



**Ontario  
Aboriginal  
Housing Services**

**Request for Proposal**  
Supportive Housing Investment

**Indigenous Supportive Housing Program  
(ISHP)**

Ontario Aboriginal Housing Services

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## Purpose

The purpose of this Request for Proposal (RFP) issued by OAHS is to provide Service Providers with an opportunity to be selected as a recipient of the Indigenous Supportive Housing Program (ISHP) funding in 2018-19 by:

- Defining their supportive housing needs;
- Informing OAHS about their ability to deliver housing assistance, support services, and/or capital projects; and,
- Identifying potential community partners.

ISHP Operating Funding will be available to Service Providers as a one, two, or three-year term, depending on Service Provider need (i.e. the maximum three-year funding term would end March 31, 2020). Possible extensions to Service Provider Operating Funding agreements beyond March 31, 2020 will be dependent on MHO. The administration of Operating Funding to Service Providers is subject to:

- Service Providers fulfilling Partnership Agreement requirements; and,
- Program prioritization by Program Administrator.

ISHP Capital Funding will be available to Service Providers starting in 2018-19 and will support the supply of 150 housing units through affordability payments over a 20-year period. Service Providers have until March 31<sup>st</sup>, 2019 to commit to the use of Capital funds, or until funding has been allocated to the 150 units, whichever comes first.

OAHS is interested in supporting Service Providers to collaborate with sector organizations (housing, health, community services, and children and youth sectors) to develop a coordinated supportive housing system with flexible approaches to meet peoples' changing needs, and to assist people to obtain and retain safe, affordable, and adequate housing with the appropriate level and type of support services.

Service Providers are asked to read the RFP carefully, and are invited to submit an application in accordance with the application instructions. Program Operating Funding will be provided to those Service Providers selected in 2018-19 and ongoing (subject to annual provincial budget approvals and fulfillment of accountability requirements).

## Program Guidelines

This RFP should be read in conjunction with the Program Guidelines, included in Schedule 1. The Program Guidelines outline the eligibility criteria, background and policy context for the program, and other required information for Service Providers applying for funding, and for those approved to deliver the program.

The ISHP is designed to address homelessness within the Indigenous community, which is one of four Provincial homelessness priority areas. Reducing and preventing homelessness within the Indigenous community will also support the Province's three additional priority areas (i.e. chronic homelessness, youth homelessness, and homelessness following transitions from

provincially-funded institutions), as there is an over-representation of the Indigenous community within these homelessness areas. In alignment with these Provincial priorities, Service Providers are encouraged to demonstrate how ISHP will be used to address multiple priority areas within the Indigenous community, whenever appropriate.

## **Eligibility Criteria - Service Providers**

Service Providers applying to Operating Funding must:

- be an Indigenous non-profit organization;
- be incorporated (or in the process of) in Ontario or incorporated under the Canada Business Corporations Act with a head office, corporate office, and operations that are primarily in Ontario and all may not be on a reserve;
- be located in off-reserve, urban or rural areas of Ontario, outside the Greater Toronto Area (GTA);
- provide supportive housing for self-identifying Indigenous people who will not reside on a reserve; and,
- have mandate to serve Indigenous peoples through housing and/or support services in their Articles of Incorporation.

Services Providers applying to the Capital Funding must:

- be an Indigenous non-profit or for-profit organization or have a partnership between an Indigenous non-profit or for-profit organization and a non-Indigenous organization wherein the Indigenous organization holds title on the property;
- be incorporated (or in the process of) in Ontario or incorporated under the Canada Business Corporations Act with a head office, corporate office, and operations that are primarily in Ontario and all may not be on a reserve;
- be located in off-reserve urban or rural areas of Ontario, outside the GTA;
- must permit OAHS to register required security in first place on title at the time of land acquisition;
- must permit OAHS to register under the Movable Property Security Act;
- provide supportive housing for self-identifying Indigenous people who will not reside on a reserve; and,
- have mandate to serve Indigenous peoples through housing and/or support services in their Articles of Incorporation.

