



Calgary Homeless  
FOUNDATION

## **REQUEST FOR PROPOSAL (RFP)**

Addictions Transitional Housing  
Services

Ref: 22087

**RFP Closing Date: May 24<sup>th</sup>, 2022 @ 11:59PM MST**

Prior to proposal submission, please submit a notice of intent to CHF with your intention to apply to this RFP by May 16, 2022. Notice can be found here: [Notice of Intent](#)

**Response Submission Contact:**

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## 1.0 INTRODUCTION

Working with homeless-serving agencies and community partners, Calgary Homeless Foundation guides the fight against homelessness in Calgary. Utilizing a three-pronged approach we:

- **Allocate resources for the highest impact and outcomes** to efficiently deliver and maximize benefits to people experiencing homelessness.
- **Build knowledge and understanding** of homelessness through our cutting-edge database and research.
- **Galvanize public and political will** to ensure people have the right housing at the right time.

This approach ensures we help Calgarians journey out of homelessness into a home with the support they need to thrive.

Through agile system coordination aligned with research and data, we find innovative and evidence-based supportive housing solutions for people at risk of or experiencing homelessness. Our approach ensures that our city's resources are allocated cost-effectively to provide a full spectrum of services, solutions, and homes for all Calgarians.

CHF responsibly stewards and allocates funding from the Provincial and Federal Governments (the "**Donor**") to agencies and their support programs/services to maximize efficiency and benefits to clients. Funds are allocated through ongoing and one-time grants to programs and services that best address the community's needs in a fiscally responsible way. Funding is awarded based on the quality of proposals received, the need in the community (derived from data and community feedback), and the overall contribution to Calgary's Homeless-Serving System of Care (the "**HSSC**"). Grounded in evidence-based research and data analysis, CHF strives to maximize program participant and fiscal impact.

## 2.0 OPPORTUNITY INFORMATION/GOAL

**Calgary Homeless Foundation (the "CHF") is currently conducting a selection process with the objective of selecting agency/organization partners (the "Service Provider") to provide, support, and implement low-barrier innovative Addiction Supports Transitional Housing program for individuals experiencing homelessness.**

This RFP issued by CHF is an invitation to interested parties (an agency/organization/service provider/legal entity) with the ability to enter into legally binding contracts (the "Proponent"), to submit a proposal (the "Proposal") for the provision of the services and scope of work outlined in this RFP. No agreement or contract for services is formed by responding to this RFP until a fully signed, mutually agreed upon contract (the "Agreement") is completed. A Proposal submitted through this opportunity is not irrevocable. CHF is not bound to enter into an Agreement with any Proponent who submits a Proposal.

## 3.0 BACKGROUND

CHF's current portfolio of supportive housing programs is often focused on long-term support. Current data and recent community feedback have demonstrated that the Homeless-Serving System of Care can benefit from Transitional Housing focusing on addiction support for the adult sector.

## Addictions Transitional Housing Services

Through an Expression of Interest (EOI) process conducted in March of 2022 (EOI# 22083), CHF received significant input on possible designs of this potential new program, focused on meeting the needs of those who have experienced or are experiencing homelessness. Such a program is not currently offered within Calgary's Homeless Serving System of Care. Therefore, the RFP is based on salient inputs from EOI submissions\*.

This RFP is seeking an agency partner to pilot a new program type that will utilize transitional housing supports with specific supports for people experiencing substance addictions in order to accomplish recovery outcomes at the individual level and increased flow-through outcomes at the system level.

*\*Please note, while CHF actively invites previous applicants to the EOI to apply, application to the EOI (#22083) is not a required prerequisite to apply to this RFP. Thus, CHF welcomes all eligible Service Providers to consider this opportunity.*

### 4.0 THE PROGRAM DESIGN (SCOPE OF WORK)

CHF is a funder of impact and outcomes. Current programs within the HSSC provide coordinated housing and programmatic support to individuals and families experiencing homelessness. Programs are based on commitments to low barrier housing and person-centred, recovery-oriented supports, in alignment with housing first and harm reduction principles. As a general practice, Proponents interested in applying to this RFP should have program designs which align with the above principles.

More specifically, Proponents intending to participate in this process should propose a transitional housing program focused on addiction support and consider the integration of both clinical and social supports. Proponents should clearly articulate and distinguish between these elements in their Proposal and how each will add value to the program.

Clinical support may be offered in appropriate pre-treatment and post-treatment modalities. Social supports may integrate elements of asset-based community development to help participants develop positive relationships and networks of belonging as elements of recovery capital.

While this proposed Addiction Supports, Transitional Housing program should specifically be designed for individuals who have experienced or are experiencing homelessness. An emphasis of this program will be on service designs that are delivered in a low-barrier manner and be available to all eligible adults. While cultural considerations for healing are welcome and needed, demographic factors (except for minimum age) should not constitute access barriers.

Additionally, programs within the HSSC are expected to contribute to individual and system-level outcomes. All programs should contribute to individual outcomes in the domain of stable housing, as well as some combination of recovery domains of health, financial stability and/or community connection. System outcomes include improved capacity for prevention and diversion, decreased barriers for service provision, and increasing out-flows. All program designs, regardless of expected duration, should articulate consideration for post-program transitions (graduation process).

CHF will work collaboratively with the successful service provider(s) on a developmental evaluation. The timeline for this evaluation will run from the date of awarding the programming funding and conclude on March 31, 2024.

## Facility Requirements

Given this is a new program model, the expectation is that the service provider will establish new or leverage existing infrastructure to provide temporary accommodation for their proposed program. The program model should also be supportive, person-centred programming to support transitions into independent living at participants' pace. Provided this expectation, Proponents should identify and provide a clear description of the physical infrastructure available for the purposes outlined in this RFP.

## Design Elements

Proponents should clearly describe the program scope, including the amount of funding and programming spaces as appropriate, outcomes, and capacity.

Please clearly describe the following design elements in your proposals:

### a. Service Design

Please describe your approach to providing housing and/or support services to program participants, including engagement strategies, support models in use, and staffing model. Your program budget should be clearly linked to this service design. Collaborative partnerships are integral to program design. All program participants will continue to be identified and placed through the Coordinated Access and Assessment (CAA) System.

- Please incorporate a description of the following elements:
  - Service Delivery Model
    - Confirmation of Target population: unaccompanied individuals
    - Services and supports to be offered
    - Resources required (e.g., staffing model)
    - Cultural considerations
    - Indigenous healing approaches
    - Expected/average duration of support and exit pathways
  - Partnership/collaboration opportunities
    - Community or provincial supports
    - Preference for collaboration efforts that outline shared outcomes and a governance model
- You are invited to design a program utilizing an existing model or a combination of models while demonstrating a dedication to evidence-based principles.

### b. Intended Outcomes

Please describe what system-level and individual-level outcomes your program design aims to contribute. Direct links between your service design elements and your intended outcomes will strengthen your application.

- Please describe your program's alignment with the recovery-oriented system of care
  - Outcomes in one or more of 4 Impact Domains (Home, Health, Finance, and Community)
  - Integration with HSSC Coordinated System / Coordinated Access

c. Organizational Experience and Capacity

Please discuss your organization's experience providing similar services, as well as alignment with values of safety, equity, cultural awareness, and reconciliation. Financial information about the organization is also included in this section.

d. Facility

Please identify and provide a clear description of the physical infrastructure available for the proposed program and in alignment with your service design.

This includes considerations for:

- conversion of a non-residential building to housing unit(s)
- conversion/acquisition of existing housing unit(s)

If this is an existing facility, please outline how this new program type will be integrated into this current space. If your organization is proposing the use of a new space, please explain how this space will be transitioned to accommodate this new program and the timeline required.

## Recovery Orientation

The Calgary Homeless Foundation coordinates a recovery-oriented system of care. Recovery from homelessness is understood as improved quality of life for program participants.

The program delivers, without judgment, coercion, or discrimination, services and supports that are person-centred and build on the strengths and resilience of individuals, families, and communities to achieve positive outcomes in the domains of *home, health, financial wellness and community connection*.

## Data Collection and Reporting Requirements

To align with system-level impact, programs agree to meet associated outputs and meet reporting requirements, including:

- completing assessments at intake, at regularly scheduled intervals during program participation, and at program exit in the HMIS system;
- completing and updating a learning-focused Theory of Change document;
- participating in reflective practice efforts to surface learnings about program process and impacts; and
- completing financial reporting as set out in the program funding agreement.

## 5.0 OPPORTUNITY REQUIREMENTS

To be eligible for this opportunity, all Proponents must

- utilize the Homeless Management Information System ("HMIS") as the method for collecting data;
- participate in, and align with, Calgary's Coordinated System of Care; and
- demonstrate strong financial and governance policies and processes (see section 8.0 of RFP Response Form).

While all responses to the RFP will be considered, responses that include the following would be considered an asset to potential program development:

- Clear articulation of a model that incorporates the use of existing partnerships and supports.
- Program design rooted in the experience in delivering services for mental health and addiction supports
- Addresses identified gaps in program designs tailored for participants in the Homeless-Serving System of Care

Interested Proponents responding to this RFP through its written Proposal will need to describe their approach to delivering the Services outlined in the Scope of Work, demonstrating an appreciation of the key issues and stakeholders for achieving the objectives and having an appropriate methodology and work plan for delivering the Services in the specified timeframes.

### Mandatory Minimum Requirements

Proponents must meet the following requirements in order for the application to be qualified:

Requirement	
M1	Application submitted prior to RFP deadline date
M2	Declaration, including Conflict of Interest declaration, has been completed and signed by the Proponent
M3	RFP Proposal fully complete in accordance with the instructions
M4	No history of non-performance of contract with CHF

## 6.0 BUDGET DESIGN

Funding allocated will be predicated on the designed model of the successful Proponent(s). Through this RFP, interested Proponents should identify a budget that they believe will be able to achieve the goals outlined in this RFP and their anticipated project.

CHF is not providing a prescriptive budget at this time to prevent limiting the design possibilities in RFP responses. Proposed budgets should provide the number of spaces the program is anticipated to support and detail expenses related to:

- staff wages and benefits,
- direct participant costs,
- programming expenses, and
- administrative expenses.

Funding for these projects will be provided by either the Government of Alberta or Government of Canada depending on program type.

## 7.0 NOTIFICATION OF INTENT TO APPLY

Proponents interested in this RFP are strongly encouraged to submit a Notification of Intent to CHF by May 16, 2022 prior to full Proposal submission. This will help CHF identify potential Proponents for this opportunity. Once we receive your notification, we will be able to inform you of any updates or changes to the RFP process. CHF may also contact Proponents prior to proposal submission to clarify their intention and Proposal.

**Please click here to access:** [Notice of Intent](#)

## 8.0 WRITTEN PROPOSALS

**Interested Proponents must utilize the RFP Proposal Response Form (attached separately)** and must address the Scope of Work and Opportunity Requirements as outlined in this RFP.

