

2026 Community Wellbeing Call for Proposals Guide

For projects and programs in 2027 to 2029

City of Lethbridge

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Introduction

The City of Lethbridge (the ‘City’) invites proposals for funding under the 2026 Community Wellbeing Call for Proposals through the Government of Alberta’s **Family and Community Support Services (FCSS) program**, the Government of Canada’s **Reaching Home (RH) program**, and the City of Lethbridge’s **Diversion Outreach Team (DOT) program**.

This opportunity is open to individuals (including independent contractors), not-for-profit organizations, and for-profit organizations (if the activity is non-commercial and not intended for profit) through the City. Proposals must align with and address needs, gaps, and strategic priorities identified by the **FCSS** and/or **RH programs** (Designated Communities and Indigenous Homelessness funding streams), the **City’s Community Wellbeing and Safety Strategy (CWSS)**, **Municipal Housing Strategy (MHS)**, and the **Needs Assessment and Priorities Update**.

This CFP covers a two-year period starting on **January 1, 2027, and ending on December 31, 2028, for FCSS and DOT-funded programs**, and from **April 1, 2027, to March 31, 2029, for RH-funded programs**. All approved expenses must be incurred within this timeframe, and appropriate insurance must be in place for the full duration of the projects.

All applicants should review this entire guide before beginning the application process to ensure eligibility and alignment with program goals.

Background

In 2024, the City of Lethbridge (the “City”) completed a comprehensive update of the **Community Wellbeing and Safety Strategy (CWSS)**—a guiding document that outlines service gaps, community priorities, and strategic priorities. This strategy is used by the **Community Social Development (CSD)** department and the **Community Wellbeing Advisory Board (CWAB)** to inform the funding disbursements from the RH funding portfolio and the FCSS funding portfolio. The City of Lethbridge also contributes municipal funding to aid in the wellbeing of our community members, all managed under the premise of the CWSS.

Contact Information

To ensure fairness and transparency throughout the application process, **all forms of communication, including questions and clarifications, must be directed via email to:** csd.contracts@lethbridge.ca

Do not contact City staff, officials, or representatives through any other channel. Doing so may result in your application being disqualified.

All inquiries submitted before the proposal deadline will be reviewed and responded to in alignment with the timelines provided in this Call for Proposals package.

Resources

- [Community Wellbeing Advisory Board](#)
- [Community Wellbeing and Safety Strategy \(CWSS\)](#)
- [Municipal Housing Strategy \(MHS\)](#)
- [Needs Assessment and Priorities Update](#)

Overview

Family and Community Support Services (FCSS)

Family and Community Support Services (FCSS) is a partnership between the Government of Alberta, Alberta municipalities, and Alberta Métis Settlements that develops locally driven preventative social initiatives to enhance the well-being of individuals, families, and communities.

Funding is available for activities under the following categories:

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

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

Resources:

- [Family and Community Support Services \(FCSS\) program overview](#)
- [Family and Community Support Services \(FCSS\) Program Handbook](#)
- [Family and Community Support Services \(FCSS\) Measures Bank](#)

Reaching Home (RH)

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

Funding is available for activities under the following categories:

- Housing Services;

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

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

Resources:

- [Infrastructure Canada - Reaching Home: Canada's Homelessness Strategy Directives](#)

Diversion Outreach Team (DOT) Program

The Diversion Outreach Team (DOT) program is a City of Lethbridge budget initiative that provides a non-emergency, mobile response to support individuals experiencing homelessness, addictions, and other vulnerabilities. The program offers transportation to safe shelters and appropriate services, helping divert calls away from emergency responders such as LPS, Fire, and EMS.

DOT focuses on proactive outreach, referrals, and connection to community resources, working to reduce negative street activity and support long-term stability for vulnerable individuals. The team also collaborates with businesses, emergency services, and community partners to address concerns in identified hot spots and promote effective approaches to public safety and wellbeing.

Additional information in [Appendix 3](#).

Eligibility

To apply for funding through the 2026 Call for Proposals, you must meet the following eligibility criteria:

Who Can Apply

You are eligible to apply if you are:

- An individual (including an independent contractor)
- A not-for-profit organization
- A for-profit organization (only if your proposed project is **non-commercial** and **not intended to generate profit**) with experience in providing prevention social programs
- An Indigenous organization
- A Public Health or Educational institution

Additional information about program and expense eligibility:

- [Family and Community Support Services \(FCSS\)](#)
- [Reaching Home \(RH\)](#)

What Your Project Must Include

To be considered for funding, your proposed project must:

- Take place **within the City of Lethbridge's** municipal boundaries.
- Clearly **align with the goals and priorities** of the identified funding sources: FCSS, RH, Municipal.
- Have a maximum funding period of **two years** (generally, January 1, 2027, to December 31, 2028, for FCSS and DOT, and from April 1, 2027, to March 31, 2029, for RH).
- Use the **common definitions** provided in Appendix 1 of this application package.

