 sessions)	1,000.00
Programming	Meals (\$200 x 4 sessions)	800.00
	Reports (\$150 x 4 sessions)	600.00
<b>Total Client Need Costs</b>		<b>\$ 2,400.00</b>
<b>Rent Supplement</b>		
Rent supplement		
<b>Total Rent Supplement Costs</b>		<b>\$ 0.00</b>
<b>Total Staff/Overhead/Start-up/Client Needs/Rent Supplement Costs</b>		<b>\$ 6,024.00</b>
<i>Administrative Costs (10% of Total)</i>		602.40
<b>TOTAL COSTS</b>		<b>\$ 6,626.40</b>
<b>Total Requested from RMWB:</b>		<b>\$ 6,626.40</b>



## 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)
<b>Staff Costs (list position name / title)</b>		
FOIP s.17(1)	35.20/hour x 37.5 hrs/week x 52 weeks	68,640.00
	33.00/hour x 37.5 hrs/week x 52 weeks	64,350.00
	30.20/hour x 37.5 hrs/week x 52 weeks	58,890.00
	30.20/hour x 37.5 hrs/week x 52 weeks	58,890.00
	32.00/hour x 37.5 hrs/week x 52 weeks	62,400.00
	32.00/hour x 37.5 hrs/week x 52 weeks	62,400.00
	<b>Total Salary</b>	<b>\$ 375,570.00</b>
	<b>MERCs (15% of Total Salary)</b>	<b>56,335.50</b>
	<b>Total Staff Costs</b>	<b>\$ 431,905.50</b>
<b>Overhead Costs</b>		
Office leasing	600 sq. ft. x \$42/sq. ft.	25,200.00
Cell phone	6 x \$75.00 x 12 months	5,400.00
Travel / Mileage	6 staff x 250 kms/mth x 12 @ \$0.52	9,360.00
Vehicle insurance	6 staff x \$150 annual	900.00
Maintenance	cleaning \$500/month x 12 months	6,000.00
	<b>Total Overhead Costs</b>	<b>\$ 46,860.00</b>
<b>Start Up-Costs</b>		
Office Equipment:	Locking, lateral file cabinet	1,000.00
Laptop	3 additional laptops \$1,500 each	4,500.00
Desk	3 additional work stations	7,200.00
Supplies	Office supplies	2,000.00
Training (Staff development)	6 staff x 1000	6,000.00
Security Clearance Renewals	3/yr x \$15/clearance	45.00
	<b>Total Start Up-Costs</b>	<b>\$ 20,745.00</b>
<b>Client Need Costs</b>		
Security deposit	45 new clients x \$700	31,500.00
Food hamper (Food Bank)	45 new clients \$200 x 2 visits	18,000.00

ITEM	CALCULATION BREAKDOWN	AMOUNT (12 months)
Furniture start up	45 new clients x \$500	22,500.00
Rental / utility arrears	75 clients x \$150	11,250.00
Tenant insurance	45 clients x \$400	18,000.00
Client needs	75 clients x \$250	18,750.00
Programming	75 clients x \$50.00	3,750.00
<b>Total Client Need Costs</b>		<b>\$ 123,750.00</b>
<b>Rent Supplement</b>		
Rent supplement	75 clients X \$700/mth X 12 months	630,000.00
<b>Total Rent Supplement Costs</b>		<b>\$ 630,000.00</b>
<b>Total Staff/Overhead/Start-up/Client Needs/Rent Supplement Costs</b>		<b>\$ 1,253,260.50</b>
<i>Administrative Costs (10% of Total)</i>		125,326.05
<b>TOTAL COSTS</b>		<b>\$ 1,378,586.55</b>
<b>Total Requested from RMWB:</b>		<b>\$ 1,378,586.55</b>

## 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

<b>Company Name:</b>	
<b>Company Address:</b>	FOIP s.17(1)
<b>Contact Name:</b>	FOIP s.17(1)
<b>Contact Telephone Number:</b>	FOIP s.17(1)
<b>Date Work Undertaken:</b>	06-09-2017-Present
<b>Nature of Assignment:</b>	A participant of the YMCA of Wood Buffalo's Housing First program- Please see attached letter

### Reference #2

<b>Company Name:</b>	
<b>Company Address:</b>	FOIP s.17(1)
<b>Contact Name:</b>	FOIP s.17(1)
<b>Contact Telephone Number:</b>	FOIP s.17(1)
<b>Date Work Undertaken:</b>	03-11-2016-Present
<b>Nature of Assignment:</b>	A participant of the YMCA of Wood Buffalo's Housing First program- Please see attached letter