## **RFP Distribution**

The RFP will be distributed electronically to Service Providers via OAHS' housing and support service provider networks and on the OAHS website. In addition, the OAHS Board of Directors and member organizations will distribute the RFP through their networks.

## RFP Submission

Interested Service Providers are invited to complete the RFP and submit to OAHS. The fillable RFP template is included in Schedule 3. Service Providers are strongly encouraged to review the Program Guidelines (Schedule 1) prior to completing their application to ensure that all criteria regarding the Operating and Capital components of their RFP comply with Program Guidelines. ***OAHS must receive completed electronic and hard copy RFPs no later than 4:00 p.m. Eastern Standard Time (EST) on March 30th, 2018 to be considered for funding under ISHP.***

Submissions received after the designated date and time will not be reviewed. Service Providers will receive an email acknowledgement of receipt of their submissions. Key contact information must be provided in the event that OAHS must contact the Service Provider. Service Providers are encouraged to make use of the application period to review the RFP requirements and Program Guidelines, draft responses, form partnerships, and use the application supports being made available by OAHS (see Schedule 6 for Frequently Asked Questions).

In summer of 2018, applicants will be informed via a Conditional Letter of Commitment by MHO if their submission was successful. Approval for funding will be subject to the execution of a Partnership Agreement with OAHS.

OAHS cannot guarantee funding to all Service Providers who submit an RFP, nor guarantee that all funding requested by successful applicants will be approved.

## Single RFP Requirement

Each Service Provider may submit only one (1) RFP but each RFP may be comprised of multiple projects. Partnerships and collaborations are essential components of ISHP; submissions will be assessed favourably for engaging in partnership opportunities. If a submission is selected for funding, the Service Provider will be the signatory to the Partnership Agreement entered into with OAHS and will be identified as the funding recipient.

## Components of the Proposal

When completing sections 3, 4 and 5 of the application (Project Overview; Business Case; and Organizational Capacity), Service Providers must provide information required to assess and evaluate the concept for the proposal. Service Providers will need to describe: the local need and rationale for the program / service; how the program will be delivered; the potential impact to reduce homelessness; the scalability of the program based on available funding; and how recommended outcomes and performance measures will be tracked and reported.

When completing sections 6 and 7 of the application (Partnerships and Collaboration; Project Delivery Plan and Budget), Service Providers must provide information required to assess: their ability to deliver the proposed Program through partnerships that support the program/service and evaluation; and their delivery and sustainability plans that would support the project. The project delivery plan must also provide a quarterly forecast of requested Operating Funding, making note of when the Service Provider will begin delivery of the Operating Funding. The

Budget(s) (Schedules 4 and 5) will address the administration of the local program, and include any incremental program or service costs that would be needed for the project.

Completion of Sections 9 to 13 is for Service Providers requesting ISHP Capital Funding only. It is important to note that no new Operating Funding will become available under this program to support these new capital units as they come on-stream. Service Providers are required to quantify the amount of operating funding needed to support these units over time and to identify the source of this operating funding (e.g. ISHP Operating Funding or another source). Service Providers are required to arrange their own financing for the 25% equity required for capital projects not funded through ISHP, which must be demonstrated in RFP submission to OAHS.

Please review the following program criteria to ensure the application addresses the requirements outlined below:

### **Section 1: Organization Information**

Complete all sections in RFP Template.

### **Section 2: Applicant Contact Information**

Complete all sections in RFP Template.

### **Section 3: Overview**

Service Providers must provide an overview of their project and its focus. In this section, applicants are required to:

- Provide a description of the project, highlighting how it provides locally relevant, community-driven solutions that focus on preventing and / or transitioning people out of homelessness, or preventing new homelessness by meeting people's needs in a holistic manner.
- Identify the client group(s). Description of client groups should also highlight any cross-cutting at-risk groups, including adults with developmental disabilities, youth, and adults with mental health concerns, for example.
- Describe how the proposal addresses client needs that change over time (e.g., continuing assessments of eligibility and continuing to support at-risk youth after they leave transitional supportive housing).