Prioritized Categories

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

- Alignment within one or more of the four priority categories (see Figure 1):
 - **Coordinated Access**
 - **Prevention Services**
 - **Shelter Diversion**
 - **Social Housing (Capital & Operational)**(For more details, refer to [Appendix 2](#)).
- Alignment with community needs, gaps in service provision, priority populations, and other strategic actions outlined in the CWSS.
- Commitment to integration with the established [Integrated Coordinated Access \(ICA\) system](#).
- Proposed projects are not a duplication of existing ones.

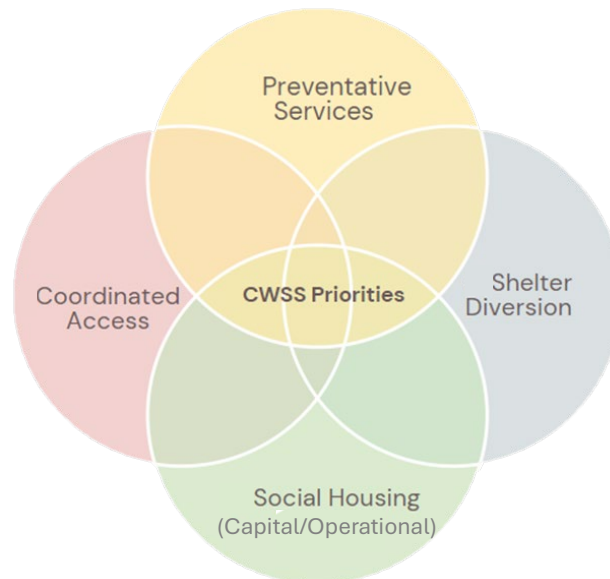


Figure 1. Priority Categories

Suggested Projects Proposals

You are encouraged to bring forward innovative projects, including (but not limited to) the following suggested projects proposals:

Centres for Indigenous Resources

The goal for the Centres for Indigenous Resources is to ensure that Blackfoot and other Indigenous people in Lethbridge have access to culturally supportive services and equitable programs that will improve quality of life. These cultural support services will aim to:

- Improve self-sufficiency and prosperity of individuals;
- Strengthen connection to Indigenous culture and community;
- Nurture hope, healing, and build healthy, successful communities for all individuals;
- Ensure a continuum of opportunity for Indigenous people within the Lethbridge community; and
- Act as an access point to the Lethbridge Integrated Coordinated Access (ICA) system.

FCSS Counselling Subsidy Fund Management and Administration

The lead organization would be responsible for receiving, vetting, and approving applications for the [Family and Community Support Services \(FCSS\) Counselling Subsidy Fund](#), as well as processing payments to approved mental health service providers.

Emergency Housing Stabilization Fund Management and Administration

The lead organization would be responsible for receiving, vetting, and approving applications for the [Housing Stabilization Fund](#). This fund is designed to provide immediate financial relief to individuals or families facing urgent crises or stabilization needs, as outlined on the Lethbridge Integrated Coordinated Access (ICA) website ([LINK](#)). The lead organization will also handle processing payment to eligible individuals and families.

Integrated Coordinated Access (ICA) Lead Organization

See more details in [Appendix 2](#).

Community Support and Transportation Services

For example: Diversion Outreach Team (DOT). See more details in [Appendix 3](#).

Transitional Housing Programs

Temporary, time-limited, affordable housing with support (e.g., case management) designed for the target population group (e.g., youth, newcomers, or Indigenous Peoples). Programming may focus on developing the necessary skills to live more independently. Stays are typically longer than emergency shelters, ranging from three months to three years based on individual needs and progress.

Eligibility requirements may apply, with referrals typically being required. People may be expected to contribute financially toward their stay (e.g., using social assistance benefits). The goal is to support individuals in transitioning to some form of permanent housing upon discharge.

Funding may be available from capital or operational sources, such as Reaching Home, particularly for projects that address high equity spaces, including mental health, addictions, and other complex needs.

Supportive Housing Programs (Fixed-site or Place-based)

Permanent housing, with no time limit, offering rental assistance and flexible, individualized support services (e.g., case management) for individuals with greater depth of need related to mental health, developmental disabilities, substance use, or physical health. Tenants are typically individuals who were homeless prior to intake or remain at risk of homelessness.

Supportive housing provides a physical environment that is safe, secure, and home-like, with support services designed to maximize independence, privacy, and dignity. Rents are affordable for individuals with lower incomes.

Housing support strategies include coordinated access to specialized services (e.g., medical care, psychiatrists), life skills building (e.g., budgeting, landlord mediation), and accompaniment to appointments. These services aim to reduce risks to tenancy and support overall well-being.

Potential funding for supportive housing may include both capital and operational funding through sources such as Reaching Home, with a particular focus on serving individuals with mental health, addiction, and other equity-driven needs.

Funding Availability

Total funding from Reaching Home (RH) and Family and Community Support Services (FCSS) available through this Call for Proposals is outlined below in **Table 1**. This is based on current grant agreements between the City of Lethbridge and the Government of Alberta and Canada and is subject to change. The City of Lethbridge may allocate or recommend additional or alternative funding sources for programming and/or capital funding in alignment with the updated **Community Wellbeing and Safety Strategy (CWSS)**.