### Reference #3

<b>Company Name:</b>	
<b>Company Address:</b>	FOIP s.17(1)
<b>Contact Name:</b>	FOIP s.17(1)
<b>Contact Telephone Number:</b>	FOIP s.17(1)
<b>Date Work Undertaken:</b>	30-09-2016-Present
<b>Nature of Assignment:</b>	A participant of the YMCA of Wood Buffalo's Housing First program- Please see attached 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

<b>Organization Name:</b> The Young Man's Christian Association of Edmonton-YMCA of North.AB		
<b>Mailing Address</b>		
Street Address / PO Box: 10211 105 St		
City/Hamlet: Edmonton	Province: AB	Postal Code: T5J 1E3
<b>Location Address:</b>		
(If different than mailing) 1068 9816 Hardin St, Fort McMurray, AB T5H 4K3		
Phone Number: 750-588-5035		Email Address: jbest@northernalberta.ymca.c

<b>Main Contact</b>	Jennifer Best	Title: Senior Director, Community Programs
Name:		
Email Address: jbest@northernalberta.ymca.ca Phone Number: 750-588-5035		

Is your organization registered as a not-for-profit society or corporation?		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	Registration #: Special resolution of Gov't
Act Registered Under:	<input 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	Position
Nick Parkinson	President & CEO	
Ruth Menegozzo	Vice President & CFO	
Joan Baker	VP, Community Programs	
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?		
VP of corresponding program and one of President or additional Vice President		

## **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.

Wood Buffalo YMCA (a Society) opened its doors in 1975. A merger with YMCA of Northern Alberta took place in 2015. YMCA has provided housing and support services in Edmonton for over 110 years, Grande Prairie for over three years and Fort McMurray for over five years.

Providing services to people who are homeless is part of the YMCA's vision to ensure "strong kids, healthy families and thriving communities." No one is turned away because of economic or life circumstances: membership to Fitness Centre(s) and day camps are subsidized based on financial need; bridge funding for child care is available for families in transition and community and housing outreach programs are provided at no cost.

In May 2016, wildfires resulted in a mass evacuation from the Wood Buffalo region. Among the evacuees were YMCA staff and their families as well as YMCA Housing First clients. Staff maintained contact with their clients and joined other YMCA Community Program staff and Edmonton-based agency staff to connect and support Fort McMurray's Housing First clients. Since then YMCA has worked closely with the community to support people's resiliency and well-being.

YMCA Housing and Support Services benefit from our community collaboration with Housing First CBOs, service delivery agencies and stakeholders in all three regions served as well as other YMCAs in the Canadian Federation. This experience has deepened our understanding of the needs of vulnerable individuals and allows us to share best practices, respond to crisis and learn from each others' successes and challenges. As an affordable housing supportive landlord, we also understand the complicated issues related to tenancy rights, obligations and property management and housing sustainability.

Mission: YMCA of Northern Alberta creates life-enhancing opportunities for the growth and development of all people in spirit, mind and body.

Current programs specifically targeting the homeless population:

- Fort McMurray Housing First: Operating in Fort McMurray since 2012, the program has housed over 131 households.
- Homeward Bound: Operating in the Edmonton region since 2009, Homeward Bound (a Housing First program) housed 115 households (affecting 397 people) in the past year.
- Melcor YMCA Village: In 2012, the Association opened an Affordable Housing project that includes 150 self-contained apartment units for individuals, couples and families.
- Centralized Intake: Since 2014, YMCA has provided Centralized Intake services in Grande Prairie. The contract has been renewed to 2020.

### **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:

Goal IV of the Regional Municipality of Wood Buffalo Plan to End Homelessness is to rapidly re-house current homeless individuals. This is the most critical component to the plan. The YMCA's Housing First program will work with up to 75 chronically homeless households (up to 100 individuals) who have been referred by the Fort McMurray Centralized Intake Service. The framework for Intensive Case Management of these clients is based on the Housing First model:

- Assessment and case planning
- Direct service provision/intervention
- Monitoring, evaluation and follow-up
- Information, advocacy, consultation and collaboration
- Administration of rental supplements

The number one priority upon receiving a referral will be to provide access to a Housing First Coordinator to attain appropriate, permanent housing and overcome barriers to housing stability.