Proposals must include:

- 1) contact information including legal entity/name, mailing and email address,
- 2) detailed outline of how you will meet the key deliverables/scope of work, including timelines,
- 3) detailed cost/fees (including a detailed budget specifying how much will be spent on staffing, service participant costs, etc.),
- 4) reference to experience related to performing the required tasks to complete the Services,
- 5) samples of previous work related to the scope of work outlined in this RFP, and
- 6) conflict of interest declaration signed by an authorized signatory (see RFP Appendix A).

CHF uses a standardized Proposal Response Form to streamline the application and review process. Proposal responses should be concise but thorough and ensure that each section is answered in its entirety. Attachments may be considered but only if they are relevant to the RFP and demonstrate previous related work and experience.

The completed Proposal and signed declaration should be in PDF format. Proponents acknowledge that submitted Proposals will be open for acceptance by CHF for at least 90 days after the Closing Date.

## 9.0 PROCESS

**Proponents interested in submitting a proposal must complete the RFP proposal form and signed declaration and shall submit via email to the RFP Submission email: [funding@calgaryhomeless.com](mailto:funding@calgaryhomeless.com), in PDF format.**

To be accepted, proposals must be received by no later than the Closing Date and Time. Proposals received after the Closing Date and Time will not be accepted.

CHF has the right to reject any and all proposals at its sole discretion. Should you have any questions about this opportunity, its requirements, deliveries or regarding the proposal requirements, please utilize the Contact noted above for clarification prior to submitting Proposal. You are reminded that your Proposal should be inclusive of all taxes, fees, and permits, where applicable.



Proposals will be reviewed to determine which is most advantageous to the CHF, guided by the Scope of Work outlined above. Selected proposals moving forward in this RFP process may be invited to present to the CHF, see Presentations below.

Included in this RFP toolkit are the following documents:

- RFP
- Appendix A: Declaration Forms
- Appendix B: Program Funding Agreement (For Reference)

## 10.0 PRESENTATIONS / INTERVIEW

Along with providing a written proposal, Proponents may be requested to provide a presentation and attend an interview, either in person or via teleconference (MS Teams) as per the RFP Schedule below. Proponents should prepare a presentation no longer than 20 minutes that provides an overview of their Proposal, highlighting and showcasing aspects of their proposed program to the RFP Panel. The duration of each interview will be no longer than 45 minutes, including follow-up questions and answers from both parties.

Should you be selected, please limit the number of your organization's participants in the oral presentation to no more than three. We kindly request that one of the participants of your presentation team be the Executive Director/ CEO (or equivalent) for the interview process to support organizational alignment to the goals outlined in this RFP.

## 11.0 APPLICATION SUPPORTS & SUPPLEMENTAL VIDEO PRESENTATION (OPTIONAL)

As a funder of impact and outcomes, CHF wishes to cultivate a robust social serving sector, and encourages all eligible service providers to apply. While all applicants are asked to carefully read this RFP, response form and any supporting documents, CHF welcomes conversation with potential applicants regarding all funding opportunities with CHF. More specifically, application supports are available throughout this RFP process including opportunities for questions (see section 12.0 below), Proposal response form support, and pre and post application consultation sessions, if required.

Additionally, should it benefit or complement your Proposal, CHF provides the opportunity for Proponents to submit an oral presentation through video in support of the written application form. This video is only a supplement to the application form and should clarify/enhance any of responses to the questions asked in the RFP application.

The video must follow the format below:

- MP4, WMP, or similar common video file format
- No longer than 5 minutes
- Submitted via email with a YouTube, Google Drive, OneDrive, Dropbox (or similar hosts) hyperlink and delivered alongside written proposal submission

Production values are not evaluated. This is an **optional** process.

## 12.0 QUESTIONS/QUERIES

Should Proponents have any questions about this opportunity, its requirements, deliveries, or regarding the response requirements, please contact [funding@calgaryhomeless.com](mailto:funding@calgaryhomeless.com) for clarification prior to submitting a proposal. CHF will strive to answer all questions with respect to this RFP, and where appropriate, to ensure a fair and transparent process, any relevant questions or answers that would be beneficial to all Proponents will be answered through a publicly available Question & Answer form on the CHF website as per the Schedule of Events below.

CHF reserves the right to: not answer questions that do not pertain directly to the subject matter to this RFP, answer questions outside of the deadline (within reason, given the answers would not provide an unfair advantage to any Proponent), as well as not disclose answers to questions where the answers would not benefit other Proponents.

## 13.0 RFP SCHEDULE OF EVENTS

The CHF reserves the right to change the RFP schedule as needed. Please note that late applications will not be accepted.

RFP Issued	May 3, 2022
Deadline for Submitting a Notification of Intent	May 16, 2022
Deadline for Questions	May 18, 2022
CHF Responses to Questions (posted on website)*	May 20, 2022
<b>Deadline for Proposal Submission</b>	<b>Tuesday May 24, 2022 @ 11:59 PM MST</b>
Notification to Proponents for Presentation*	May 30, 2022
Presentation/Interview*	June 3, 2022
Recommendation for Award*	June 10, 2022
Anticipated Project Start Date	June 30, 2022

\* These dates subject to change

## 14.0 CONFIDENTIALITY

By accepting to take part in this proposal process you agree to keep in confidence all information imparted to you in relation with the proposal process, not to disclose it to third parties and not to use it for any other purpose than for the Proposal.

CHF will hold all information provided during the proposal process confidential, with the exception of queries made by Proponents. CHF reserves the right to reasonably share queries and its responses with other participating organizations, if applicable.

## 15.0 FREQUENTLY ASKED QUESTIONS (FAQ)

### 1. Q. Why is CHF asking for this new program design?

- A. In our role as system planner for the HSSC, we are committed to bridging existing best practices with evidence-supported innovation. Our data, community feedback, and results of recent evaluation reports all point to the potential of expanding current transitional housing practice models. We are looking to the community to surface your vision of using short-term transitional service provision to improve recovery outcomes for program participants (in the areas of housing, health, community connection, and financial stability) and for the system (flow-through capacity). Your program design can incorporate an existing model or combine elements of multiple such models.

### 2. Q. What does CHF mean by flow-through in the HSSC?

- A. Flow-through in HSSC is a system-level outcome, referring to the activated capacity to align with The Canadian Alliance to End Homelessness, which calls for "two complementary sets of actions to end homelessness: (1) reduce the inflow into the homeless service system, and (2) accelerate the out-flow in the form of permanent housing move-ins from the homeless system." (Recovery for All, July 2020). Program design should aim to contribute specifically to (2) above by setting participants up for success independent of the HSSC.

### 3. Q. What does CHF mean by recovery?

- A. Recovery is an umbrella term referring to improved quality of life outcomes for program participants. Program design should include person-centred supports that contribute to improvement in the domains of home, health, finance, and community connection to help individuals exit homelessness.

## 16.0 EVALUATION OF PROPOSALS

Applications will be reviewed on the basis of alignment with the goals of this RFP, experience, impact to the homeless-serving system of care, ability to perform the Scope of Work, and available dollars. The RFP proposal will be evaluated from both the written application and the oral presentation/interview by an evaluation panel.

### RFP Panel

The selection of Preferred Proponent(s) (awarded Proponents under this RFP for the allocation of project funding) will be undertaken by the RFP Panel (the "Panel"), who have signed a conflict-of-interest declaration. The Panel's membership may include CHF staff, members of the Reaching Home Community Advisory Board, and individuals with expertise in the RFP subject matter.

No officers, directors, board members or employees of a Proponent will participate in the Panel.

The Panel may consult with others, including other CHF staff members, third-party consultants, and references, as the Panel may in its discretion decide is required.

### Selection

The Panel will consider the Proposal and the Proponents' responses during the presentation/interview to form its recommendation. Upon completion of the Proposal review and interview process, the Panel will deliberate and form a written recommendation to CHF for the selection of a Preferred Proponent(s).

The CHF will make a final decision on awarding contracts and shall negotiate terms of the contract with successful Proponents at its discretion.

### Weighted Criteria

Category	Weight
<b>Approach</b> <ul style="list-style-type: none"> <li>• Understanding of Scope of Work</li> <li>• Program Design Elements</li> <li>• Alignment with system-level and individual-level outcomes</li> <li>• Alignment with recovery-oriented system of care</li> <li>• Proposed facility</li> </ul>	60%
<b>Capacity/Experience</b> <ul style="list-style-type: none"> <li>• Organizational Capacity</li> <li>• Demonstrated Experience</li> <li>• Ability to perform scope of work</li> </ul>	30%
<b>Value/Cost</b> <ul style="list-style-type: none"> <li>• Value for dollar</li> <li>• Alignment between program design and budget</li> </ul>	10%

### Disqualification of Proponents

At the sole discretion of the CHF, a Proponent may be disqualified and its Proposal(s) rejected if:

- the Proposal is incomplete and/or missing information and/or contains out of date or incorrect information and/or has not followed the submission instructions in the RFP; or
- a Proponent, in the opinion of the CHF, is not qualified for the scope of work specified (minimum score); or
- an unsatisfactory performance record exists as shown by past or current work for CHF; or
- current commitments exist (CHF or otherwise), which might hinder or prevent the prompt completion of the work.

Should a Proponent be disqualified, no further obligation is required of the CHF, its staff or Board of Directors.

## Notification of Results

At the conclusion of this process, all Proponents will be notified. If a Proponent is awarded a contract, CHF will publicly post the Proponent(s) name on the CHF website upon conclusion of award (unless directly related to confidential CHF internal business processes).

Proponents may request a debriefing meeting with the CHF at [contracts@calgaryhomeless.com](mailto:contracts@calgaryhomeless.com) at a mutually convenient time. CHF reserves the right to decline such a request if deemed inappropriate.

## Appeal Process

Proponents to an RFP may register a grievance or protest a decision made regarding their Proposal in alignment with the CHF RFP Appeal Process. A full copy of this process may be requested from CHF.

## 17.0 ADDITIONAL INFORMATION

Guiding documents and additional information is included with this RFP to assist your organization in developing a proposal.

### **Guiding the Fight Against Homelessness: Strategic Plan to 2025**

<https://www.calgaryhomeless.com/focus-to-2025/>

## 18.0 PERIOD OF CONTRACT

By submitting a Proposal, the Proponent agrees that should the CHF select its Proposal through this RFP to perform the services (scope of work), a mutually agreed upon contract must be signed and executed between CHF and the selected Proponent. The terms and conditions of such contract to be finalized to the satisfaction of CHF. A copy of a Program Funding Agreement is attached as Appendix D for reference.

Written notice to a Proponent that it has been identified as the successful Proponent and the subsequent full execution of a written contract will constitute an agreement for the services, and no Proponent will acquire any legal or equitable rights or privileges relative to the services until the occurrence of both such events.