Applicants can expect to be funded through more than one funding source, dependent on the scope of services. If funds are not fully allocated through this Call for Proposals (CFP), the CWAB reserves the right to reallocate the unallocated funds to another program or investments at their discretion.

Total Funding Available			
	Year 1	Year 2	Total
Reaching Home – Designated Communities*	\$1,341,071.35	\$1,341,071.35	\$2,682,142.70
Reaching home – Indigenous Homelessness*	\$ 681,542.75	\$681,542.75	\$1,363,085.50
Family and Community Support Services**	\$2,880,238.12	\$2,931,113.12	\$5,811,351.23
Family and Community Support Services – City of Lethbridge Committed Budget Carryover**	\$133,362.02	\$82,487.00	\$215,849.02
City of Lethbridge Operating Budget – Diversion Outreach Team**	\$400,000	\$400,000	\$800,000

Table 1. Funding Availability

* Year 1 is from April 1, 2027, to March 31, 2028. Year 2 is from April 1, 2028, to March 31, 2029.

** Year 1 is from January 1, 2027, to December 31, 2027. Year 2 is from January 1, 2028, to December 31, 2028.

Disclaimer on Funding Availability

Please note that the funding sources referenced in the Call for Proposals (CFP) are part of multi-year agreements. Final funding allocations are contingent upon actual spending within existing agreements, compliance with grant requirements, and the continued availability of resources. Therefore, while estimated funding amounts are outlined, they are not guaranteed and may fluctuate prior to final allocation.

Additional Funding Opportunities

In addition to the funding sources outlined in Table 1, **applicants are encouraged to explore other potential funding sources** to support eligible projects. Separate applications to external funding programs are the responsibility of the applicant organization.

For example, an applicant requesting capital funding for the development of supportive or transitional housing units should consider leveraging appropriate governmental programs such as:

- the municipal **Affordable and Social Housing Capital Fund (ASHCF)**,
- the provincial **Affordable Housing Partnership Program (AHPP)**, and/or
- the federal **Affordable Housing Fund (AHF)**.

These programs provide capital funding opportunities for affordable housing development. While funding from such sources is not guaranteed, applicants are encouraged to explore innovative solutions that align with the goals of the Municipal Housing Strategy—particularly in high-need areas such as mental health, addiction recovery, and Indigenous housing needs.

The City may also recommend viable sources and **support applicants' solicitation from other funding streams**, but responsibility for making these applications (e.g., to AHPP, ASHCF, or AHF) rests with the applicant organization.

Any external funding received would be subject to availability, approval from the appropriate authority, and alignment with the City's updated CWSS. Applicants should clearly identify in their proposals:

1. What their request is from Reaching Home, and
2. What other planned sources of funding would be required to make the project feasible.

Application Timelines

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

Activity	Date
Issue Date of 2026 Call for Proposals	November 13, 2025
CFP Information Session In-person: City Hall Culver Room	December 1, 2025, 11:00 am to 12:00 pm <i>(Session will be recorded and published on the CSD website)</i>
Deadline for Questions Expressions of Interest	Feb 13, 2026, at 4:00 pm
Response to Questions	Responses will be published on the CSD website every two weeks.
Response to Expressions of Interest	Five (5) Business Days after received
Submission Deadline	March 13, 2026, at 4:00 pm
Rectification Period	Three (3) Business Days from notification of rectification
Evaluation Period	March 19 to April 17, 2026
Negotiation Period	April 27 to July 31, 2026
Public Disclosure of Funded Programs/Projects	September 30, 2026
Request for Debrief	October 31, 2026, at 4:00 pm

Agreement Finalization	December 1, 2026
Agreement Start Date	FCSS Agreement: January 1, 2027 DOT Agreement: January 1, 2027 RH Agreement: April 1, 2027
Debrief Period	March to May of 2027

Table 2. Application Timelines

How to Apply

1. Expression of Interest (Optional)

- Applicants are encouraged to submit an **Expression of Interest (EOI)** regarding project eligibility based on the **funding directives**.
- Only feedback related to eligibility will be provided, in accordance with the application timeline. **No additional feedback will be offered.**
- EOIs must not exceed **3250 characters** and should be submitted **online** via the Community Social Development website: www.lethbridge.ca/csd

2. Submitting Your Application

- All applications must be completed **online** through the Community Social Development website: www.lethbridge.ca/csd
- **Other submission methods (email, mail, in-person, etc.) will not be accepted.** If you experience technical difficulties, contact City administration immediately at csd.contracts@lethbridge.ca.

3. Deadline

- Your application must be **submitted online before the deadline** listed in the application timeline.
- The system's web clock will be used to determine submission time.
- Late submissions will not be accepted, even by email or phone.
- We recommend submitting early to avoid disqualification because of technical issues, delays in upload speed, or file size limits that could cause you to miss the deadline.

4. Confirmation of Submission

- After submitting, you should automatically receive a **confirmation message** from the system.
- If you **do not receive a confirmation**, contact csd.contracts@lethbridge.ca immediately to confirm your submission was received. Failure to do so could result in disqualification.

5. File Requirements

- Follow all file size limits and format instructions provided in the application system.
- **Do not embed documents** (e.g., Word files or PDFs inside other files), as these may not be accessible and will not be evaluated.

