

Working Together to End Homelessness in Durham:

Call for Expressions of Interest (CFEOI) 2020

Guidelines and Overview November 2020

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Summary

This Call for Expressions of Interest (CFEOI) is an invitation by the Regional Municipality of Durham (the “Region of Durham”) to prospective proponents to submit proposals for intervention services that work together to reduce homelessness in our community and determine the direction of funding for Durham Region’s Homelessness Support System for 2021 and beyond.

Up to \$10,000,000 annual funding will be allocated through this CFEOI over 4 years: 2021/2022-2024/2025. Programming is contingent upon available funding, which is subject to change based on government commitments.

Background Documents

Proponents are required to review or complete the following documents in preparing your expression of interest:

1. [At Home in Durham – Durham Region Housing Plan 2014-2024](https://www.durham.ca/en/doing-business/resources/Documents/HousingDevelopment/AtHomeAnnualReportSummary_accessible.pdf)
(https://www.durham.ca/en/doing-business/resources/Documents/HousingDevelopment/AtHomeAnnualReportSummary_accessible.pdf)
2. [Reaching Home Directives/ Eligible and Ineligible Costs:](https://www.canada.ca/en/employment-social-development/programs/homelessness/directives.html)
(<https://www.canada.ca/en/employment-social-development/programs/homelessness/directives.html>)
3. [Durham Region Strategic Plan](https://www.durham.ca/en/regional-government/resources/Documents/Departments/CAOs-Office/DurhamRegionStrategicPlan_web-3.pdf) (https://www.durham.ca/en/regional-government/resources/Documents/Departments/CAOs-Office/DurhamRegionStrategicPlan_web-3.pdf)
4. [Truth and Reconciliation Commission of Canada: Calls to Action](http://trc.ca/assets/pdf/Calls_to_Action_English2.pdf)
(http://trc.ca/assets/pdf/Calls_to_Action_English2.pdf)
5. [Community Homelessness Prevention Initiative \(CHPI\)](http://www.mah.gov.on.ca/AssetFactory.aspx?did=15972)
(<http://www.mah.gov.on.ca/AssetFactory.aspx?did=15972>)
6. [Form 1 – Intervention Specific Application Form](https://forms.durham.ca/Working-Together-to-End-Homelessness-in-Durham)
(<https://forms.durham.ca/Working-Together-to-End-Homelessness-in-Durham>)
7. [Form 2 – Intervention Specific Budget Template](https://www.durham.ca/en/living-here/resources/Working-Together-to-End-Homelessness-in-Durham-Budget-Form-2.xlsx)
(<https://www.durham.ca/en/living-here/resources/Working-Together-to-End-Homelessness-in-Durham-Budget-Form-2.xlsx>)
8. Letters of support from local Indigenous Agency: Required if serving Indigenous populations
9. Letters of confirmation: Demonstrating financial contributions/in-kind and/or formal partnerships.

General Information

Deadline

All proposals must be submitted electronically no later than January 22, 2021 through the application portal on durham.ca.

The proposal is required to contain enough detail to form the basis of a contractual agreement (Memorandum of Agreement) and shall include all requirements as detailed in this request for proposals. It is the applicant's responsibility to ensure submissions are complete and that no information is missing. Incomplete submissions will be scored based on the information included.

Proposals arriving after **11:59 p.m. EST** time on January 22, 2021 will be automatically rejected. There will be no extension to the deadline for the submission of proposals. A courtesy email will be sent to the contact named to notify receipt of each proposal. If a proponent does not receive a confirmation email, the Region of Durham has not received their proposal.

Communications

Questions or requests must be written and forwarded to homelessnessreporting@durham.ca. All inquiries related to this Call for Expressions of Interest (CFEOI) shall be directed to the general mailbox: homelessnessreporting@durham.ca. Please use "Inquiry" in your subject line of your email.

If your inquiry is urgent, please contact Erin Valant, Program Manager, 905-668-4113 ext. 2484 for additional support.

All inquiries shall be made no later than **January 20, 2021 at noon**. The Region of Durham reserves the right not to respond to inquiries made after the deadline for questions. Questions will be responded to by January 21, 2021.

Proponents finding discrepancies or omissions in the CFEOI documents or having doubts as to the meaning or intent of any provision, shall immediately notify the Region of Durham by email, homelessnessreporting@durham.ca. If the Region of Durham determines that an amendment is required to this CFEOI, the addendum will be issued.

No verbal conversation will affect or modify the terms of this CFEOI nor shall they be relied upon by any proponent. Information obtained from any person or source other than this CFEOI or the Region of Durham website may not be relied upon.

Proponents and their agents shall not contact any member of the Region of Durham Homelessness Initiatives Team, Housing Services with respect to this CFEOI at any time prior to the award of an agreement or the termination of this CFEOI process.

Respondent Meeting

A Respondent Meeting will be hosted by the Region of Durham to discuss the requirements under this CFEOI. While attendance is not mandatory, proponents who do not attend will be deemed to have attended the Respondent Meeting and to have received all the information given at the Meeting.

Important Dates

Item	Date
Call for Proposal Issued	November 27, 2020
Respondents Meeting	December 29, 2020
Deadline for Questions	January 15, 2021
Deadline for Proposals	January 22, 2021
Notification of Proponents Issued	February 12, 2021
Public Announcement	February 26, 2021
Intervention Funding Period	April 1, 2021 – March 31, 2022

The Region of Durham reserves the right to change these dates as needed.

Background

Housing is a basic human right. It provides a solid foundation for people to secure employment and raise families, and is essential for mentally, physically, and socially healthy communities. As housing is fundamental to the every-day quality of life of the people living and working in the Region of Durham, it is imperative that housing is affordable, and has options to meet the diverse needs of all families and individuals in the Region. Working from a rights-based approach to housing, the Region of Durham will end chronic homelessness by 2025.

The Region of Durham serves an important role in the coordination and delivery of services and benefits as Service Manager and Community Entity (CE) on behalf of the Governments of Ontario and Canada respectively. Serving as the lead systems planning organization on homelessness at a local level, the Region has accountability for funding allocations, performance management, strategy development and implementation, in collaboration with service providers, other governments, and those with living/lived experience of homelessness.

Working Together to End Homelessness in Durham - Call for Expressions of Interest (CFEOI) will incorporate both Federal and Provincial homelessness funding. Informed

by *At Home in Durham* - Durham Region's Housing Plan 2014-2024, and the Durham Advisory Committee on Homelessness (DACH), this CFEOI will function as a brokerage of intervention services that work together to reduce homelessness in our community and determine the direction of funding for Durham Region's Homelessness Support System for 2021 and beyond. This process will demonstrate transparency, accountability, and set data tracking systems that will ensure continued support of well planned and rigorously evaluated housing solutions.

Note: Currently funded homelessness support programs that meet the objectives contained in the CFEOI and the eligibility threshold upon evaluation will be prioritized.

On April 1, 2019, the Government of Canada's Homelessness Partnering Strategy (HPS) was replaced by Reaching Home: Canada's Homelessness Strategy, which supports communities to develop local solutions to homelessness. Reaching Home allocates funding over five years with the goal of supporting communities in developing longer-term solutions to homelessness, and in particular moving to a systems planning approach prioritizing Coordinated Access, reducing chronic homelessness, and preventing future homelessness.

The Government of Ontario has leveraged partnerships with municipalities to provide more supportive housing and other services to those in need and to end chronic homelessness. In 2013, the Government of Ontario consolidated housing and homelessness-related programs as part of Ontario's Long-Term Affordable Housing Strategy (LTAHS), which transforms the housing system and puts people first. The amalgamation of funding streams has since been referred to as the Community Homelessness Prevention Initiative (CHPI). CHPI's vision is to improve coordinated and integrated service delivery system that is people-centered, outcome-focused and reflects a Housing First approach to prevent and reduce homelessness in communities across Ontario.

As Service Manager for the province, the Region of Durham manages CHPI funding and seeks to achieve two primary outcomes:

1. People who are homeless obtain and retain housing
2. People who are at risk of homelessness remain housed

The Social Services Department, within the Region of Durham, is committed to a clear, accessible, and transparent process regarding community investment allocations. This approach to allocation decisions is integral to the success of the homelessness support system. It is the intent that the utilization of an inclusive and transparent framework and approach to allocations will lead to better informed decisions to support the needs of our community members and lead to an increased understanding of emerging gaps in services.

The funding allocation through this CFEOI may include RH, CHPI or Regional, or a combination of any of the above up to \$10,000,000 annually.

The Region of Durham has a long-standing commitment to collaborative, locally-driven solutions to homelessness.

At Home in Durham, the Durham Housing Plan 2014-2024, is an extension of the Region's commitment to affordable housing set out most recently in *Connect. Grow. Succeed.*, the Durham Region Strategic Plan 2020-2024 and the Regional Official Plan. It is an integrated housing plan that lays out the Region's vision for housing and aligns this vision with the requirement for a housing and homelessness plan under the *Housing Services Act* and the housing strategy required under the Growth Plan for the Greater Golden Horseshoe.