The intended period of contract: **June 30, 2022 – March 31, 2023**, with the intention to annually renew the agreement in 1-year intervals, conditioned upon the service provider meeting CHF performance requirements, funding availability, and CHF's donor requirements (Government of Alberta or Canada).

## 19.0 AMENDMENTS:

This section is reserved for RFP amendment descriptions.

Amendment # 1:

## 20.0 GENERAL TERMS & CONDITIONS

### Eligible Proponents

Any duly incorporated legal entity, including a not-for-profit organization, charity, or a corporation that has significant experience providing social services to vulnerable populations.

### CHF Right to Revise

The CHF reserves the right to:

- a) revise the RFP Schedule;
- b) revise the RFP and/or to issue amendments to the RFP; and
- c) reject, cancel or to reissue the RFP in whole or in part if it is deemed in the CHF's best interests, with no penalty, prior to the execution of an Agreement.

### No CHF Obligation

This RFP does not commit the CHF in any way to select a Preferred Proponent, or to proceed to negotiations for an Agreement, or to award any Agreement.

### No Contract

By submitting a Proposal and participating in the process as outlined in this RFP, Proponents expressly agree that no contract of any kind of services is formed under, or arises from, this RFP, prior to the signing of a formal written Agreement.

### CHF Right to Terminate due to no Funding

The CHF reserves the right to terminate the RFP where the Donor (the Government of Canada or the Government of Alberta) provides CHF with indications of future funding, which CHF relies upon to commence this RFP whether reasonably or unreasonably, such funding which the Donor does not subsequently provide to CHF.

### Proponent's Expenses

Proponents are solely responsible for their own expenses in preparing and submitting Proposals, and for any costs incurred by the Proponent in meetings, negotiations or discussions with the CHF or their representatives relating to or arising from this RFP.

The CHF and their representatives, agents and advisors will not be liable to any Proponent for any claims, whether for costs, expenses, losses or damages, or loss of anticipated profits, or for any other matter whatsoever, incurred by the Proponent in preparing and submitting a Proposal, or participating in negotiations for an Agreement, or other activity related to or arising out of this RFP.

### Conflict of Interest

A Proponent shall disclose in its Proposal any potential, actual or perceived conflicts of interest and existing business relationships it may have with the CHF, its elected or appointed officials, representatives, employees, funded agencies or funders as part of the Mandatory Requirements. A Proponent must disclose

any Relationship of Close Proximity defined as a relationship between any employee, director, officer or volunteer of the Proponent(s) and the CHF where they are or have served as a director, a family member, a past employee or a known future employee. The CHF may rely on such disclosure.

### Property of the Owner

All materials submitted in response to this RFP will become the property of the CHF upon delivery to the RFP Coordinator and will not be returned to the Proponent. The Proponent's written response to the RFP, or portions thereof, may also become a part of the Agreement.

### Award Terms and Conditions

Upon award, the Proponent will be responsible to adhere to the terms and conditions of all awarded agreement(s) and contract(s), including but not limited to, adherence to all applicable Federal, Provincial and Municipal codes and by-laws and must obtain all required permits and licenses as well as adhere to all safety rules, regulations and labour codes in effect in all jurisdictions where the work is to be performed.

The Proponent agrees to obtain and maintain adequate insurance coverage relating to the operations and liability assumed under the agreement(s) in form and substance satisfactory to the CHF and agrees to indemnify and save harmless the CHF for any claim demand arising out of the performance by the Proponent of the agreement.

### Multiple Preferred Proponents

The CHF reserves the right and discretion to divide up the Services, either by scope, case load, geographic area or other basis as the CHF may decide, and to select one (1) or more Preferred Proponents to enter into discussions with the CHF for one (1) or more Agreements to perform a portion or portions of the Services. If the CHF exercises its discretion to divide up the Services, the CHF will do so reasonably having regard for the RFP and the basis of Proposals.

In addition to any other provision of this RFP, Proposals may be evaluated on the basis of advantages and disadvantages to the CHF that might result or be achieved from the CHF dividing up the Services and entering into one (1) or more Agreements with one (1) or more Proponents.

If a joint program Proposal becomes a selected Proponent pursuant to this RFP, the CHF may choose to enter into discussions for individual Agreements with each agency/organization for their portion of the joint program or may enter one agreement with the primary Proponent, and request documentation of a formal partnership with the second agency/organization.

### Errors and Omissions

While CHF has used considerable efforts to ensure information in this RFP is accurate, the information contained in the RFP is supplied solely as a guideline for Proponents. The information is not guaranteed or warranted to be accurate by CHF, nor is it necessarily comprehensive or exhaustive. Nothing in the RFP is

intended to relieve Proponents from forming their own opinions and conclusions with respect to the matters addressed in the RFP.

### Acceptance of Terms and Conditions

Submitting a Proposal indicates acceptance of all the terms and conditions set out in the RFP, including these RFP rules and appendices to the RFP and any future amendments.

## 21.0 THANK YOU

Thank you for your consideration of this Request for Proposal. Calgary Homeless Foundation is committed to working with all stakeholders in our community to help all people find their way home.

Sincerely,

**Aaron Li, Manager, Contracts & Procurement**  
**Calgary Homeless Foundation**



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## APPENDIX A: SELF DECLARATION

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A Proponent shall disclose any potential, actual or perceived conflicts of interest and existing business relationships it may have with the CHF, its elected or appointed officials, representatives, employees, funded agencies or funders.

A Proponent shall disclose any relationship between any Representative of the Proponent(s) and any Representative of CHF including where:

- (i) The Representative of the Proponent presently or previously serve(d) as a Representative of CHF;
- (ii) A Representative of the Proponent and a Representative of CHF are Family; or
- (iii) It is known that a Representative of the Proponent will become a Representative of CHF in the future, or
- (iv) It is known that a Representative of CHF will become a Representative of the Proponent in the future.

For the purposes of this Conflict of Interest declaration:

- (i) a "Representative" means an employee, director, officer, volunteer or contractor;
- (ii) "Family" means a spouse, common-law partner, domestic partner, child, grandchild, great grandchild, parent, parent-in-law, brother, sister, brother-in-law, sister-in-law, son-in-law, daughter-in-law, aunt, uncle, great aunt, great uncle, cousin or second cousin and includes foster and step relationships for any of the above.

CHF may rely on such disclosure

- I/We declare no conflicts.
- I/We declare the following conflicts.

Where a conflict exists, at minimum two (2) members of CHF executive or board representatives will review declaration to determine if Proposal shall be accepted or rejected.

**Name & Title (printed):** \_\_\_\_\_

**Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

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## APPENDIX B: PROGRAM FUNDING AGREEMENT

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**A copy of the Program Funding Agreement, to be signed between the successful Proponent(s) and CHF is provided for reference only (DO NOT SIGN THIS AGREEMENT).**

By submitting a proposal through this RFP, Proponents are agreeing in principle to the terms and conditions contained within this Program Funding Agreement. No funding relationship exists between CHF and the Proponent until a fully executed Program Funding Agreement is signed and executed by both parties.

**Note:** the terms and conditions may change between this copy and the final copy Proponents may sign.

PROGRAM FUNDING AGREEMENT  
(THE "AGREEMENT")

AGREEMENT NO. 22BXXX.0

DATED \_\_\_\_\_, 20\_\_ (the "Effective Date")

Between:

CALGARY HOMELESS FOUNDATION

(the "Foundation")

At: Calgary Homeless Foundation  
Suite 1500, 615 Macleod Tr.  
Calgary, Alberta T2G 4T8

Attention: «SP» «Planner\_Last», «Planner\_Title»

And:

«AGENCY\_LONG»

(the "Agency")

At: «Agency\_Long»  
«Agency\_Address»  
Calgary, Alberta «Agency\_PC»  
Email: «Agency\_Email»

Attention: «Agency\_Contact», «Agency\_Title»

BACKGROUND

- the Foundation is the system planner for Calgary's homeless-serving system of care, whose desired objective as a funder is to make the biggest impact with the community's investment toward the collective goal of ending homelessness in Calgary.
- the Agency has applied for and been granted program operating funding from the Foundation for costs associated with program delivery.
- the funding provided to the Agency by the Foundation is subject to the terms and conditions of this Agreement and of the Foundation's Contribution Agreements.

THEREFORE, in consideration of the mutual covenants and agreements between the parties, the receipt and sufficiency of which each hereby acknowledges, the Foundation and the Agency hereby agree as follows:

THE PROGRAM

- A. The Agency shall provide the services, as described in the «Program\_Long» Program Outline attached hereto as Schedule "A", to the Foundation, and as requested and directed by the Foundation from time to time (collectively, the "Program").

TERM AND EXTENSION

- B. This Agreement shall be effective as the Effective Date and, subject to early termination in accordance with its terms and conditions, shall continue until March 31 of the year following the Effective Date (the "Program Term").

- C. At the end of the Program Term:
- (i) if the Foundation has provided written notice of termination of this Agreement ("**Termination Notice**") to the Agency at least 30 days prior to the end of the Program Term, then this Agreement shall terminate at the end of the Program Term; or
  - (ii) otherwise, this Agreement shall continue on the same terms and conditions on a month-to-month basis until it is terminated by the Foundation by providing a Termination Notice to the Agency at least 30 days prior to the effective date of termination.

## FUNDING

- D. Subject to the terms and conditions of this Agreement, the Foundation hereby agrees to provide funding to the Agency in the aggregate amount of **«F19\_Funding\_Agreement\_in\_Words» (\$«Sum\_of\_F19\_Budget\_Total\_Costs»)** (the "**Program Funding**") for **«Sum\_of\_F19\_Target»** program spaces, which shall be used in accordance with this Agreement for the Program Term, and may solely be used by the Agency for the Program and any Eligible Cost (as defined below) related thereto.
- (i) Program Funding will be provided by the Foundation to the Agency on such dates and in such amounts as set out in Section 1(a) of the Terms.
  - (ii) Eligible Costs are the Program costs or expenses used in accordance with the Eligible Cost Guidelines, available at <http://calgaryhomeless.com/agencies/> and attached as Schedule "E".
  - (iii) The Agency must provide a budget in the form set out in Schedule "B" (the "**Program Operating Budget**") as required under Section 3(d) of the Terms.

## SCHEDULES; INTERPRETATION

- E. The following schedules attached to this Agreement are incorporated into this Agreement and form an integral part of it:

Schedule "A"	-	Program Outline
Schedule "B"	-	Program Operating Budget
Schedule "C"	-	Program Type Assessments, Reporting Requirements and Monitoring and Evaluation
Schedule "D"	-	Terms and Conditions
Schedule "E"	-	Eligible Cost Guidelines
Schedule "F"	-	Instructions to Auditors

In this Agreement: (i) the words "including", "includes" and "include" mean "including (or includes or include) without limitation"; (ii) the phrase "the aggregate of", "the total of", "the sum of", or a phrase of similar meaning means "the aggregate (or total or sum), without duplication, of"; and (iii) unless otherwise specified, the words "Section" or "Schedule" followed by a number or letter mean and refer to the specified Section of or Schedule to this Agreement.

