The Corporation of
The City of London

Request for Proposal 17-39
London Homeless Prevention Allowance Program

Proposal submissions must be received by Purchasing and Supply in a sealed envelope or package clearly marked with the Name and Address of the Proponent, Title of File and File Number. Completed proposal submissions can be Hand Delivered (In Person or by Courier) to Purchasing & Supply, 267 Dundas Street, 4TH Floor, London, Ontario N6A 1H2. Proponents are solely responsible for ensuring proposal submissions are received by Purchasing & Supply prior to the Closing Date and Time. Failure to Submit the Proposal Submission as Requested Will Result in the Proposal Submission Being Rejected.

Request for Proposal documents are available for download from Biddingo or pick-up at the City of London’s Purchasing and Supply office. Only proposal submissions received from Proponents who have obtained the documents directly from Biddingo or the City of London’s Purchasing and Supply office will be considered for this Request for Proposal. Proponents who have not obtained their Request for Proposal documents through either of these two acceptable methods shall have their proposal submission rejected.
Proposal Checklist

1. Have you complied with the “Submission Instructions”, Section 7.0? 

2. Have you complied with the “Mandatory Requirements”, Section 11.3? 

3. Have you acknowledged the number of addenda issued in the appropriate space provided in Section 13.2 of the Form of Proposal? 

Failure to acknowledge receipt of all addenda on the Form of Proposal will result in your proposal submission being rejected.

4. Have you purchased the bid documents at the City of London’s Purchasing and Supply Office (hard copy) or from Biddingo (electronic copy)? 

Failure to do so shall result in the proposal submission being rejected.

5. Form of Proposal – Original Signature in Ink, Section 13.8? 

6. Have you included the USB flash drive?

Document Fees (Non Refundable)

Original Hard Copy – Cost is $55.00 – Cheque made payable to the “City Treasurer”

i) Upon request, the City will mail out a hard copy of the original document, including drawings (if applicable).

ii) Notify Proponent who was awarded the contract.
PROPONE NT S PLEASE READ
GENERAL CONDITIONS, INSTRUCTIONS & INFORMATION FOR PROPO NE NT S

1. DEFINITIONS PERTAINING TO THE CONDITIONS, INSTRUCTIONS & INFORMATION LISTED BELOW

Request for bids: is used in place of request for tender, quote, proposal, and information in the appropriate context;
Proponent: a person, corporation or other entity that responds, or intends to respond to a request for bids;
Successful Proponent: a person, corporation or other entity that is awarded the contract or purchase order resulting from a request for bids.

2. WARRANTIES FOR USAGE

Whenever requests for bids are issued, seeking a source of supply for materials or services, the quantities or usage shown are estimated ONLY unless otherwise stated. No guarantee or warranty is given or implied by the City as to the total amount that may or may not be purchased from any resulting contracts. These quantities are for Proponent’s information ONLY and will be used for tabulation and presentation of bid prices and the City reserves the right to increase or decrease quantities as required.

3. BRAND NAMES

If and wherever in the specification a brand name, make, name of any manufacturer, trade name or vendor catalogue number is mentioned, it is for the purpose of establishing a grade or quality of material only, unless specified otherwise. Since the City does not wish to rule out other competition and equal brands or makes, the phrase "OR APPROVED EQUAL" may be added. However, if a product other than the specified is bid, it is the Proponent's responsibility to name such product within the submitted document and to prove to the City that said product is equal to the specifications and to submit brochures, samples and/or specifications in detail on item(s) bid. The City shall be the judge concerning the merits of bids submitted.

4. SAMPLES AND DEMONSTRATIONS

Evidence in the form of samples may be requested. Such samples are to be furnished after the date of request for bids opening, only upon request of the City, unless otherwise stated in the document. If samples are requested, samples must be received by the City no later than seven (7) days after formal request is made. When required, the City may request full demonstrations of any unit/s bid prior to the award of any contract. Samples, when requested, must be furnished free of expense to the City and, if not used in testing, or destroyed, will, upon request within thirty (30) days of award, be returned at the Proponent’s expense. Samples are not to be mailed with bid submission, but must be mailed under separate cover, addressed to Purchasing & Supply, 267 Dundas Street, 4th floor, or P.O. Box 5035, London, Ontario N6A 4L9.

5. QUALITY

All materials used for the manufacture or construction of any supplies, materials or equipment covered by this request for bids shall be new. The items must be new, the latest model, of the best quality and highest grade workmanship.

6. ACCEPTANCE OF MATERIAL

The material delivered under this request for bids shall remain the property of the seller until a physical inspection and actual usage of this material and/or service is made and thereafter accepted to the satisfaction of the City and must comply with the terms herein and be fully in accord with the specifications and of the highest quality. In the event the material and/or service supplied to the City is found to be defective or does not conform to specifications, the City reserves the right to cancel the order upon written notice to the seller and return the product to the seller at the seller’s expense.
7. VARIATIONS TO SPECIFICATIONS
For purposes of evaluation, Proponents MUST indicate any variances from our specifications, terms and/or conditions, no matter how slight. If variations are not stated or referenced in the space provided on the Form of Tender / Quotation / Proposal, it will be assumed the product or service fully complies with the City’s specifications, terms and conditions.

8. DELIVERY
Time will be of the essence for any orders placed as a result of this requests for bids. The City reserves the right to cancel such orders, or any part thereof, without obligations if delivery is not made at the time(s) specified.

9. DEFAULT PROVISION
In cases of default by the Successful Proponent, the City may take such action as it deems appropriate, including the procurement of the articles or services from other sources and holding the Successful Proponent responsible for any excess costs occasioned or incurred thereby.

10. COPYRIGHTS OR PATENT RIGHTS
The Proponent warrants that there has been no violation of copyrights or patent rights in manufacturing, producing or selling the goods shipped or ordered as a result of this bid and seller agrees to hold the purchaser harmless from any and all liability, loss or expense occasioned by any such violation.

11. SAFETY STANDARDS
The Proponent warrants that the product supplied to the City conforms in all respects to the standards set forth by Federal and Provincial agencies and failure to comply with this condition will be considered a breach of contract.

12. MANUFACTURER’S CERTIFICATION
The City reserves the right to request from the Proponent separate manufacturer's certification of all statements made in the bid document.

13. SIGNED BID TO BE CONSIDERED AN OFFER
The submission of an originally signed bid document to the City shall be deemed to constitute an "Offer" which may be accepted, at the option of the City by:

a) written acknowledgement of acceptance; and or
b) the issuance of a "purchase order".

And upon such acceptance the terms, conditions and specifications herein set forth shall be confirmed and binding upon the City and the Proponent. Upon acceptance of the bid, both parties hereto agree to do everything necessary to ensure that the terms of this agreement take effect.

The failure of either party at any time to require performance by the other party of any provision hereof shall in no way affect his right thereafter to enforce such provision or to seek damages for the breach thereof. It is agreed between the parties that neither party shall be held responsible for damages caused by delay or failure to perform his undertakings hereunder when such delay or failure is due to fires, strikes, floods, Acts of God or the Queen's enemies, lawful acts of public authorities or delays or defaults caused by common carriers, which cannot reasonably be foreseen or provided against.
14. ORAL INSTRUCTIONS OR SUGGESTIONS
The City will assume no responsibility for oral instruction or suggestions. All official correspondence in regard to the specifications should be directed to and will be issued by the Manager of Purchasing & Supply.

15. DISCREPANCIES AND OMISSIONS
Should the Proponent find discrepancies in, or omissions from the specifications, or should he be in doubt as to their meaning, he shall notify the Manager - Purchasing & Supply who may, if necessary, issue Addenda through Biddingo.

16. SPECIFICATIONS
No Successful Proponent is relieved from supplying all components necessary to render the material(s) and/or service(s) fit for the use specified in the governing documents merely because detailed specifications on the various components are not set out in the documents.

17. RESERVATIONS FOR REJECTION AND AWARD
The City reserves the right to accept or reject any or all bids or parts of bids, to waive irregularities and technicalities and to request rebids on the required material(s). It further reserves the right to award the contract on split-order basis, lump sum or individual item basis or such combination as shall best serve the interests of the City in the opinion of the Manager - Purchasing & Supply and the applicable Department, unless otherwise stated. The City also reserves the right to waive minor variations to specifications (interpretation of minor variances will be made by the applicable Department personnel).

18. BID ATTACHMENTS
A response to a request for bids which has attached a condition of sale or any other attachment which alters the specifications, conditions or terms, or makes it subordinate, may be cause for rejection.

19. ADDITIONAL GENERAL CONDITIONS
Instructions to Proponents and Information for Proponents dealing with the specific requirements of this request for bids are included in the attached request for bid documents.