At Home in Durham addresses the challenges and opportunities in providing suitable and affordable housing options that meet the needs of all of the Region of Durham's current and future residents. It sets out the Region's direction for housing, including an assessment of current and future housing needs; goals related to the identified needs; and realistic actions to meet the diverse range of these needs. It provides a description of anticipated outcomes and how progress is to be measured as the Region of Durham works to implement its plan.

To develop *At Home in Durham*, the Region initiated a Durham Housing Review — undertaking research on the supply of housing, affordability, demographic trends and the specialized housing needs of its diverse populations and held broad community consultations. The four goals of the Durham Housing Plan are designed to address the key findings from this review:

1. End Homelessness in Durham
2. Affordable Rent for Everyone
3. Greater Housing Choice
4. Strong and Vibrant Neighbourhoods

At Home in Durham outlines six outcomes to ensure that everyone in the Region of Durham has a home:

1. Number of households using shelters more than once annually
2. Number of homeless people who obtain housing and remain housed for a minimum of six months
3. Number of people at risk of homelessness who receive supports and retain housing for a minimum of six months
4. Percentage of homelessness programming resources allocated to housing retention. Number of DRLHC evictions
5. Number of social and affordable housing providers with eviction prevention policies.
6. Number of Special Priority applicants housed from the waiting list

The Region is committed to these goals and outcomes by supporting actions that will improve affordability and access to housing with and without supports, protect the existing affordable housing supply, encourage housing diversity, and build capacity in the housing system.

Durham Advisory Committee on Homelessness (DACH)

The multi-stakeholder DACH provides guidance and advice to Regional Council through the Health and Social Services Committee on issues related to homelessness, including the implementation of *At Home in Durham*.

DACH is comprised of two working sub-committees and an advisory committee:

Durham Housing Advisory Network (DHAN)

Established in 2016 by combining the Durham Housing Advisory Network – Mental Health and Addictions and the Reaching Home Community Advisory Board, this network brings service providers who support vulnerable populations together to:

- Improve access to housing and homelessness supports for people with mental health and addictions challenges and other vulnerable populations in the Region of Durham, by focusing on community and system level housing solutions.
- Support service agencies to work collaboratively together and with the Region of Durham to achieve the goals of the *At Home in Durham* (and specifically Goal # 3 that addresses diverse communities) by implementing a “Housing First” approach, and specifically to end homelessness in the Region of Durham.

Community Advisory Board (CAB)

The CAB ensures that the priorities identified in the Community Plan are met through the funding process, and is generally responsible for:

- Developing committee terms of reference for the solicitation, review, and recommendation of projects to the Community Entity, or to Employment and Social Development Canada.
- Assessing progress in addressing the community priorities.
- Ensuring a community plan is developed and community progress reports are completed.

The GAP Committee

Formed to provide a community-based and collaborative approach to issues of homelessness and:

- To provide a forum for people with lived experience to find gaps in services and find solutions to those gaps.
- To develop a system of collaboration between members of the community and local services that is inclusive, well-coordinated, and is accessible to those who are homeless and for those at-risk of becoming homeless.

In 2020, the Region of Durham implemented the Homelessness Coordinated Access System and began the By-Name List, a real-time, up to date list of people known to be experiencing homelessness. These systems allow communities to understand individual's unique needs and better match them to appropriate housing resources. Additionally, a re-launch of HIFIS 4.0 now provides access to quality, reliable data. These initiatives allow us to set Community Priorities to strategically target our most vulnerable residents for housing opportunities and ensures that all programs are grounded in available data and evidence-based best practices.

As a participant in the Canadian Alliance to End Homelessness Built for Zero-Canada Campaign, The Region of Durham is further committed to ending chronic homelessness and housing the most vulnerable individuals and families in the Region of Durham by 2025.

Alignment with Reaching Home and Provincial Mandates

The Region of Durham and the broader Durham Region Homelessness Support System are fully aligned with Reaching Home priorities and directives, where the Government of Canada sets out to work with communities to develop and deliver data-driven system plans with clear outcomes. Communities will be asked to report publicly on community-wide outcomes, which will be used to track the progress being made by communities in their effort to prevent and reduce homelessness, including year over year reductions in chronic homelessness. Other outcomes will cover prevention and diversion initiatives as well as the effectiveness of local homelessness systems more broadly.

The Region is required to report on the progress of ending chronic homelessness. The following core outcomes related to Federal and Provincial mandates will be monitored and shared publicly:

1. Chronic homelessness in the community is reduced and ultimately ends by 2025
2. Homelessness in the community is reduced overall and for specific populations as identified in the Coordinated Access Community Priorities
3. New inflows into homelessness are reduced
4. Returns to homelessness are reduced once someone is housed

5. People experiencing homelessness obtain and retain housing
6. People at-risk of homelessness remain housed

This CFEOI process will allow the Region to make strategic decisions regarding local distribution of available funding, standardize the process to request and receive funding as it becomes available, ensure the funding process is transparent and provide the necessary tools to fully document core program deliverables and initiate outcome-focused data tracking.

Call for Expressions of Interest (CFEOI) Details

Funding Available

Up to \$10,000,000 annual funding will be allocated through this CFEOI over 4 years: 2021/2022-2024/2025. The term of the contract is contingent upon available funding, which is subject to change based on government commitments.

Agreements will be for a 1-year term, with the possibility of renewal at the discretion of the Region of Durham, pending available funding and program review. Note that funds directed through the CFEOI process prioritize intervention operations and will not be allocated to any capital projects.

Applications may support existing intervention programs or new interventions. The Region of Durham reserves the right to reasonably divide services and enter into one or more Agreements with one or more proponents having regard for the CFEOI and the basis of proposals.

Note: Currently funded homelessness support programs that meet the objectives contained in the CFEOI and the eligibility threshold upon evaluation will be prioritized.

The Region of Durham also reserves the right to award less funding than requested through a negotiation process with the proponent. Should terms not be agreed upon, the Region of Durham reserves the right to not enter into an agreement despite a submission that meets the eligibility threshold.

Partnership and Matching Funding

CFEOI funding for this investment activity encourages the use of supplementary matching through other sources (i.e. other funding contributions like private donations). These matching sources can include in-kind contributions, such as staff secondments or partnerships to add service value to the program. Proposals that leverage existing community resources and funds are preferred.

Key Definitions

In meeting the At Home in Durham and Durham Region Homelessness Support System outcomes, this CFEOI will target the operations of **eight intervention types**, Homelessness Prevention, Shelter Diversion, Outreach, Emergency Shelter, Rapid Rehousing, Intensive Case Management, Permanent Supportive Housing, and Transitional Housing, each with target population eligibility criteria defined as follows:¹

Homelessness: Homelessness is the situation of an individual or family who does not have a permanent address or residence; the living situation of an individual or family who does not have stable, permanent, appropriate housing, or the immediate prospect, means and ability of acquiring it.

Chronic Homelessness: Refers to individuals who are currently experiencing homelessness **and** who meet at least one of the following criteria:

- They have a total of at least six months (180 days) of homelessness over the past year;
- They have recurrent experiences of homelessness over the past three years, with a cumulative duration of at least 18 months (546 days).

Chronic homelessness includes time spent in the following contexts:

- Staying in unsheltered locations, that is public or private spaces without consent contract, or places not intended for permanent human habitation (Canadian Observatory on Homelessness (COH) Typology: 1.1 and 1.2).
- Staying in emergency shelters, including overnight shelters for people experiencing homelessness (including those for specific populations, such as youth, families, and newcomers), shelters for people impacted by family violence, and emergency shelters for people fleeing a natural disaster or destruction of accommodation (COH Typology: 2.1, 2.2, and 2.3).
- Staying temporarily with others without guarantee of continued residency or the immediate prospects for accessing permanent housing, or short-term rental accommodations (for example, motels) without security of tenure (COH typology: 3.2 and 3.3).

It does not include situations where individuals have access to **secure, permanent housing**, whether subsidized or not. The definition also does not include time spent in **transitional housing** or in **public institutions** (for example, health and corrections), although individuals who are discharged into homelessness from transitional housing or public institutions can be considered chronically homeless if they were experiencing chronic homelessness upon entry to transitional housing or the public institution.

¹ Definitions provided by the Government of Canada through Reaching Home: Canada's Homelessness Strategy

Indigenous Homelessness: Recognizing the diversity of Indigenous Peoples in Canada, and that Indigenous Peoples may choose to refer to themselves in their own languages, the following definition of Indigenous homelessness is inclusive of First Nations, Métis, and Inuit, status and non-status persons, regardless of residency or membership status.

For the purposes of Reaching Home, and subject to revision based on ongoing engagement and consultation with Indigenous Peoples, Indigenous homelessness refers to:

“Indigenous Peoples who are in the state of having no home due to colonization, trauma and/or whose social, cultural, economic, and political conditions place them in poverty. Having no home includes: those who alternate between shelter and unsheltered, living on the street, couch surfing, using emergency shelters, living in unaffordable, inadequate, substandard and unsafe accommodations or living without the security of tenure; anyone regardless of age, released from facilities (such as hospitals, mental health and addiction treatment centers, prisons, transition houses), fleeing unsafe homes as a result of abuse in all its definitions, and any youth transitioning from all forms of care.”