6. Withdrawing or Resubmitting an Application

- You may withdraw or resubmit your application **any time before the Call for Proposals closes**.
- To withdraw, send a **signed notice of withdrawal** to City administration at csd.contracts@lethbridge.ca.
- **No resubmissions will be accepted after the deadline.**

Request for Debrief

A request for a debrief of the application must be submitted via email to csd.contracts@lethbridge.ca by the Request for Debrief deadline. The applicant will receive an acknowledgment from Community Social Development (CSD) when the request is submitted. Meetings will occur during the Debrief Period and are dependent on the availability of the applicant and CSD administration.

Evaluation

Evaluation Process

Step 1: Eligibility Screening

All applications will first be reviewed by **Community Social Development (CSD) administration** to confirm they meet the **mandatory submission requirements and deadlines**.

- These requirements are outlined in the online application at www.lethbridge.ca/csd.
- Applications that do **not meet the mandatory requirements** (e.g., missing documents, late submissions) will be **disqualified** and will not move forward.

Step 2: Evaluation by the Review Panel

Eligible applications will be reviewed by a panel made up of:

- Representatives from various **City of Lethbridge departments**, and
- Members of the **Community Wellbeing Advisory Board (CWAB)**.

Each application will be scored using the **Application Assessment Criteria**.

To be considered for funding, your application must meet the following **minimum scores**:

- Each key evaluation category must obtain **at least half of the points allocated to that category**.

Applications that do **not meet these minimum scores** will be disqualified.

Step 3: Shortlisting and Final Evaluation

All shortlisted applications that pass the scoring thresholds will then be **compared to each other**. The evaluation panel will:

- Review applications based on **available funding**, and
- Select the projects that offer the **best overall value and impact** in advancing community wellbeing.

Step 4: Final Decision

The **Community Wellbeing Advisory Board (CWAB)** will review the panel's recommendations and determine which applications move forward to the **negotiation and agreement phase**.

This review process continues until funding agreements are finalized, all eligible applications have been considered, or the City officially closes the Call for Proposals. After closure, the City may engage with unsuccessful applicants for future opportunities.

Community Wellbeing Advisory Board

The Community Wellbeing Advisory Board (CWAB) supports the Community Social Development (CSD) department by promoting community wellbeing in alignment with the Municipal Development Plan (MDP) and the [Community Wellbeing and Safety Strategy](#) (CWSS).

The CWAB serves as the Community Advisory Board (CAB), providing recommendations on funding allocations under the Federal Reaching Home (RH) program. It also acts as an advisory body aligned with the Provincial Family and Community Support Services (FCSS) program and the Diversion Outreach Team (DOT) program, offering guidance on related funding decisions. In addition, the CWAB advises on broader matters related to community wellbeing.

Evaluation Panelists: Conflicts Of Interest

Evaluators are required to uphold integrity and impartiality, and to disclose any real or perceived conflicts of interest. A conflict exists if an evaluator has a personal, professional, or financial relationship with an applicant that could bias their judgment. In such cases, the evaluator will recuse themselves to ensure a fair process.

Application Assessment Criteria

Your application will be evaluated using a weighted scoring system based on three key categories. Ensure your proposal clearly addresses each criterion to maximize your score.

Rated Criteria Category	Score
Experience & Qualifications	30 points
Value	50 points
Approach & Methodology	20 points
Total Points ¹	100 points

Experience & Qualifications (30 points)

This category assesses your organization's ability to successfully deliver the project based on experience, capacity, alignment with strategic priorities, and demonstrated community understanding.

¹ Each key evaluation category must obtain **at least half of the points allocated to that category**.

Assessment Criteria	Key Considerations	
ORGANIZATION'S EXPERIENCE AND CAPACITY	Organization & Priority Populations	Provides a clear description of the organization's mission, structure, and alignment with the priority populations identified in the Community Wellbeing and Safety Strategy (CWSS).
	Relevant Experience	Demonstrates experience in successfully delivering similar projects/services to priority populations or managing projects of comparable scope, particularly with government or social service partnerships.
	Organizational Capacity	Provides a clear and detailed description of the organization's overall capacity, including staffing, governance structures, and internal systems that demonstrate effective service delivery, monitoring and reporting.
	Financial Responsibility	Demonstrates capability for implementing quantified financial processes and reporting metrics that ensure transparency in the efficiency and effectiveness of the partnership. This includes, but is not limited to, the annual submission of audited financial statements.

Note: Applicants will be required to submit audited financial statements of their previous year at the beginning of the funding term.

Value (50 points)

This category evaluates specific aspects, cost-effectiveness and reach of the project, along with both short- and long-term impacts.

Assessment Criteria	Key Considerations	
PROJECT SPECIFICS	Demonstrated Need in the Community	Incorporates local data, lived experience, and/or consultation to show a clear and urgent community need.
	Project Description	Presents a clear summary of the project, including its purpose and target population.
	Project Plan	Provides a clear, realistic, and achievable work plan with defined timelines, roles, outcomes, and a description of any partnerships to be utilized, delivered in an appropriate location.
	Understanding of Strategic Plans	Shows familiarity with and integration of the CWSS, Municipal Housing Strategy, and Needs Assessment in the proposal.