Once clients are housed, provision of supports (Goal V of the Regional Municipality of Wood Buffalo 10 Year Plan to End Homelessness) is critical to stabilizing and sustaining housing. Housing First Coordinators use a client-centered approach to:

- Support clients to identify needs and create goal plans aimed at increasing their ability to maintain housing and address issues that have compromised past housing stability and/or could compromise their current housing situation.
- Support clients to improve basic independent living skills such as shopping, cooking, cleaning, laundry, operating household appliances, landlord relations and basic financial management such as bill payments and/or home budgeting.
- Provide one-to-one supportive counseling and information and referral services.
- Optimize the success of referrals by accompanying clients, when necessary, to appointments.
- Support clients to attain financial stability, which may include employment and/or training opportunities and/or access to appropriate government transfer payments and financial assistance via referrals to the appropriate support agencies.
- Advocate, when appropriate, with landlords on behalf of, or with, the client.

#### **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.**

YMCA of Northern Alberta's Housing First programs provide Intensive Case Management to clients referred to the program. The framework is based on: assessment and case planning; direct services; monitoring, evaluation and follow-up; information, advocacy, consultation and collaboration; and administration of rental supplements.

In 2018/19, the Housing First Program will manage an annual caseload of up to 75 chronically homeless households (up from 30 in 2017/18), with the goal to achieve and maintain permanent, safe, suitable and affordable housing. The need for increased services was identified through examination of wait lists and evaluation of our effectiveness and success in housing clients with complex needs. The Housing First team will be comprised of 5 FTE Housing First Coordinators (HFCs) and one Team Lead; the 1:15 caseload ratio has proven to be effective in Housing First Programs.

Core services include: client assessment; housing; tenancy management and landlord relations; rent supplements administration; one-to-one supportive counseling; information and referrals; and preparation for graduation.

The YMCA Housing First Team works closely with agencies in the community to coordinate meaningful referrals and assists clients to access a variety of clinical and community programs to effectively support them: mental health and addiction supports; skills for independent living; pre-natal and post-natal care and supports; socialization and community integration; identification; criminal justice support; and cultural support.

In December 2017, the YMCA Housing First program in Fort McMurray underwent a fidelity review with the Canadian Alliance on Ending Homelessness (CAEH). The review found that our Housing First program, for the most part, adheres to the Housing First philosophy. However, the review questioned the lack of focus groups used to solicit feedback from participants to enhance service delivery.

We are proposing to host quarterly focus groups to lead participants with "lived experience" through a process that allows them to share their stories, ideas and feedback. Such feedback will help improve services and ensure relevant programming.

A variety of tools and methods of facilitation will be used including: draft, test and finalize focus group and process with CPH agencies; administer questionnaires (written, oral supported); facilitate small focus group discussions; identify recommendations; and share and discuss recommendations with CBO and CPH agencies.

## **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?

Mission: YMCA of Northern Alberta creates life-enhancing opportunities for the growth and development of all people in spirit, mind and body.

YMCA believes that safe, stable, affordable housing, and a place to call home, is a basic human right and a social determinant of health that is core to well-being, and to personal and family growth and development. YMCA of Northern Alberta has over 110 years experience in the provision of housing, housing support services and, most recently, Housing First model services in Edmonton, Grande Prairie and Fort McMurray. YMCA housing and support services in Fort McMurray benefit from the combined experience and advocacy of YMCA of Northern Alberta and the YMCA Canada Federation. Our collective experience has deepened our understanding of the needs of vulnerable individuals and allowed us to use and share best practices. Our experience as a supportive landlord also deepens our understanding of the complicated issues related to tenancy management, housing, sustainability and landlord relations.

Since 2007 our Y has been directly involved in the Province's planning efforts to end homelessness. In 2009 the Y was formally engaged by Homeward Trust to deliver Housing First services and now collaborates with many agencies to deliver Housing First Services across the housing sector. The YMCA Homeward Bound program places 131 households, predominantly families, each year and accepts at least 40% of referrals from Centralized Intake.

In 2012, the Association opened the Melcor YMCA Village, an Affordable Housing project that includes 150 self-contained apartment units for individuals, couples and families and a Housing Support service for tenants. The project is a multi-family, crime free site and uses an application and approval process consistent with Core Need Income Threshold requirements and National Occupancy Standards. This project is part of the larger YMCA Welcome Village, which includes an Early Years Child Care Centre and a Family Resource Centre.