At Imminent Risk of Homelessness: Populations at imminent risk of homelessness are defined as individuals or families whose current housing situation will end in the next 60 days and for whom no subsequent residence has been identified.

These individuals are unable to secure permanent housing because they do not have sufficient resources or support networks immediately available to prevent them from moving to an emergency shelter or a public or private place not meant for human habitation.

Intervention Type Requirements

Housing First

The guiding philosophy grounding federal, provincial and Regional investments in the homeless-serving system is Housing First, which calls for the recognition of housing as a basic human right. As a recovery-oriented approach, Housing First is focused on quickly moving people from homelessness into permanent housing and then providing wraparound supports necessary to maintain it. Rather than requiring homeless people to first resolve the challenges that contributed to their housing instability, including addictions or mental health issues, Housing First approaches propose that recovery should begin from the place of stable housing.

There is an important distinction between Housing First as a philosophy that emphasizes the right to a place of one’s own to live, and as a specific program model of housing and wrap-around supports based on consumer choice. We will use the philosophy as a guiding principle for the implementation of specific new housing and

supports to support our vision. The Housing First intervention moving forward will be referred to as *Intensive Case Management (ICM)*. Our approach integrates Housing First philosophy into our systems planning work across all intervention types. This means that every intervention type has a role to play in ending homelessness, whether an outreach, emergency shelter, transitional housing or permanent housing with support program.

The resulting projects from this investment must adhere to the Housing First guiding principles outlined:

1. **Rapid housing placement with supports:** This involves helping clients locate and secure accommodation as rapidly as possible and assisting them with moving-in.
2. **Offering clients a reasonable choice:** Clients must be given a reasonable choice in terms of housing options as well as the services they wish to access.
3. **Separating housing provision from treatment services:** Acceptance of treatment, following treatment or compliance with services is not a requirement for housing tenure, but clients must be willing to accept monthly visits from permanent housing with support interventions. Targeted case management efforts are met to ensure participants remain engaged in services tailored to their needs and preferences.
4. **Providing tenancy rights and responsibilities:** Clients are required to contribute a portion of their income towards rent.
5. **Integrating housing into the community** to encourage client recovery.
6. **Recovery-based and promoting self-sufficiency:** The focus is on capabilities of the person, based on self-determined goals, which may include employment, education and participation in the community.

Trauma-Informed Approach

Trauma, including physical, emotional and/or sexual, is linked to both the factors leading to homelessness, as well because of homelessness. Types of traumatic experiences are broad and unique to an individual; these may include experiences of violence, abuse and neglect, including gender-based violence experienced by LGBTQ2S+ persons and communities, and adverse childhood experiences. Homelessness itself is a state of crisis and is traumatic. Research demonstrates a correlation between addiction and mental health, with high levels of individuals experiencing depression and post-traumatic stress disorder symptoms. It is imperative that interventions operate from a trauma-informed approach, with both staff and volunteers trained to provide excellent care.

Harm Reduction

Harm reduction aims to reduce risks and harmful health, social and legal impacts associated with substance use and addiction. It does not require an individual to stop

using substances as a precondition to receiving service or housing. Individuals are treated with dignity and respect, free from judgement and discrimination based. Individuals are supported with strategies and information on safer drug use and related behaviours.

Equity, Diversity and Inclusion

While acknowledging strength and resiliency of unique populations, there is also an awareness of unique and differing structural and institutional barriers that each group may experience linked to systemic discrimination and oppression. This may include experiences related to discrimination in employment, education or the housing market, limited access to social or health supports, and restricted access to various public and private settings. Housing responses must not be a one-size-fits-all approach and should be able to be effectively adapted to meet the specific needs of the people they serve.

Policies and guidelines should explicitly reference diversity and inclusion considerations and implications on program structure, implementation and operation as to consistently explore who may be impacted (i.e. considerations around gender, gender identity and expression, race, ability, sexual orientation, immigration status, socioeconomic status, etc.), how they are impacted and why.

Proponents must demonstrate programs adhere to the principles of Housing First principles and the following requirements, where applicable:

1. All people are housing ready;
2. Helping people gain appropriate permanent housing that aligns with client needs is a first priority of the program/project;
3. Housing is a primary outcome goal of the program/project;
4. Program outcomes demonstrate clients' increasing independence and self-sufficiency;
5. Sobriety is not a condition of housing;
6. Treatment is not a pre-condition for service or housing support (harm reduction models are implemented where appropriate);
7. Services maximize the use of existing resources, build in economies of scale where applicable, avoid duplication and expand options for those served;
8. Services reflect client strengths, needs and goals thus are flexible;
9. Programs serving Indigenous people must ensure services are culturally appropriate;
10. Client choice is respected. Participants have choices in the support services that they receive. They are asked about their choices and different participants receive different types of services based on their needs and preferences;
11. As needs change over time, clients can receive more intensive or less intensive support services without losing their homes;

12. Participation in services is voluntary and clients cannot lose housing for rejecting services; participants receiving permanent housing with support (RRH, ICM, ACT) must agree to one home visit a month once housed;
13. Discharge/eviction guidelines and procedures ensure all reasonable actions have been taken by the program to prevent eviction/discharge into homelessness;
14. Empowerment, participation, and independence are fostered;
15. Collaboration and partnership – clients, service providers, and community members work together to ensure housing successes are maintained;
16. Support services are to promote recovery and are designed to help tenants choose, get, and keep housing;
17. Safety planning and protocols are in place to ensure client, staff and community safety, where applicable;
18. Housing placements are sustainable.

Intervention Models Overview

The following intervention types are eligible for funding in this CFEOI process:

- Assertive Housing-Focused Street Outreach
- Prevention, Shelter Diversion
- Transitional Housing
- Rapid Rehousing
- Intensive Case Management (ICM)
- Emergency Shelter
- Permanent Supportive Housing

Note: You may apply for more than one model, but each will require separate Form 1 (Application) and Form 2 (Budget) to be submitted.

Assertive Housing-Focused Street Outreach

Requirement	Explanation
Participation in Coordinated Access	<ul style="list-style-type: none"> • Function both as an inflow and emergency response component of coordinated access. Services delivered can provide both coordinated entry and coordinated passage services within Coordinated Access • Complete Common intake and consent forms approved by Durham Region’s Homelessness Support System • Serve unsheltered individuals, families including youth; unsheltered are those persons who are sleeping rough, staying in places not fit for human habitation or are otherwise disconnected from the homelessness support system (i.e. service restricted from shelters) • In partnership with the Region of Durham, work on encampment strategies and services to individuals/families within encampments • Participate in Point in Time Count activities in coordination with the Region, as required • Full participation in Durham Region Homelessness Support System, including coordinated access (i.e. training sessions, consultation sessions, etc.) • Will work with broader social safety net, such as Health and Law Enforcement, to provide services to unsheltered individuals • Will apply community-established prioritization criteria, when applicable

Requirement	Explanation
Use of HIFIS and Data Reporting	<ul style="list-style-type: none"> • Full participation with HIFIS for purpose of data sharing (Data Sharing Protocol,) data collection, data reporting, and case management notes to promote integrated homeless-serving system • Real-time data entry into HIFIS • Financial Reconciliation Tool • Data Reporting Tool or other, as required
Provide services across geographic area of the Region of Durham	<ul style="list-style-type: none"> • Services provided to residents across geographic area of the Region of Durham • Will develop strategic mapping of hotspots across the Region of Durham and monitor regularly for individuals sleeping rough • Efficient mobility of staff across the Region of Durham • Use of technology i.e. cell phones
Use of SPDAT series of assessment tools	<ul style="list-style-type: none"> • Conduct population-specific VI-SPDAT immediately with individuals or families who are sleeping rough or in places not fit for human habitation and/or chronically homeless; VI-SPDAT results entered into HIFIS
Staffing Ratio	<ul style="list-style-type: none"> • 1 worker: 10-25 clients/households depending on average acuity range of caseload • The higher the average acuity, the smaller the caseload
Service Standards	<ul style="list-style-type: none"> • Build relationships with broader social safety net, including Health Services, Law Enforcement and Child Welfare. • Support in obtaining financial benefits to obtain and sustain housing, where applicable • No housing readiness requirements to obtain permanent housing • Assist households and individuals in obtaining new, alternative housing • Assist households and individuals to connect with Emergency Shelter services • Assist households and individuals to connect to referral housing with support programs, as required and when eligible based on Coordinated Access Processes • Ensure flexibility in hours of service, with ability to adjust schedules to provide services on Days, Evenings, Nights and Weekends • Perform prevention and diversion screening with individuals experiencing unsheltered homelessness to identify opportunities to find appropriate safe locations to stay within the community • Experienced outreach workers who are skilled in navigating services and systems to assist individuals/families in accessing documents and supports required to locate housing options and gain access to community-based supports for ongoing services, where required

Homelessness Prevention (excluding Housing Stability Benefit)