20. SUCCESSORS AND ASSIGNS
The contract shall apply to and be binding on the parties hereto and their successors, administrators, executors and assigns and each of them.

21. SUB-CONTRACTS
The Successful Proponent shall not, without the written consent of the City, make any assignment or sub-contract for the provision of any goods or services hereby bid on.

22. WARRANTY
In supplement of, and not by way of substitution for the terms and conditions or any warranty stipulated or implied by law and notwithstanding prior acceptance by the City, the Successful Proponent will at any time within three (3) months of delivery thereof, and at their expense replace any goods which are or become defective as a result of faulty or inefficient manufacture, materials or workmanship.

23. LAWS
It is agreed that the goods and services supplied shall comply with all Federal laws, applicable municipal by-laws and other Province of Ontario laws applying thereto.
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Attachment:

Attachment A – Draft London Homeless Prevention Allowance Guidelines
1.0 Definitions

For a list of definitions please see section 3.0 of the Procurement of Goods and Service Policy per the following link:

[Procurement of Goods and Services Policy]

2.0 Purpose

The City of London (the City), is seeking submissions from qualified organizations currently operating London based Housing First programs (hereinafter referred to as the Proponent) to administer London Homeless Prevention Allowances (Allowances) for individuals and families experiencing homelessness with high acuity as determined through the Service Prioritization Decision Assistance Tool (SPDAT) as noted in the Request for Proposals (RFP).

The City will review all RFP submissions and rank them in accordance with the submission weighting system provided. The responses to this RFP will be used to assist the City in awarding Allowance funding to selected qualified organizations.

3.0 Background

The City of London Homeless Prevention System is a coordinated and integrated individual and family centred housing stability approach that is outcome focused and designed to address, reduce and prevent homelessness in London.

London’s Homeless Prevention System Implementation Plan (Implementation Plan) was introduced in 2013, and has been approved by all orders of government and the London Homeless Coalition. This Implementation Plan focuses on applying a Housing First approach to solve homelessness in London.

The primary goal for the Implementation Plan is to assist individuals and families at risk of or experiencing homelessness to achieve housing stability through a coordinated and integrated individual and family centred Housing Stability approach often referred to as Housing First. The Implementation Plan concentrates on delivering actionable and measurable solutions in purposeful and strategic ways with community-level results, consistent service delivery and information management.

The following principles of the Homeless Prevention System in London inform the actions to be undertaken:
3.0 Background...cont’d

- Housing First
- Homelessness is a solvable problem
- Individual and family centered
- Community engaged
- Partnership based
- London driven
- Neighbourhood based
- Inclusive
- Fiscally responsible
- Outcome focused

Housing First is an evidence-based approach that assists individuals and families by seeking out and supporting the right housing, at the right time, in the right place with the right level of support to develop lasting housing stability for individuals and families who have experienced homelessness. From the stability of their own home, individuals and families can begin to address the often complex and co-occurring issues that led them to their path of homelessness and achieve overall improved health and housing outcomes.

London for All, A Roadmap to End Poverty, March 2016, includes the following recommendation under its Homelessness Prevention and Housing section: Invest in housing allowances to support flexible, permanent housing stability for individuals and families. The Report also includes the following commentary: Housing allowances benefit individuals and families by providing increased stability in their housing; this creates space and security for people to move away from crisis mentalities and begin planning for pathways out of poverty.

3.1 London Homeless Prevention Allowance

London Homeless Prevention Allowances (Allowances) complement a Housing First approach. Allowances provide the difference between the cost of rent and the participant’s ability to pay based on their income. Providing a flexible investment in housing stability through London Homeless Prevention Allowance assists in solving homelessness.

London Homeless Prevention Allowances are applied to individuals and families experiencing homelessness in instances where they:

- are chronically or persistently homeless including chronic emergency shelter use;
- have higher acuity as determined through Service Prioritization Decision Assistance Tool (SPDAT) and/or extensive emergency shelter stays;
- would not be able to rent appropriate private market housing without a Housing First Allowance to assist with rent payment; and,
- are a participant of a Housing First Program and receiving on-going intensive in-home support.

London Homeless Prevention Allowances focus on solving homelessness by providing:

- a real time means to rapid housing from emergency shelter, the street and precarious housing;
- a choice based model where individuals and families can build on success; and,
- increased access to private sector market housing.
3.0 Background...cont’d

3.1 London Homeless Prevention Allowance...cont’d

Allowances can be up to a maximum of 40% of an individuals or families ability to pay rent. The exact amount of the Housing First Allowance is determined based on an income assessment and a housing plan that includes type and location of private sector housing and unique circumstances.

3.2 London Housing First Primary Components

Organizations operating London based Housing First programs that are funded by the City of London Homeless Prevention Service Area are eligible to receive London Homeless Prevention Allowance funding.

Under this initiative, operating from a Housing First philosophy includes all of the following Housing First Primary Components:

1. Intentional Connection
   - Focus is on solving chronic homelessness
   - Incorporates “by name lists” of individuals and families experiencing homelessness to facilitate access to appropriate community services based on unique needs
   - Use of the Service Prioritization Decision Assistance Tool (SPDAT)
   - Prioritizes individuals and families with highest acuity as determined by the SPDAT

2. Housing Selection
   - Employs Housing Finders to assist in finding, securing and maintaining housing in neighbourhoods of participant choice with no readiness requirements
   - Engages landlords to build housing stock, confirm rent payments and provide crisis diversion support as needed
   - Initial and on-going inspection of units to assess living conditions, safety of the unit and to monitor for damages
   - Provides support to anchor participants into their home to achieve positive tenant-landlord relations
   - Uses rapid rehousing based on participant need to keep participants housed

3. Intensive In-Home Support
   - Continuous in-home support is provided frequently in the early stages of anchoring into home and at a minimum of monthly as participants begin to stabilize with a focus on intentional connection, housing stability and community belonging
   - On-going intensive Case Management is provided based on the unique needs and goals of participants including and not limited to: case coordinating multiple services and service providers, case conferences, the use of Specific, Measureable, Attainable, Realistic, Timely (SMART) Goals, warm transfers and assessments including the use of SPDAT
   - Service is provided during evenings, weekends and holidays
3.0 **Background...cont’d**

3.2 **London Housing First Primary Components...cont’d**

- Initial and on-going income assessments to determine Housing First Allowance eligibility and participant need (during the application process, in the event of changes to circumstances, i.e. income or occupancy, and no less than once per year)
- Adheres to recommended Housing First caseload size as outlined in Appendix A - Draft London Housing First Allowance Program Guidelines
- Incorporates a ‘Whatever it takes, for as long as it takes’ approach to providing service (support can take several years)

4. **Emergency Shelter Diversion**

- Provides support to prevent emergency shelter admissions including landlord mediation and rapid rehousing based on need
- Seeks safe housing solutions to prevent emergency shelter admission including family reconnection when possible and access to community services
- Applies a rapid housing strategy to reduce the length of time individuals and families are residents of emergency shelters

5. **Community Belonging**

- Applies a strength based approach focused on anchoring participants into their neighbourhood
- Assists participants with community integration and belonging through meaningful community based activities and opportunities
- Coordinates strong support systems for participants that includes peers and community organizations and based on their unique life goals

4.0 **RFP Schedule**

The following is a tentative schedule to assist interested Proponents with the anticipated schedule (dates and times) of significant events associated with this RFP process, in general. The City reserves the right to alter the schedule at its sole discretion.

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information Meeting</td>
<td>Thursday, August 17, 2017 9:30 am – 10:30 am</td>
</tr>
<tr>
<td></td>
<td>City Hall Committee Room #3</td>
</tr>
<tr>
<td></td>
<td>300 Dufferin Ave. London, ON N6A 4L9</td>
</tr>
<tr>
<td>Questions/inquiries deadline</td>
<td>Thursday, August 24, 2017, 2:00:00 pm</td>
</tr>
<tr>
<td>RFP closing date</td>
<td>Thursday, August 31, 2017, 2:00:00 pm</td>
</tr>
<tr>
<td>Review &amp; Evaluate RFP submissions</td>
<td>Weeks of September 5 and 11, 2017</td>
</tr>
<tr>
<td>Committee</td>
<td>Wednesday, October 11, 2017</td>
</tr>
<tr>
<td>Council</td>
<td>Tuesday, October 17, 2017</td>
</tr>
</tbody>
</table>
5.0 Information to Proponents

a) A Proponent who has already submitted a proposal submission may submit a further proposal submission at any time up to the official closing time. The last proposal submission received shall supersede and invalidate all proposal submissions previously submitted by that Proponent as it applies to this RFP.

b) A Proponent may withdraw a proposal submission at any time up to the official closing time by letter bearing a signature and/or seal as in the original proposal submission. Withdrawal requests received after the RFP closing time will not be permitted.