If the Foundation and the Agency are parties to any program funding agreement for the Program (whether or not the Program name has changed) for a period prior to the Effective Date, then the

execution of this Agreement by the Foundation and the Agency shall automatically terminate any such prior program funding agreement for the Program.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be duly executed as of the Effective Date.

CALGARY HOMELESS FOUNDATION

«AGENCY\_LONG»

**DO NOT SIGN, SAMPLE FOR REFERENCE ONLY**

Per: \_\_\_\_\_

Per: \_\_\_\_\_

\_\_\_\_\_  
Name of authorized signing officer (*print*)

\_\_\_\_\_  
«Agency\_Contact»  
Name of authorized signing officer (*print*)

\_\_\_\_\_  
Title / Office held (*print*)

\_\_\_\_\_  
«Agency\_Title»  
Title / Office held (*print*)

Per: \_\_\_\_\_

\_\_\_\_\_  
Name of authorized signing officer (*print*)

\_\_\_\_\_  
Title / Office held (*print*)

**Agreement No. 22BXXX.0**

## SCHEDULE "A" PROGRAM OUTLINE

<b>Section 1: Agency Information</b>			
Agency Legal Name:			
Business Address:			
Postal Code:			
Charitable Registration Number:			
<b>Program Information</b>			
Program Title:			
Program Address:			
Program Office # (if applicable):			
Program Start Date:			
<b>Contact Information</b>			
Primary Contact (regarding contract): (ED, CEO)			
Title:			
Telephone:			
Email Address:			
Secondary Contact (regarding operational/program issues): (Program Director or Manager)			
Title:			
Telephone:			
Email Address:			
<b>Other Revenue Sources for this Program</b>			
Does this program leverage additional operational revenue sources? <input type="checkbox"/> Yes <input type="checkbox"/> No			
Please indicate all funding sources for the program below. The amounts should match those in Schedule B.			
<b>Revenue/Funding Sources</b>	<b>Dollar Amount</b>	<b>% of Total Funding</b>	<b>Status*</b>
Calgary Homeless Foundation			
Other (specify)			
Other (specify)			
<b>Total:</b>			

\* Pre-application, Pending, or Confirmed

## Section 2: Program Overview

### 1. Summary Program Description

The program purpose, primary goals, who the program serves and what services are provided are captured below: (maximum **250** words)

### 2. Program Type

Calgary's Homeless-Serving System of Care is composed of several program types. Within these program types there are program models that provide more tailored interventions to subpopulations of individuals experiencing homelessness.

The program operates a housing program with the following attributes within the System of Care:

- Non-Housing Supports:** Programs that provide homelessness prevention, shelter diversion, case management, mental and physical health supports, community-based supports and engagement, to participants in various housing scenarios.
- Rent Subsidy Program:** Rent Subsidy programs provide financial assistance to households in need to obtain and maintain affordable and suitable rental accommodation.
- Scattered Site Housing:** Case management and housing supports for individuals with the goal that over time, with case management support, the participant(s) will be able to achieve housing stability, recovery, and independence. Placements are not designated to one specific building, rather individuals and families are housed in the community independently.
- Place-Based Housing:** Case management and housing supports for individuals with the goal that over time, with case management support, the Participant(s) will be able to achieve housing stability and independence. Placements are designated to specific buildings with agency supports on-site.

### 3. Priority Target Population

The program serves the following priority target population(s):

- Chronically homeless:** Must have been sleeping in a place not meant for human habitation (e.g., living on the streets) and/or in an emergency homeless shelter; and must have been continuously homeless for a year or more, or have had at least four (4) episodes of homelessness in the past three years.
- Episodically homeless:** Must have been sleeping in a place not meant for human habitation (e.g., living on the streets) and/or in an emergency homeless shelter; and must have been continuously homeless for less than a year, or have had less than four (4) episodes of homelessness in the past three years.
- Transitionally homeless:** Homeless for the first time (usually for less than three months) or has had less than two episodes in the past three years

**At risk:** Must be at imminent risk of homelessness (living in unsafe, unaffordable or inappropriate housing, etc.).

**4. Complexity Level**

In alignment with the Coordinated System, the program will focus on the Participants experiencing chronic homelessness and the following complexities:

**High Complexity:** most vulnerable people in the homeless population, presenting with tri-morbidity and a lengthy history of chronicity. They tend to have high rates of health problems, including severe mental illness and substance abuse disorders, conditions that may be exacerbated by physical illness, injury or trauma. Consequently, they may be frequent users of emergency services, crisis response, and public safety systems.

**Moderate Complexity:** having difficulty exiting homelessness on their own, largely due to financial barriers and may have major barriers (e.g. serious mental or physical disabilities, chronic addictions), are bi-morbid but not tri-morbid, and have a history of chronicity.

**Minor Complexity:** have difficulty exiting homelessness on their own, largely due to financial barriers and do not have major barriers (e.g. serious mental or physical disabilities, chronic addictions), and; have lived independently in the past with demonstrated ability to live independently again after a short-term intervention.

**5. Program Specialization**

The program has a specialized service focus on the following Participants (if applicable):

**Adults:** Individuals who have no dependents in their care

**Families:** Individuals who have dependents in their care, or whom they may receive into their care

**Youth:** Unaccompanied youth aged, at intake, within the following range:

**Indigenous:** Individuals who identify as Indigenous, First Nations, Inuit or Métis

**Other:** (as outlined below – such as gender-specific programs and specific systems use etc.)

**6. Program Capacity**

The maximum number of Participants served by the program at any given time\*:

**Individuals:**

**Heads of Households (if Family program):**

**Other/Notes:**

*Note:*



- use individuals for Adults program and heads of households for a Families program as aligned with Schedule B
- for programs with multiple streams inside one program, add rows as necessary

### Section 3: Alignment, Accreditation, and Policies/Procedures

#### 7. System Coordination

The Calgary Homeless Foundation is a system planner for a coordinated system of care. Programs receiving funding from the Foundation must actively participate in the following integrative frameworks:

##### a. Intake

The program participates in the **Coordinated Access and Assessment (CAA)** framework ([link to CAA overview here](#)) and receives referrals from the following collaborative committee(s):

- Adult Placement Committee**
- Family Placement Committee**
- Youth Placement Committee**

**The program is not a housing program and does not receive placement referrals.**

**Other/Notes:**

##### b. Data Collection, Learning and Evaluation

The program contributes to shared measurement and collective learning by utilizing HMIS for referrals, intakes, and assessments as designated; utilizing a Theory of Change to document program intended outcomes; participating in quarterly and annual review processes; and participating in other facilitated learning and training activities as appropriate.

#### 8. Recovery Orientation

The Calgary Homeless Foundation coordinates a recovery-oriented system of care. Recovery from homelessness is understood as improved quality of life for program participants.

The program commits to moving people who experience homelessness into housing as quickly as possible, with no preconditions. The program delivers, without judgment, coercion, or discrimination, services and supports that are person-centered and that build on the strengths and resilience of individuals, families, and communities to achieve positive outcomes in the domains of *home, health, financial wellness* and *community connection*.

#### 9. Accreditation

The program is accredited by the Canadian Accreditation Council (CAC) to the Calgary Homeless Foundation's Case Management Standards:

- Yes** : Program accreditation expiry date: **Click or tap to enter a date.**
- In Process**: Anticipated accreditation date: **Click or tap to enter a date.**
- N/A**

Notes: rationale for exclusion from CAC Case Management Standards, or any additional accreditation that may be relevant to program delivery.

**10. Program Policies and Procedures**

The program maintains policies and procedures for each of the following (please check off all applicable policy/procedures):

**a. Program exits**

- Graduation criteria
- Unplanned discharge
- Participant eviction
- Post-discharge follow-up
- Participant re-engagement

**b. Participant Safety**

- After-hour support
- Participant safety planning
- Staff training for participant safety
- Client Grievance Policy

**c. Staff Safety**

- Working alone
- Home visit safety
- Staff coverage (in place-based programs)
- Building safety

Any policy or procedure marked in this section may be requested for review by Foundation staff, as needed and appropriate.

**Section 4: Subsidy and Housing Model**

**11. Income/Asset Verification:**

The program's process for determining appropriate level of rent supplement supports and Participant income/asset verification are detailed below:

**12. Housing Configuration**

If place-based, the program is located at the following address(es):

The program operates the building(s)/units via the following:

- Master Lease agreement with a housing provider**
- Low-income Housing Management Agreement (LIHMA) with a housing provider**
- Program/agency owns the building(s)**
- Other:**

Name(s) of housing provider(s):

### 13. Housing Responsibilities

Responsibilities between, agency, and participants are outlined below.

**Note:** The CHF's minimum requirements are that all housing placements meet:

- Minimum Housing & Health Standards available [here](#)

a) Responsibility of Agency:

b) Responsibility of Participants:

c) Tenant Insurance Process:

## Section 5: Theory of Change

### 14. Theory of Change Template

A Theory of Change is an important aspect of the full Program design. The Agency commits that it will complete a Foundation approved Theory of Change for this Program utilizing the template provided by the Foundation. The Theory of Change will act as a guiding document for program evaluation and may be revised throughout the Term of this Agreement upon mutual agreement by both parties.

## Section 6: Outcomes and Impact

### 15. Recovery-orientation impact

Program-specific anticipated outcomes in alignment with the impact domains of Home, Health, Finance, and Connection are described in program Theory of Change.

### 16. Program and System Key Performance Indicators (KPIs).

The following indicators will be calculated from the data collected through the Homeless Management Information System (HMIS) and measured by the CHF Data and Analytics team.

	KEY PERFORMANCE INDICATOR	CALCULATION
PROGRAM UTILIZATION	Housed <sup>1</sup> (%)	<i>Calculated and discussed quarterly</i>
	Program Occupancy/Month <sup>2</sup>	
	Average Days between Intake and Move-In <sup>3</sup>	

<sup>1</sup> Calculated as the number of people with a move-in date over the quarter, plus the number of clients currently housed in the program at that quarter's 3 month assessment, divided by the target number.

<sup>2</sup> Calculated as the highest # of active persons in one month (# of clients with program entry)

<sup>3</sup> Calculated as the average # of days between when clients are "intaked" to a program and a client's move in date.

	<b>Program Exits (by type)</b>
<b>COORDINATED SYSTEM</b>	<b>% of Cancelled/Declined Referrals<sup>4</sup> (%)</b>
	<b>Average Days between Referral and Intake<sup>5</sup></b>

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<sup>4</sup> % of all client referrals Not Eligible (%)

<sup>5</sup> Calculated as the average # of days between when clients are referred to a program and “intaked” into a program.