In their proposals, applicants are permitted to adopt an existing model of supportive housing that is working well in their own communities, or other jurisdictions. If this approach is used, then the proposal should describe how the model will be expanded locally. Funds can be used for a variety of housing models, including, but not limited to transitional and long-term supportive housing.

### **Section 4: Business Case (Rationale and Existing Evidence)**

Service Providers are required to provide a business case for the submitted proposal. The business case must outline the rationale for the given program(s) or service(s), and identify how it intends to address local needs for housing and support services of people experiencing homelessness.

Proposals should provide context and information about the population and the types of needs in the Service Provider communities, while also describing the approaches to be used to help those in need to obtain and retain housing through:

- housing assistance and/or support services; and/or
- new housing units with housing assistance and/or support services.

The business case should also include:

- Job descriptions for any existing or new employees to be funded through ISHP;
- Background information, research, and evidence from local practices and other jurisdictions that the approaches to be used are successful tools to assist recipients; and
- Evidence that addresses the number of target clients to be served by the proposal.

## **Section 5: Organizational Capacity**

Service Providers are required to describe and confirm the capacity of their organization (and where applicable, their potential partner organizations) to deliver the proposed services and projects.

The proposal should demonstrate capacity to deliver all aspects of the proposal (housing assistance, support services, and capital projects, as applicable), including organizational profiles of potential partners.

## **Section 6: Partnerships and Collaboration**

Service Providers are required to describe and detail the partnerships and collaborations that would support their proposal. Preference will be given to submissions that can successfully:

- Highlight key partnerships that would be leveraged to maximize the benefits of the proposal and provide stronger service integration; and
- Include a variety of new and enhanced arrangements that cover areas such as financial or in-kind contributions, capacity building, or training in addition to service delivery.

Evidence suggests that single service arrangements using a siloed approach may not be the best way to support improved individual outcomes. Robust partnerships, service integration and wrap-around services are increasingly shown to have a positive impact, especially for individuals with complex needs.

Service Providers must include and identify the following information in their application:

- Names of key organizations that partner to deliver the program / service, and how the partnership may be different or unique in contributing to innovative program and service delivery. (It is recognized that some Service Providers may not be able to confirm specific partnerships in time to meet this application deadline; however, these Service

Providers are encouraged to describe the steps needed to confirm these partnerships and their experiences with existing relevant partnerships);

- Service integration because of partnerships;
- Specific benefits of the partners involved, including clearly defined roles and responsibilities of the network of partners in the project, as well as any accountability towards program performance, risk, and use of project funding;
- Community-level coordination with local community agencies that provide housing and homelessness-related services (such as emergency shelter solutions, street outreach, drop-ins and not-for-profit agencies) to facilitate the referral, housing and ongoing supports processes that may be required; and
- Information on how partnerships are leveraging other resources (e.g., other funded partnership arrangements, networks, local partnership arrangements, or communities of practice) that are relevant to the proposal. This should include the dollar value of funding and in-kind contributions that will be leveraged from partners, if the application is selected for funding.

## **Section 7: Project Delivery Plan and Budget(s)**

Service Providers must provide Operating and Capital (if applicable) Budgets and project delivery plan to help substantiate and assess the funding request, and include the following information:

- Project timelines (e.g., expected start date);
- A summary of the key activities to be completed, with expected start dates for each activity (e.g., planning of housing assistance and/or support services to be provided; sub-agreements with partner agencies; selection of recipients; and flow of funds);
- A summary of the roles and responsibilities of Service Provider staff members and other participating organizations, pertaining to program planning and delivery;
- A risk assessment that identifies potential risks to successful project delivery, implications, likelihood (low, medium, high), impact (low, medium, high) and mitigation strategies for each identified risk; and
- A project performance measurement plan that describes how the success of the proposal will be assessed locally.

