

Expression of Interest (EOI)
For
Non-Profit or Charitable Agency to Provide 24/7
Housing Support Services at the Regionally
Owned Beaverton Supportive Housing Project
located at 121 Nine Mile Rd., Beaverton

Issued: May 12, 2023

Submission Deadline: 5:00 p.m. on June 16, 2023,
local time

To manage interest in this EOI, those who are
considering submitting a proposal are asked to
contact the Region by May 26, 2023

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Expression of Interest Contact

For the purposes of this Expression of Interest, the Contact is:

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Deliverables

The purpose of this Expression of Interest (EOI) is to select a qualified support service agency with proven expertise to operate a new supportive transitional housing project located at 121 Nine Mile Road, Beaverton. Generally, the support service agency (Agency) will be responsible for the provision of 24/7 supports and coordination of third party supports as required for all residents of the building. The Region of Durham (Region) retains ownership of the building and property management functions.

The Agency should have a strong track record of operating a supportive transitional housing building. They should also have direct experience delivering (or partnering with a support services provider with experience delivering) the following:

- support services for individuals formerly experiencing homelessness that prepare them for more independent permanent housing and prevent their returns to homelessness.
- support services that help residents improve their physical and mental health and well-being, including basic needs and access to clinical and treatment supports as needed.
- support services to connect residents to social, economic, educational and employment opportunities and support community integration; and
- provision of nutritious meals to residents through onsite commercial kitchen

The Region of Durham will perform property management functions, such as rent collection and, repairs and maintenance however the Provider will be responsible for day-to-day housekeeping of common areas and office space including janitorial

services/supplies. In addition, the Region will be responsible for the provision of all security services.

1. General Overview of the Scope of Work

Prior to the onset of the COVID-19 pandemic, Durham was already experiencing demand for homelessness services due to various factors including a lack of affordable housing options in the region. The COVID-19 pandemic quickly amplified the pre-existing challenges within Durham's housing and homelessness systems

In 2020, to address the immediate need for supportive housing units, Regional Council approved the development of a 50-unit 24/7 supportive transitional housing project on land owned by the Region in Beaverton. The development is aligned with At Home in Durham, the [Durham Housing Plan 2014/2024](#) and the Master Housing Strategy. The use of modular development was chosen to help expedite the construction process.

During the design stage of the project the Township of Brock approved an interim control zoning by-law to further study the impact of modular and supportive housing development in the township. The project resumed after completion of the study and the Region entered into [Minutes of Settlement](#) with the Township of Brock to address local concerns. As part of the process the project was reduced from 50 to 47 units.

Of the 47 units, 10 are self-contained bedrooms within a congregate living environment that includes bathrooms, lounge and dedicated staff space. This congregate area is suitable for a cohort that requires additional supports and or dedicated programming.

As a supportive transitional housing project, residents will be housed through an Occupancy Agreement under section 5.1 of the Residential Tenancies Act (2006)

as opposed to a lease with the effect that residents will be exempt from the provisions of the Residential Tenancies Act.

The Agency will provide 24/7 support services for all residents, including the provision of two meals a day to promote both physical and mental well-being with the aim of preparing residents for more independent living. In addition, the Agency will maintain regular communication with the surrounding community to promote the incorporation of this project within the neighbourhood.

The Beaverton Supportive Housing Project won two prestigious architectural awards, 2021 Canadian Architect Award of Excellence and World Architect News Gold. Floor plans are provided in Attachment #1 Building Layout.

2. Agreement and Duration

The Agency will enter into a Service Agreement with the Region for a period of five (5) years, with an option in favour of the Region to extend the agreement on the same terms and conditions for up to an additional two (2) years. Funding shall be held firm for the first year of the Agreement. For each subsequent year including extensions to the Agreement, the Funding changes will be applied annually based on the level of inflation using the Ontario, All-Items Consumer Price Index (CPI), Year over Year, published by Statistics Canada as available two months prior to the Contract expiry date.