Requirement	Explanation
Participation in Coordinated Access	<ul style="list-style-type: none"> • Aims to assist individuals and families at risk of homelessness to maintain their housing or obtain new housing without becoming homeless. • Provide coordinated entry services within Coordinated Access to clients whose tenancy was not successfully preserved; common intake and consent forms approved by Durham Region’s Homelessness Support System to be completed; connection to other interventions such as outreach or emergency shelter as required. • Serve all individuals, families including youth who are at imminent risk of homelessness in the next 60 days; other prioritization criteria as determined by the system • Full participation in homeless-serving system, including coordinated access (i.e. training sessions, consultation sessions, etc.) • Will apply community-established prioritization criteria, when applicable
Use of HIFIS and Data Reporting	<ul style="list-style-type: none"> • Full participation with HIFIS for purpose of data sharing (Data Sharing Protocol,) data collection, data reporting, and case management notes to promote integrated homeless-serving system • Real-time data entry into HIFIS • Financial Reconciliation Tool • Data Reporting Tool or other, as required
Provide Services across geographic area of the Region of Durham	<ul style="list-style-type: none"> • Services provided to residents across geographic area of the Region of Durham • Efficient mobility of staff across the Region of Durham • Use of technology (i.e. cell phones)
Use of SPDAT series of assessment tools	<ul style="list-style-type: none"> • Conduct Prevention/Re-Housing VI-SPDAT immediately with individuals or families who are at imminent risk of losing housing within 60 days; VI-PR-SPDAT results entered in HIFIS • No VI-SPDAT for clients who are newly homeless after loss of tenancy and have secured emergency shelter space (Self-resolution timeframe to occur)
Staffing Ratio	<ul style="list-style-type: none"> • 1 worker for every 30 households/individuals

Requirement	Explanation
Service Standards	<ul style="list-style-type: none"> • Landlord/Tenant mediation services provided • Build relationships with local landlords to enable the rehousing of clients • Eviction Prevention services provided • Use of Flex Funds to address housing instability not already covered by other funding streams (i.e. Housing Stability Benefit or other housing supports) • Support in obtaining financial benefits to sustain housing, where applicable • No housing readiness requirements to obtain permanent housing • Connection with formal and informal mainstream supports • Assist households and individuals in obtaining new, alternative housing when former tenancy cannot be maintained

Diversion

Requirement	Explanation
Participation in Coordinated Access	<ul style="list-style-type: none"> • Aims to assist individuals and/or families seeking emergency shelter accommodation to identify and access safe and appropriate alternative accommodations • Provide coordinated entry services within Coordinated Access to clients whose tenancy was not successfully preserved, or alternative accommodation was secured; common intake and consent forms approved by Durham’s Homelessness Support System to be completed; connection to other interventions such as outreach or emergency shelters required • Serve all individuals, families including youth who are requesting emergency shelter space • Full participation in homeless-serving system, including coordinated access (i.e. Training sessions, consultation sessions, etc.) • Will apply community-established prioritization criteria, when applicable
Use of HIFIS and Data Reporting	<ul style="list-style-type: none"> • Full participation with HIFIS for purpose of data sharing (Data Sharing Protocol,) data collection, data reporting, and case management notes to promote integrated homeless-serving system • Real-time data entry into HIFIS • Financial Reconciliation Tool • Data Reporting Tool or other, as required

Requirement	Explanation
Provide Services across geographic area of the Region of Durham	<ul style="list-style-type: none"> • Services provided to residents across geographic area of the Region of Durham Availability of Diversion Services 24/7
Use of SPDAT series of assessment tools	<ul style="list-style-type: none"> • Conduct VI-SPDAT immediately with individuals or families who are sleeping rough or in places not fit for human habitation and/or chronically homeless; VI-SPDAT results entered in HIFIS • Conduct Prevention/Rehousing VI-SPDAT with for individuals/households who are at imminent risk of losing housing within the next 60 days • No VI-SPDAT for clients who are newly homeless after loss of tenancy, cannot be diverted and have secured emergency shelter space (Self-resolution timeframe to occur)
Staffing Ratio	<ul style="list-style-type: none"> • N/A
Service Standards	<ul style="list-style-type: none"> • Conduct common/sector-specific shelter diversion assessment tools • Landlord/Tenant mediation services provided • Family mediation support, as required and when safe for client • Eviction Prevention services provided • Use of Flex Funds to assist maintaining, obtaining and/or travelling to alternative, safe accommodation, if not already covered by other funding streams (i.e. Housing Stability Benefit) • Support in obtaining financial benefits to sustain housing, where applicable • Connection with formal and informal mainstream supports

Transitional Housing

Requirement	Explanation
Participation in Coordinated Access	<ul style="list-style-type: none"> • Function solely as an outflow intervention • Provide coordinated exit services • 100% of intervention service spaces filled by BNL referrals • Serve a blend of individuals with mid and high acuity (4-7 and 8+ VI-SPDAT); Other prioritization criteria as determined by the system • Full participation in homeless-serving system, including coordinated access (i.e. training sessions, consultation sessions, etc.)

Requirement	Explanation
Use of HIFIS and Data Reporting	<ul style="list-style-type: none"> • Full participation with HIFIS for purpose of data sharing (Data Sharing Protocol,) data collection, data reporting, and case management notes to promote integrated homeless-serving system • Real-time data entry into HIFIS • Financial Reconciliation Tool • Data Reporting Tool or other, as required
Provide services across geographic area of the Region of Durham	<ul style="list-style-type: none"> • Services provided to residents across geographic area of the Region of Durham • Efficient mobility of staff across the Region of Durham to support with accompaniments, unit searches, unit viewings and other activities related to obtaining housing and securing supports
Use of SPDAT series of assessment tools	<ul style="list-style-type: none"> • Conduct full SPDAT with clients upon entry into intervention and at 3-month intervals until discharge. The goal is to case plan based on SPDAT results with the goal of increasing independence • SPDAT results recorded in HIFIS
Staffing	<ul style="list-style-type: none"> • 1 worker: 20-30 adult clients depending on average acuity range of caseload. The higher the average acuity, the smaller the caseload and vice versa • 1 worker: 15-20 youth clients depending on average acuity range of caseload. The higher the average acuity, the smaller the caseload and vice versa
Service Standards	<p>Adult Programs</p> <ul style="list-style-type: none"> • Provide a supportive, yet temporary, type of accommodation that is meant to bridge the gap from homelessness to permanent housing by offering structure, supervision and housing-focused programming • No housing readiness requirements in obtaining permanent housing • Intervention aims to rehouse individuals as soon as possible, with the length of service not exceeding 12 months • Weekly one on one housing-focused case management meetings with clients at minimum • Structured housing-focused and population-specific programming provided to clients that enhances housing stability after discharge from transitional housing program • Transitional Housing intervention directly supports clients in obtaining permanent housing (including permanent supportive housing based on the client’s needs and level of ongoing acuity), including assistance with housing applications, securing income and benefits, accompaniment to viewings, utility account set-up, support with obtaining furniture and other activities related to moving into housing

Requirement	Explanation
Service Standards	<p>Adult Programs continued</p> <ul style="list-style-type: none"> • Transition support provided to clients moving out of transitional housing facility or unit, to permanent housing, including in-home visits to ensure client is settled for up to three months <i>*may be offered through a homelessness prevention service</i> • Connection with formal and informal mainstream supports • Have policies and procedures related to early discharge from service and service restrictions from transitional housing intervention, making clients aware of these policies upon entering the service <p>Youth Specific Programs</p> <ul style="list-style-type: none"> • Provide a supportive, yet temporary, type of accommodation that is meant to bridge the gap from homelessness to permanent housing by offering structure, supervision and housing-focused programming • No housing readiness requirements in obtaining permanent housing • Length of service of Intervention is up to 24 months • Weekly one-on-one housing-focused case management meetings with clients, at minimum • Structured population-specific programming provided to clients that enhances housing stability after discharge from transitional housing program • Transitional Housing intervention directly supports clients in obtaining permanent housing (including permanent supportive housing based on the client's needs and level of ongoing acuity,) including assistance with housing applications, securing income and benefits, accompaniment to viewings, utility account set-up, support with obtaining furniture and other activities related to moving into housing • Transition support provided to clients moving out of Transitional housing facility or unit, to permanent housing, including in-home visits to ensure client is settled for up to six months <i>*may be offered through a homelessness prevention service</i> • Connection with formal and informal mainstream supports • Have policies and procedures related to early discharge from service and service restrictions from transitional housing intervention, making clients aware of these policies upon entering the service

Emergency Shelter

Requirement	Explanation
Participation in Coordinated Access	<ul style="list-style-type: none"> • Function both as an inflow and emergency response component of coordinated access. Services delivered can provide both coordinated entry and coordinated passage services within Coordinated Access • Complete Common intake and consent forms approved by Durham Region’s Homelessness Support System • Participate in Point in Time Count activities in coordination with the Region, as required • Full participation in Durham Region Homelessness Support System, including coordinated access (i.e. training sessions, consultation sessions, etc.) • Will work with broader social safety net, such as Health and Law Enforcement, to provide services to unsheltered individuals • Will apply community-established prioritization criteria, when applicable • *Can include Diversion programming as part of Emergency Shelter programming
Use of HIFIS and Data Reporting	<ul style="list-style-type: none"> • Full participation with HIFIS for purpose of data sharing (Data Sharing Protocol,) data collection, data reporting, and case management notes to promote integrated homeless-serving system • Real-time data entry into HIFIS • Financial Reconciliation Tool • Data Reporting Tool or other, as required
Provide services across geographic area of the Region of Durham	<ul style="list-style-type: none"> • Services provided to residents across geographic area of the Region of Durham Availability of Diversion Services 24/7
Use of SPDAT series of assessment tools	<ul style="list-style-type: none"> • Conduct population-specific VI-SPDAT immediately with individuals or families at 14 days of shelter admission; VI-SPDAT results entered into HIFIS
Staffing	<ul style="list-style-type: none"> • Shelter programs to have at least 2 staff onsite 24/7 • No more than 1:10 ratio of staff to clients
Service Standards	<ul style="list-style-type: none"> • Follow Durham Region’s Emergency Shelter Service Standards • Follow the Canadian Shelter Transformation Network’s Housing-Focused Shelter Manual and submit self-assessment annually