Up until 2017, the Y operated a 110 unit downtown housing facility that provided congregate, single-room occupancy housing and support services for residents, with 24/7 staffing. No landlord references, damage deposit, utility payments or first months rent were required. Rent could be paid daily, weekly or monthly. The aging facility was closed in the fall of 2017 and staff rehoused all but one of 120 individuals in permanent, appropriate housing sites/services of the client's choosing.

Since 2014, YMCA has provided Centralized Intake services in Grande Prairie. The service engages with potential Housing First clients through individualized assessments using the V-Service Prioritization Decision Assistance Tool (V-SPDAT) and refers and actively connects individuals, couples and families to ICM teams and/or other appropriate resources.



## **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:

YMCA of Northern Alberta, Wood Buffalo Region was approached by the Municipality in 2011 to develop and operate a Housing First Program through its Immigrant Settlement Services. The program has since evolved to include a diverse group of chronically homeless clients in need of Intensive Case Management services.

### **Successes:**

1. The Intensive Case Management Team has successfully housed chronically homeless individuals in appropriate and affordable private market units and worked effectively with private landlords.
2. Newly referred clients have been successfully obtained appropriate and affordable housing within the 21-day Housing First time-line and more recently within 14 days.
3. The YMCA of Northern Alberta Wood Buffalo Housing First team has empowered clients to make choices about the direction of their lives and begin their journey towards self-sufficiency.
4. Drawing on the extensive knowledge of other YMCA Community Programs staff have been successful in meeting the needs of the newcomer population.
5. An ongoing community partnership with Choices has expedited some clients' success in obtaining full-time employment.
6. The 2015 merger of the YMCA of Wood Buffalo with YMCA of Northern Alberta has allowed us to share internal expertise and resources.
7. The YMCA Housing First program has a strong and dedicated staff team that includes diverse members from various educational and professional backgrounds. The team has been able to adjust service delivery to align with community trends as well as requests from the CBO and other service providers.

### **Challenges:**

1. The 12-month time frame for ICM services is difficult to achieve with high acuity clients. High-level acuity clients remain on staff caseloads significantly longer than 12 months and have more limited graduation success.
2. Limited access to Permanent Supportive Housing means that clients may not receive adequate day-to-day supports, may be on caseloads for over 18 months and may experience eviction/re-housing cycles. Clients may also be vulnerable to victimization by persons with whom they had "street" relationships.
3. Our agency experienced high staff turnover following the wild fires, which contributed to administrative compliance, caseload and landlord relationship challenges.
4. Housing Support Workers have had to focus more time on crisis management due to limited access to appropriate Mental Health Services.
5. Systemic processes and policies related to Income Support leave little room for error and create administrative barriers for high acuity clients.
6. Finding appropriate housing for clients has proven difficult in a community where room rentals are the most affordable option. Additionally, a lengthy waitlist for subsidized housing makes it difficult for clients to graduate within 12 to 18 months.

## **SECTION 7: Community Partnerships**

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

**Include their letter(s) of support.**

YMCA of Northern Alberta places a high value on community partnerships. The success of the Housing First Program is dependent on the community's ability to work collaboratively across the system to address complex needs of homeless individuals and families. Staff focus on maintaining relationships with community agencies, landlords, community members and various orders of government.

The Housing First Team actively collaborates with staff from other agencies that deliver services under the Community Plan to End Homelessness and operate under the Housing First philosophy. These agencies include: Salvation Army, The Centre of Hope, Waypoints and Wood Buffalo Wellness Society, which includes Centralized Intake. YMCA Housing First Coordinators actively connect clients to the Choices Association of Fort McMurray for employment counseling, goal planning and their very successful ID program.

In addition to the identified community partnerships, the YMCA has robust relationships with many other key service providers in our community. Long-standing relationships in the community ensure that we can fulfill our mission.

Staff utilize additional programs offered by YMCA including Immigrant Settlement Services, Employment Link and the YMCA Opportunity Fund. Staff provide guidance and linkage with Keyano College ESL programming and conversation groups to assist those who are experiencing language as a barrier to tenancy and employment.

Community partnerships include, but are not limited to: Wellness and Recovery initiatives; YMCA Supports for Wellbeing; Alberta Health Services; Diversions Program; Assured Income for the Severely Handicapped (AISH); Alberta Works; Canadian Mental Health Association (CMHA); Child & Family Services Alberta (CFS); HIV North; North East Alberta Fetal Alcohol Network (NEAFAN); Salvation Army, including the Family Support Unit and Thrift Store; Some Other Solutions (SOS); Regional Municipality of Wood Buffalo (RMWB), Family & Community Support Services and Landlord & Tenant Advisory Board; Waypoints; Wood Buffalo Regional Library; Wood Buffalo Housing and Development Corp (WBHDC).