3. Insurance Requirements

The Agency will be required to maintain a commercial insurance policy in the amount of at least five million (\$5,000,000.00) dollars providing for, without limitation, coverage for personal injury, public liability and property damage and naming the Region as an additional insured thereon. Proof of the maintenance of such policy shall be provided to the Region yearly and in the form specified.

4. Location of Work

121 Nine Mile Road, Beaverton, Ontario

5. Detailed Scope of Work

The Agency must provide 24/7 housing stability support services to residents for the term of the agreement unless otherwise agreed to by the Commissioner of Social Services. This can be done through direct service provision or through working with experienced support service providers who will work with the residents directly and liaise with the Agency to promote housing stability. The Agency is encouraged to supplement the funding for supports that may be available through this EOI with existing or other funding opportunities.

The Agency will use a trauma-informed, harm reduction, culturally responsive, and client-centred services approach to operating and providing support to residents and will be required to adopt any resident-level, case management or reporting mechanisms that the Region may require.

The support services to be made available will include, but not be limited to:

- Housing Stability Supports such as housing selection and placement activities, rehousing activities, housing-set up activities, and housing stabilization activities;
- Participation Program Supports that aim to support residents before a crisis occurs and reduces incidents of homelessness recidivism;
- Economic Integration Supports such as connecting residents to income assistance, pre- and post-employment activities, and education and training assistance;
- Social and Community Integration supports such as cultural, recreation and sport activities and Indigenous Elder consultations, gatherings, preparation of traditional

foods, and navigation of urban services that help establish and maintain a culturally-relevant support network (i.e. Indigenous language and culture classes);

- Clinical and Treatment Supports that seek to improve the physical and mental health and well-being of residents directly or through activities such as brokering and navigating access to clinical, health and treatment services through case management and harm reduction activities; and

- Basic Need Supports that contribute to housing stability such as food provision, life skills development, groceries, hygiene supplies, laundry, shoes and clothing, hoarding supports, personal identification, access to technology in a community setting, bus or transit fare related to integration activities. For Indigenous residents, funding may also support culturally relevant services and connections with community (i.e., local and/or home community including First Nations, Inuit band, or Métis settlement, etc.), cultural ceremonies, access to traditional foods and medicines and other supports with the goal of increasing cultural connections and an individual's sense of belonging in a community.

The intensity of support services will vary depending on the specific needs of residents. Therefore, the Agency must ensure a sufficient staff to client ratio in order to meet case management needs. At a minimum, the Agency must ensure there are on-site support staff available 24 hours a day, 7 days a week.

Eligible staffing positions include:

- Case managers
- Resident Support workers
- Mental Health and Addiction Councillors
- Personal support workers
- Peer support workers
- Housing support workers
- Hoarding specialists

- Vocational/social activity instructors
- Community Liaison specialists
- Cooks and other food handling positions
- Cleaner
- Other staffing positions will be considered as proposed

It is expected that the Agency will support residents for up to four years, as required under the exemption for supportive housing under the Residential Tenancies Act (RTA) and assist in transitioning the client to a different level of support, when appropriate. Proposed staffing plans will be reviewed in relation to best practices and their appropriateness to meet the residents' needs.

Support services must be responsive to the individualized needs of residents which may vary over time. For instance, supports for youth residents are expected to assist in the transition to healthy adulthood through engagement with education and training, employment, and/or family reunification, where appropriate. Supports for people leaving institutional care are expected to meet housing and other requirements of the relevant service system, with the goal of preventing a return to provincial institutions or homelessness.

The Region of Durham recognizes that Indigenous Peoples have the right to be actively involved in developing and determining housing, and other economic and social support programs affecting them. As such, it is strongly recommended that Indigenous support services that facilitate culturally competent programming are delivered by Indigenous-led agencies. Partnerships with Indigenous owned and operated providers are encouraged. For Indigenous individuals, funding could support culturally appropriate services and connection with community (for example, local and/or home community, including First Nation band, Métis settlement, etc.).