EXPECTED OUTCOMES	Short-Term Impact	Describes the meaningful outcomes expected to be achieved during the funding period and the number of participants that will benefit from the project.
	Long-Term Impact	Explains the ongoing benefits after funding ends and how the project promotes long-term community well-being.
	Budget – Value	Justifies the requested budget in terms of reach, impact, and responsible use of funds.

Note: Unless otherwise indicated in the requested pricing information, rates quoted by the respondent must be all-inclusive and must include all labour and material costs, all travel and carriage costs, all insurance costs, all costs of delivery, all costs of installation and set-up, including any pre-delivery inspection charges, and all other overhead, including any fees or other charges required by law.

Approach & Methodology (20 points)

This section evaluates the implementation plan, impact measurement, and approach to service delivery.

Assessment Criteria	Key Considerations
MEASURE OF RESULTS	Includes specific KPIs that will be used to evaluate the project's outcomes and describes how each measure will be collected and assessed.
POTENTIAL ISSUES	Identifies assumptions, any real or perceived issues, challenges or risks and mitigation measures to address these.
DUPLICATION OF SERVICES	Describes how the project fills a gap, complements existing services, and avoids overlap with other initiatives. Identifies any optional or excluded services assumed to be provided by others.

Additional Notes for Applicants

- All applications must be submitted using the online form.
- The **lowest cost proposal will not necessarily be funded**; applications will be evaluated on alignment, quality, value, and impact.
- **Incomplete applications may be disqualified.**
- Ensure all expenses are eligible under FCSS, RH, and City of Lethbridge budget initiative guidelines and are incurred by **the end of the funding term**.
- The **City of Lethbridge reserves the right** to fund or reject any application and to award funding outside of the CFP process.
- **No appeal process** is available for funding decisions.

For Capital Projects

Capital investments are intended to increase the capacity or improve the quality of facilities that address the needs of individuals and families who are homeless or at imminent risk of

homelessness, including those that support culturally appropriate programming for Indigenous individuals and families.

Applicants soliciting capital housing funding should confirm project alignment with the following application qualifications:

- The project aims to support individuals and /or families experiencing or at imminent risk of homelessness.
- The application includes a Gantt chart, which identifies project completion and operationalization on or before March 31, 2029.
- The proposed location of the project is owned by the applicant -or will be-, or the applicant is permitted to complete the project at the proposed location through another mechanism of occupation (I.e. Long-term lease which extends over a minimum of 5 years after the project completion).
- The proposed location of the project has current land-use approvals in alignment with project intent, or there is a clear plan in place to secure the appropriate land-use approvals.
- The application includes a sustainability plan in which the applicant demonstrates its capacity to operate the facility for its intended purpose for a minimum of 5 years after project completion. In the sustainability plan, applicants must:
 - Describe any/all relevant partnerships;
 - Confirm their funding sources for ongoing operations; and
 - Include operational contingency plans to ensure the feasibility of program continuity.

Preferred projects will:

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

Appendix 1: Common Definitions

Housing Case Management

A collaborative, community-based intervention that supports participants in achieving housing-focused goals within complex environments. Case Managers are expected to follow the Assessment Schedule outlined in the *Housing and Support Handbook*.

Imminent Risk of Homelessness

Populations at imminent risk of homelessness are defined as individuals or families whose current housing situation will end soon and for whom no subsequent residence has been established. High imminent risk of homelessness is considered between two weeks and a month, mid between one and two months, and low two months or more.

Outreach Services

Case planning and support for individuals who are not connected to case management or supportive housing services. Outreach focuses on addressing barriers to accessing housing, with ongoing support provided in the community. Unlike case management, outreach does not include requirements such as regular home visits or formal assessments.

System navigation

A service that helps individuals connect with the system of care, ideally through Coordinated Access. System navigation identifies needs and links individuals to appropriate resources on a short- or long-term basis. Intensive service planning or assessments are not required, but may occur if necessary to meet individual needs.

Emergency shelters

Short-term accommodation, typically 30 days or less, for individuals or families experiencing homelessness.

Transitional housing

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

Supportive/assisted living

Housing with support services to help people with special needs live independently. The accommodation costs are often subsidized. This type of housing is generally intended for persons with physical, developmental, or cognitive disabilities, seniors, and individuals with mental health issues.

Homeless Individuals and Families Information System (HIFIS)

The Homeless Individuals and Families Information System, or HIFIS, is a powerful tool that enhances the effectiveness of the Coordinated Access framework. HIFIS allows service providers to securely manage client information, track service usage, and coordinate care across agencies. Additional information can be found [here](#).

Unique Identifier List (UIL)

This “list” is a dataset that includes everyone currently experiencing homelessness that has interacted with the system and has consented to be served through Coordinated Access. The dataset can be filtered and sorted to generate a Priority List for matching people to vacancies that become available and other support services.