c) In the event that only one (1) proposal submission is received at time of closing, the Manager of Purchasing and Supply or designate will either open the proposal submission or delay opening of the RFP for consultation with the respective Managing Director/ City Manager as to whether to open or reject the proposal submission. A rejected proposal submission will be returned unopened to the Proponent. A decision to reissue will be made respectively by the Manager of Purchasing and Supply and the respective Managing Director/ City Manager.

d) Proponents are to refer to the Terms and Conditions, Instructions and Information for Proponents. Your proposal submission and any resultant purchase will be based on these conditions unless otherwise agreed to in writing. In the event of any conflict between the Terms and Conditions, Instructions and Information to Proponents of this proposal, the terms and conditions of this RFP shall prevail.

e) The City reserves the right to accept or reject any and all proposal submissions. The City further reserves the right to award the contract on a split-order basis, lump-sum or individual-item basis, or such combination as shall best serve the interests of the City in the opinion of the Manager of Purchasing and Supply and the applicable Managing Director/ City Manager, unless otherwise stated.

f) The acceptance and award of the proposal submission and execution of an agreement, contract or purchase order is subject to approval by City Council.

g) All prices must be stated in Canadian funds. Prices must also be inclusive of customs, duty and freight.

h) If the amount proposed for a unit price item does not agree with the extension of the estimated quantity and the proposed unit price, or if the extension has not been made, the unit price shall govern and the total price shall be corrected accordingly. If both the unit price and the total price are left blank, then both shall be considered as zero. If the unit price is left blank but a total price is shown for the item, the unit price shall be established by dividing the total price by the estimated quantity. If the total price is left blank for a lump sum item, it shall be considered as zero. If the proposal contains an error in addition and/or subtraction and/or transcription in the approved proposal documentation format requested (i.e. not the additional supporting documentation supplied), the error shall be corrected and the corrected total contract price shall govern. Proposal submissions containing prices which appear to be so unbalanced as to likely affect the interests of the City adversely may be rejected.

i) By submitting a proposal submission, the Proponent acknowledges and accepts all terms and conditions in the RFP document and all policies and procedures in the Procurement of Goods and Services Policy located on the City of London Purchasing and Supply Chain Website. 

Procurement of Goods and Services Policy
6.0 Information Meeting

An Information Meeting has been scheduled for Thursday, August 17, 2017 from 9:30 am – 10:30 am in City Hall Committee Room #3, 300 Dufferin Ave, London, ON N6A 4L9 to address any questions.

7.0 Submission Instructions

7.1 Closing Date and Time

Proponents are required to submit in a sealed envelope clearly identified as RFP17-39 London Homeless Prevention Allowance, one (1) signed original and five (5) hard copies of their RFP submission. In addition proponents must submit one (1) electronic copy of their RFP submission on a USB flash drive, in the sealed envelope. Please note that either the USB flash drive will be non-refundable and will become property to the City of London. Completed proposal submission can be hand delivered (in person or by courier) to Purchasing & Supply, 267 Dundas Street, 4th Floor, London, Ontario N6A 1H2 and must be received before 2:00:00 p.m., local time, Thursday, August 31, 2017. Failure to submit the Form of Proposal will result in your proposal submission being rejected.

Proponents are solely responsible for ensuring their proposal submissions are received by Purchasing & Supply prior to the closing date and time.

7.2 Late Submissions

Proposals submissions received by Purchasing and Supply later than the specified closing time will be returned, unopened, to the Proponent.

7.3 Period of Acceptance

The proposal submission is to remain firm for acceptance for a period of one hundred and twenty (120) days from the date of closing.

7.4 Questions/Inquiries

a) Inquiries regarding this RFP are to be directed to City of London, Purchasing and Supply, Sarah Denomy, CPPB, Procurement Officer, by facsimile at (519) 661-5030 or e-mail purch@london.ca. Inquiries must not be directed to other City employees or Elected Officials. Directing inquiries to other than Purchasing and Supply may result in your proposal submission being rejected.

b) All clarification requests are to be sent in writing to the individual mentioned above. No clarification requests will be accepted by telephone. Responses to clarification requests will be provided to all Proponents in writing in the form of an Addendum which will only be posted on Biddingo.com.

c) The City assumes no responsibility for any verbal (spoken) information from any City staff or from any Consultant firms retained by the City, or from any other person or persons who may have an interest in this RFP. Amendments or changes to this RFP prior to the closing date and time stated herein will only be in the form of written addenda and said addenda will be issued by the Purchasing & Supply Team of the City of London. Any Addenda will be distributed through Biddingo.
7.0 Submission Instructions...cont’d

7.4 Questions/Inquiries...cont’d

It is the Proponent's sole responsibility to check this Web Site regularly to inform itself of any posted Addendum. The City makes no promise or guarantee that addenda will be delivered by any means to any Proponent. By submitting a proposal submission in response to this RFP, the Proponent acknowledges and agrees that addenda shall only be posted on Biddingo.com and it is the sole responsibility of the Proponent to check this Web Site for said addenda. Failure to acknowledge receipt of all addenda on the form of proposal will result in your proposal submission being rejected.

d) Each Proponent must review all RFP documents and promptly report and request clarification of any discrepancy, deficiency, ambiguity, error, inconsistency, or omission contained therein. Any such request must be submitted to the City in writing, prior to Thursday August 24, 2017, at 2:00:00 p.m.

e) Where a request results in a change or a clarification to the RFP, the City will prepare and issue an Addendum to this RFP. With the exception of an Addendum delaying the closing or cancelling of this RFP, No Addendum will be issued within the forty-eight (48) hours prior to closing - not including Saturdays, Sundays and Statutory Holidays observed by the City of London for regular business hours. Proponents that have submitted proposal submissions prior to the date and time cut-off for Addenda issuance are solely responsible to monitor Biddingo.com for further Addendum and are therefore also solely responsible for submitting complete new proposal submissions acknowledging any said Addendum prior to the closing date and time of the RFP solicitation.

7.5 Rights Reserved by the City

a) The lowest proposal submission will not necessarily be accepted. The City reserves the right to accept/reject any or all proposal submissions and/or reissue the RFP in its original or revised form.

b) The City reserves the right to modify any and all requirements stated in the RFP at any time prior to the possible awarding of a contract.

c) The City reserves the right to cancel this RFP at any time, without penalty or cost to the City. This RFP should not be considered a commitment by the City to enter into any contract.

d) In the event of any disagreement between the City and the Proponent regarding the interpretation of the provisions of the RFP, the Manager of Purchasing and Supply or an individual acting in that capacity, shall make the final determination as to interpretation.

7.6 Access to Information

a) The information submitted in response to this RFP will be treated in accordance with the relevant provisions of the Municipal Freedom of Information and Protection of Privacy Act and in accordance with Council Policy – The Procurement of Goods and Services Policy.

b) The Proponent does, by the submission of a proposal submission, accept that the information contained in it will be treated in accordance with the process set out in this section of the RFP.
7.0 Submission Instructions...cont’d

7.7 Joint Submission

If a Proposal is a joint proposal submission of two (2) or more Proponent firms, a single proposal submission is to be coordinated and submitted by the lead firm with the required information. The lead firm shall act as the Proponent in all contractual obligations of any resulting award and agreement, or as determined by the City.

7.8 Nomination of Sub-Consultants

a) Unless otherwise stipulated in this RFP or any Addendum thereto, the Proponent shall indicate the names and addresses of all nominated Sub-Consultants that it proposes to use in the provision of Services and/or work contemplated by this RFP.

b) The City reserves the right to reject any Sub-Consultant so nominated, without penalty or liability to the City of any kind whatsoever.

c) No change shall be made to the list of nominated Sub-Contractors and or Sub-Consultants after the Closing Time of the RFP, without the prior written approval of the City and only on such terms and conditions as the City in the exercise of an absolute discretion may require.

7.9 Multiple Proposals

Proponents may submit more than one (1) proposal submission. Should a Proponent submit more than one (1) proposal submission, each proposal submission shall be submitted as a separate envelope. Each proposal submission will be evaluated as a separate proposal submission. Each proposal submission must meet all of the mandatory requirements of this RFP.

8.0 Requirements at Time of Execution

Subject to an award of the contract, the successful Proponent is required to submit the following documentation in a form satisfactory to the City for execution within ten (10) working days after being notified to do so in writing:

1. Insurance Documents;
2. Clearance Certificate from the Workplace Safety and Insurance Board;
3. Workers Compensation Declaration, form WD-1;
4. Safety Policies and Procedures and Related Documentation;
5. Non-Disclosure Agreement.

If the successful Proponent for any reason, defaults or fails in any matter or thing referred to under "Requirements at Time of Execution", the City reserves the right to accept any other proposal submission, advertise for new proposal submission or carry out the work in any way as the City may, at its sole discretion, deem best.