Rapid Rehousing

Requirement	Explanation
Participation in Coordinated Access	<ul style="list-style-type: none"> • Function solely as an outflow intervention • Provide coordinated exit services • 100% of intervention service spaces filled by BNL referrals • Serve individuals with 4-7 single adults /youth VI-SPDAT; those who have been homeless 60+ days; other prioritization criteria as determined by the system • Full participation in homeless-serving system, including coordinated access (i.e. training sessions, consultation sessions, etc.)
Use of HIFIS and Data Reporting	<ul style="list-style-type: none"> • Full participation with HIFIS for purpose of data sharing (Data Sharing Protocol,) data collection, data reporting, and case management notes to promote integrated homeless-serving system • Real-time data entry into HIFIS • Financial Reconciliation Tool • Data Reporting Tool or other, as required
Provide services across geographic area of the Region of Durham	<ul style="list-style-type: none"> • Services provided to residents across geographic area of the Region of Durham • Efficient mobility of staff across the Region of Durham • Use of technology (i.e. cell phones) • SPDAT results recorded in HIFIS
Use of SPDAT series of assessment tools	<ul style="list-style-type: none"> • Conduct full SPDAT with clients upon entry into intervention and at 3-month intervals until discharge • SPDAT results recorded in HIFIS
Staffing	<ul style="list-style-type: none"> • 1:25 worker to households/individual ratio
Service Standards	<ul style="list-style-type: none"> • No housing readiness requirements to obtain permanent housing • 30 day or less duration from intake onto caseload to moving into permanent housing • Use of Flex Funds to support moving costs, damage if not already covered by other funding streams (i.e. Housing Stability Benefit) • Minimum monthly engagement with clients, with 1x/month in-home visit • Length of service to client up to and not exceeding 9-months • Connection with formal and informal mainstream supports • Provide Landlord/Tenant relationship support to clients

Intensive Case Management (ICM)

Requirement	Explanation
Participation in Coordinated Access	<ul style="list-style-type: none"> • Function solely as an outflow intervention • Provide coordinated exit services • 100% of intervention service spaces filled by BNL referrals • Serve with 8-12 single adults/youth VI-SPDAT; chronically homeless; other prioritization criteria as determined by the system • Full participation in homeless-serving system, including coordinated access (i.e. training sessions, consultation sessions, etc.)
Use of HIFIS and Data Reporting	<ul style="list-style-type: none"> • Full participation with HIFIS for purpose of data sharing (Data Sharing Protocol,) data collection, data reporting, and case management notes to promote integrated homeless-serving system • Real-time data entry into HIFIS • Financial Reconciliation Tool • Data Reporting Tool or other, as required
Provide services across geographic area of the Region of Durham	<ul style="list-style-type: none"> • Services provided to residents across geographic area of the Region of Durham • Efficient mobility of staff across the Region of Durham • Use of technology (i.e. cell phones) • SPDAT results recorded in HIFIS
Use of SPDAT series of assessment tools	<ul style="list-style-type: none"> • Conduct full SPDAT with clients upon entry into intervention and at 3-month intervals until discharge • SPDAT results recorded in HIFIS
Staffing	<ul style="list-style-type: none"> • 1:20 worker to adult-led households/ individual ratio • 1:11 worker to youth ratio
Service Standards	<ul style="list-style-type: none"> • No housing readiness requirements to obtain permanent housing • 30 day or less duration from intake onto caseload to moving into permanent housing • Use of Flex Funds to support moving costs, damage if not already covered by other funding streams (i.e. Housing Stability Benefit) • Minimum monthly engagement with clients, with 1x/month in-home visit • Length of service to client averaging 18 months but not exceeding 24 • Connection with formal and informal mainstream supports • Provide Landlord/Tenant relationship support to clients

Permanent Supportive Housing *Place-based or scattered site

Requirement	Explanation
Participation in Coordinated Access	<ul style="list-style-type: none"> • Function solely as an outflow intervention • Provide coordinated exit services • 100% of intervention service spaces filled by BNL referrals • Serve individuals with 13+ acuity single adults/youth VI-SPDAT; Chronically Homeless; other prioritization criteria as determined by the system • Full participation in homeless-serving system, including coordinated access (i.e. training sessions, consultation sessions, etc.)
Use of HIFIS and Data Reporting	<ul style="list-style-type: none"> • Full participation with HIFIS for purpose of data sharing (Data Sharing Protocol,) data collection, data reporting, and case management notes to promote integrated homeless-serving system • Real-time data entry into HIFIS • Financial Reconciliation Tool • Data Reporting Tool or other, as required
Provide services across geographic area of the Region of Durham	<ul style="list-style-type: none"> • Services provided to residents across geographic area of the Region of Durham • Efficient mobility of staff across the Region of Durham • Use of technology (i.e. cell phones) • SPDAT results recorded in HIFIS
Use of SPDAT series of assessment tools	<ul style="list-style-type: none"> • Conduct full SPDAT with clients upon entry into intervention and at 3-month intervals until discharge • SPDAT results recorded in HIFIS
Staffing	<ul style="list-style-type: none"> • 1:10-15 worker to individual ratio
Service Standards	<ul style="list-style-type: none"> • No housing readiness requirements to obtain permanent housing • 30 day or less duration from intake onto caseload to moving into permanent housing • Use of Flex Funds to support moving costs, damage if not already covered by other funding streams i.e. Housing Stability Benefit) • Minimum bi-weekly engagement with clients, with 2x/month in-home visit • Length of case management service to clients from 2-3 years • Connection with formal and informal mainstream supports • Provide Landlord/ Tenant relationship support to clients

Performance Management

Interventions must indicate how they will meet expected outputs and outcomes associated with the program, including the following targets in service delivery.

Note: These key performance indicators will be finalized during the contract negotiations. The numbers below reflect targets established in the systems planning framework.

Key Performance Indicators (KPIs)²

System Optimization

Key Performance Indicator (KPI)	Emergency Shelter	Transitional Housing	Outreach	Homelessness Prevention	Rapid Rehousing	Housing First ICM	Permanent Supportive Housing
Average Occupancy across program spaces	95%	100%	95%	95%	100%	100%	100%
Average length of stay	10 days	9 months	n/a	2 months	3 months	18 months	3 years
% participants with appropriate length of stay in program	75%	80%	n/a	90%	95%	95%	80%
% right-matched participants to supports/ housing	75%	95%	95%	95%	95%	95%	95%
% program spaces allocated through Coordinated Access	n/a	100%	n/a	n/a	100%	100%	100%
% program spaces reporting into HIFIS	100%	100%	100%	100%	100%	100%	100%

² Note that these indicators serve as a benchmark based on best practice. To this end, ongoing research, analysis, continuous improvement, and evaluation will influence the indicators over time. The indicators will serve as targets effective 2021/2022

Housing Stabilization

Key Performance Indicator (KPI)	Emergency Shelter	Transitional Housing	Outreach	Homelessness Prevention	Rapid Rehousing	Housing First ICM	Permanent Supportive Housing
Number of people served/year	2400	30	500	2000	2000	40	50
Number of permanent housing placements per year	300	30	200	n/a	1800	40	50
% participants who maintain housing at 6 months	n/a	n/a	n/a	90%	90%	90%	90%
% participants who maintain housing at 12 months	n/a	n/a	n/a	80%	80%	80%	80%
% returns to homelessness at program exit	20%	10%	50%	10%	10%	10%	5%
% positive housing destination at program exit	80%	95%	50%	90%	90%	90%	95%

Wellbeing

Key Performance Indicator (KPI)	Emergency Shelter	Transitional Housing	Outreach	Homelessness Prevention	Rapid Rehousing	Housing First ICM	Permanent Supportive Housing
% decrease in participant acuity score (SPDAT) at program entry vs. exit	n/a	65%	n/a	n/a	n/a	50%	65%

Participant Voice

Key Performance Indicator (KPI)	Emergency Shelter	Transitional Housing	Outreach	Homelessness Prevention	Rapid Rehousing	Housing First ICM	Permanent Supportive Housing
% participants satisfied with services/housing	75%	95%	95%	95%	95%	95%	95%
% participants engaged in own goal setting	95%	100%	70%	100%	100%	100%	100%

Equity Lens

Key Performance Indicator (KPI)	Emergency Shelter	Transitional Housing	Outreach	Homelessness Prevention	Rapid Rehousing	Housing First ICM	Permanent Supportive Housing
% chronic	50%	90%	50%	0%	50%	100%	98%
% at risk of homelessness	0%	0%	0%	100%	0%	0%	10%
% youth (18-24)	10%	25%	25%	25%	10%	10%	10%
% Indigenous	30%	30%	30%	30%	30%	30%	30%
% women	25%	25%	30%	30%	25%	25%	50%
% in families	25%	5%	5%	40%	25%	5%	5%

Reporting

Participant data will be collected upon housing, 3, 6, 9, and 12 months in the program and upon exit of the program. The Service Prioritization Decision Assistance Tool (SPDAT) will be used to assess acuity (level of need) minimally at intake, before or at move in and every ninety days thereafter.