Appendix 2: Prioritized Categories

Integrated Coordinated Access

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

The ongoing coordination of access efforts will be led by a designated lead agency. Their role will ensure oversight and guidance over the decentralized coordinated access system. This involves ensuring that the system's continued implementation, operationalization and maintenance remains in line with the objectives outlined in the Reaching Home directives, FCSS requirements and the City of Lethbridge's Community Wellbeing and Safety Strategy. Responsibilities include further developing and refining processes and procedures for the ICA system. The lead agency will also prioritize fostering collaboration with system partners across various sectors. They will proactively cultivate partnerships, leverage resources, and engage with the community to maintain a community-driven approach. The agency will monitor and evaluate mechanisms to continually track outcomes and assess system effectiveness. Additionally, it will facilitate informed decision-making and allow for adaptive strategies to meet evolving community needs.

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

- Management and administration of the Housing Stabilization Funds program in Lethbridge, with a focus on providing housing stability for youth, seniors, and families. This includes overseeing administrative tasks such as training navigators, processing applications, auditing funds, and tracking allocations.
- Oversight of the FCSS Counselling Subsidy Program for counselling providers in Lethbridge. Responsibilities include onboarding, application processing, fund auditing, and reporting, as well as facilitating quarterly meetings.

- Continuous enhancement and facilitation of ICA training for System Navigators. This involves incorporating evidence-based practices, community feedback, and updating relevant training materials and manuals.
- Development and management of the annual schedule for required tier system navigation and population support navigator trainings.
- Facilitation of monthly Community of Practice (COP) meetings in Lethbridge, serving as a platform for collaborative problem-solving, information sharing, training and capacity building, feedback gathering, and coordination among service agencies and stakeholders.
- Participate in the Coordinated Access Round Table (CART) meetings facilitated by the Lethbridge Housing Authority (LHA) to ensure the ongoing relevance and integration of ICA into housing support services.
- Establishment of quality assurance processes to maintain service standards and continuously enhance navigation and referral services based on feedback and outcomes.
- Engaging the community to raise awareness, promote access to services, gather input on system improvements, and collaborate with stakeholders to address gaps in service and systemic barriers.
- Updating and maintaining the Lethbridgeica.ca website as the central hub for all relevant coordinated access information.
- Utilization of the Homeless Individuals and Families Information System (HIFIS) database to collect real-time data on clients and available housing and supports, ensuring clear access points of entry, standardized protocols, and availability of resources.
- Ongoing consultation and collaboration with Population Support Navigators (PSN) who provide tailored assistance to individuals or specific populations within the ICA system, providing customized assessments, navigating services, making targeted referrals, advocating for individual needs, and delivering ongoing support personalized to each person's or group's unique circumstances.
- Dissemination of PSN Situation reports, which monitor trends, evaluate program impact, share best practices, facilitate communication, etc.
- Ensure that outreach services operate in alignment with ICA system processes.
- Coordination of the annual ICA Service Fair.

Preventative Services

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

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

Family and Community Support Services (FCSS)

FCSS is a funding partnership between the Government of Alberta and participating municipalities or Metis settlements. FCSS funding supports community-based programs aimed at preventing social issues before they escalate. Prevention includes activities that support individuals and families at risk of social isolation, economic hardship, or other vulnerabilities. Populations at risk of social isolation are defined as individuals or families who face barriers to full participation in society. Prevention focuses on addressing these barriers and promoting social inclusion.

For purposes of FCSS Program delivery, preventive social services are defined as “enhancing the social well-being of individuals and families through promotion or intervention strategies provided at the earliest opportunity.” Eligible activities include community development projects, volunteer programs, and initiatives that promote social inclusion and equity. For Indigenous peoples, funding may support culturally appropriate services and community connections. Programs that focus on improving mental health, economic integration, and social and community engagement collectively contribute to addressing social issues and promoting stability and well-being in the community.

Short-term preventive services are designed to address immediate needs and prevent social issues from escalating. These services typically last a few weeks or months and include activities such as short-term counselling, emergency support, youth programs, and senior support. For example, short-term counselling services might be limited to a maximum of 10 sessions per year. These services provide timely assistance to individuals and families, helping them cope with immediate challenges and promoting resilience.

Some examples of local FCSS preventative programming are:

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

Reaching Home (RH)

The Reaching Home (RH) funding is a community-based program aimed at preventing and reducing homelessness by providing direct support and funding to Designated Communities (urban centres), Indigenous communities, territorial communities, and rural and remote communities across Canada. Prevention includes activities aimed at preventing homelessness by supporting individuals and families at imminent risk of homelessness before a crisis occurs. This includes supporting individuals and families who are currently housed but at-risk of losing their housing, and

preventing individuals who are being discharged from public systems (for example, health, corrections, and child welfare) from becoming homeless.

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

Under the RH Directives, funding for basic needs services is intended to reduce homelessness. Eligible activities include short-term food assistance and emergency shelter. Longer-term food programs may also be supported if they are part of another eligible intervention. For Indigenous peoples, funding can be directed toward culturally appropriate services and strengthening community connections. Clinical and treatment services focus on improving health and well-being for individuals experiencing homelessness. Economic integration services connect individuals to employment programs, while social and community integration services promote well-being and self-sufficiency. Together, these services work to address homelessness and support housing stability.