Agency: \_\_\_\_\_  
 Program: \_\_\_\_\_  
 Primary Contact: \_\_\_\_\_  
 Funding Date: April 1, 2022

**Schedule B: Program Operating Budget**

			Apr-22	Jul-22	Oct-22	Jan-23	CHF Funding	Other Funding	Total Funding
<b>1. OPERATING EXPENSES</b>									
<b>A. Start-Up Costs</b>							-	-	-
<b>B. Program Staff Costs</b>	Salary/Year	FTE							
			-	-	-	-	-	-	-
			-	-	-	-	-	-	-
			-	-	-	-	-	-	-
			-	-	-	-	-	-	-
			-	-	-	-	-	-	-
			-	-	-	-	-	-	-
			-	-	-	-	-	-	-
			-	-	-	-	-	-	-
			-	-	-	-	-	-	-
			-	-	-	-	-	-	-
			-	-	-	-	-	-	-
	Salary %								
Program Staff MERCs			-	-	-	-	-	-	-
Program Staff Benefits			-	-	-	-	-	-	-
<b>Subtotal Staff Costs</b>			-	-	-	-	-	-	-
<b>C. Participant Costs</b>	Cost/Participant	% Appl.							
Damage Deposits			-	-	-	-	-	-	-
Move-In and Setup			-	-	-	-	-	-	-
Rent and Utility Subsidies			-	-	-	-	-	-	-
Less: Rent and Utilities Collected (-)			-	-	-	-	-	-	-
Property Maintenance/Repairs			-	-	-	-	-	-	-
	Cost/Month								
Rent and Utility Subsidies - Fixed			-	-	-	-	-	-	-
Programming Space			-	-	-	-	-	-	-
Staff Communications for Participant Purposes			-	-	-	-	-	-	-
Staff Travel for Participant Purposes			-	-	-	-	-	-	-
Other Programming Expenses			-	-	-	-	-	-	-
<b>Subtotal Participant Costs</b>			-	-	-	-	-	-	-
<b>D. Administration Costs</b>	Cost/Month	Max.							
Organizational Infrastructure			-	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL</b>			-	-	-	-	-	-	-

<b>2. PARTICIPANTS</b>									
Starting Number of Participants									
# of New Participants							-	Provincial:	1.00
# Exit or Graduate							-	Federal:	-
<b>PARTICIPANTS TOTAL</b>			-	-	-	-			

## SCHEDULE "C"

### PROGRAM TYPE ASSESSMENTS, REPORTING REQUIREMENTS, AND MONITORING AND EVALUATION

Capitalized terms used and not otherwise defined in this Schedule "C" shall have the meanings ascribed to them in the program funding agreement between the Foundation and the Agency to which this Schedule "C" is attached and forms a part of (the "**Agreement**").

#### 1. PROGRAM TYPE ASSESSMENTS

Depending on your program type, the following assessments will be required for your monthly progress reporting in HMIS. For further information on the data collection frequency and data quality requirements, please contact us at [hmis@calgaryhomeless.com](mailto:hmis@calgaryhomeless.com) or visit <http://calgaryhomeless.com/agencies/hmis/user-information-tools/> for additional information.

Program Type	Assessment*
All Programs	<ul style="list-style-type: none"> <li>• Client Demographics</li> <li>• Universal Data Elements</li> </ul>
Housing First	<ul style="list-style-type: none"> <li>• Housing First – Move-in Assessment</li> <li>• Housing First - Follow-up Quarterly Assessment</li> <li>• Housing First – Exit Interview</li> <li>• CHF Housing Assessment</li> </ul>
Prevention/Diversion	<ul style="list-style-type: none"> <li>• Prevention/Diversion Intake Assessment</li> <li>• Prevention/Diversion 3 month follow up Assessment</li> <li>• Prevention/Diversion Exit Assessment</li> <li>• Prevention/Diversion 3 month Post Exit Interview</li> </ul>
Rent Subsidy	<ul style="list-style-type: none"> <li>• Rent Subsidy– Intake Assessment</li> <li>• Rent Subsidy - Follow-up Quarterly Assessment</li> <li>• Rent Subsidy – Exit Interview</li> <li>• CHF Housing Assessment</li> </ul>
Support Service/Outreach/Diversion Programs	<ul style="list-style-type: none"> <li>• Custom Assessments</li> </ul>
<input type="checkbox"/> Other: Click here to enter text.	
<input type="checkbox"/> Comments: Click here to enter text.	

\*Please note: Reporting criteria may be subject to change during the Program Term.

#### 2. REPORTING REQUIREMENTS

##### (a) Financial Reporting Requirements

Report	Report due
<b>Financial report requirements:</b> Each month's expenses and revenues (see notes 1, 2)	Within 30 calendar days following: <ul style="list-style-type: none"> <li>• June 30</li> <li>• September 30</li> <li>• December 31</li> </ul>

<b>Annual financial report:</b> Complete reporting template (see note 1)	Within 30 calendar days following: <ul style="list-style-type: none"> <li>• March 31</li> </ul>
<b>Audited Financial Statements of Agency:</b> Outlined in Schedule "F" of this Agreement (see note 3)	Annually by June 30 for the fiscal year prior (April 1 – March 31)

**Note 1:** The Foundation will supply a reporting template, which is subject to change by the Foundation from time to time during the Program Term.

**Note 2:** Financial reporting will be completed for each quarter of the Program Term in the template provided by the Foundation staff. The completed template must be submitted to [reporting@calgaryhomeless.com](mailto:reporting@calgaryhomeless.com) each quarter by the 30<sup>th</sup> calendar day of the month immediately following completion of the previous quarter.

**Note 3:** Audit report – notes to Audited Financial Statement to be completed for each Program where Program Funding is greater than \$200,000 as outlined in Schedule "F". The Audited Financial Statements of the Agency must be submitted by June 30<sup>th</sup> for the prior fiscal year, addressed and delivered to: [reporting@calgaryhomeless.com](mailto:reporting@calgaryhomeless.com)

**(b) Progress Reporting Requirements**

Report	Report due
<b>Required Monthly Advanced Reporting Tool ("ART") report(s)</b> - (see Note 4)	Monthly, on the 10 <sup>th</sup> day business day after the end of the previous month
<b>Mid-Year Progress Report</b> – (see Note 5)	Annually by October 31
<b>Completed Housing Stability Surveys</b> - (see Note 6)	Annually by October 31

**Note 4:** Below you will find a detailed list, by program type, of the Foundation-mandated monthly advanced reporting tool ("ART") report(s). As set out in this Section 2(b) (Progress Reporting Requirements), these monthly Progress Reports must be completed in the Calgary Homelessness Management Information System and the ART reports, or using a Foundation-approved alternative form of report, supplied monthly.

Program Type	Report*
Housing First	<ul style="list-style-type: none"> <li>• Housing First - 3-60 Timeliness Report</li> <li>• Housing First - Timeliness Report - 60+ Month Clients</li> <li>• Housing First - Completion Report - Intake/Exit</li> <li>• Housing First - Completion Report - Quarterly Follow-up</li> <li>• CHF Housing Assessment Report</li> </ul>
Prevention	<ul style="list-style-type: none"> <li>• Prevention – Timeliness Report</li> <li>• Prevention – Completion Report – Intake/3 mo/Exit/Post Report</li> <li>• CHF Housing Assessment Report</li> </ul>
Rent Subsidy	<ul style="list-style-type: none"> <li>• Rent Subsidy – 3-60 Timeliness Report</li> <li>• Rent Subsidy – Intake Exit Report</li> </ul>

	<ul style="list-style-type: none"> <li>• Rent Subsidy – Follow Up Report</li> </ul>
Support Service/Outreach Programs	<ul style="list-style-type: none"> <li>• Custom Reports</li> </ul>

\*ART reports or a Foundation-approved alternative form of report must be submitted to [iheartdata@calgaryhomeless.com](mailto:iheartdata@calgaryhomeless.com) by 10th business day of each month for the month prior.

**Note 5:** The CHF Program Year End Report must be completed in the template provided by the Foundation staff. The completed template must be addressed to your designated Foundation System Planner and submitted to [reporting@calgaryhomeless.com](mailto:reporting@calgaryhomeless.com) by June 30<sup>th</sup>, for the prior fiscal period.

**Note 6:** The Housing Stability Survey will be provided by the Foundation to be completed by individuals currently receiving housing supports through funded programs. Completed surveys must be returned to your System Planner. Analysis is completed, and reports generated are provided back to the Program during the QPR process (see Section 3 Program Monitoring and Evaluation below).

### (c) Critical Incident Reporting

Specific serious incidents are considered “critical incidents” and must be reported to the Foundation within 24-hours of the incident occurring. The following are critical incidents:

1. Suspicions and/or allegations of abuse\*, either within or outside the Program
2. Use of restrictive procedures (e.g. restraints, unlocked confinement)
3. Searches which are not part of regular programming
4. Death
5. Inappropriate use of strategies to influence client behaviour
6. Evictions that are the result of violence and/or the result of a dangerous situation (i.e. DV, fire, swatting, etc.)
7. Any incident that may garner media attention

\* Suspicions and/or allegations of abuse are reported instances that allege that the Program and/or Program staff may be or are abusive towards a Program participant.

#### Protocol for reporting a Critical Incident:

1. After ensuring the safety of all persons involved, any critical incidents as defined above must be reported to the Foundation.
2. **Within 24-hours** of the critical incident, a completed CIR report template must be submitted by email to your designated Foundation System Planner. CIR templates are available by contacting your System Planner.

### 3. PROGRAM MONITORING AND EVALUATION

System Planners will engage in evaluative activities with your Agency, to better understand Program outcomes and effectiveness. Information gathered during the evaluation of a Program will be used to increase knowledge about program design and context, program effectiveness and system effectiveness, and coordinated system design.

Program evaluation is an ongoing, collaborative, learning-focused process. The following tools are used to support program evaluation:



### **Quarterly Analysis**

- HMIS – review of Program data and Key Performance Indicators
- Financial Reporting – review of financial reporting
- Theory of Change – review of progress towards planned outcomes; exploration of unexpected outcomes

### **Housing Stability Survey**

A survey from the Foundation to program participants in support of understanding of participants' experience with the program.

### **Mid-Year Progress Review (MPR)**

The Foundation conducts Mid-Year Progress Reviews as an opportunity for dialogue with your Agency. The Foundation does this to engage in reflection on the Program's strengths and successes and areas that can be enhanced. The Quarterly Analysis, Housing Stability Survey, Mid-Year Progress Report (outlined in 2(b) above) as well as any other necessary tools/reports will be used to inform conversation at each MPR.

Any reports generated by the Quarterly Analysis and the MPR will be provided to the Agency. Additionally, action plans may be generated to address areas for development with agencies throughout the year, or as a result of the quarterly analysis or MPR.