Service Providers are encouraged to combine funding sources in support of their project. The proposed budget(s) should fully disclose continued and / or anticipated cash or in-kind contributions from lead or participating organizations, and any relevant funding sources for ongoing or existing streams of programs or services that are being leveraged as part of the project proposal.

Successful Service Providers will need to demonstrate the capacity to deliver funding and assist recipients, and monitor progress of ISHP in their community. Service Providers are permitted to submit a proposal that is comprised of several sub-projects, which may target different populations with unique needs.

Service Providers are also encouraged to consider the following questions when describing their delivery plan in the application:

- How will the program be promoted to eligible recipients and what will be the selection criteria?
- How will recipients be assisted to find safe and adequate housing? What support services will be offered?
- How will the Service Provider monitor recipients, to promote and ensure their ongoing participation?
- How will the Service Provider work with recipients to collect data and information as part of program evaluation (e.g., to determine how the program meets the recipient's needs)?

## **Section 8: Financial Summary for Operating Costs**

Complete provided table in RFP Template.

## **Sections 9-13: Capital Project Details**

In total, ISHP Capital Funding will support the creation of 150 new supportive housing rental units. Service Providers may include a request to create new supportive housing capital units as part of their RFP.

Proposals for Capital Funding will only be considered for approval where those capital units also deliver operating funding in the form of housing assistance and support services. Submissions that propose to build capital units with no associated operating funding will not be approved.

If Service Providers are applying to both ISHP Operating Funding and ISHP Capital Funding, proposals should clearly distinguish which of the proposed units to receive Operating Funding also require Capital Funding to proceed.

Service Providers need to confirm in their submission that any proposed capital projects comply with the eligibility requirements set out in the Program Guidelines (see Schedule 1). Service Providers are required to perform their due diligence to ensure that a project is financially viable from a construction cost and ongoing operating context, and that costs per unit are accurate. OAHS, at its discretion, may require additional information, or an independent analysis to confirm the financial viability of any capital project.

For acquisitions, renovations and/or rehabilitations, existing tenants cannot be displaced for the purposes of this program.

## **Additional Requirements**

Service Providers are required to complete and submit the RFP Checklist (Schedule 7) and provide all required documentation listed within.

## **Assessment of Proposals**

OAHS' Proposal Review Committee (PRC) will evaluate the proposals received, and recommend the funding amounts to be notionally allocated to successful Service Providers for operating and capital expenses. The PRC will submit recommended applications to OAHS'

Board or Directors who will approve successful applications. The MHO will provide final approval to successful applicants via a Conditional Letter of Commitment (CLC). Proposals will be assessed based on how they best meet the guidelines and desired outcomes of the program. Upon review, selected Service Providers must sign a Partnership Agreement (PA) with OAHS prior to receiving funding.

Proposals will be assessed in accordance with the following criteria:

- **Alignment and Rationale:** The proposed approach aligns with the vision and objectives of the Program; the Service Provider has demonstrated a need for the funding.
- **Program Design and Scalability:** The proposed design of the supportive housing investment will support recipients in an adequate and equitable way; the proposal is scalable and can be adjusted based on available funding.
- **Implementation:** The proposal outlines a clear implementation plan that describes how the Service Provider plans to deliver funding and assist qualifying recipients, monitor progress of ISHP in their community, and ensure data collection as part of the overall program objectives.
- **Organizational Capacity and Partnerships:** The proposal demonstrates the Service Provider's capacity, which may include partnerships, infrastructure, and resources to deliver ISHP.
- **Feasibility:** The proposal is achievable within the proposed timelines, budget and, for the capital component, the proposed construction and long-term mortgage or financing, and relevant milestones, indicators, and outcomes have been identified with a view to measuring progress and overall project success.

## **Accountability**

OAHS will be:

- The final decision-making authority for organizations participating in the project;
- Responsible for administering and allocating funds to any participating organizations in accordance with the requirements of their Partnership Agreement.