8.1 Insurance

The successful Proponent shall at its own expense obtain and maintain until the termination of the contract, and provide the City with evidence of:
8.0 Requirements at Time of Execution...cont’d

8.1 Insurance...cont’d

a) Comprehensive general liability insurance on an occurrence basis for an amount not less than five million ($5,000,000.00) dollars and shall include the City as an additional insured with respect to the successful Proponents operations, acts and omissions relating to its obligations under this Agreement, such policy to include non-owned automobile liability, personal injury, broad form property damage, contractual liability, owners’ and contractors’ protective, products and completed operations, contingent employers liability, cross liability and severability of interest clauses.

b) Automobile liability insurance for an amount not less than two million ($2,000,000.00) dollars on forms meeting statutory requirements covering all vehicles used in any manner in connection with the performance of the terms of this Agreement.

c) The policies shown above will not be cancelled or permitted to lapse unless the insurer notifies the City in writing at least thirty (30) days prior to the effective date of cancellation or expiry. The City reserves the right to request such higher limits of insurance or other types of policies appropriate to the work as the City may reasonable require.

d) The successful Proponent shall not commence work until satisfactory evidence of insurance has been filed with and approved by the Risk Management Division of the City. The successful Proponent shall further provide that evidence of the continuance of said insurance is filed at each policy renewal date of the duration of the contract.

Certificates of Insurance:

The successful Proponent will be required to provide evidence of insurance at time of execution. In most cases, the ‘Standard’ City form is all that is required. Forms 2 (Professional) and 3 (Contractors’) are for specialized work. None of these forms request higher limits or greater variety of coverage than was necessary in the past. However, the forms 2 and 3 do provide much more information to the reviewer. These forms can be found here: [Certificates](#).

8.2 Workplace Safety & Insurance Board

If the successful Proponent is a non-construction*, self-employed individual, partner or executive officer who does not pay WSIB premiums and is recognized by WSIB as an ‘independent operator’ a letter from WSIB acknowledging independent contractor status and confirming that WSIB coverage is not required must be provided to the City prior to commencement of work.

*Construction refers to Class G – Construction of Schedule 1 (O. Reg. 175/98) and/or business activities included in Class G in the WSIB Employer Classification Manual. Review the revised regulation at the following link: [Class G – Construction of Schedule 1](#)

Review Class G services at the following link: [Class G Services](#)
8.0 Requirements at Time of Execution...cont’d

8.3 Workers Compensation Declaration

The successful Proponent prior to receiving payment for substantial and total performance of the work shall submit a Declaration (form no. WD-1, per the following link) stating that he has paid all assessments or compensations payable and has otherwise complied with all the requirements of the Workplace Safety and Insurance Board, and that the successful Proponent has paid all taxes and/or penalties imposed on it by the Corporation Tax Act of the Province of Ontario: Workers Compensation Declaration

8.4 Safety Policies and Procedures and Related Documentation

The successful Proponent shall submit one (1) copy of each of the following items:

a) Their written health and safety policy and program where required under Section 25 (2) (j) of the Occupational Health and Safety Act. Where not required under 25(4), Proponents are asked to provide procedures or a written description of safety practices applicable to the work to be performed under the contract.

b) Proof that personnel have received training in accordance with requirements of the Ontario Workplace Hazardous Materials Information System Regulation, where applicable.

c) The names of Proponent’s personnel who hold a valid First Aid Certificate where applicable.

8.5 Non-Disclosure Agreement

The successful Proponent shall complete and submit to the City a Non-Disclosure Agreement (NDA), Form no. 1033.

9.0 Terms and Conditions

9.1 Contract Period

The term of the contract will be for a period up to two (2) years and five (5) months with an option to renew at the City’s sole discretion.

9.2 Renewal

a) The City at its absolute sole discretion has the option to renew the contract for a period of three (3) years in one (1) year increments. Renewal is subject to securing funding.

b) In determining whether to renew the contract, the City will consider the following, but not be limited to performance, pricing, service and value.

9.3 Pricing

The City is seeking firm prices for the contract period.
9.0  Terms and Conditions...cont’d

9.4  Taxes

HST – Extra.

All Proponents shall provide their Harmonized Sales Tax (HST) registration number in their Form of Proposal. Note: If the Proponent is located outside of Canada and is not a HST Registrant, this may not apply.

9.5  Personal Information

In accordance with the Municipal Freedom of Information and Protection of Privacy Act, the Service Provider, its directors, officers, employees, agents, volunteers and persons for whom it is at law responsible will hold confidential and will not disclose or release to any person at any time during or following the term of this Agreement, except where required by law, any information or document without obtain the written consent of the individual/organisation concerned prior to the release or disclosure of such information or document and shall comply with the requirements regarding Personal Information and Confidentiality.

9.6  Approved Forms – Collection of Personal Information

When collecting Personal Information under this Agreement, the successful Proponent or subcontractor shall use only the forms approved by the City for that purpose.

9.7  Records Retention

In the event that the successful Proponent ceases operation, it is agreed that the successful Proponent will not dispose of any records related to the successful Proponent under this agreement without the prior written consent of the City, but when requested by the City shall return the records to the City forthwith.

9.8  Non-resident Withholding Tax

Non-residents of Canada are subject to a withholding tax of 15% as per paragraph 153(1) (g) of the Canadian Income Tax Act and Section 105(1) of the Income Tax Regulations. As required by law, the City will withhold 15% on all amounts payable to a non-resident vendor for services rendered in Canada. A Canada Revenue Agency approved waiver/reduction form must be submitted prior to payment processing in order to exempt/reduce the vendors required withholding tax amount. The withholding tax does not apply to GST or HST charged as well as any reimbursable costs (e.g. airfare, meals) provided they are itemized on the invoice. The City’s withholding of tax under this section does not relieve the non-resident vendor of its obligation to withhold tax on payments to non-resident subcontractors nor does it necessarily relieve the vendor of its total Canadian tax liability. Vendors should apprise themselves of the non-resident withholding tax rules prior to bidding on City requirements. Further information can be found on the Canada Revenue Agency website.

9.9  Cancellation

a)  The City reserves the right, at its absolute sole discretion, to cancel this contract with thirty (30) days written notice, without cause and without penalty.

b)  The City reserves the right, at its absolute sole discretion, to cancel this contract with seven (7) days written notice, with cause and without penalty.
9.0 Terms and Conditions...cont’d

9.10 Declaration of Conflict of Interest

No elected official, appointed officer or employee of the City shall have any pecuniary or controlling interest, either direct or indirect, in any competitive bid or contract for the supply of goods or services to the City, unless such pecuniary interest is disclosed by the contractor, bidder, or person submitting a proposal, as the case may be, or unless such pecuniary interest would be exempt under the Municipal Conflict of Interest Act. Please disclose any potential conflicts as requested in the Form of Proposal.

Failure to disclose any conflict of interest shall result in your bid being rejected.

9.11 Code of Conduct

Please see the City of London Code of Conduct listed on the City’s Bid Documents (Tenders/Quotes/Proposals) webpage.

Code of Conduct

9.12 Assignment

Following award of the contract, the successful Proponent shall not, without written consent of the Manager of Purchasing and Supply or designate make any assignment or any subcontract for the execution of any service or product hereby quoted on. The consent of the Manager of Purchasing and Supply or designate may be arbitrarily withheld.

9.13 Ownership of Materials, Reports, Designs, Specifications & Training Materials

Any work completed at the City’s expense, on-site or remotely during the course of the project, including training materials, reports, designs, custom applications, specifications or otherwise shall become the exclusive property of the City.

9.14 Non-disclosure

Except as the City may otherwise consent in writing, the Proponent shall not use other than for the City and not directly or indirectly publish or otherwise disclose at any time (except as the proponent’s duties for the City require) either during or subsequent to the Proponent’s work, any of the City’s appendices, attachments or other written material (whether or not conceived, originated, discovered, or developed in whole or in part by the Proponent).

9.15 Confidentiality

a) Except as may be necessary in the performance of an order under this agreement, the Consultant shall not at any time or in any manner make or cause to be made any copies, pictures, duplicates, facsimiles or other reproduction or recordings of any type, or any abstracts or summaries of any reports, studies, memoranda, correspondence, manuals, records, plans or other written, printed or otherwise recorded material of the City, or which relate in any manner to the present or prospective business of the City. The Consultant shall have no interest in any of this material and agrees to surrender any of this material which may be in its possession to the City immediately upon the termination of this Agreement or at any time prior to the termination upon the request of the City.
9.0 Terms and Conditions...cont’d

9.15 Confidentiality...cont’d

b) The Consultant shall not at any time (except under legal process) divulge any matters relating to the business of the City or any customers or agents of the City which may become known to it by reason of its services under an order, orders or otherwise and shall be true to the City in all dealings and transactions relating to the services contemplated by this agreement and any order. Furthermore, the Consultant shall not use at any time (whether during the continuance of this agreement or after its termination) for its own benefit or purposes of for the benefit or purposes of any other person, firm, corporation, association or other business entity, any trade secrets, business development programs, or plans belonging to or relating to the affairs of the City, including knowledge relating to customers, clients, or employees of the City.