Housing First Coordinators encourage clients to actively participate in Food Bank programs to offset the high cost of living in Fort McMurray. We also encourage participation in a variety of services and programs offered by the Multi-Cultural Society, including financial literacy and budgeting.

The YMCA's Wood Buffalo Housing First Team participates in a variety of community initiatives including: Fuse Social Community Road Map Project; Ministry of the Status of Women engagement session; and Strong Field Project for Mental Health and Crisis Management Community Session.

## **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?

Housing First is a critical community strategy to end homelessness that requires continuous support and collaboration between all orders of government, a community based organizational lead and community organizations and agencies.

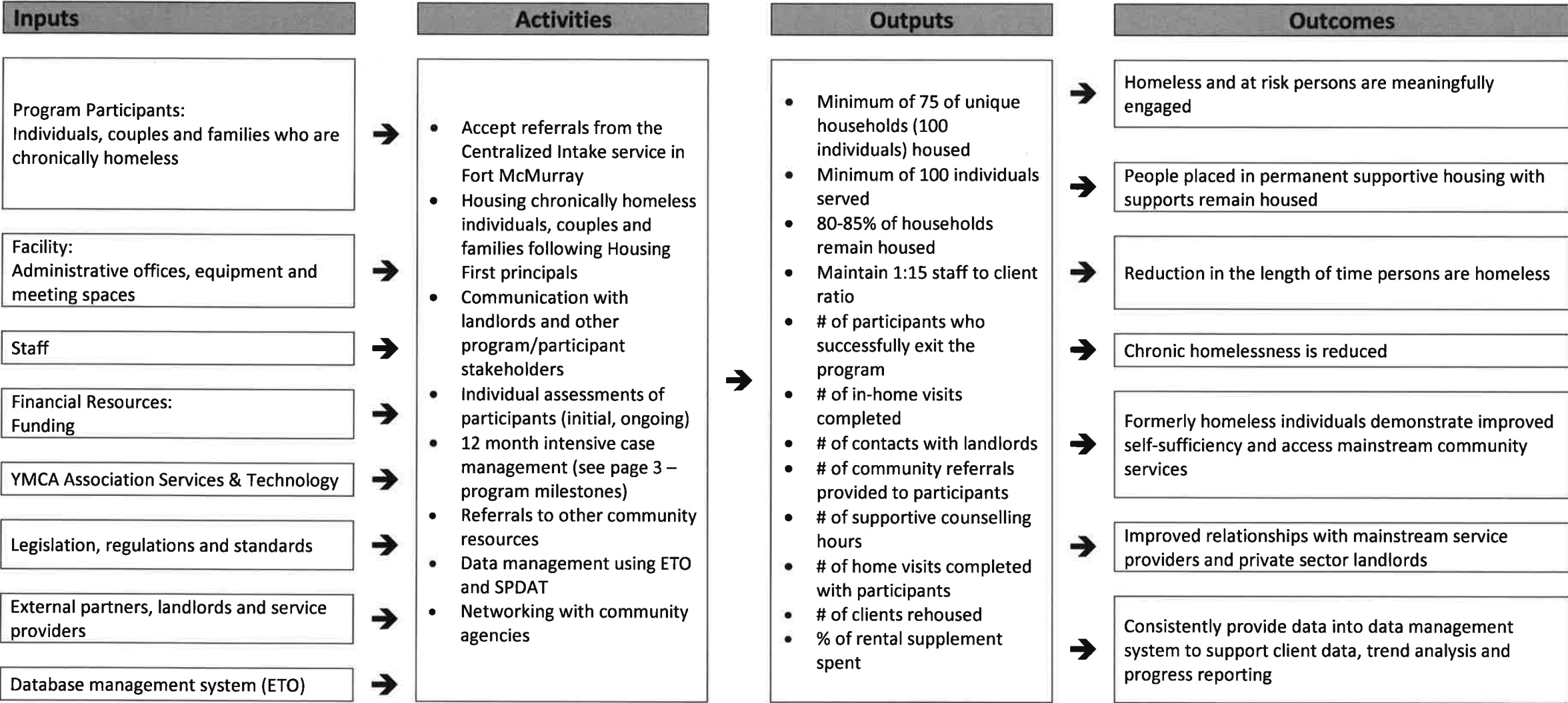
YMCA of Northern Alberta will advocate for the need for continued funding to support the Community Plan to End Homelessness and will actively participate in community planning exercises to develop long-term strategies that address the underlying needs and barriers faced by homeless populations.