**SCHEDULE "D"**  
**TERMS AND CONDITIONS**

Capitalized terms used and not otherwise defined in this Schedule "D" shall have the meanings ascribed to them in the program funding agreement between the Foundation and the Agency to which this Schedule "D" is attached and forms a part of (the "**Agreement**"). Unless otherwise stated, Section references in this Schedule "D" are references to Sections in these Terms.

**1. FUNDING AND FUNDING ADJUSTMENTS**

- (a) The Program Funding shall be provided by the Foundation to the Agency in monthly installments during the Program Term, commencing upon execution of the Agreement, and thereafter by the first business day of each month throughout the Program Term, as applicable.
- (b) Any Program Funding provided by the Foundation during the Program Term is subject at all times to requirements set out by the Foundation's applicable grant funding agreements between the Foundation, as donee, and Her Majesty the Queen in Right of Canada, as represented by the Minister of Employment and Social Development Canada and/or Human Services and/or Alberta Health and/or such other Ministry as duly appointed from time to time, as donor (in each case, the "**Donor**"), as such agreements may be amended from time to time (each, a "**Contribution Agreement**").
- (c) The Foundation, in its sole discretion, may adjust the amount of the Program Funding provided to the Agency at any time, and from time to time, during the Program Term (each, a "**Funding Adjustment**"), upon the occurrence of any of the following:
  - (i) an Event of Default (as defined below).
  - (ii) the reduction or termination of funding from the Donor to the Foundation pursuant to any Contribution Agreement; or
  - (iii) where the Agency has surplus or unused Program Funding as a result of Section 12(a)(iii), the Foundation reserves the right to deduct the excess amount and any interest earned on the excess amount from any other Program Funding payments made by the Foundation to the Agency.

**2. REPRESENTATIONS OF AGENCY**

The Agency represents and warrants to the Foundation that:

- (a) the Agency is validly subsisting and in good standing as a society or as a corporation under the laws of the Province of Alberta; and
- (b) the Agency has a conflict-of-interest policy, whistleblower policy, and client grievance process and procedure in place, in each case in form and substance satisfactory to the Foundation in its sole discretion.

**3. CONDITIONS PRECEDENT**

The Foundation will not be obliged to provide any Program Funding to the Agency pursuant to Section 1(a) unless the following conditions precedent shall have been satisfied by the Agency or waived by the Foundation on or before the first day of the Initial Term or Renewal Term, as applicable, in each case in form and substance satisfactory to the Foundation in its sole discretion:

- (a) there is no Event of Default;
- (b) the representations and warranties contained in Section 2 are true and correct;
- (c) the Foundation has received a duly executed copy of the Agreement including all Schedules;
- (d) the Foundation has received, in form and substance satisfactory to the Foundation, a Program Operating Budget for the current Program Term;
- (e) the Foundation has received certificates of insurance or other evidence acceptable to the Foundation demonstrating that all insurance required to be in place pursuant to the terms of the Agreement is in place and is in full force and effect;
- (f) the Agency has obtained all permits, licenses, consents and other authorizations that are necessary or prudent for the operation and completion of the Program; and
- (g) the Foundation has received such other information, documents or items as the Foundation may require.

#### 4. POSITIVE COVENANTS OF AGENCY

The Agency hereby covenants with the Foundation that it shall, throughout the entire Program Term, unless the prior written consent or waiver of the Foundation has been obtained:

- (a) adhere to all professional responsibilities, comply with all applicable legislation and act in accordance with generally accepted standards of competency in the field of endeavour carried out by it or others who provide equivalent services, including the *Workers Compensation Act* (Alberta), environmental protection measures, and the *Standards of Practice: Case Management for Ending Homelessness Accreditation Process & Standards Manual*;
- (b) if the Agency is subject to the *North West Partnership Trade Agreement*, as amended from time to time ("**NWPTA**"), or if it provides funding to an entity that is subject to the *NWPTA*, ensure each of its procurements of goods and services is in accordance with the requirements of the *NWPTA*;
- (c) if the Agency is a charity, maintain charitable status;
- (d) obtain and maintain adequate insurance coverage relating to the Program including comprehensive general liability insurance in respect of the Agency's employees, directors and officers and volunteers that covers claims for bodily injury or property damage resulting from anything done or omitted by the Agency or its employees, agents, Program participants, or anyone for whom the Agency is at law responsible, in carrying out the Program, and if so requested, deliver certificates evidencing the same to the Foundation;
- (e) maintain automobile liability insurance on all vehicles owned, operated, or licensed in the name of the Agency in an amount not less than two million dollars (\$2,000,000);
- (f) keep, or cause to be kept, proper books of account and records in accordance with generally accepted accounting principles and make, or cause to be made, true and faithful entries of all dealings and transactions in relation to its business and the Program, which are retained during the Program Term and for a period of six (6) years thereafter, after which time such records may only be disposed of with the prior written consent of the Donor or the Foundation;

- (g) adhere to Agency policies that address procedures related to client confidentiality, electronic records retention, staff misconduct and violations in relation to both information about identifiable individuals and any other confidential information as it relates to the Calgary Homelessness Management Information System (the "HMIS") and allow the Foundation, the Donor, or a person authorized by the Donor to inspect and evaluate the Agency's compliance with privacy, security and information management requirements;
- (h) permit the representatives of the Foundation or the Donor, at any reasonable time during business hours, to access the Agency's business premises or other premises from which the Program may operate, to monitor the Program, its implementation and operations as such representatives may require, including access and inquiries to program clients and staff and to permit the representatives of the Donor, the Foundation, or the Auditor General of Canada to make such audits and inspections of its books of account and records as such representatives may require and to make copies of such books of account and records;
- (i) during the Program Term and for a period of six (6) years thereafter, provide to the Auditor General of Canada, upon written request, any information or records in relation to the Program, within the time period reasonably requested by the Auditor General of Canada;
- (j) immediately notify the Foundation of any condition or event which has caused, or could reasonably be expected to: (i) cause an Event of Default by the Agency; or (ii) compromise the Program, the objectives of the Program or the ability of the Agency to carry out or complete its obligations under the Agreement;
- (k) participate in and comply with the terms, conditions and obligations of the tools of the homeless-serving system of care, including the HMIS and the Calgary Coordinated Access and Assessment Program, as requested by the Foundation from time to time; and
- (l) upon request, provide a copy to the Foundation of any housing management or lease agreement entered into between a landlord and the Agency for the Program during the Program Term.

## 5. NEGATIVE COVENANTS OF AGENCY

The Agency hereby covenants with the Foundation that throughout the Program Term, the Agency shall not:

- (a) make changes to the administration costs allocation in the Program Operating Budget ("**Administration Costs**") unless the prior written consent of the Foundation has been obtained. Any expenditures by a Program exceeding the approved Administration Costs category allocation may be deemed ineligible (and subject to repayment pursuant to Section 12(a)(iii)); or
- (b) enter into a "not-at-arm's length" contract with any "related party", as those terms are defined in the Canada Revenue Agency charities and giving glossary.

## 6. CLIENT PERSONAL INFORMATION

- (a) In addition to its obligations under applicable privacy laws, the Agency has obligations to the Foundation and the Donor relating to the personal information of all clients served by the Program (the "**Personal Information**") and, accordingly, the Agency must:

- (i) keep or cause to be kept any Personal Information collected separate from all other Agency information and business or operational records;
  - (ii) allow the Donor, or a person authorized by the Donor, to inspect and evaluate the Agency's compliance with the privacy, security and information management requirements set out in both this Agreement and the Calgary HMIS: Policies and Standard Operating Procedures Manual;
  - (iii) provide Personal Information to the Donor immediately, upon request;
  - (iv) follow the directions of the Donor with respect to the disposition of Personal Information when the applicable Contribution Agreement ends or is terminated; and
  - (v) Ensure that any Personal Information collected pursuant to this Agreement is not stored outside of Canada and is not accessible by entities or individuals in other countries.
- (b) Where applicable, the Agency shall comply with *Freedom of Information and Protection of Privacy Act (Alberta)* ("**FOIP**"), the *Health Information Act (Alberta)*, the *Personal Information Protection Act (Alberta)*, the *Personal Information Protection and Electronic Documents Act (Canada)* and any other legislation pertaining to any and all personal information, pursuant to this Agreement, that is transferred to or collected, created, maintained, or stored by the Agency, its employees, agents, or subcontractors, as may be amended from time to time.
  - (c) If the Agency discovers or suspects that Personal Information has been disclosed in breach of the terms of the Agreement or applicable privacy laws, it shall immediately notify the Foundation of the details of such disclosure in writing and provide evidence of any reporting required by the acts listed in this Section 6.

## 7. REPORTING REQUIREMENTS

- (a) The Agency agrees to report and deliver the following to the Foundation throughout the Program Term:
  - (i) all financial and progress reports in accordance with the reporting requirements set out in Schedule "C";
  - (ii) where the aggregate annual Program Funding is greater than \$200,000, within 90 days of March 31<sup>st</sup> of each calendar year during the Program Term, the audited financial statements of the Agency, for the immediately preceding fiscal year, as detailed in Schedule F; and
  - (iii) such additional reporting or information as the Foundation may request from time to time, in its sole discretion.
- (b) Upon the request of the Foundation at any time, the Agency agrees to deliver an audited report of the Program and the use of the Program Funding, prepared by an independent accountant with a CPA designation in good standing, prepared at the expense of the Foundation or the Donor.

## 8. LICENSE OF INTELLECTUAL PROPERTY

- (a) The Agency agrees to, and hereby does, grant to each of the Foundation and the Donor a non-exclusive, irrevocable, perpetual and royalty-free license and right to use, translate, adapt, record by any means, reproduce, create derivative works of, distribute, publish, and transmit

by telecommunication or any other means, except in each case for commercial sale in competition with the Agency, any work subject to copyright which is produced by the Agency in carrying out the Program (collectively, the "**Work Product**").

- (b) The Agency shall, cause its employees and other representatives who have contributed to the Work Product in any way to, execute any assignments, acknowledgments, agreements, assurances, waivers of moral rights or other documents deemed necessary by the Foundation or the Donor, as applicable, to establish or confirm the Agency's ownership of the Work Product and the licence granted in this Section 8.
- (c) With respect to any Work Product licensed under this Section 8, the Agency shall include an acknowledgment, in a manner satisfactory to the Foundation and the Donor, on any Work Product which is produced with the Program Funding under the Agreement, acknowledging that such Work Product was produced with the Program Funding and identifying the Agency as being solely responsible for the content of such Work Product.