9.16 Compliance with the Accessibility for Ontarians with Disabilities Act, 2005

The successful Proponent shall ensure that all its employees, agents, volunteers, or others for whom the successful Proponent is legally responsible receive training regarding the provision of the goods and services contemplated herein to persons with disabilities in accordance with Section 6 of Ontario Regulation 429/07 (the "Regulation") made under the Accessibility for Ontarians with Disabilities Act, 2005, as amended the "Act"). The successful Proponent shall ensure that such training includes, without limitation, a review of the purposes of the Act and the requirements of the Regulation, as well as instruction regarding all matters set out in Section 6 of the Regulation. The successful Proponent shall submit to the City, as required from time to time, documentation describing its customer service training policies, practices and procedures, and a summary of its training program, together with a record of the dates on which training was provided and a list of the employees, agents volunteers or others who received such training. The City reserves the right to require the successful Proponent to amend its training policies to meet the requirements of the Act and the Regulation.

9.17 Changes in Law

The parties acknowledge that performance of the obligations required hereunder may be affected by changes in applicable laws of the Province of Ontario. In the event of a change in applicable legislation that results in a material impact on the performance of any act required by this Agreement, the Parties shall renegotiate the provisions of this Agreement to achieve mutually acceptable terms for the performance of acts required hereunder. If the Parties are unable to agree on the revised terms and conditions either Party may submit the dispute to arbitration in accordance with the provisions of the Arbitration Act S.O. 1991, C. 17.

9.18 Environmental Considerations

In order to contribute to waste reduction and to increase the development and awareness of environmentally sound purchasing, acquisitions of goods and services will ensure that, wherever possible, specifications are amended to provide for expanded use of durable products, reusable products and products (including those used in services) that contain the maximum level of post-consumer waste and/or recyclable content, without significantly affecting the intended use of the product or service. It is recognized that cost analysis is required in order to ensure that the products are made available at competitive prices.
9.0  Terms and Conditions...cont’d

9.19  Co-operative Purchasing

The City desires to establish pricing and service levels which are accessible to the Broader Public Sector (BPS) organizations in Ontario, including the members of the Elgin, Middlesex and Oxford Purchasing Co-operative (EMOP), to allow for efficiency in purchasing resources across multiple organizations. If any or all of the BPS or EMOP organizations and agencies wish to acquire the products and or services at the same prices and under the same terms and conditions provided in this RFP, and provided that the Successful Proponent agrees to provide such services to the BPS or EMOP organizations and agencies, then the BPS or EMOP organizations may make individual arrangements with the Successful Proponent and the terms of this RFP shall apply between the BPS or EMOP organizations and agencies and the Successful Proponent.

9.20  Exclusion of Proponent in Litigation

a)  The City may, in its absolute discretion, reject a proposal submission submitted by a Proponent if the Proponent, or any officer or director of the Proponent is or has been engaged, either directly or indirectly through another corporation, in a legal action against the City, its elected or appointed officers and employees in relation to:

   •   Any other contract or services; or
   •   Any matter arising from the City’s exercise of its powers, duties, or functions.

b)  In determining whether or not to reject a proposal submission under this clause, the City will consider whether the litigation is likely to affect the Proponent’s ability to work with the City, its consultants and representatives, and whether the City’s experience with the Proponent indicates that the City is likely to incur increased staff and legal costs in the administration of the contract if it is awarded to the Proponent.

9.21  Exclusion of Proponent Due To Poor Performance

a)  The Managing Director / City Manager shall document evidence and advise Purchasing and Supply in writing where the performance of a supplier has been unsatisfactory in terms of failure to meet contract specifications, terms and conditions or for Health and Safety violations.

b)  The City Treasurer may, in consultation with the City Solicitor, prohibit an unsatisfactory supplier from bidding on future contracts for a period of up to three (3) years.

9.22  Verification of Information

The City shall have the right to:

a)  Verify any Proponent statement or claim by whatever means City deems appropriate, including contacting persons in addition to those offered as references.

b)  Access the Proponent’s premises where any part of the work is to be carried out to confirm Proposal information quality of processes and to obtain assurance of viability.

c)  The Proponent shall co-operate in the verification of information and is deemed to consent to City verifying such information.
9.0 Terms and Conditions...cont’d

9.23 Debriefing

Not later than thirty (30) days following the date of posting of a contract award notification in respect of the RFP, a Proponent may contact Purchasing & Supply requesting a debriefing from the City.

Any request that is not timely received will not be considered and the Proponent will be notified in writing. The City will not disclose submission information from other Proponents.

The intent of the debriefing information session is to aid the Proponent in presenting a better Proposal in subsequent procurement opportunities. Any debriefing provided is not for the purpose of providing an opportunity to challenge the procurement process.

10.0 Scope of Work

10.1 Role of the City

The City’s responsibilities include, and are not limited to, the following areas:
- Subject to the terms of the contract and available funding, provide on-going funding;
- Work with the selected organizations to maintain compliance with all terms and conditions of the contract;
- Monitor accountability of the organization to the agreed upon terms/contract throughout the ongoing administration of London Homeless Prevention Allowances;
- Monitor compliance of the application of London’s Housing First Primary Components;
- Monitor compliance of the Draft London Homeless Prevention Allowance Program Guidelines; and,
- Provide general support and assistance to the successful organizations.

10.2 London Homeless Prevention Allowance Program Guidelines

Organizations operating Housing First Programs in London that administer Allowances will observe the Guidelines and develop, implement and monitor internal policies and practices that meet all the necessary requirements to administer Allowances as outlined in Appendix A - Draft London Homeless Prevention Allowance Program Guidelines. The Draft Guidelines provide the framework for organizational development of policies and practices for administering Housing First Allowances.

10.3 Standardized Financial Forecasting Tool

Housing First Programs providing London Homeless Prevention Allowances will apply a standardized Financial Forecasting Formula to assist in the forecast of the need for Allowance funding based on the organizations maximum capacity to deliver Allowances. The Financial Forecasting Formula of Allowances will also be applied to track and predict Allowance expenditures on a monthly, annual and multi-year basis.
10.0 Scope of Work...cont’d

10.4 Service Prioritization Decision Assistance Tool (SPDAT)

Unless otherwise stated, all projects or programs funded under the Community Homelessness Prevention Initiative will implement and use the Service Prioritization Decision Assistance Tool (SPDAT). SPDAT is an evidence-informed approach to assessing an individual’s or family’s acuity. The assistance tool prioritizes who to serve next and why, while concurrently identifying the areas in the individual/family’s life where support is most likely necessary in order to avoid housing instability.

SPDAT assists in efforts to address, reduce and prevent homelessness in London by:
- Providing a consistent way to understand needs/strengths;
- Focusing resources by prioritizing based on needs; and,
- Matching need to the best services – intentional connection.

10.5 Homeless Management Information System (HMIS)

A shared Homeless Management Information System will be fully implemented in London by December 2017.

The Homeless Management Information System (HMIS) will be used to collect demographic and service information about individuals and families experiencing homelessness through integrated case planning and support. Participating organizations use and analyze the gathered information to identify emerging trends and gaps in services, and to generate reports for agencies, funders, and local, provincial, and federal levels of government.

Housing First Programs who administer London Homeless Prevention Allowances are required to implement and use the HMIS. Information gathered through use of the HMIS will assist to inform, advise and guide the on-going evaluation and administration of Allowances.

10.6 Training

Organizations operating Housing First Programs in London that administer London Homeless Prevention Allowances will ensure that Housing First Program staff and other relevant staff attend SPDAT training and any other Housing First training/events as identified and planned/sponsored by the City of London.