In addition, projects must:

- Adhere and participate in the Homeless Individuals and Families Information System (HIFIS) and Region of Durham monitoring and required reporting;
- Partner or collaborate with other agencies or services required to carry out program activities, including any Memoranda of Understanding that will be created as a result;

Work with other systems to obtain rent subsidies, supportive services and other operating subsidies to the extent possible;

- Participate in systems planning initiatives supported by the Durham Region Homelessness Support system to coordinate activities as requested by the Region of Durham; and
- Have capacity to deliver services to clients within 60 days of service contract commencement date.

Eligible Costs

Cost Ranges

The following present guidelines on a cost per space basis annually based on current funded program averages; each applicant will be considered on a case-by-case basis.

System Component	Program Examples	Percentage of Funding
Inflow	Homelessness Prevention	35%
Actively Homeless	Emergency Shelters, Housing-Focused Street Outreach	30%
Outflow	Permanent Supportive Housing, Transitional Housing, Rapid Rehousing, Intensive Case Management	35%

Eligible and Ineligible Uses of Funds as per Federal and Provincial Funding Criteria

The following overview of eligible and ineligible uses of funds must be adhered to ensure compliance to federal and provincial regulations.

Note that this CFEOI targets specific operations and not capital projects, Residential Care Facilities or the Housing Stability Benefit.

a. Housing Services

Housing services are those that lead to an individual or family moving into more stable housing that has been deemed appropriate and safe. Housing could include:

- **Transitional housing:** Housing intended to offer a supportive living environment for its residents, including offering them the experience, tools, knowledge and opportunities for social and skill development to become more independent. It is considered an intermediate step between emergency shelter and housing and has limits on how long an individual or family can stay. Funding for this CFEOI will target stays for no longer than 12 months.
- **Permanent Housing with Supports:** Housing that combines rental or housing assistance with individualized, and flexible support services for people with high needs related to physical or mental health, developmental disabilities or substance use. Permanent supportive housing may be:
 - **placed-based:** Congregate or independent permanent supportive housing units situated in 1 building or location
 - **scattered-site:** The provision of permanent supportive housing services in the community, delivered through home visits or community-based agencies

Please refer to the intervention table for the different types and lengths of supports provided based on a person's level of acuity.

- **Housing:** Housing that is not supportive housing and that can be long-term. Includes a house, apartment or room (including social housing) that a family or individual rent or owns. Housing may include living arrangements with friends or family members that are expected to be long-term.

The Region of Durham reserves the right to contextualize the terms of funding tailored to our local priorities and system of care model.

Eligible activities include:

Housing placement

- Determining an individual's or family's preferences and needs for housing and type of supports.
- Securing housing for individuals and families by working with private and public local real estate, landlord associations, home communities to identify available housing units.

- Time-limited rental assistance. While at the discretion of the community to establish parameters for the rental assistance, rapid rehousing usually consists of 3 to 6 months of support.
- Providing landlord-tenant services for an individual or family that was placed into housing, which includes providing landlord mediation and training on roles and responsibilities of tenants and landlords.
- Re-housing (if required).

Housing set-up

Ineligible activities include:

- Emergency Housing funding while the individual or family is supported by the provincial, territorial or municipal welfare and rent supplement programs; and

b. Prevention and Shelter Diversion

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 within the next 60 days and for whom no subsequent residence has been established.

Shelter diversion is a service provided to individuals and families presenting at shelter to assess if alternative accommodations can be secured. Shelter diversion interventions help individuals and families seeking shelter to explore safe and appropriate alternate housing arrangements and, if necessary, connect them with services and financial assistance to help them find secure housing.

Shelter diversion is different from other permanent housing-targeted interventions because of the point in time in which the intervention occurs. Shelter diversion focuses on people as they are seeking entry into shelters, while prevention focuses on people at risk of becoming homeless.

Eligible activities include:

- Discharge planning services individuals being released from public systems (for example, health, corrections, and child welfare)
- Help obtaining or retaining housing, including shared housing
- Landlord liaison and intervention to prevent eviction and preserve tenancy
- Legal advice, advocacy and legal representation in order to avert eviction
- The VI-PR-SPDAT will be used to confirm imminent risk and prioritize case management activities to mitigate loss of housing.

Ineligible activities include:

- Provision or payment for student housing for students who are not at imminent risk of homelessness; and
- Supports for low-income individuals or families who are not at imminent risk of homelessness.
- Delivery of basic needs services without any demonstrated outreach or intervention to improve housing stability or social/economic integration as part of the project activities.

c. Client Support Services

Client support services include individualized services to help improve integration and connectedness to support structures, such as the provision of basic needs and treatment services. They may also include services to support the economic, social and cultural integration of individuals and families.

Funding for basic needs services support outcomes that contribute to a reduction in homelessness. For example, short-term food and emergency shelter assistance are eligible activities as a means to assist homeless individuals to obtain placement in more stable housing. For Indigenous individuals and families, funding could support culturally appropriate services and connection with community (for example, local and/or home community, including First Nation band, Métis settlement, etc.).

Eligible activities include:

- Essential services related to the provision of emergency shelter beds, food and shelter, including shower and laundry facilities, food banks, soup kitchens, community kitchens and drop-in centres.
- Life skills development (for example budgeting cooking).
- Culturally relevant supports for Indigenous people (for example, cultural ceremonies, traditional supports and activities with the goal of increasing cultural connections and an individual's sense of belonging in a community).
- Groceries, personal hygiene and supplies.
- Storage for belongings (up to 3 months).
- Access to traditional foods and medicines.
- Repair or replacement of eyeglasses (if not otherwise covered through medical services).
- Disability supports (for example mobility and other assistive devices if not otherwise covered through medical services).
- Personal identification.
- Access to technology (for example phones, community voice mail, safe apps, computers, etc.) in a community setting (for example in a resource or drop-in centre).

- Bus or public transit tickets related to integration activities (for example, job search/interviews, appointments/reconnecting to family).
- Transportation to home community (mileage eligibility to be determined by community).
- Access to oral care programs (if not covered by a provincial/territorial government).

Clinical and treatment services

Clinical and treatment services are activities that seek to improve the physical, emotional and psychological health and well-being of individuals and families who are homeless or at imminent risk of homelessness.

Eligible activities include:

- Brokering and navigating access to clinical, health and treatment services (includes mental health and addictions support) through case management, including through an Intensive Case Management team.
- Partnership development, liaison and integration to bring together services to support the needs of individuals or families or to establish case management teams where none exists
- Delivery of harm reduction activities that seek to reduce risk and connect individuals and families with key health and social services.
 - These activities may include, for instance, storage, distribution and provision of materials and/or supplies (for example, needles), prevention interventions (for example, targeted programming to prevent substance abuse in homeless youth and/or youth at-risk of homelessness; managed alcohol programs, connecting individuals to harm reduction services).
- Professional fees for services provided in support of Indigenous individuals and families (for example services provided by Indigenous Elders or traditional healers). The value of
- professional fees, gifts or honoraria must be proportional to the service rendered and should not exceed the reasonable and customary amount for each service; and
- Supports to access traditional or culturally sensitive healing services (for example, healing circles, sweat lodges ceremonies, access to traditional medicines) that are not offered through provincial programming. Eligibility is not based on service location (for example, may be local or require travel to a non-local Indigenous community).

Ineligible activities include:

- Providing general health and medical services (for example, doctors, nurses and other medical professional salaries), mental health or addictions support services

(for example, counselling, treatment, and hospitalization) that are already covered through provincial/territorial areas of responsibility.

- Health and medical services components of an Assertive Community Treatment team. An ACT team provides access to services that are the responsibility of provinces and territories and cannot be funded under Reaching Home (for example, psychiatrist, doctor, nurse, substance use specialist). However, assisting with project coordination of non-health related case management activities is eligible.

Social and community integration services

Eligible activities include:

- Supports to improve social integration, for example, costs of participation or provision of recreational/sports activities; and
- Indigenous Elder consultation, gathering and preparation of traditional foods. Establishing and maintaining culturally relevant responses and supports to help Indigenous individuals and families (for example, navigation of urban services including to help establish and maintain culturally relevant support networks within an urban environment; Indigenous language and culture classes).

Ineligible activities include:

- Purchase of alcoholic beverages.

d. Administration Expenditures

Eligible administrative expenditures are those supporting but not directly related to the delivery of CFEOI intervention services. The maximum amount of administrative costs covered is 10% of the annual allocation. No more than 10% can be used for administrative costs, and these costs must be reflected in the proposed project budget.