Service Providers will be:

- Required to submit regular reporting that will be used by OAHS to assess the progress of implementation, the need for funds, as well as compliance with financial and auditing requirements, as required by the Partnership Agreements.

## **Partnership Agreement (PA)**

Service Providers are required to enter into a Partnership Agreement (PA) with the Program Administrator (i.e. OAHS). The PA contains the accountability framework for the ISHP, and outlines the roles and responsibilities of the parties involved, and the terms and conditions upon which funds will be provided.

Under the PA, Service Providers shall provide OAHS with additional information, data, and reports as required by OAHS to report on progress made towards achieving program outcomes.

## Take-Up Plan (TUP) and Quarterly Reports – Applies to Operating Funding Only

Following the execution of the PA, Service Providers will be required to submit a Take-Up Plan (TUP) to OAHS for approval. The TUP provides an opportunity to forecast the number of recipients to be assisted, the types of supports that will be made available to them, and forecast operating expenditures. The TUP needs to be approved by OAHS.

Service Providers shall provide OAHS with additional information, data, and reports as needed to document progress made towards achieving program outcomes.

In no event shall the funding provided according to the TUP (and any approved updates) exceed the amount of funding allocated to OAHS or received from MHO for operating funds.

## Important Dates

Activity	Date
OAHS issues Request for Proposal (RFP) to Service Providers	February 1, 2018
RFP closing	March 30, 2018
OAHS Proposal Review Committee (PRC) meets to review RFPs	May 2018
OAHS Board reviews PRC recommendations	July 2018
MHO reviews and approves OAHS Board recommendations	TBA
OAHS notifies successful Service Providers of IHSP funding	TBA
MHO notifies successful Service Providers with Conditional Letter of Commitment (CLC)	TBA
Service Providers sign Partnership Agreements with OAHS	TBA
OAHS flows funding to Service Providers	TBA

## No Commitment to Fund

OAHS makes no commitment to fund any applicant and;

- May choose which applicants to fund, if any, at its sole and absolute discretion; and
- Shall not be responsible for any cost or expenses incurred by any applicant, including any costs or expenses associated with preparing and submitting responses to this RFP.

## Submitting your completed proposal:

### 1. Seven (7) hard copies must be sent to:

Ontario Aboriginal Housing Services  
"Indigenous Supportive Housing Program" RFP  
500 Bay St.  
Sault Ste. Marie, ON P6A 1X5

### 2. One (1) electronic copy emailed to: [ishp@oahssc.ca](mailto:ishp@oahssc.ca)

Subject Line: "Indigenous Supportive Housing Program" RFP

## RFP Must-Haves

1. Proposals are to be completed in full; incomplete proposals will not be considered.
2. Service Providers must use provided fillable RFP Template. When additional information must be provided, ensure it is properly labeled and numbered according to corresponding RFP Template sections.
3. All supporting documentation must be included at time of submission.
4. Proposals submitted after the deadline will not be considered.
5. **An electronic copy of your proposal must be emailed to [ishp@oahssc.ca](mailto:ishp@oahssc.ca) by March 30th, 2018, including all attachments.**
6. **Seven hard copies of your proposal must be received by March 30th, 2018, including all attachments.**
7. Hard copies of your proposal must be submitted by mail or courier. Faxed or only email submissions will not be accepted. A courtesy reminder to Service Providers that overnight service from Purolator or FedEx may not be available in all areas; check with your shipping provider and plan accordingly.
8. You must have a confirmation of receipt from OAHS or your RFP will not be considered as received.

## If you have any questions please submit to OAHS by:

Mail: Ontario Aboriginal Housing Services  
Attn: "Indigenous Supportive Housing Program" RFP Questions  
Address: 500 Bay St., Sault Ste. Marie, ON P6A 1X5

Email: [ishp@oahssc.ca](mailto:ishp@oahssc.ca)