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

Yes

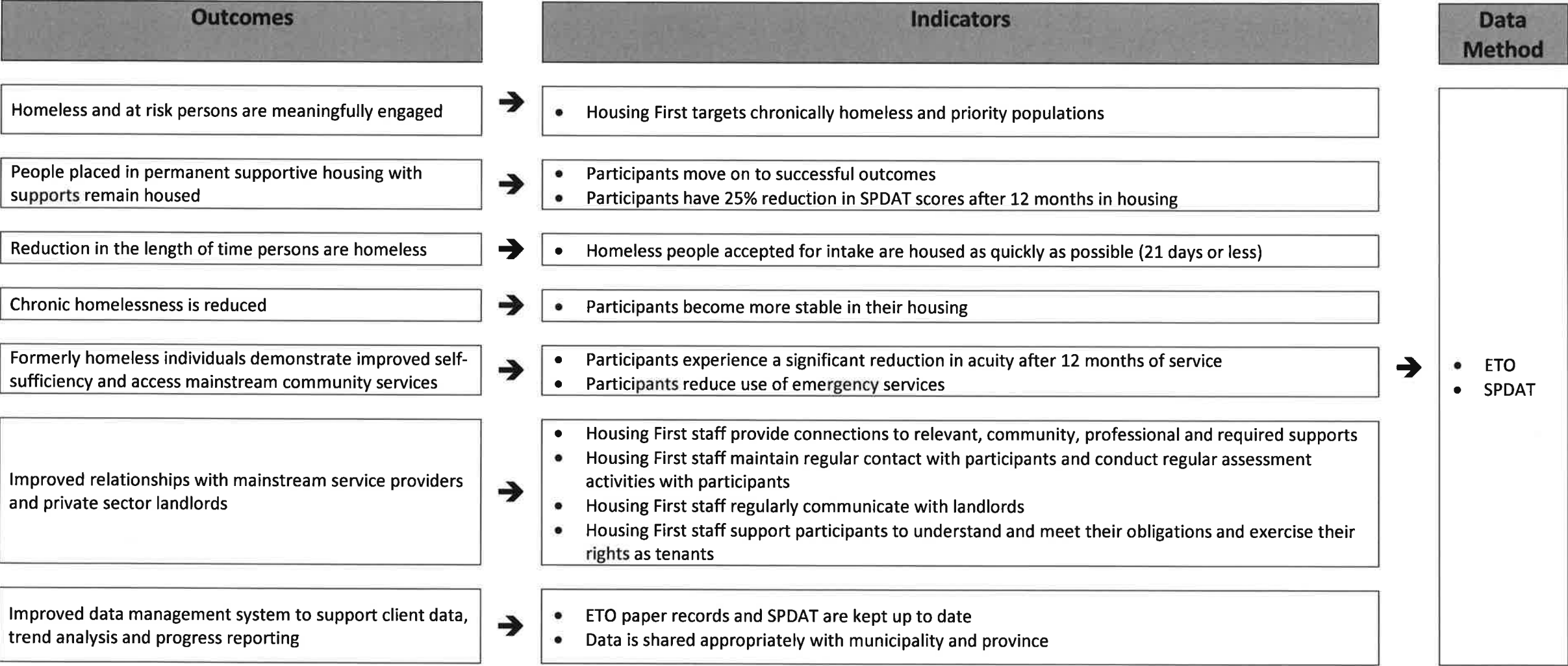
YMCA of Northern Alberta – Wood Buffalo Region Housing First Logic Model

**Goal of Program:** To end an individual’s homelessness and then support them to address health, mental health, addiction, employment, social, familial, spiritual and other needs that may present barriers to remaining stably housed.

