

## SCHEDULE "A" PROGRAM OUTLINE

Section 1: Agency Information																																									
Agency Legal Name:																																									
Business Address:																																									
Postal Code:																																									
Fax Number:																																									
Charitable Registration Number:																																									
Program Information																																									
Program Title:																																									
Program Address:																																									
Program Start Date:																																									
Contact Information																																									
Primary Contact (regarding contract): (ED, CEO, etc.)																																									
Title:																																									
Telephone:																																									
Email Address:																																									
Secondary Contact (regarding operational/program issues): (Program Director or Manager)																																									
Title:																																									
Telephone:																																									
Email Address:																																									
Revenue Sources for this Program																																									
<b>Total Program Expense (as per Schedule B): <a href="#">Click here to enter text.</a></b>																																									
The list below indicates all the funding sources (including the Calgary Homeless Foundation) for the program and any anticipated revenue received from clients through the program:																																									
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 35%;">Revenue/Funding Sources</th> <th style="width: 15%;">% of total funding</th> <th style="width: 15%;">Dollar Amount</th> <th style="width: 20%;">Funding Stipulations*</th> <th style="width: 15%;">Status of Funding**</th> </tr> </thead> <tbody> <tr> <td>CHF Funding</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Client Rent/Program Fees</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Damage Deposits Returned</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Utilities Returned</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Other:</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Other:</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td style="text-align: right;"><b>Total:</b></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Revenue/Funding Sources	% of total funding	Dollar Amount	Funding Stipulations*	Status of Funding**	CHF Funding					Client Rent/Program Fees					Damage Deposits Returned					Utilities Returned					Other:					Other:					<b>Total:</b>					
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<p>*e.g.: funding for specific position, timeframe, limits on how money can be spent  ** secured, pending approval, etc.</p>																																									

## Section 2: Program Overview

### 1. Summary Program Description

The program purpose, primary goals, and 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 10 program types. Within these program types there are program models that provide more tailored interventions to subpopulations within the homeless community.

The program operates as follows within the System of Care\*: (Only **one** category should be indicated)

- Prevention Services:** programs that provide short term financial assistance and limited case management in order to prevent housing loss due to a housing crisis.
- Emergency Shelters:** any facility with the primary purpose of providing temporary accommodations and essential services for homeless individuals.
- Outreach:** programs that move outside the walls of the agency to engage people experiencing homelessness who may be disconnected and alienated not only from mainstream services and supports, but from the services targeting homeless persons as well.
- Transitional Housing:** an intermediate step between emergency shelter and permanent housing. It is more long-term, service-intensive and private than emergency shelters, yet remains time-limited.
- Non-Market Housing / Rent Subsidy Programs:** Non-market housing is typically described as subsidized, social or affordable housing units. / Rent Subsidy is a rent supplement program that provides financial assistance to households in need to obtain and maintain affordable and suitable rental accommodation.
- Adaptive Case Management:** programs that offer client directed, flexible supports and financial assistance to those experiencing homelessness, to secure and sustain housing.
- Supportive Housing (SH):** case management and housing supports to individuals and families who are considered mid to high acuity. In this program type, the goal for the client is that over time and with case management support, the client(s) will be able to achieve housing stability and independence.
- Permanent Supportive Housing (PSH):** long term housing and support with no time limit for high acuity individuals experiencing major barriers and exhibiting complex needs, and who will require ongoing support to maintain their housing.
- Assertive Community Treatment (ACT):** an integrated team-based approach designed to provide comprehensive community-based supports to help people remain stably housed. These teams may consist of physicians and other health care provides, social workers and peer support workers.

**Other:** Programs that provide support to clients outside of housing including coordination and leveraging of resources, education programs, clinical supports etc., please describe.