10.7 Project Deliverables

London Homeless Prevention Allowances are anticipated to:
- Reduce the length of time it takes to move an eligible participant into housing as part of Housing First services;
- Increase the rental housing opportunities for individuals and families experiencing homelessness with high acuity as determined through the use of SPDAT;
- Customize the amount of subsidy received to the unique circumstances of each participant;
- Reduce the number of individuals experiencing chronic homelessness in London;
- Reduce demands on emergency services, especially amongst individuals and families with the most acute, chronic needs; and,
- Achieve other deliverables as identified and as required.
11.0 Submissions Requirements

11.1 General Requirements

a) The City is requesting proposal submissions from organizations/agencies who are both interested and capable of undertaking the project.

b) The onus is on the Proponent to show their knowledge, understanding and capacity to conduct the work outlined in the RFP.

c) The proposal submissions will be assessed according to how well they assure the City’s success in relation to the RFP requirements. The detail and clarity of the written proposal submission will be considered indicative of the Proponents expertise and competence.

d) All information provided in response to this RFP must contain sufficient detail to support the services being proposed. Incomplete proposal submissions will not be considered.

e) Title page which will include the Proponent’s legal name, address, telephone and fax numbers, e-mail address, and name of primary contact and date.

11.2 Administration Fee

Proponents who do not elect to retrieve the RFP information from Biddingo.com can purchase a hard copy of the document. The cost is $55.00 in the form of a cheque or Canadian Money Order made payable to the "City Treasurer".

11.3 Mandatory Requirements

a) Acknowledgement of all addenda on the Form of Proposal.

b) A least one (1) original signed “Form of Proposal” MUST be submitted with the proposal submission.

11.4 Specific Requirements

a) Submission Requirements - Proposal Quality

- Functional organizational information is complete and summarized
- Details are accurate and provide full disclosure of organization information
- Legible

b) Current Operations (no more than 3 to 5 pages)

- An overview of services currently offered through the existing Housing First program illustrating the organizations adherence to London Housing First Primary Components as outlined in Section 3.2;
- A brief description of current participants served;
- An organizational chart of existing Housing First program staff functions; and,
- An overview of the organizations approach to assessing acuity and prioritizing service including the use of the “by name list” and SPDAT.
11.0 Submissions Requirements...cont’d

11.4 Specific Requirements...cont’d

c) Capacity
   • Demonstrated experience and commitment to providing service to individuals and
     families experiencing homelessness with a focus on Housing Stability
   • Organizational capacity to fund households in advance and invoice the City of London,
     Homeless Prevention Service Area for monthly reimbursement

d) Financial Management and Feasibility (no more than 2 to 3 pages)

   • Eligible expenditures for London Homeless Prevention Allowance funding include:
     • Allowances; and,
     • Administration Fees no greater than 10% of the overall total budget.
   • Using the Financial Forecasting Formula or reasonable facsimile as outlined in Appendix A -
     Draft London Homeless Prevention Allowance Program Guidelines, submit a three (3) year
     budget including:
     • Maximum number of households to be served based on caseload capacity;
     • Assumptions based on anticipated household needs; and,
     • Funding amount required for each of the following years:

     | Year   | Period                          |
     |--------|---------------------------------|
     | Year 1 | August 1, 2017 – December 31, 2017 |
     | Year 2 | January 1, 2018 – December 31, 2018 |
     | Year 3 | January 1, 2019 – December 31, 2019 |

   • An overview of the organizations capacity to provide Allowances to households to be
     invoiced to the City of London, Homeless Prevention Service Area for monthly re-
     imbursement; and,
   • An overview of the organizations accountability controls, financial management and reporting
     of funds.

12.0 Evaluation Criteria

12.1 Evaluation Team

Proposals submissions will be evaluated by an evaluation team with representation from:

• Neighbourhood, Children & Fires Services (NCFS)
• Housing, Social Services and Dearness Home
• Financial and Business Services with the assistance of Purchasing and Supply.

By responding to this RFP, Proponents acknowledge that the evaluation team is solely
responsible for recommending the successful Proponent.
12.0 Evaluation Criteria...cont’d

12.2 Evaluation Process

Each proposal submission will be evaluated by the City on the basis of the information provided by the Respondent in its RFP. Each proposal submission will be reviewed to assess compliance with the requirements set out in this RFP document. Evaluation results will be the property of the City. The City does not intend to disclose details of the evaluation results, under any circumstances.

After receipt of the proposal submissions the City may request clarification of proposal submissions. The City may request clarification to ascertain a Proponent’s understanding of, and level of responsiveness to, the proposal submission for the purpose of the evaluation process.

The City, in its sole discretion may adjust the evaluation score or ranking of proposal submissions as an outcome of the clarifications. The City reserves the right to limit clarification to any number of Respondents as determined by the City regardless of the number of the Proponents that submitted proposal submissions.

12.3 Submission Weighting

It is anticipated that multiple organizations operating Housing First programs funded by the City of London’s Homeless Prevention Service Area will receive London Homeless Prevention Allowance funding, subject to available funds being available. The City of London will determine the allocation of funds to each organization.

In order for Proponents to be considered for funding under this initiative, the proposal submission weighting must meet or exceed the 90th percentile of all weighting in Section B) Current Operations.

The evaluation criteria will be based on, and not limited to, the following:

<table>
<thead>
<tr>
<th>EVALUATION CRITERIA</th>
<th>WEIGHTING</th>
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</thead>
<tbody>
<tr>
<td>Submission Requirements - Proposal Quality</td>
<td></td>
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<tr>
<td>• Functional organizational information is complete and summarized</td>
<td>5 Points</td>
</tr>
<tr>
<td>• Details are accurate and provide full disclosure of organization information</td>
<td></td>
</tr>
<tr>
<td>• Legible</td>
<td></td>
</tr>
<tr>
<td>Financial Management and Feasibility</td>
<td>20 Points</td>
</tr>
<tr>
<td>• Proposed 3 year budget is clear and outlines realistic costs associated with administering London Homeless Prevention Allowances (15 Points)</td>
<td></td>
</tr>
<tr>
<td>• Financial management and accountability controls are well structured (5 Points)</td>
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</tbody>
</table>
### 12.0 Evaluation Criteria...cont’d

#### 12.3 Submission Weighting...cont’d

<table>
<thead>
<tr>
<th>EVALUATION CRITERIA</th>
<th>WEIGHTING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Operations</td>
<td></td>
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<tr>
<td>- Currently operates an existing Housing First program funded by the City of London’s Homeless Prevention Service Area; (10 Points)</td>
<td>60 Points</td>
</tr>
<tr>
<td>- Offers services to individuals and families experiencing homelessness through a Housing First approach that observes London’s Housing First Primary Components including:</td>
<td></td>
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<tr>
<td>- Intentional Connection (10 Points)</td>
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<tr>
<td>- Housing Selection (10 Points)</td>
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<tr>
<td>- Intensive In-Home Support (10 Points)</td>
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<td>- Emergency Shelter Diversion (10 Points)</td>
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<td>- Community Belonging (10 Points)</td>
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<tr>
<td>Capacity</td>
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<td>- Demonstrated experience and commitment to providing service to individuals and families experiencing homelessness with a focus on Housing Stability (5 Points)</td>
<td>15 Points</td>
</tr>
<tr>
<td>- Organizational capacity to fund households in advance and invoice the City of London, Homeless Prevention Service Area for monthly reimbursement (10 Points)</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>100 Points</td>
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</table>

The order of the items listed in this Section should not be taken as an indication of the relative importance of any particular criteria in the evaluation process.

#### 12.4 Selection Process

a) Receive written responses from Proponents  
b) Evaluate Proposals  
c) Recommendation  
d) Agreement, Purchase Order or Contract Record.
13.0 Form of Proposal

At least one signed original of this form of proposal must be included in your proposal submission.

13.1 Please state terms of payment (Note: Early payment discounts will be considered in the award of the contract, and will apply before taxes):

13.2 I/WE, the undersigned authorized signing officer of the Proponent, HEREBY DECLARE that no person, firm or corporation other than the one represented by the signature (or signatures) of proper officers as provided below, has any interest in this proposal submission.

13.3 I/WE further declare that all statements, schedules and other information provided in this proposal submission are true, complete and accurate in all respects to the best knowledge and belief of the Proponent.

13.4 I/WE further declare that this proposal submission is made without connection, knowledge, comparison of figures or arrangement with any other company, firm or persons making a proposal and is in all respects fair and without collusion for fraud.

13.5 I/WE DECLARE that, regarding this bid submission, no potential conflict of interest exists as outlined in the Terms and Conditions. (If no conflict exists, enter N/A)

13.6 I/WE further declare that the undersigned is empowered by the Proponent to negotiate all matters with the Corporation representatives, relative to this proposal submission.

13.7 WE further declare that the agent listed below is hereby authorized by the Proponent to submit this proposal submission and is authorized to negotiate on behalf of the Proponent.

13.8 I/WE have allowed for Addenda numbered as follows: #_____ through to #_____.

<table>
<thead>
<tr>
<th>Example:</th>
<th>#0 through to #0</th>
<th>If there were no addendums.</th>
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<tr>
<td>Example:</td>
<td>#1 through to #1</td>
<td>If there was one addendum.</td>
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<tr>
<td>Example:</td>
<td>#1 through to #2</td>
<td>If there were two addendums.</td>
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Failure to Acknowledge All Addenda Will Result In Your Proposal Being Rejected.