## 9. PUBLIC RECOGNITION AND ACKNOWLEDGEMENT

The Agency shall give appropriate recognition and acknowledgement of the support and funding contributions of the Donor and the Foundation to the Program in any publicity or signage relating to the Program, including any information provided to the public on any website maintained by the Agency. In addition, and without limiting the foregoing:

- (a) the Agency shall notify the Foundation at least 20 business days in advance of any and all communication activities, publications, advertising and press releases planned by the Agency relating to the Program;
- (b) the Agency agrees to display such signs, plaques or symbols as the Foundation or the Donor may provide in such locations on its premises as the Foundation may designate; and
- (c) the Agency shall co-operate with representatives of the Foundation and the Donor during any official news release or ceremonies relating to the announcement of the Program.

## 10. EVENTS OF DEFAULT

Where an Event of Default (as that term is defined below) has occurred pursuant to this Section 10, the Foundation shall have the right to withhold payment of any and all Program Funding due to the Agency pursuant to any agreement for funding between the parties that is effective at the time of the Event of Default, until the Event of Default is cured to the satisfaction of the Foundation. Unless the prior written consent or the waiver of the Foundation is obtained, the occurrence of any one or more of the following events or circumstances constitutes an "**Event of Default**":

- (a) if the Agency is in breach of the performance of, or compliance with, any term or condition of, or any of its obligations, duties or agreements under, the Agreement;
- (b) if the Agency, in support of its application for Program Funding or in connection with the Agreement, has made any false or misleading representations or statements, or provided any false or misleading information to the Foundation;
- (c) if the Agency is dissolved, amalgamated or merged with another society or corporation, or any other form of transfer of ownership of the Agency occurs; or

- (d) if at any time the Foundation, in its sole discretion, determines that there is a material adverse change in risk in the Agency's ability to carry out its roles and responsibilities under the Agreement with respect to the implementation of the Program.

## **11. TERMINATION**

- (a) The Foundation may terminate the Agreement:
  - (i) immediately, at any time after the occurrence of an Event of Default, upon written notice to the Agency;
  - (ii) immediately, upon written notice from the Donor that funding under a Contribution Agreement has ceased or has been terminated or that the Donor has reduced the funding thereunder; or
  - (iii) at any time without cause, upon not less than three (3) months' written notice and, if deemed appropriate under the circumstances by the Foundation, the Foundation will work with the Agency to determine whether any costs or expenses of winding up or terminating the Program shall become Eligible Program Costs.
- (b) This Agreement may be terminated at any time without cause or reason by the Agency giving three (3) months written notice to the Foundation. Upon termination, the Agency may be required to repay the Program Funding or a portion of the Program Funding, as determined by the Foundation, in the Foundation's sole discretion.
- (c) Upon termination of the Agreement pursuant to this Section 11:
  - (i) the obligations of the Agency in sections 4(f), 4(g), 4(i), 6, 7(a)(ii), 7(b), 8(c), 11, 12, 13 and 14 shall survive the termination or expiry of the Agreement and shall remain in force until they are satisfied to the satisfaction of the Foundation, or by their nature, expire; and
  - (ii) the Agency shall use reasonable efforts to minimize its financial obligations, and, to the extent possible, cancellation costs in the event of a termination of the Agreement.

## **12. OBLIGATION TO REPAY**

- (a) The Agency agrees that if:
  - (i) the Agreement is terminated; or
  - (ii) a payment is made in error; or
  - (iii) the Agency has surplus or unused Program Funding, which surplus Program Funding may be comprised of both unused Program Funding by a Program during the applicable Program Term and any expense(s) deemed ineligible per the terms and conditions of this Agreement, including the Schedules, with such surplus amounts determined by the Foundation, acting reasonably, in consideration of final financial reporting and applicable audit reports submitted; and

in whichever case, demand for repayment has been made by the Foundation, the Agency shall immediately repay to the Foundation the Program Funding or a portion of the Program Funding and any applicable interest, as determined by the Foundation, in its sole discretion. In the case of Section 12(a)(iii), the Foundation may direct the Agency to retain the surplus or unused Program Funding and the Foundation will then set-off the amount of these funds

retained from any further Program Funding or funds being provided to the Agency by the Foundation.

- (b) Any amounts not repaid when due shall bear interest in accordance with the *Interest and Administrative Charges Regulations* made pursuant to the *Financial Administration Act* (Canada).

### **13. INDEMNITY**

The Agency shall, both during and following the expiry or termination of the Agreement, indemnify and save the Donor and the Foundation, its employees and agents, harmless from and against all claims, losses, damages, costs, expenses and other actions made, sustained, brought, threatened to be brought or prosecuted, in any manner based upon, occasioned by or attributable to any injury or death of a person, or loss or damage to property caused or alleged to be caused by any wilful or negligent act, omission or delay on the part of the Agency or its officers, directors, employees, contractors, agents, or anyone for whom the Agency is at law responsible, in connection with anything purported to be or required to be provided by, or done by, the Agency pursuant to the Agreement, or done otherwise in connection or suffered as a result of the performance of the Program or any part thereof, except that the Foundation shall not claim indemnity under this Section 13 to the extent that the injury, loss or damage has been caused by the Foundation.

### **14. EXPENSES**

The Agency shall pay all expenses in connection with the Program. The Agency shall also pay all expenses incurred (including legal fees) in connection with the enforcement of any rights of the Foundation or the Donor under the Agreement.

### **15. NOTICE**

Except as otherwise provided herein, all notices hereunder shall made be in writing and shall be given by electronic mail, prepaid mail or delivered personally or by facsimile transmission to or made upon the respective parties hereto at the address set forth on the first page of the Agreement or at such other address as any party shall designate for itself.

### **16. DISPUTE RESOLUTION**

The Foundation and the Agency agree that alternative dispute resolution processes such as mediation, appointment of a neutral third party evaluator or arbitration may be preferable to litigation as a way to resolve disputes that may arise under the Agreement and they agree to give good faith consideration to having to resort to an alternative dispute resolution process before initiating legal or other proceedings to deal with any such disputes.

### **17. FORCE MAJEURE**

Neither Party shall be in breach of this Agreement if there is any failure of performance under this Agreement (except for payment of any amounts due under this Agreement; provided, however, that a reasonable delay in payment necessitated by a Force Majeure Event, as defined below, shall not be a breach) occasioned by any reason beyond the reasonable control of, and without the fault or negligence of, the Party affected thereby, including, without limitation, an act of God, fire, flood, act of government or state, pandemic, war, civil commotion, insurrection, acts of terrorism, embargo, sabotage, prevention from or hindrance in obtaining energy or other utilities, or any other reason beyond the reasonable control of, and without the fault or negligence of, the Party affected thereby (a "Force Majeure Event"). Such excuse shall continue as long as the Force Majeure Event continues. Upon cessation of such Force Majeure Event, the affected Party shall promptly resume performance



under this Agreement as soon as it is commercially reasonable for the Party to do so. Each Party agrees to give the other Party prompt written notice of the occurrence of any Force Majeure Event, the nature thereof, and the extent to which the affected Party will be unable to fully perform its obligations under this Agreement. Each Party further agrees to use commercially reasonable efforts to correct the Force Majeure Event as quickly as practicable and to give the other Party prompt written notice when it is again fully able to perform such obligations.

## 18. MISCELLANEOUS

- (a) The parties are independent contractors and nothing in the Agreement may be deemed or construed as creating a joint venture, employment, partnership, agency relationship or any other relationship through which either could be held liable for any act or omission of the other. Neither party has any authority to act for the other nor to incur any obligation on behalf of the other except as specifically provided in the Agreement. Each party covenants to indemnify the other from all claims, losses, costs, charges, fees, expenses, damages, obligations and responsibilities incurred by such party by reason of any action or omission outside the scope of the authority specifically provided to it by the Agreement.
- (b) No amendment of any of the terms or provisions of the Agreement is valid unless it is in writing and signed by both parties.
- (c) The Agency may not transfer or assign the Agreement or any part thereof without prior written consent of the Foundation. The Foundation may assign its rights or delegate its obligations, in each case in whole or in part, without requiring the Agency's consent.
- (d) The parties acknowledge that the terms of the Agreement, including the name of the Agency, the consideration, term and details of the Program, may be subject to disclosure under FOIP or the *Access to Information Act* (Canada).
- (e) The Agreement shall be governed by the laws of the Province of Alberta and shall be binding upon and ensure to the benefit of the parties and their respective heirs, executors, administrators, successors and permitted assigns.
- (f) All rights and remedies provided in this Agreement are cumulative and not exclusive, and the exercise by either party of any right or remedy does not preclude the exercise of any other rights or remedies that may now or subsequently be available at law, in equity, by statute, in any other agreement between the parties or otherwise.
- (g) The Agreement, including this Schedule "D" and each other Schedule, constitutes the entire agreement between the Agency and the Foundation with respect to the Program Funding and supersedes all previous understandings, agreements, negotiations and documents collateral, oral or otherwise between them relating to its subject matter in the event of conflict.

## SCHEDULE "E"

### ELIGIBLE COST GUIDELINES v2.80

The following are the Calgary Homeless Foundation (CHF) guidelines that set out which types of expenses are eligible for use in Program Funding. Please note that these guidelines may be revised periodically. Please refer to <http://calgaryhomeless.com/agencies/funding/> to ensure you are using the most current guidelines.

#### Section 1 – Specifically Ineligible Costs

Due to specific donor restrictions CHF is unable to provide funding for the following:

- a. Fines or penalties of any kind
- b. Alcoholic beverages
- c. Regular cleaning and general maintenance
- d. Performance incentives for staff or contractors
- e. Depreciation of assets
- f. Losses from other programs or contracts
- g. Federal or provincial taxes except for EI/ CPP and GST
- h. The portion of any expense incurred by a program for which it could claim a tax credit/deduction

#### Section 2 – Cost Guidelines

##### A. Start-Up Costs

Please note that the start-up cost category is only intended to augment the administrative expenses of programs that are new or expanding substantially. Consequently:

1. Programs that are not new or expanding are expected to budget these expenses from the administrative portion of their funding.
2. As an optional section this category does not expand the 10% administrative allocation. This means it is to the Recipient's benefit to identify and budget all program staff and participant costs to their usual lines when possible.

Line Item	Additional Information
<i>Moving Costs</i>	Costs incurred for moving staff, furniture, or supplies between locations to accommodate some significant change in programming.
<i>Computers and Telephones</i>	Expenses associated with the initial acquisition of computers, telephones, and/or other IT infrastructure that will be used for programming.
<i>Furniture and Appliances</i>	Costs incurred in the initial acquisition of furniture or appliances either for program staff or for shared common areas.

## B. Program Staff Costs

Costs for staff directly involved in programming.