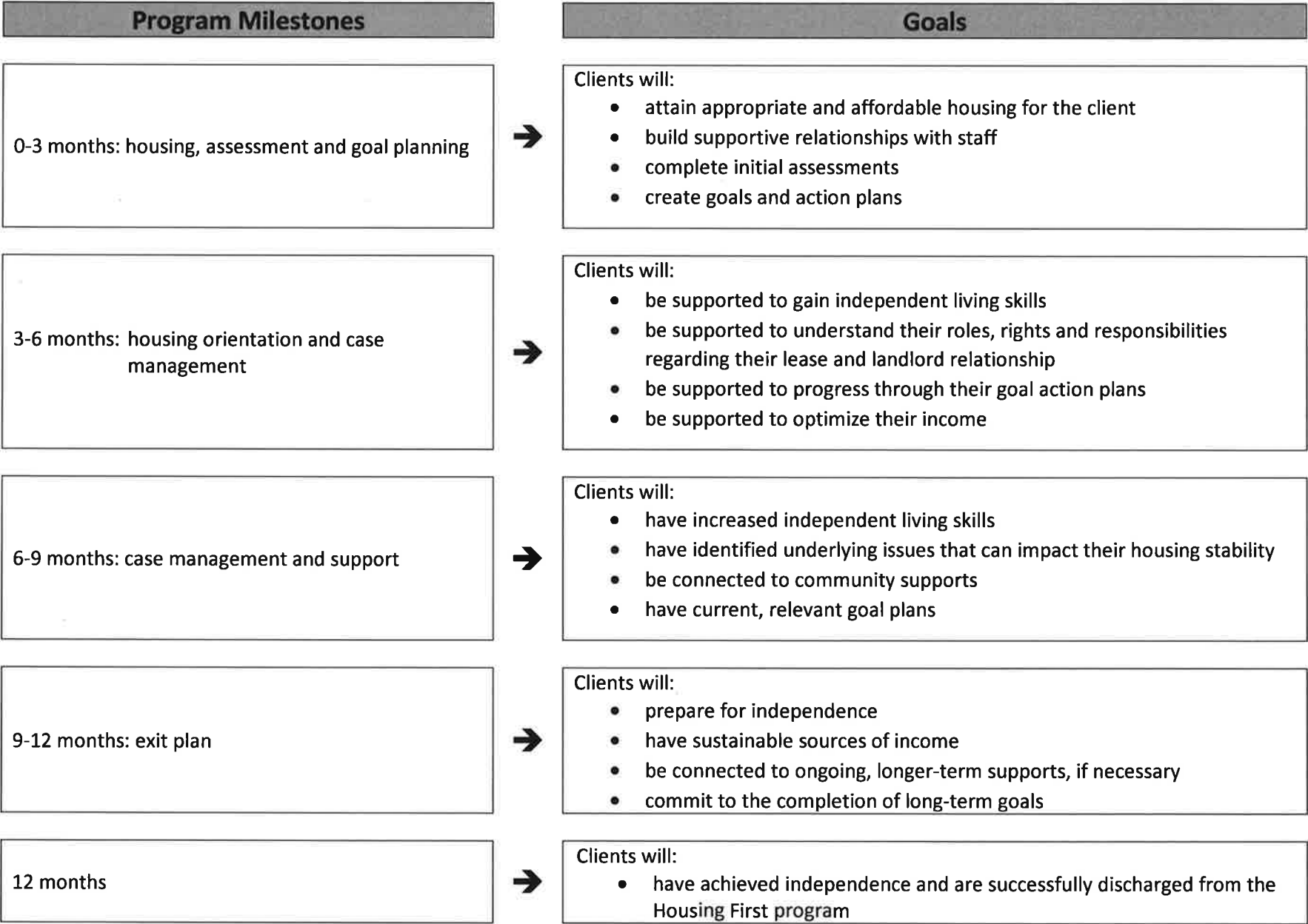


# YMCA of Northern Alberta – Wood Buffalo Region Housing First Logic Model

Theory of Program: The YMCA Housing First program in Wood Buffalo utilizes a recovery-oriented Housing First approach to homelessness that involves moving people who experience homelessness into independent and permanent housing as quickly as possible, with no preconditions, and then provides them with additional supports and services as needed. It is a proven intervention, moving people from an experience of homelessness to stability with support to access services to achieve long-term success. The Housing First model has five core principles which include: immediate access to permanent housing with housing readiness requirements; customer choice and self-determination; recovery orientation, individualized and client-driven support; and social and community integration. Housing First has shown to: increase housing stability; improve quality of life as well as health and addictions outcomes; reduce involvement with police and the justice system; reduce costs associated with the justice system and health expenditures; and reduce hospitalization and emergency visits.