Company Name:__________________________________________

Address:________________________________________________

City/Province:__________________________________________Postal Code/Zip Code:________________________

Authorized Signature:___________________________________Title:_________________________________________

I/WE are authorized to bind the COMPANY/CORPORATION Name (Please print or type):__________________________

Telephone Number: (____)_____________ Fax Number: (____)________________

Email Address:__________________________________________

HST Registration #:____________________________________ Date of Proposal Submission:____________________

NOTE: Please return your written submission and USB in addition with pages 21 and 22 complete with an original signature in ink on or before 2:00:00 p.m., Local Time, Thursday, August 31, 2017, Failure to do so shall result in the proposal submission being rejected.
DRAFT LONDON HOMELESS PREVENTION ALLOWANCE PROGRAM GUIDELINES

2017
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Appendix A: Housing First Allowance Invoice Form

Appendix B: Housing First Allowance Tracking Form

Appendix C: Housing First Allowance Tracking Form Definitions

Appendix D: Sample Exceptional Circumstances Form

Appendix E: Sample Consent to Exchange Information Form

Appendix F: Sample Participant Agreement Form
1. INTRODUCTION

The City of London’s Neighbourhood, Children and Fire Services Homeless Prevention Service Area provides funding, guidance and support to qualified London based organizations to administer London Homeless Prevention Allowances (Allowances) as a component of Housing First Programs operating under the City’s Homeless Prevention System.

The priority of a Housing Stability approach, often referred to as Housing First, is to move individuals and families experiencing homelessness quickly into housing with support and then begin to work on the issues that contributed to their homelessness from the stability and safety of their own home.

Allowances are flexible investments in long-term housing stability. Allowances support the Housing First approach by assisting with rapid access to permanent housing in the neighbourhood of the participant’s choice for individuals and families experiencing chronic homelessness combined with higher acuity and/or extensive emergency shelter stays.

Providing a flexible investment in housing stability through Allowances combined with in-home intensive support assists individuals to work towards and maintain housing stability.

2. SCOPE OF GUIDELINES (GUIDELINES)

The London Homeless Prevention Housing First Allowance Guidelines (Guidelines) provide a framework for administering Housing First Allowances to qualified individuals and families. They are designed to assist Housing First programs to meet the requirements of providing Allowances within an accountable framework.

From time to time, changes to the administration of Housing First Allowances through Housing First Programs may be necessary. As such, the Guidelines may be updated on an as needed basis and any updates will be communicated to appropriate services.

3. LONDON’S HOUSING STABILITY PRIMARY COMPONENTS

Under this initiative, operating from a Housing Stability approach includes all of the following Housing Stability Primary Components:

1. Intentional Connection
   - Focus is on solving chronic homelessness
   - Incorporates By Name Lists of individuals and families experiencing homelessness to facilitate access to appropriate community services based on unique needs
   - Use of the Service Prioritizing Decision Making Assessment Tool (SPDAT)
   - Prioritizes individuals and families with highest acuity as determined by the SPDAT

2. Housing Selection
   - Employs Housing Finders to assist in finding, securing and maintaining housing in neighbourhoods of participant choice with no readiness requirements
HOUSING FIRST PRIMARY COMPONENTS (continued)

- Engages landlords to build housing stock, confirm rent payments and provide crisis diversion support as needed
- Initial and on-going inspection of units to assess living conditions, safety of the unit and to monitor for damages
- Provides support to anchor participants into their home to achieve positive tenant-landlord relations
- Uses rapid rehousing based on participant need to keep participants housed

3. Intensive In-Home Support
- Continuous in-home support is provided frequently in the early stages of anchoring into home and at a minimum of monthly as participants begin to stabilize with a focus on intentional connection, housing stability and community belonging
- On-going intensive Case Management is provided based on the unique needs and goals of participants including and not limited to: case coordinating multiple services and service providers, case conferences, the use of SMART goals, warm transfers and assessments including the use of SPDAT
- Service is provided during evenings, weekends and holidays
- Initial and on-going income assessments to determine Housing First Allowance eligibility and participant need (during the application process, in the event of changes to circumstances, i.e. income or occupancy, and no less than once per year)
- Adheres to recommended Housing First caseload size as outlined in Appendix A, London Housing First Allowance Program Guidelines - Draft
- Incorporates a ‘Whatever it takes, for as long as it takes’ approach to providing service (support can take several years)

4. Emergency Shelter Diversion
- Provides support to prevent emergency shelter admissions including landlord mediation and rapid rehousing based on need
- Seeks safe housing solutions to prevent emergency shelter admission including family reconnection when possible and access to community services
- Applies a rapid housing strategy to reduce the length of time individuals and families are residents of emergency shelters

5. Community Belonging
- Applies a strength based approach focused on anchoring participants into their neighbourhood
- Assists participants with community integration and belonging through meaningful community based activities and opportunities
- Coordinates strong support systems for participants that includes peers and community organizations and based on their unique life goals

4. LONDON HOMELESS PREVENTION ALLOWANCES (ALLOWANCES)

London based Housing First Programs funded through London’s Homeless Prevention System may offer London Homeless Prevention Allowances to eligible participants depending on the
LONDON HOMELESS PREVENTION ALLOWANCES (continued)

Participant’s unique circumstance. Generally, Allowances provide the difference between the cost of rent and the participant’s ability to pay. Eligible participants include individuals and families who:

- Experience chronic homelessness combined with higher acuity and/or extensive emergency shelter stays;
- Require an Allowance to obtain appropriate housing; and,
- Participate in a Housing First Program funded through the Homeless Prevention System.

From time to time the City of London Homeless Prevention Service Area may amend the eligibility criteria for Allowances based on evaluation, trends and funding requirements.

5. ADMINISTRATION

London Homeless Prevention Allowances are administered by Housing First Program’s funded through a Purchase of Service Agreement with the City of London.

6. PURCHASE OF SERVICE AGREEMENT

London based Housing First Programs that have entered into a Purchase of Service Agreement with the City of London to deliver a Housing First Program are eligible to receive funding through the London Homeless Prevention Allowance Program subject to available funding.

7. HOMELESS MANAGEMENT INFORMATION SYSTEM (HMIS)

A shared Homeless Management Information System will be fully implemented in London by December 2017.

The Homeless Management Information System (HMIS) will be used to collect demographic and service information about individuals and families experiencing homelessness through integrated case planning and support. Participating organizations use and analyze the gathered information to identify emerging trends and gaps in services, and to generate reports for agencies, funders, and local, provincial, and federal levels of government.

Housing First Programs who administer London Homeless Prevention Allowances are required to implement and use the HMIS. Information gathered through use of the HMIS will assist to inform, advise and guide the on-going evaluation and administration of Allowances.
8. POLICIES AND PRACTICES

Housing First Programs will develop and implement internal policies and practices to administer London Homeless Prevention Allowances that observe all requirements of the Guidelines. Policies and practices are subject to review and approval by the City of London.

9. LONDON HOMELESS PREVENTION ALLOWANCE ELIGIBILITY

Individuals and families participating in Housing First Programs with the highest acuity, and/or who are experiencing chronic homelessness and have extensive emergency shelter stays are eligible to apply for a London Homeless Prevention Allowance. The focus of participants and Housing First Program staff is based on the right housing at the right time in the right place with the right level of in-home support to assess the participants need, interest and commitment to participating in the Housing First Allowance Program.

Participating in a Housing First Program includes Intensive Case Management, In-Home Support and Landlord Engagement. It is understood that as participants begin to anchor into their home and community, less intensive support will be required over time. Participation in Housing First Programs requires a minimum of one in-home visit per month.

In the event that participants change Housing First Programs through an intentional connection, Allowance eligibility can be re-assessed through the new Housing First Program. Housing First Programs will prioritize the housing stability of participants changing programs and will work collaboratively in the transfer of service.

Generally, participants apply for an Allowance through their Housing Stability Worker. The Housing Stability Worker is responsible for making a recommendation regarding Allowance eligibility to the Manager of the Housing First Program. The recommendation is based on standard considerations for Allowances including:

- Acuity based on SPDAT assessment;
- History of homelessness/Emergency Shelter Use;
- Housing and income assessment;
- Unit selection, and,
- The unique circumstances of the participant.

Based on available funding, participant eligibility will be approved or denied by the Manager of the Housing First Program.

The Housing First Program will have, in writing, a practice that outlines the review and approval process of Allowance applications.
10. ASSESSING ACUITY

Unless otherwise approved, Housing First Programs that administer London Homeless Prevention Allowances will implement and use the Service Prioritization Decision Assessment Tool (SPDAT). The SPDAT is an evidence-informed approach to assessing an individual’s or family’s acuity. Acuity is defined by the intensity of the support required to address the individual’s or family’s state of homelessness.