Examples of homelessness prevention interventions include:

- Problem solving with landlords to stop an eviction.
- Working with family and other natural supports to prevent loss of housing for youth.
- Making referrals to prevent relationship breakdown (e.g., family counselling or mediation).
- Providing short-term or emergency financial assistance (e.g., to cover the costs of rent or utility arrears, cleaning/repairs to a rental unit so that it is safe, or groceries to help with that month's budget).
- Finding another housing option before a tenancy ends, or before a youth ages out of care or leaves a family home.

Shelter Diversion

The Shelter Diversion Program aims to prevent the immediate use of emergency shelters by providing personalized support to individuals and families during their search for housing and housing-related needs. By offering safe and suitable alternative housing options, this funding will support programs that help divert individuals away from and/or out of emergency shelters. If necessary, participants are also connected with essential services and financial assistance to facilitate their transition to secure housing. Shelter diversion plays a crucial role in addressing homelessness and housing insecurity. By identifying and addressing housing needs early, we can reduce the strain on emergency shelters. This approach ensures that vulnerable individuals and families receive timely support. Shelter diversion also empowers people to actively participate in finding suitable housing solutions, rather than passively relying on shelters. Moreover, diverting individuals from emergency shelters is not only compassionate but also cost-effective, as it avoids the long-term expenses associated with shelter stays and promotes more sustainable housing options.

Shelter Diversion should provide individualized support to those seeking shelter, along with trained professionals closely collaborating with each individual or family to understand their unique circumstances and needs. Rather than immediately placing individuals in emergency shelters,

alternative housing arrangements are explored, identifying various options to suit their situation are considered. Shelter diversion occurs precisely when people are seeking entry into shelters, allowing us to intervene timely and prevent unnecessary reliance on emergency shelters. Additionally, collaboration by working with local agencies, community partners, and service providers to connect participants with relevant resources such as housing assistance, employment support, and mental health services is an essential part of Lethbridge's Integrated Coordinated Access system.

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

Eligible activities and ineligible activities related to Shelter Diversion can be found in the [RH Directives](#) under the following section: *3.2 Prevention and Shelter Diversion Eligible Activities and Expenses*.

Social Housing (Capital)

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

The comprehensive needs assessment completed by the City of Lethbridge identifies priority populations within the city, as well as key themes related to housing and wellbeing. One of the key themes states that “Lethbridge needs more housing options with supports to help people with complex needs”. The need for an increased number of units for this type of housing is supported by data showing increasing numbers of Lethbridge residents that are experiencing homelessness. According to the 2022 Point-in-Time (PiT) Count, the number of individuals experiencing homelessness in Lethbridge (including those provisionally accommodated, emergency sheltered, or unsheltered) doubled between 2018 and 2022, rising from 223 to 454 people. Of particular concern, unsheltered homelessness increased from just 7 individuals in 2018 to 235 in 2022. The 2024 PiT Count shows that, although the rate of growth has slowed—falling from an average annual increase of 19.5% between 2018 and 2022 to 7.1% between 2022 and 2024—homelessness still rose by an additional 15% during that period, reaching 522 individuals. Meanwhile, the number of available beds and program spaces in non-market and supported housing has not kept pace with this growing demand.

The federal Reaching Home funding program includes certain capital investments which are intended to increase the capacity or improve the quality of facilities that address the needs of

individuals and families who are homeless or at imminent risk of homelessness, including those that support culturally appropriate programming for Indigenous individuals and families.

Eligible activities and ineligible activities related to Capital Investments can be found in the [RH Directives](#) under the following section: *3.4 Capital Investments*

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

Initiative Description

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

Strategic Alignment

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

Implementation Strategy

The DOT Program was initially funded through one-time Community Clean & Safe Strategy and OSSSI dollars, which supported operations until the end of 2022. With the approval of the City of Lethbridge Operating Budget, the program has continued to operate without interruption.

A competitive Call for Proposals is now required to identify a Service Provider for a two-year term from January 1, 2027 to December 31, 2028. All Community Social Development grant agreements include defined outcomes, outputs, and key performance indicators (KPIs). For the Diversion Outreach Team Program, KPIs, measures, and targets are already established and in use, ensuring the initiative can be thoroughly assessed throughout the funding period.

Performance Measure & Reporting

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

Investment & Payoff

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

Appendix 4: Application Breakdown

Section 1: Applicant Information



Community Wellbeing Call for Proposal 2026

Applicant

Project(s)

Submit Application

Community Social Development is currently seeking innovative proposals to support the community in Lethbridge. When preparing your application, please note that you have the flexibility to propose multiple projects within the same submission.

If you wish to return to an in-progress draft of your Community Wellbeing Call for Proposal application, you must save click "Save" (bottom right of each page). Make sure you email yourself or save the autogenerated link that appears. Please keep this link in a safe place, as we are unable to provide it to you later if it is misplaced.