Line Item	Additional Information
<i>Salaries and Wages</i>	<p>Gross salaries and wages for program staff including allowances for vacation, sick leave, compassionate leave, overtime pay, and severance. Expenses will only be funded to the extent that they are reasonably in alignment with sector averages for the credentials and experience of the staff. Severance paid from CHF funding is to be capped at the equivalent of 12 weeks' salary for all positions.</p> <ul style="list-style-type: none"> <li>• Direct participant services provided by staff – regardless of their role or title – may be allocated to the Program Staff section for A. the amount of time that is spent providing participant services at B. a rate appropriate for that work. <ul style="list-style-type: none"> <li>○ Staff whose roles are exclusively participant-oriented (e.g. case managers, support workers, clinicians, housing locators, etc.) are fully eligible.</li> <li>○ For direct/indirect hybrid roles (e.g. Team Leads): only participant-facing work should be included in this section. For example a full-time Team Lead that carries half a caseload would only be expected to allocate 0.5FTE (full-time equivalent) to this direct participant services section.</li> <li>○ For roles that only provide occasional participant-facing support (e.g. a program manager who steps in for case managers, or a part-time accountant who provides financial skills training) only the portion of their time dedicated to those participant services is eligible here.</li> </ul> </li> <li>• <u>In addition to the above</u> an additional 20% of the dollar value of all direct participant staff salary/wage expenses may be added within this section for indirect activities in consideration of frontline supervision and administrative support; <ul style="list-style-type: none"> <li>○ This supervision and support component can be shown as a separate line or built into existing roles (such as topping up Team Lead FTEs); whichever makes more sense for the Recipient.</li> <li>○ This supervision and support component is fully eligible for the same adjustments as any direct service staff (MERCs, benefits, etc.).</li> </ul> </li> </ul>
<i>Mandatory Employment Related Costs (MERCs)</i>	<p>MERCs are limited to the following rates as of November 3<sup>rd</sup>, 2020:</p> <ul style="list-style-type: none"> <li>• Canada Pension Plan (CPP): up to 5.45%</li> <li>• Employment Insurance (EI): up to 2.21%</li> <li>• Workers Compensation premiums (WCB): up to 1.70%</li> </ul>
<i>Program Staff Benefits (including Staff Development)</i>	<p>Benefits for program staff not already covered in the Salaries/Wages or MERCs line item; primarily intended for medical/dental benefits and staff development. Organization-wide health policies are only eligible if they are paid directly to employees (i.e. direct payments to third parties are not eligible).</p>

### C. Participant Costs

Participant costs are incurred by directly supporting participants. Programs should demonstrate reasonable effort to leverage public resources and donations (such as Alberta Works, food banks, thrift shops, etc.) before using program funds.

Line Item	Additional Information
<i>Damage Deposits</i>	Damage deposits are eligible to a maximum of one month's rent (as per the Residential Tenancies Act). It is expected that all damage deposits are collected by the program from the relevant landlords as they are retrievable, and that all funds collected are ultimately committed to the maintenance and repair of participant units.
<i>Move-In and Setup</i>	Eligible items include but are not limited to beds and bedding (linens, blankets, pillows, etc.), toiletries, cookware, dishes, utensils, and phones (landline or cell). The Recipient is encouraged to purchase these goods lightly used when possible.
<i>Rent and Utility Subsidies</i>	<p>This includes subsidies paid by the program directly to landlords and utility providers on a participant's behalf. Any rent or utility contribution collected from participants by the program must be included in the Rent and Utilities Collected line.</p> <p>Eligible rent subsidies are to be calculated based on the difference between 30% of a household's income and the average market rent for the unit type.</p> <p>CHF requires that all housing placements meet both Alberta Health's Minimum Housing and Health Standards and the Government of Alberta's Modesty Assurance Guidelines.</p> <p>Heat, water, electricity, and basic phone coverage are all eligible as utility subsidies.</p>
<i>Property Maintenance and Repairs</i>	Intended to cover both deductions made against the damage deposit line and any additional costs associated with restoring a market unit to the condition in which it was first acquired (less regular wear and tear which shouldn't be deducted from damage deposits in the first place).
<i>Rent and Utility Subsidies - Fixed</i>	<p>Intended to capture fixed rent subsidy expenses where the subsidy doesn't vary with the number of participants housed (such as place-based environments for rent or heating costs for utilities).</p> <p>For budgeting purposes: please capture any expected rental revenue collected from participants in the expected rental revenue line (earlier in this section) as only the net cost (i.e. subsidies paid less rental revenue) is eligible.</p>
<i>Programming Space</i>	<p>For any space to be used for participant-oriented activities not already included in rent (e.g. setting aside a unit in a place-based building as a common area).</p> <p>All space associated with the agency's office space is to be allocated to the administrative category.</p>
<i>Staff Communications for Participant Purposes</i>	Cell phones are eligible for program staff if the position requires them to be out of the office or on-call. Phone costs are ineligible where the device is not used for program purposes at least 80% of the time.

<p><i>Staff Travel for Participant Purposes</i></p>	<p>This includes staff travel costs for the direct delivery of participant service or for activities directly related to the program such as:</p> <ul style="list-style-type: none"> <li>• Servicing and maintaining a company vehicle used solely for participant service delivery. This includes lease expenses, insurance, maintenance, and gas.</li> <li>• Use of a staff member’s personal vehicle for program-related uses.</li> </ul> <p>Travel costs are only eligible up to the levels set out in the National Joint Council of Canada’s (NJCC) Travel Directive.</p>
<p><i>Other Programming Expenses</i></p>	<p>Small allowances that fall outside of other line items may be eligible here if they are clearly aligned with better participant outcomes. Some examples include:</p> <ul style="list-style-type: none"> <li>• Bus tickets and other transportation costs provided directly to participants,</li> <li>• Food items, groceries, and/or gift cards purchased solely for participant benefit,</li> <li>• Basic first aid and other health-related items.</li> </ul> <p>All costs associated with staffing should be captured in either Program Staff (if for direct participant services) or Organizational Infrastructure.</p> <p>The Recipient is asked to show strong judgment in allocating to this line and to maintain detailed records for all expenses captured here.</p>

**D. Administrative Costs**

All of the activities below can be spent from the organizational infrastructure line so long as the total expense doesn’t exceed 10% of staff and participant costs.

Line Item	Additional Information
<p><i>Organizational Infrastructure</i></p>	<ul style="list-style-type: none"> <li>• Administrative Staff Salaries/Wages, MERCs, and Benefits <ul style="list-style-type: none"> <li>○ Any costs attributed to an employee not both eligible for and assigned to the program staff section should be included here.</li> </ul> </li> <li>• Rent/Mortgage and Utilities (i.e. for office space)</li> <li>• IT, Internet, and Communications</li> <li>• Insurance <ul style="list-style-type: none"> <li>○ It is recommended to capture costs related to insurance for program staff (e.g. disability) in the program staff benefits line, and to capture costs related to insurance for vehicles that are used for programming in the Staff Travel for Participant Purposes line.</li> </ul> </li> <li>• Licenses, Permits, and Fees <ul style="list-style-type: none"> <li>○ Please note that due to funder restrictions CHF is unable to provide funding for expenses that are generally avoidable or punitive in nature even when they are incurred in the course of ordinary programming (e.g. parking tickets, credit card interest, etc.)</li> </ul> </li> <li>• Office Supplies, Equipment, and Furniture</li> <li>• Contractors <ul style="list-style-type: none"> <li>○ Note that retainer fees are considered ineligible unless supported by evidence of bona fide services rendered.</li> </ul> </li> </ul>

### **Section 3 – General Requirements of CHF Funding**

*Guiding Principles:* All funded expenditures must, in the opinion of CHF, be reasonable.

*Capital Expenditures:* Non-consumable items that exceed \$2,000 are considered capital assets and must receive written approval from CHF before purchasing to be considered eligible for CHF funding. Requesting such approval will require: A. evidence that at least three quotes have been received with written rationale for the intended selection, and B. that agencies agree to preserve capital assets acquired with CHF funds until either the disposal of that asset is authorized by CHF or the funding relationship with CHF for that program ends (including but not limited to the closure of the program). CHF reserves the right to instruct funded agencies to dispose of capital assets at fair market value to offset funding obligations at any time.

*Proof of Expense:* The Recipient is responsible for ensuring collection of all relevant documentation to support any eligible costs funded by CHF, and may be called upon to produce evidence supporting those costs during the course of CHF's usual financial monitoring procedures. Such documentation needs to be externally verifiable such as an invoice, bank statement, itemized receipt, or active legal agreement.

*Allocated Expenses:* The Recipient may be asked to explain the allocation method and provide supporting documentation for any shared expenses attributed to CHF funding (e.g. square footage for rent).

*Interest Earned:* The Recipient is asked to report on any interest earned on CHF funds when it exceeds \$100 over a 12-month period. This interest will be treated as revenue for the year in which it is earned, and can be spent within the same year on any relevant programming expenses, but will also be used when determining surplus deductions in subsequent years if unspent.

*Priority of Spending:* For purposes of calculating year-end program surplus CHF assumes that when a program utilizes restricted donations within a CHF-funded program (e.g. funds donated to pay for a specific participant expense or staff position) that those donated dollars are spent *before* CHF funding.

SCHEDULE "F"  
INSTRUCTIONS TO AUDITORS

**Please ensure that these instructions are forwarded directly to your auditor.**

In accordance with the Terms of the Agreement (Schedule D) between the Agency and the Foundation, and as outlined in Section 7(a)(ii) of the Terms, after the end of each fiscal year (April 1 – March 31), the Agency must submit audits on or before June 30<sup>th</sup> via email (reporting@calgaryhomeless.com) in alignment with the following requirements:

The Agency has the choice to complete either an individual Program Audit (for each funded Program) or to instead submit all the required information – broken out by Program – as Notes to Audited Financial Statements.

Where the aggregate annual Program Funding is greater than \$200,000, within 90 days of March 31<sup>st</sup> of each calendar year that the Agreement and the Program Term is in effect, the audited financial statements of the Agency must be submitted to the Foundation, prepared by an independent accountant with a Chartered Professional Accountant ("CPA") designation in good standing, for the immediately preceding fiscal year, which such audited financial statements shall include notes detailing the following financial information for the Program:

- Program revenue received;
- Program start-up costs;
- Program staff costs;
- Program client costs;
- Program administration costs;
- Total Program operating expenses; and
- Outstanding Program-restricted funds.

For both Program Audits and Notes to Financial Statements the requested information should be prepared as per the following guidelines:

- Expenses are to only include expenditures related to the Program and eligible per the CHF Eligible Costs Guidelines (Schedule E). Expenses are not to exceed the total Program Funding amount.
- Income is to only include payments for the Program from CHF during the fiscal year and any interest earned on those funds in excess of \$100.
- Materiality thresholds for the audit should be calculated based on the total annual program expenditures.

Please contact the Business Analyst at analyst@calgaryhomeless.com if you or your auditors have any questions regarding these audit requirements.

*Please note that agency submissions that do not fulfill all of the above criteria will be sent back for confirmation, revision, and resubmission. This has the potential to delay your payments. Please contact CHF as soon as possible if you have any confusion about the above criteria.*