Eligible costs include:

Staff expenses

- Mandatory Employment Related Costs (MERCs) which refer to payments an employer is required by law to make in respect of its employees such as: Employment Insurance and Canada Pension Plan/Québec Pension Plan premiums, workers' compensation premiums, vacation pay and Employer Health Tax; and benefits which refer to payments an employer is required to make in respect of its employees by virtue of company policy or a collective agreement.
- Professional development and staff training.

Administrative costs

- General administration-type costs, normally incurred by any organization, that enable effective delivery of interventions. These include costs such as:

administrative staff for activities such as accounting, reporting and human resource management, and general administrative costs such as rent, phone/fax, postage/courier, office supplies, internet/website, bank charges, office moving expenses, office cleaning, security system, garbage removal/recycling, publication purchases, equipment maintenance and membership.

Professional fees

- Contracting for goods or services such as bookkeeping, janitorial services, information technology, equipment maintenance services, security, audit costs and legal fees.
- For services provided in support of Indigenous individuals and families who are homeless or at risk of homelessness (for example, services provided by Indigenous Elders).

Travel

- Travel costs not exceeding limits set out in the [National Joint Council of Canada's Travel Directive](#) that are incurred by staff, volunteers and contracted professionals. Examples include flight, hotel, car rental.
- Staff and volunteer transportation (for example, parking, bus fare, airfare, taxi, mileage, food, accommodation)

Capital assets

- Eligible costs related to other capital costs (for example, vehicles, tools, equipment, machinery, computers and furniture for service delivery).
- Cost of purchasing or leasing capital assets over \$1,000, excluding taxes, with the exception of facilities. This includes: furniture, appliances and fixtures for the facilities used to carry out administrative activities.

Other activity-related costs

- Direct costs explicitly related to administrative activities that are not included in any other expenditure category, such as: cultural competency training, rented space to hold meetings, hospitality for meetings, furniture costing \$1,000 or less, before taxes, printing costs, meter charge for photocopies, translation.
- Activities to ensure the participation of people with lived experience

Ineligible activities include:

- International travel costs.
- Purchase of alcoholic beverages.
- Capital expenditures, which include:
 - New construction and/or conversions of buildings
 - Major repairs and renovations
 - Retrofits

- Buying land
- Purchasing buildings
- The construction, repair, and renovation of new and existing social and affordable housing and emergency shelters
- Housing allowances and rent supplements
- Services that do not directly support people who are experiencing homeless or at risk of homelessness.

Evaluation and Selection

The CFEOI Assessment Committee is responsible for reviewing and evaluating funding proposals and making recommendations to the Housing Services, Region of Durham. The CFEOI Assessment Committee has 6 required volunteer members who have experience and knowledge relevant to housing and homelessness issues in the Region of Durham. The CFEOI Assessment Committee adheres to the Municipal Conflict of Interest Act and members are expected to thoroughly avoid all activities that involve, or might appear to involve, their association with applicants or others for their own advantage or for that of their family or other groups with which they are associated.

Its membership includes representation from the Region of Durham (non-voting members) and subject matter experts, including people with lived experience of homelessness and/or housing instability. The CFEOI Assessment Committee may consult with others including Region of Durham staff members not formally assigned as committee members, third party consultants, and references, as CFEOI Assessment Committee may in its discretion decide is required.

The CFEOI Assessment Committee will provide a written recommendation to Region of Durham for the selection of a preferred proponent or proponents. The Region of Durham will make the final decision on awarding contracts and shall negotiate terms of the contract with successful proponents at its discretion. The submission of a proposal does not create a contractual relationship between the Region and the proponent. The Region will not be liable for any expense, cost, loss or damage incurred or suffered by any proponent or any person connected with them, as a result of any action or inaction by the Region with respect to this REOI.

Proposal Evaluation Matrix

The CFEOI Assessment Committee will review all proposals to determine the proponent(s) which is most advantageous to the Region of Durham, guided by the criteria outlined below.

Evaluation Criteria	Points	Application 1	Application 2 etc.
<p>Budget & Sustainability: Proposed intervention model has an adequate operating budget and demonstrates “value for money”. Clear description of a sustainability plan for the intervention.</p> <p>Demonstration that the proposed project leverages other funds, builds in economies of scale or resources from the community, including but not restricted to utilization of existing funding and in-kind contributions and partnerships with: service agencies outside the homeless-serving system, particularly the health care system, corrections, poverty reduction, social assistance, children’s services, etc. for delivery of integrative systems approaches.</p>	15		
<p>Intervention Model: Alignment among support service components and staffing arrangements with intervention requirements. Demonstrated service standards reflecting principles of Housing First (no readiness requirements for housing, client choice, recovery orientation, individualized and client-centered supports, social and community integration). Clarity on any current practices that may pose barriers to housing and strategies to address this.</p> <p>In addition, program demonstrates:</p> <ul style="list-style-type: none"> • Appropriate program type for target clients • Program design respects client choice • Participation in services is voluntary • Services for are culturally appropriate where applicable • References best practices to support service model and activities • Services are appropriate to needs of target population(s) • Length of stay in the program is appropriate for program type • Proposed program measures align with the Region’s performance measurement requirements • Identification of graduation criteria from the program • Housing placement process articulated and appropriate for program type & target population 	40		

Evaluation Criteria	Points	Application 1	Application 2 etc.
<p>Intervention model continued</p> <ul style="list-style-type: none"> Discharge/eviction guidelines and procedures ensure all reasonable actions have been taken by the program to prevent eviction/discharge into homelessness 			
<p>Community engagement and integration: Demonstration of involvement of people with living experience of homelessness and risk of homelessness, or other homelessness service providers in the planning and development of the program delivery. Appropriate client needs.</p> <p>Demonstration of systems integration, describing connections to and/or partnerships with broader human services systems to enhance service delivery and outcomes.</p>	10		
<p>Strategic Alignment: Proposed project supports a Housing First approach to solving homelessness for the eligible populations. The proposed intervention aligns with goals and principles outlined in At Home in Durham and clearly indicates how the proposed intervention will incorporate and apply: trauma-informed and harm-reduction approaches; equity, diversity and inclusion analysis in design and ongoing operation; lived/living experience input; and principles and actions reflected in Truth and Reconciliation Calls to Action.</p>	15		
<p>Performance Management: Identification of measurable performance targets to meet the needs of the homeless population as per funding requirements (# of clients housed, % with positive exits, length of stay, recidivism, etc.) as outlined in proposed KPIs.</p>	15		
<p>Organizational Capacity of Proponent(s): Demonstration that the proponent organization has the capacity (staff, resources and relationships with or support from key agencies) and experience to develop and implement the project.</p>	5		
<p>Maximum Points</p>	100		

The CFEOI Assessment Committee will not be limited to the outlined criteria, and the committee may consider other criteria that they identify as relevant during the evaluation process. The Committee may apply the evaluation criteria on a comparative basis, evaluating the proposals by comparing one proponent's proposal to another proponent's proposal. All criteria considered will be applied evenly and fairly to all proposals. The minimum score to be considered is 75%.

Disqualification of Proponents

At the sole discretion of the Region of Durham, a proponent may be disqualified, and its proposal(s) rejected if:

- a. more than one proposal is submitted for the same project from a proponent under the same or different names; or
- b. a proponent, in the opinion of the Region of Durham, is not qualified for the services specified; or
- c. an unsatisfactory performance record exists as shown by past or current work for Region of Durham; or
- d. current commitments exist (Region of Durham or otherwise) which might hinder or prevent the prompt completion of the work; or
- e. the proposal is incomplete and/or missing information and/or contains out of date or incorrect information.
- f. if the participant is found not in compliance with HIFIS and Coordinated Access participation and referral requirements

Should a proponent be disqualified, no further obligation is required of the Region of Durham or its staff.

Litigation

In addition to any other provision of this CFEOI, the Region of Durham may, in its absolute discretion, reject a proposal if the proponent, or any officer or director of the proponent submitting the proposal, is or has been engaged directly or indirectly in a legal action against the Region of Durham, its elected or appointed officers, representatives or employees in relation to any matter.

In determining whether or not to reject a proposal under this section, the Region of Durham will consider whether the litigation is likely to affect the proponent's ability to work with the Region of Durham.

Additional Information

Regional staff may, at its discretion, request clarifications or additional information from a proponent with respect to any proposal, and the region reserves the right to make such requests only to select proponents. The Assessment Committee may consider such clarifications or additional information in evaluating a proposal.

Multiple Preferred Proponents

The Region of Durham reserves the right and discretion to divide up the Services, either by scope, caseload, geographic area, or other basis as the Region of Durham may decide, and to select one (1) or more preferred proponents to enter into discussions with the Region of Durham for one (1) or more agreements to perform a portion or portions of the services. If the Region of Durham exercises its discretion to divide up the services, the Region of Durham will do so reasonably having regard for the CFEOI and the basis of proposals.

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

Negotiation of Service Level Agreement and Award

The Region of Durham reserves the right to make an award without further discussion of the proposal submitted. Therefore, the proposal shall be submitted on the most favorable terms. If awarded, the proponent selected shall be prepared to accept the terms they proposed for incorporation into an agreement resulting from this CFEOI.