Applicant Information

Background

Legal Name or Organization *

Organization's Mailing Address *

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

☐ Yes ☒ No

Lethbridge Operation Location *

Website(s)

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

⊗ Website 1

Website

+ Add Website

Primary Contact *

First	Last
-------	------

Job Title ***Email *****Phone *****Secondary Contact**

☐ Yes ☒ No

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Section 2: Project Information



Community Wellbeing Call for Proposal 2026

Applicant

Project(s)

Submit Application

Proposed Project(s)

Project 1

Project Title *

Location of proposed project *

Address Line 1

Address Line 2

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

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

Describe the proposed project. *

(2250 character limit)

Presents a clear summary of the project and its alignment with key priorities outlined in the strategic plans.

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

For capital projects, provide a clear description of the planned construction including unit count and size, building size and type, housing typology, description of on-site supports, land status, etc.

Why is this project needed in your community? *

(2250 character limit)

Incorporates local data, lived experience, and/or consultation to show a clear and urgent community need. Incorporate how the strategies identified in the 2026Community Wellbeing Call for Proposal Guide.

Does this service or similar service already exist in the community?

☒ Yes ☐ No

Identifying similar existing projects (eg same type of service even if it is for different priority populations) will allow you to describe the difference between your project and existing ones.

If you already run this project, select yes.

Is your organization providing this service? *

☐ Yes ☐ No

Please explain the importance of the project given the potential duplication. **(1250 character limit)*

A perceived duplication will not result in disqualification. Provide a rationale to help us better understand the importance and unique value of the project given the perceived duplication.

Relevant experience in relation to the proposed project **(2250 character limit)*

Provide relevant experience that your organization and/or staff have had regarding the proposed project.

Project Plan **(3200 character limit)*

Provide a detailed work plan with realistic timelines to ensure project delivery on time and within budget. This plan must clearly define roles and responsibilities for all team members. Additionally, you must provide an organizational breakdown detailing the working relationships within your team and with the City of Lethbridge. A plan to address any potential risks or issues with this project, including specific mitigation strategies. Provide any relevant partnerships that will support your project.

How many individual participants do you anticipate serving annually? **(700 character limit)* How did you build your estimate to reach this total?

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

or drag files here.

Description of organization and current services **(2250 character limit)***What priority population(s) does your organization currently support? ***

- ☐ Indigenous Peoples ☐ Youth and Young Adults ☐ Seniors and Older Adults ☐ Newcomers, Immigrants, and Refugees ☐ Women
☐ Low-Income Households and Families ☐ Persons with Disabilities ☐ People Experiencing Homelessness or at Risk of Homelessness
☐ People Affected by Mental Health and Substance Use Challenges ☐ Families with Children ☐ 2SLGBTQI+ People
☐ Other

Select all that apply. If you do not see your priority population, please use the fill in option.

What is your organizational structure? **(2250 character limit)*

e.g. organization's overall capacity, including staffing, governance structures, and internal systems that demonstrate effective service delivery, key performance indicators (KPI) monitoring and reporting and transparent financial reporting to stakeholders

Have you secured or anticipate having other sources of funding to supplement the proposed project?

☒ Yes ☐ No

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

Funding Source *	Amount *	Status *
Total Amount:		
+ Add Funding Source		

What will your KPIs (Key Performance Indicators) be and how will they be measured? *

(2250 character limit)

Expected Program Impact *

(2250 character limit)

What are the short-term and long-term impacts on the target population through the proposed program?

Funding Source You are Applying For

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

Select all that apply

Year 1 Operating Budget

Fill out the projected budget as an annual allocation.

Wages and Benefits

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

Number of Staff and Position	FTE	Wage(s)
3 CSD Specialist	0.75	
		Wage Total: \$0.00

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

Wage Amount	+	Benefit Amount	=	Total Wages and Benefits Y1
0.00		0.00		0.00

Project Delivery Expenses

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

Description	Amount
Total Project Delivery Expenses: \$0.00	

[+ Add Expense](#)

Direct Client Expenses

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

Description	Amount
Total Direct Client Expenses: \$0.00	

[+ Add Expense](#)

Contractor Expenses

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

Description	Amount
Total Contractor Expenses : \$0.00	

Administrative Expenses Year 1 *

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

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

Year 1 Total Budget

0.00

Confirm Year 1 Total Requested *

Additional Comments About Year 1 Budget

(3750 character limit)

Will the Year 2 budget be the same as Year 1?

No

Will the Wages and Benefits be the same as Year 1?

Yes

Total Wages and Benefits same as Year 1

Enter Total Wages and Benefits from Y1

Will the Project Delivery Expenses be the same as Year 1?

No

Will the Direct Client Expenses be the same as Year 1?

Yes

Total Direct Client Expenses same as Year 1

Enter Total Direct Client Expenses from Y1

Will the Contractor Expenses be the same as Year 1?

Yes

Total Contractor Expenses same as Year 1

Enter Total Contractor Expenses from Y1

Project Delivery Expenses Year 2

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

Description	Amount
⊗	
Total Project Delivery Expenses Y2: \$0.00	

+ Add Expense

Administrative Expenses Year 2 *

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

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

Confirm Year 2 Total Requested *

Additional Comments About Year 2 Budget

(3750 character limit)

+ Add Project

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Section 3: Submit Application



Community Wellbeing Call for Proposal 2026

Applicant

Project(s)

Submit Application

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

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Submit

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