\*please refer to the CHF System Planning Framework for additional information  
([http://calgaryhomeless.com/content/uploads/SSPF\\_V116\\_2017-03-15.pdf](http://calgaryhomeless.com/content/uploads/SSPF_V116_2017-03-15.pdf))

### 3. Housing Support Philosophy & Client Eligibility

The Calgary Homeless Foundation utilizes Housing First as its guiding philosophy and encourages programs to abide by its principles. In certain situations, programs may focus on a unique client population or have other unique requirements outside of Housing First.

a) The program abides by the following philosophy:

**Housing First:**

- Immediate access to permanent housing with no housing readiness requirements
- Consumer choice and self-determination
- Recovery orientation, focusing on individual well-being, including harm reduction
- Individualized and client-driven supports
- Social and community integration
- Cite: [http://calgaryhomeless.com/wp-content/uploads/Backgrounder\\_Defining-Housing-First.pdf](http://calgaryhomeless.com/wp-content/uploads/Backgrounder_Defining-Housing-First.pdf)

**Housing with Eligibility Requirements (Niche Programing):** program has a minimum income requirement, life skills requirements, expectation that client has addressed issues such as mental illness or addictions that have contributed to their homelessness or other requirements to access services or receive housing.

b) The client population that is best suited to the services provided by the program is outlined below (gender, Aboriginal status, accessibility issues, mental health concerns, substance use concerns, etc.):

c) The criteria that would make clients ineligible for services provided by the program are outlined below (high risk offenders, history of arson, income threshold, etc.):

### 4. Substance Use Philosophy

The program abides by the following philosophy on substance use:

**Harm Reduction:** programing that seeks to reduce the harmful health, social and economic consequences of a behavior such as substance use, without requiring the cessation of that behavior as a condition to receiving assistance. The use of substances is accepted as a fact and the main focus is placed on reducing harm while use continues. This frequently involves policies such as allowing substance use on-site, assisting clients with managing their alcohol, or allowing clients to return to the site while under the influence.

**Abstinence-Based:** programming where substance use is not permitted as a condition to receiving assistance.

### 5. Case Management Model

The programs case management process for clients is as follows (service planning, goal setting, assessments etc.):

## Section 3: Client Outline

### 6. Program Target Capacity

a) The maximum number of clients served by the program at any given time (use individuals for a singles program and heads of households for a families program as aligned with Schedule B):

**Individuals:** [Click here to enter text.](#)

**Heads of Households (if family program):** [Click here to enter text.](#)

b) Projected Annual Turnover

Number of individuals or heads of household at beginning of year: [Click here to enter text.](#)

Number of new individuals or heads of household expected to enter program: [Click here to enter text.](#)

Number of individuals or heads of household expected to exit the program: [Click here to enter text.](#)

### 7. 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.). The Ministry of Human Services defines at risk of homelessness as: "experiencing difficulty maintaining their housing and has no alternatives for obtaining subsequent housing"

**8. Acuity Level**

The program will focus on the clients experiencing the following acuity level of homelessness:

- High Acuity:** most vulnerable people in the homeless population, presenting with co, or tri-morbidity. 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
- Mid Acuity:** 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) but not co-occurring and which may be resolved, and; have lived independently in the past with demonstrated ability to live independently again after a short term intervention.
- Low Acuity:** 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.

**9. Client Specialization**

The program has a specialized focus and/or serves exclusively the following clients (if applicable):

- Adults:** Individuals who have no dependents in their care
- Families:** Individuals who have dependents in their care, or whom they may receive back into their care (including pregnant women)
- Youth:** Unaccompanied youth ages 13-24 years
- Aboriginal:** Individuals who identify as Aboriginal, First Nations, Inuit and Métis
- Women:** Women only programming
- High System Users:** Individuals who frequently utilize emergency services such as hospital emergency rooms, EMS, police, fire and the justice system, including stays in remand.
- Other:** (as outlined below)

**10. Program graduation or discharge (if appropriate)**

The chart below outlines the programs graduation criteria:

The planned graduation criteria and process (including assessments used, client preparation and long term sustainability of clients):
The unplanned discharge process (including reasons for discharge, support planning, and criteria for re-accessing services if discharge was unplanned):
The length of stay in the program (appropriate for the program type) and the process by which extensions are granted:

The process to support clients through eviction, where client remains in program and is rehoused (scattered-site) or discharge/eviction guidelines and procedures which ensure all reasonable actions have been taken by the program to prevent eviction/discharge into homelessness (place-based):
The post-discharge follow-up procedure:
The process and criteria for reengagement in support services:

#### Section 4: Program Model

##### 11. Accreditation

The program is accredited by the Canadian Accreditation Council (CAC) to the CHF Case Management Standards:

Yes

Program accreditation expiry date: [Click here to enter text.](#)

In Process

Anticipated accreditation date: [Click here to enter text.](#)

N/A

If N/A, the rationale for exclusion from CAC Case Management Standards is outlined below:

##### 12. Intake Process

The program is involved with the **Coordinated Access and Assessment (CAA)** program as per <http://calgaryhomeless.com/ending-homelessness/our-role/coordinated-access-assessment/> (if applicable):

Door Agency

Participating Agency

No

If no, the rationale for exclusion from CAA and the program's process of screening, intake and prioritization for target population is outlined below:

- **“Door Agency”** means an agency that not only participates in the CAA by agreeing to have all of its clients placed in accordance with direction of the CAA and by accepting all Clients placed through the CAA into its programs, but who also:

- have received training as a Door Agency and are authorized to partake in the CAA as a Door Agency by the CHF or its authorized delegate CAA administrator;
- follow all CAA standard communication strategies and any communication requirements set by the CAA Advisory Committee;
- are involved in the operation and implementation of the CAA by completing and using Pre-Screens, SPDATs, gathering further client information required and conducting any other additionally required assessments in order to make determinations regarding client placements; and
- are able to discuss and recommend client placements at all Placement Committee meetings;
- **“Participating Agency”** means an agency that participates in the CAA by agreeing to have all of its clients placed in accordance with direction of the CAA and by accepting all clients placed through the CAA into its Housing First Programs

**13. Ongoing Assessment, Service Planning and Support**

The program provides the following core and support services in the chart below:

Appropriate service provision for program type, program goals and target population needs include:
Tools used for assessment and service planning include (e.g. the SPDAT, Calgary Acuity Scale, Outcome Star):
The program supports community integration for clients through:
Culturally appropriate supports (including Aboriginal population) are provided by:
Partnerships with other service providers to support clients include:

**14. Client Safety Planning**

The program provides the following measures as related to client and community safety (if applicable):

After-hour support for clients:
Policies and procedures surrounding client safety planning (such as substance use, mental health, domestic violence, suicide risk, etc.):
Staff training surrounding client safety:

**15. Staff Safety Planning**

The program provides the following measures as related to staff safety (if applicable):

Working alone policies and procedures:
Home visit safety:
Staff coverage in buildings (place-based):
The building features the following security features (place-based):

**16. Staffing Model**

The program adheres to the following staffing model as detailed below:

Organizational chart (please indicate here if included as a separate page):
FTE of each staff designation and credentials for staff positions (please also include position descriptions as a separate attachment):
Case Management Ratio (# of Clients per Case Manager):
Relief staffing needs for shelters/outreach programs:
Clinical expertise or partnerships (for high acuity clients if applicable):

**17. Income/Asset Verification:**

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

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**Note:** affordable rent (typically including heat, water and sewer expenses) is calculated to cost no more than 30% of a household's total gross monthly income (Rent Geared to Income). The CHF requires that rent subsidies are calculated based on the difference between 30% of a household's income and the average market rent for the unit type. Average market rents in Calgary are surveyed by Canada Mortgage and Housing Corporation (CMHC) and reflected in CMHC's market survey (<https://www03.cmhc-schl.gc.ca/catalog/productDetail.cfm?lang=en&cat=79&itm=41&fr=1387245892663>). A 10% variance above the Average market rent is allowable.



**Section 5: Housing**

**18. Housing Configuration**

The program operates within the following housing configuration:

**Place-Based:** program clients are housed in a single structure, comprising all or some of the total units in the structure (i.e. clients are placed in one building where services are provided onsite).

The Program is place-based and is located at the following address(es):

The program holds a master lease with a housing provider:

- Yes
- No

The program holds a low income housing management agreement with a housing provider:

- Yes
- No

**Scattered Site:** program clients are housed in multiple buildings located within two or more apartment sites/complexes (i.e. clients are placed in private rental units across the city).