The Region of Durham may attempt to negotiate an agreement with the proponent(s) selected on terms that it determines to be fair and reasonable and in the best interest of the Region of Durham, including the best interests of the population served by the agreement.

If the Region of Durham is unable to negotiate such an agreement with any one or more of the proponents first selected on terms that it determines to be fair and reasonable and in the best interest of the Region of Durham, including the best interests of the population served by the agreement, negotiations with any one or more of the proponents shall be terminated or suspended.

In the event of a negotiation impasse with any proponent, in accordance with the procedures set forth in this CFEOI, the Region of Durham reserves the right without penalty and at its sole discretion to:

- a. reject the proponent's proposal and select the next preferred proponent;
- b. take no further action to continue the award and/or execution of agreements under this CFEOI;
- c. reissue the CFEOI with any changes the Region of Durham deems appropriate; or,
- d. take any other action.

If the Region of Durham decides to continue the process of selection, negotiations shall continue with a qualified proponent or proponents in accordance with this section at the

sole discretion of the Region of Durham until an agreement is reached with one or more qualified proponents.

The process shall be repeated until an agreement is reached. If the Region of Durham selects a preferred proponent or preferred proponents, then it shall:

- a. enter into an agreement with the preferred proponent(s); or
- b. enter into discussions with the Preferred Proponent(s) to clarify any outstanding issues and attempt to finalize the terms of the Agreement(s), including financial terms.

If discussions are successful, the Region of Durham and the preferred proponent(s) will finalize the agreement(s);

- a. publish successful proponent and the amount of funding to be received; and
- b. if at any time the Region of Durham reasonably forms the opinion that a mutually acceptable agreement is not likely to be reached within a reasonable time, give the Preferred proponent(s) written notice to terminate discussions, in which event the Region of Durham shall then either open discussions with another Proponent or terminate this CFEOI and retain or obtain the Services in some other manner.

No Subcontract

It is required that the selected proponent(s) will provide all services and will not subcontract or otherwise assign any of the work awarded through this agreement without formal, written authorization from the Region of Durham.

Notification to proponents

The Region of Durham will communicate the recommendations of the CFEOI Assessment Committee by the date specified in the CFEOI Schedule. The Region of Durham reserves the right to provide notification to proponents by written correspondence to successful and unsuccessful proponents.

Notification of Award

The Region of Durham will communicate the results of the contract negotiation by the date specified in CFEOI Schedule. The Region of Durham reserves the right to provide Notification of Award by publishing a list of successful proponents and amounts awarded.

Proponent Information and General Conditions

Eligible Proponents

Eligible recipients include:

- Individuals
- Not-for-profit organizations
- For-profit organizations (see note below)
- Municipalities
- Aboriginal organizations
- Public health and educational institutions; and
- Provincial and territorial governments and their entities, including institutions, agencies and Crown Corporations

For-profit organizations may be eligible for funding, provided that the nature and intent of the activity is: non-commercial; not intended to generate profit; based on fair market value; in support of program priorities and objectives; and in line with the community plan (or with identified local need where community plans are not required).

Amendments to Proposals

Prior to the deadline, proponents may withdraw or modify a response any time before the deadline by a dated written request, signed in the same manner and by the same person who signed the proposal. No change to the original proposal shall be made after the deadline but shall be subject to clarification and negotiation as discussed hereafter. Any proponent that withdraws from this CFEOI process understands that its written proposal to the CFEOI will not be returned.

Addenda

If the Region of Durham determines that an amendment is required to this CFEOI, the Region of Durham will post a written addendum for all proponents to the [Call for Expressions of Interest: Working Together to End Homelessness in Durham 2020 webpage](https://www.durham.ca/en/living-here/call-for-expressions-of-interest-working-together-to-end-homelessness-in-durham-2020.aspx) (https://www.durham.ca/en/living-here/call-for-expressions-of-interest-working-together-to-end-homelessness-in-durham-2020.aspx) and all such addenda will become an integral part of the specifications and be deemed to form part of this CFEOI.

Notwithstanding efforts by the Region of Durham to provide such information to proponents, it remains the obligation and responsibility of the proponent to access the [Call for Expressions of Interest: Working Together to End Homelessness in Durham 2020 webpage](https://www.durham.ca/en/living-here/call-for-expressions-of-interest-working-together-to-end-homelessness-in-durham-2020.aspx) (https://www.durham.ca/en/living-here/call-for-expressions-of-interest-working-together-to-end-homelessness-in-durham-2020.aspx) to learn of any courtesy notices, reminders, questions, answers, addenda and similar announcements issued by the Region of Durham.

Examination of CFEOI Documents

Proponents will be deemed to have carefully examined the CFEOI, including all attached schedules, prior to preparing and submitting a Proposal with respect to any and all facts which may influence a proposal.

Status Inquiries

All inquiries related to the status of this CFEOI, including whether or not Notification of Award has been issued, shall be directed to the Region of Durham email:

homelessnessreporting@durham.ca

Proposal Package

Proponents shall complete the forms of Proposal attached and ensure the following are provided:

- Form 1 – Intervention Proposal
- Form 2 – Budget
- Letters of Confirmation: demonstrating financial contributions/in-kind (staff time, secondments, clinical supports, donations, etc.), community supports and/or formal partnerships.
- Letters of support from Indigenous Community Partners: if providing services to Indigenous clients and/or Indigenous specific services

Signature

The legal name of the person or proponent submitting the proposal should be inserted in the Form. The proposal must be signed by a person authorized to sign on behalf of the proponent.

Region of Durham Right to Revise

The Region of Durham reserves the right to:

- a. revise the CFEOI Schedule;
- b. revise the CFEOI and/or to issue amendments to the CFEOI;
- c. not award the full amount of funding requested and;
- d. reject, cancel or to reissue the CFEOI in whole or in part if it is deemed in the Region of Durham best interests, with no penalty, prior to the execution of an agreement.

No Region of Durham Obligation

This CFEOI does not commit the Region of Durham in any way to select a preferred proponent, or to proceed to negotiations for an agreement, or to award any agreement and the Region of Durham reserves the complete right to at any time reject all proposals, and to terminate this CFEOI process.

Proponent's Expenses

Proponents are solely responsible for their own expenses in preparing, and submitting proposals, and for any costs incurred by the proponent in meetings, negotiations or discussions with the Region of Durham or its representatives relating to or arising from this CFEOI.

The Region of Durham and its representatives, agents, and advisors will not be liable to any proponent for any claims, whether for costs, expenses, losses or damages, , or for any other matter whatsoever, incurred by the proponent in preparing and submitting a proposal, or participating in negotiations for an agreement, or other activity related to or arising out of this CFEOI.

No Contract

By submitting a proposal and participating in the process as outlined in this CFEOI, proponents expressly agree that no contract of any kind of services is formed under, or arises from, this CFEOI, prior to the signing of a formal written agreement (i.e. MOU).

Conflict of Interest

A proponent shall disclose in its proposal (Form 1) any potential, actual or perceived conflicts of interest and existing business relationships it may have with the Region of Durham, its elected or appointed officials, representatives, employees, funded agencies or funders. A proponent must disclose any Relationship of Close Proximity defined as a relationship between any employee, director, officer or volunteer of the proponent(s) and Region of Durham where they are or have served as a director, a family member, a past employee, or a known future employee. The Region of Durham may rely on such disclosure.

Confidentiality

All submissions become the property of the Region of Durham and will not be returned to the proponent. All submissions will be held in confidence by the Region of Durham unless otherwise required by law. Proponents should be aware the Region of Durham is subject to the *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)* of Ontario. Proponents acknowledge that the terms of the CFEOI or of any service agreement entered into between a proponent and the Region of Durham pursuant to this CFEOI, including the name of the proponent, the consideration, term and details of the agreement, may be subject to disclosure under *MFIPPA*. To avoid disqualification, all proponents are expected to ensure the confidentiality of this CFEOI.

Property of the Owner

All materials submitted in response to this CFEOI will become the property of the Region of Durham upon delivery to the CFEOI Coordinator and will not be returned to the proponent. The proponent's written response to the CFEOI, or portions thereof, may also become a part of the agreement.

Licensing

Upon award, the proponent will be responsible for a strict adherence to all Federal, Provincial, and Municipal codes and by-laws and must obtain all permits and licenses as applicable.

Safety Codes and Regulations

Upon award, the proponent must adhere to all safety rules, regulations, and labour codes in effect in all jurisdictions where the work is to be performed. [Workplace Safety & Insurance](#)

Indemnity and Insurance

The proponent agrees to indemnify and save harmless Region of Durham for any claim demand arising out of the performance by the proponent of the contract.

The proponent agrees to obtain and maintain adequate insurance coverage relating to the operations and liability assumed under the contract in form and substance satisfactory to Region of Durham and, if so requested, deliver copies of such insurance policies or certificates evidencing the same to Region of Durham.

The proponent agrees to maintain workers' compensation coverage in accordance with the requirements of the [Ontario Occupational Health and Safety Act](#) if required, and provide evidence of compliance with the *Act* as may be requested at any time Region of Durham.