The Agency will work closely with the Region during the resident selection and intake process. Initial occupancy will be phased in based on the ability to manage

occupancy levels and provide a smooth transition for residents, the Agency and the neighboring community. The Agency will also work with the Region to develop and support the special needs of residents of the 10-bed congregate area.

Generally, the intended resident groups are individuals experiencing homelessness or at risk of homelessness, who require the supports provided on site and could transition to more independent living with or without supports within four years. The goal is to create a balanced community of residents and level of support needs within the building.

The Agency will develop a Participation Agreement with each resident that has been approved by the Region that will include at least one of the following, as required under the Residential Tenancies Act;

- rehabilitative services
- therapeutic services
- services intended to support employment, or
- services intended to support life skills development

The Participation Agreement will be monitored on a regular basis to ensure residents' expectations are being met. The Participation Agreement may be amended from time to time, with Regional approval to facilitate effective case management. Failure to comply with the Participation Agreement will result in removal from the program and the associated accommodation. The Region will work with the Agency to provide a warm handoff for residents to more appropriate supports whenever possible.

The Agency is expected to provide services to a combination of resident population groups and must have supports and staffing in place to address their needs. All services will be expected to operate from a trauma-informed, harm reduction, culturally responsive, and client-centred services approach and be able to meet the needs of individuals who use substances.

Residents will be identified using the Region's By-Name List and/or referred through a partnering support service agency as being homeless or at risk of homelessness and requiring the supports available on site. This could include adults with developmental delays who require immediate supports and through provision of services to promote life skill development would be able to transition into more independent living.

This project will be deemed successful when new residents receive the support services they need to maintain their occupancy and reach of level of stabilization that would allow them to transition to more traditional housing with or without supports. This will occur when their connectedness and integration into the community and their physical and mental health and well-being is improved, and their economic and housing stability is improved including possibly requiring lower or no levels of support to maintain housing stability. The Region will work with the Agency to provide rental housing assistance to residents who transition to permanent housing, whenever possible.

The annual budget for this EOI is \$1,516,400 based on full occupancy of forty-seven (47) units. This can be broken down as follows although budgeted and actual costs are not restricted to this breakdown.

Support services at \$24,000 per unit per year.

Provision of 2 meals per day (breakfast and dinner) at \$7,200 per unit per year. The facility includes an equipped commercial kitchen.

Janitorial services at \$50,000 annually. Although, property management functions including rent collection, repairs and maintenance will be managed by the Region of Durham, the Provider will be responsible for day-to-day janitorial services and supplies to maintain office and common space.

The Agency may have access to additional financial resources to support at-risk populations. Please provide details of this funding in Attachment #2 Proposal Budget spreadsheet.

6. Experience Requirements

The Region is seeking a support service provider with at least 3 years of expertise in operating a 24/7, supportive or transitional housing program targeted those who were previously homeless or at risk of homelessness and require 24/7 supports.

Proponents must be able to demonstrate their experience and ability to deliver effective support services either directly, or in partnership with an experienced support provider based on a trauma-informed harm reduction, culturally responsive and client-centered approach.

7. Milestones/Specific Deliverables

The Agency must develop a Participation Agreement, approved by the Region for each resident prior to occupancy. This Agreement will form part of the Occupancy Agreement between the Region and the resident and may be amended, from time to time with regional approval.

The Agency will complete and submit to the Region on a quarterly basis statistical data in a format approved by the Region. An example is provided as Attachment #3. The reporting period will commence the first of the month following initial project occupancy.

Actual project costs will be reported on an annual basis. Regional funding in excess of actual costs will be repayable to the Region. Actual costs in excess of the agreed upon allocation is the responsibility of the Agency.