**Other (such as Place-Based and Scattered-Site):** Please describe:

**19. Housing Description**

The description of the building(s) (if applicable) for the program are captured below. For either housing model (Place Based or Scattered Site) included is a break-down of unit types, building location(s), process for ensuring that units meet health and safety standards, and placement process for clients in housing types. Responsibilities between landlords, property managers, agency, and clients are also outlined.

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

- Government of Alberta Modesty Assurance Guidelines available at <http://www.housing.alberta.ca/documents/ModestyAssuranceGuidelines.pdf>; and
- Minimum Housing & Health Standards available at <http://www.health.alberta.ca/documents/Standards-Housing-Minimum.pdf>

Unit type(s):
Health and Safety Standards:
Placement process for clients in housing types:
Responsibilities of Landlords:
Responsibilities of Property Managers:
Responsibility of Agency:

Responsibility of Clients:
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### Section 6: Program Benchmarks

#### 20. CHF defined program Key Performance Indicators (KPIs) and Benchmarks.

These are based on the CHF System Planning Framework ([http://calgaryhomeless.com/content/uploads/SSPF\\_V116\\_2017-03-15.pdf](http://calgaryhomeless.com/content/uploads/SSPF_V116_2017-03-15.pdf)). The following KPIs and benchmarks will be collected and measured through the Homeless Management Information System (HMIS). For additional details on the KPI's and Benchmarks, please refer to the KPI Handbook (<http://calgaryhomeless.com/agencies/kpi>).

	KEY PERFORMANCE INDICATOR	BENCHMARK
HOUSING STABILITY	Percentage of Clients who remain Consecutively Housed <sup>1</sup> (%)	Supportive Housing: Youth: Family: PSH: ACT:
	Percentage of Clients who Graduated <sup>2</sup> (%)	Supportive Housing: Youth: Family: PSH: ACT:
PROGRAM METRICS	Housed <sup>3</sup> (%)	Cohort Average Calculated Quarterly
	Occupancy/Month <sup>4</sup>	Target# <a href="#">Click here to enter text.</a>
CAA DATA	% of Cancelled/Declined Referrals <sup>5</sup> (%)	Supportive Housing: Youth: Family: PSH: ACT:
	Average Days between Referral and Entry <sup>6</sup>	80 <sup>th</sup> Percentile Calculated Quarterly

#### 21. Program Defined KPI's and Benchmarks (If applicable)

<sup>1</sup> Calculated across the quarter as the % of clients who remain housed consecutively over 6 months (youth) or 9 months (or more for adults/families) and are currently housed.

<sup>2</sup> Calculated as % of clients who have graduated (defined as completed program or left program for housing opportunity, transferred to another program, or family reunification) the program.

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

<sup>4</sup> Calculated as the highest # of active persons in one month (# of clients with program entry)

<sup>5</sup> Calculated as % of canceled or declined referrals for reason of: Client MIA, Client not eligible.

<sup>6</sup> Calculated as the average # of days between when clients are referred to a program and entry into a program.

Program specific performance indicators that help demonstrate program proficiency and specialization.

<p><b>Program Defined:</b> Click here to enter text.</p>	<p><b>Proposed Benchmark and Rationale:</b> <i>May include additional measures to demonstrate client outcomes or performance goals for the program (HMIS involvement, accurate financials, reporting accuracy and efficiency, etc.).</i></p> <p>Click here to enter text.</p>
	<p><b>Collection and Measurement:</b> <i>How will the program collect and measure this data? Where will this report come from?</i></p> <p>Click here to enter text.</p>
<p><b>Program Defined:</b> Click here to enter text.</p>	<p><b>Proposed Benchmark and Rationale:</b> Click here to enter text.</p>
	<p><b>Collection and Measurement:</b> Click here to enter text.</p>
<p><b>Program Defined:</b> Click here to enter text.</p>	<p><b>Proposed Benchmark and Rationale:</b> Click here to enter text.</p>
	<p><b>Collection and Measurement:</b> Click here to enter text.</p>