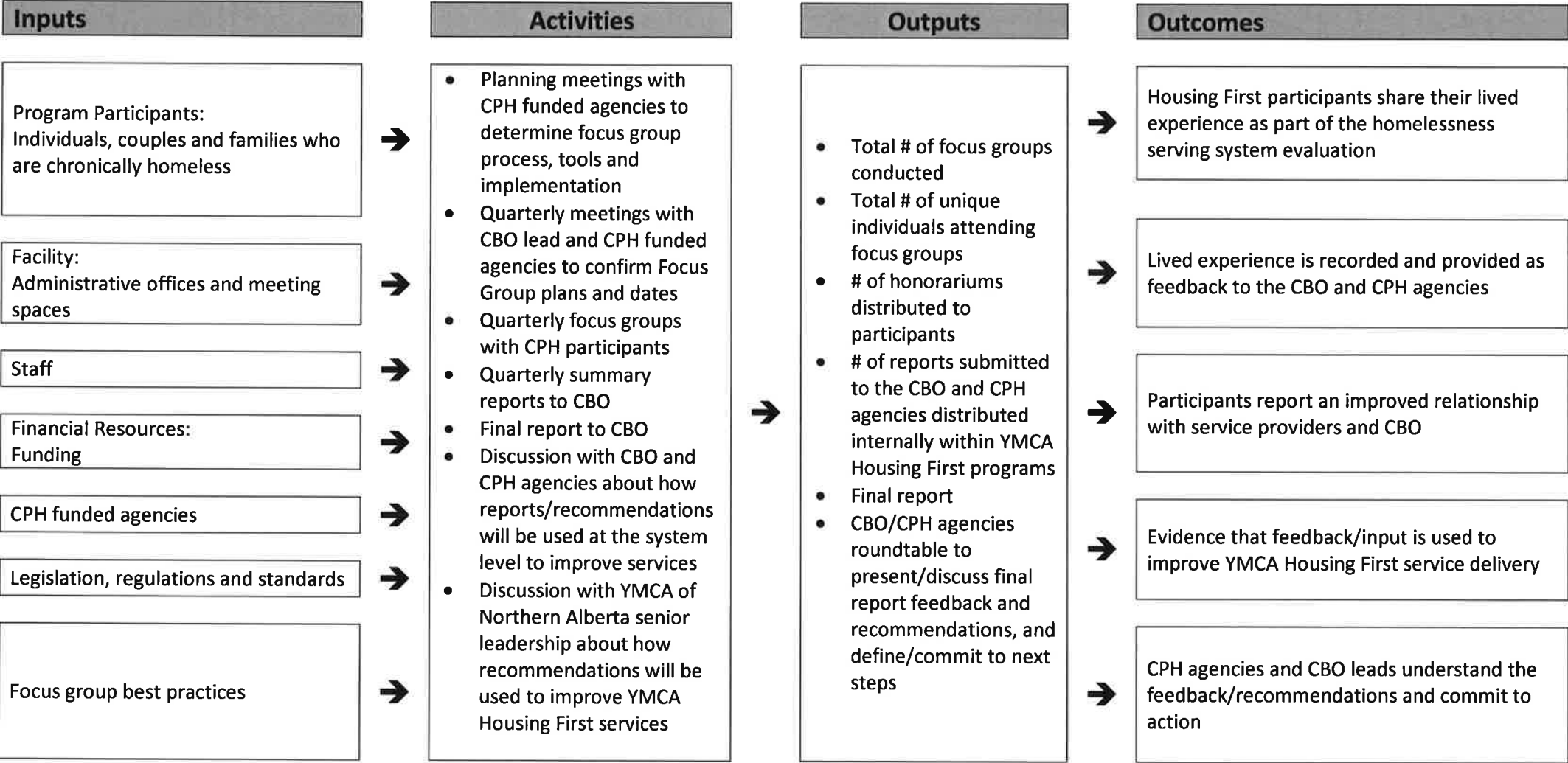


YMCA of Northern Alberta – Wood Buffalo Region Housing First Logic Model



# YMCA of Northern Alberta – Wood Buffalo Region Housing First Focus Group Logic Model

**Goal:** To lead participants with “lived experience” through a group process using a series of pre-determined questions that allow them to share their stories, ideas and feedback on their experience. Lived experience is a critical factor to consider when collecting feedback. Such feedback will provide the CBO and participating agencies with meaningful data to use to improve services, further the 10-year Plan to End Homelessness and ensure programming is relevant for participants. It will be the responsibility of the CBO and CPH to measure any systems level improvements to service delivery.



YMCA of Northern Alberta – Wood Buffalo Region Housing First Focus Group Logic Model