The Agency will provide the Region with a copy of its annual audited financial statements for the year in which the funded activities occurred, as soon as this is

available. The Agency is required to segregate the funding for this project to ensure reporting and accountability of these funds in a manner satisfactory to the Region.

8. Performance Measures during the Contract Term

Performance of the Provider will be evaluated semi-annually based on the following.

Participation Agreement: The Agency will submit a report, in a format approved by the Region, detailing each resident's progress towards meeting the goals of the agreed upon Participation Agreement.

Client feed back: The Agency will create a client feedback mechanism, approved by the Region to gauge client satisfaction relating to the physical structure (common spaces and living unit), support services, sense of community and meal services.

Community Feedback: The Agency will maintain a log of all communication with the neighbouring community and identify follow up actions taken, if necessary.

The Region reserves the right to amend the frequency of reporting if necessary.

9. Disbursement of Funds

Funding will be flowed to the Agency on a quarterly basis at the beginning of each quarter (January, April, July, October) as per the following steps:

1. The Region will advance funding for the initial quarter based on the prorated days of the funding period.
2. The Region will pay the quarterly amount automatically no later than the 1st day of each quarter.

3. At March 31st of each year, the annualized funding will be reconciled against actual costs. Any funding in excess of actual annual costs will be deducted from the following quarterly payment.
4. Both parties will continue in this manner until the end of the agreement.

10. Vulnerable Sector Check

All individuals working within the project are required to have a vulnerable sector check. This information must be maintained on file and available to the Region upon request.

11. Proposal Evaluations

Proposals will be evaluated based on the following.

Understanding of Project Requirements

Provide a thorough narrative demonstrating your full understanding of the project requirements. Include a narrative of the work required to promote life stabilization and independence for residents that includes mental and physical health and how you would address the unique needs of residents in a more rural and isolated environment with limited community amenities.

Provide a thorough narrative that illustrates your understanding of the importance of the community outreach component of this project to ensure the successful integration of building residents into the community.

Agency Background, Qualifications and Experience

Provide details of related projects of similar scope to the requirements of this EOI. Highlight minimum of three years of experiences in the provision of support services, both through direct delivery and through coordination with third party support providers, meal delivery and community outreach.

Provide a detailed narrative to demonstrate the Agency's experience within past 5 years providing supportive housing services to marginalized populations with a history of homelessness or housing instability, which includes mental health and addictions support and health supports.

Provide a detailed organizational chart indicating the resources, roles, responsibilities, and reporting structure indicating how these resources will support the project requirements of this EOI directly and indirectly.

Work Team Background, Qualifications, Experience and Recruitment

Provide in the form of summary paragraphs a complete and detailed description of the Work Team members to be utilized. Identify and define their roles and responsibilities as it would relate to this specific project indicating their comprehensive experience as necessary to provide the deliverables required in this scope of work.

Provide a thorough narrative to clearly articulate the steps to be taken to appropriately staff this project. Identify how you will attract and retain staff given the unique location that is not within proximity to larger urban centres.

Support Service Plan

Provide a Support Service Plan that is comprehensive, clear and demonstrates the appropriate methodology for delivering the work as described in this EOI.

Provide a Staffing Ratio and detailed staff schedule for all tasks and deliverables, provided assuming full occupancy (47 residents). Identify staff roles and whether positions will be direct staff or provided through third party support providers.

Identify and provide any innovative and value-added elements which have been successful on previous similar projects and how any value-added services will aid in the successful delivery of this project.

Budget

Provide the completed Beaverton Supportive Housing Project Agency Budget (Attachment #2). Although the Regional budget has been provided, consideration will be given to those Agencies who are able to provide the desired level of supports at an amount below the stated budget and/or those who are able to bring additional resources to the project.

Attachments

For a copy of all attachments please contact Alan Robins

Attachment #1 Building Layout

Attachment #2 Beaverton Supportive Housing Project Agency Budget

Attachment #3 Data and Analysis Table