The VI-SPDAT assessment tool assists organizations to prioritize who to serve and why, while concurrently identifying the areas in the individual or family’s life where support is most likely necessary to achieve housing stability.

The SPDAT will assist in London’s efforts to address, reduce and prevent homelessness by:

- Providing a consistent way to understand needs/strengths of individuals/families
- Focusing resources by prioritizing and matching needs to the best services
- Assisting with case planning and support

11. ASSESSING THE AMOUNT OF ALLOWANCE

The London Homeless Prevention Allowance is 40% of an individual or families available income to pay rent and is based on their income. Income sources include, and are not limited to: Ontario Works (OW), Ontario Disability Support Program (ODSP), Canadian Pension Plan (CPP), Workplace Safety and Insurance Board (WSIB), employment income and other income. Income is confirmed through verification of income sources including, and not limited to: OW/ODSP statements, paystubs, tax forms and verbal reporting.

A housing and income assessment is completed to determine the individual or families income source, available income to pay rent, choice of housing, location and unique circumstances. This information aids in the housing search. Once appropriate and attainable housing is located, the amount of Allowance required will be calculated based on the difference between the actual rent amount and the participant’s ability to pay.

The recommended amount of the Allowance is put forward to the Manager of the Housing First Program for approval. Once approved, support will be provided to assist the participant in securing the unit. This will include assistance securing first and last month’s rent from available funding sources and setting up methods for rent to be paid directly to the landlord on an ongoing basis.

Once housing is secured and An Allowance is being administered, a review of the individual or families’ income will take place whenever there is a change in acuity, income, housing or occupancy, and no less than one time per year to ensure the Allowance amount is accurately matched to the participants need.

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12. EXCEPTIONAL CIRCUMSTANCES

If participants are deemed ineligible for a London Homeless Prevention Allowance based on standard eligibility criteria, the Housing First Program may recommend an Allowance as an Exceptional Circumstance depending on the unique circumstances of the individual or family, subject to the approval of the City of London, Homeless Prevention Service Area.

An Exceptional Circumstances Form (attached as Appendix D) will be completed by the Housing First Program. A copy of the form will be submitted by email to the City of London Homeless Prevention Service Area for approval and record keeping, and to inform any Housing First Allowance reviews and evaluations.

The Homeless Prevention Service Area will provide a decision within in one business day.

The Exceptional Circumstance Form completed by the Housing First Program is subject to the review and approval of the City.

The Housing First Program will have in writing a practice, subject to City approval, to review and approve Exceptional Circumstances.

13. CONSENTS

Participants are required to provide written, informed consent to exchange information regarding a London Homeless Prevention Allowance.

Organizations are required to:

- Complete the Consent to Release Information form, and:
- Email the completed consent form to the Homeless Prevention Service Area for record keeping.

The consent form will include consent to release information to:

- The Housing First organization;
- City of London Homeless Prevention Service Area;
- City of London Ontario Works;
- Ontario Disability Support Program; and,
- The Housing Stability Bank.

A sample form is attached as Appendix E and may be adapted for use by the Housing First Program.

14. PARTICIPANT AGREEMENT

Eligible participants are required to enter into a London Homeless Prevention Allowance Participation Agreement. This Agreement is between the participant and the Housing First Program/organization and will include, and not be limited to:
PARTICIPANT AGREEMENT (continued)

- The total rent amount; outlining the participants rent payment amount and the amount of the Allowance;
- Confirmation of the set-up of:
  - ongoing direct payment to the landlord for the participants required portion of the rent after the participant’s portion of the rent has been paid;
  - in-home visit schedule based on participant need and acuity at a monthly minimum;
  - income reviews; and,
- Confirmation that the complaint process and termination of Allowances have been reviewed with the participant.

The Agreement is subject to review and the aim is to have a standard form commonly used by all Housing First Programs.

15. INTENSIVE CASE MANAGEMENT AND IN-HOME SUPPORT

A component of London Homeless Prevention Allowances is Intensive Case Management and In-Home Support. Intensive Case Management and In-Home Support will be offered from a strengths based and individualized approach, and will be provided on weekdays, evenings and weekends as needed.

Housing Stability Workers provide Intensive Case Management and In-Home Support to participant’s receiving an Allowance based on participant need. Participants with high acuity will receive Intensive Case Management and In-Home Support multiple times per week, including daily. As participants begin to anchor into their home and community, the frequency of In-Home Support will be provided based on need and will include a minimum of one in-home visit per month.

Intensive Case Management and In-Home Support will focus on anchoring participants into their home by providing support including:

- Assistance and coaching with daily living such as: shopping, cooking, cleaning, and laundry;
- Financial literacy skills such as: budgeting, shopping and saving;
- Good tenancy skills such as: paying rent, managing guests and neighbour relations; and,
- Community belonging such as: using public transportation (e.g. taking the bus), recreation and leisure activities, accessing public spaces, volunteering and awareness of community resources.
16. CASELOAD SIZE MANAGEMENT

Housing Stability Workers will generally observe the following maximum caseload ratios with flexibility to increase/decrease caseloads based on participant acuity as determined by SPDAT, progression to community belonging and caseload capacity:

High Acuity = 1:10
Mid Acuity = 1:20
Low Acuity = 1:30

The following Housing Stability Worker Caseload Management Tool is provided as an example to assist organizations to determine caseload capacity and Allowance requirements:

<table>
<thead>
<tr>
<th>Acuity</th>
<th>Percentage of Caseload per Participant</th>
<th>Example Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Acuity</td>
<td>10%</td>
<td>5</td>
<td>=50%</td>
</tr>
<tr>
<td>Mid Acuity</td>
<td>5%</td>
<td>4</td>
<td>=20%</td>
</tr>
<tr>
<td>Low Acuity</td>
<td>3%</td>
<td>10</td>
<td>=30%</td>
</tr>
<tr>
<td><strong>Total Caseload</strong></td>
<td></td>
<td><strong>18</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

17. LANDLORD ENGAGEMENT

Housing Finders actively engage with landlords and property management companies to seek out, develop and grow existing and new housing stock. Services to landlords include, and are not limited to: assistance to increase rental occupancy by matching participants to vacant units; establishing methods to directly pay rent to landlords; and providing assistance to resolve tenant related difficulties that may arise such as maintaining good relationships with other tenants, damages, and guest/visitor policies.

Housing First Programs generally do not exceed a 15% occupancy threshold of high acuity individuals or families experiencing homelessness in any one building. This is not limited to the Housing First program.

In the event that a participant vacates their unit, the Housing Finder works with the landlord to maintain the relationship and access to the unit. This includes matching new tenants to the unit through Housing First Programs.

18. FIRST AND LAST MONTHS RENT

Participants who are approved to receive a London Homeless Prevention Allowance and have entered into a rental agreement may require first and last month’s rent to be paid directly to the landlord. The amount determined for the Allowance may be applied in full to the payment of first and/or last month’s rent as required.
FIRST AND LAST MONTHS RENT (continued)

The participant is responsible for directly paying the landlord their rental portion of first and last month’s rent.

Housing Stability Workers will provide assistance to participants to work with their sources of income and access other funding sources, such as Ontario Works and the Housing Stability Bank, to secure and pay first and last month’s rent through a direct payment to the landlord.

19. HOUSING STABILITY BANK

With participant consent, Housing First Programs that administer London Homeless Prevention Allowances will use the support of the Housing Stability Bank to assist eligible participants who require financial assistance with first and last month’s rent.

The Housing Stability Bank offers financial assistance to low income Londoners to obtain and retain their housing and offers financial assistance to those at risk of homelessness to remain housed.

Financial assistance includes interest free loans to assist with first month’s rent (ODSP recipients only) and/or last month’s rent.

20. ONTARIO WORKS (OW)

With participant consent, Housing First Programs that administer London Homeless Prevention Allowances will use the support of OW to assist eligible participants who require financial assistance to pay rent.

Ontario Works helps individuals who are in financial need. It offers two types of assistance:

- Financial assistance, including:
  - income support to help with the costs of basic needs, like food, clothing, rent and utilities
  - health benefits for households
- Employment assistance to help clients find, prepare for and keep a job. This assistance may include:
  - workshops on resume writing and interviewing
  - job counselling
  - job-specific training
  - access to basic education, so clients can finish high school or improve their language skills

In some cases, with the exception of homelessness, a client must agree to participate in employment assistance activities in order to receive financial assistance.
21. ONTARIO DISABILITY SUPPORT PROGRAM (ODSP)

With participant consent, Housing First Programs that administer London Homeless Prevention Allowances will use the support of ODSP to assist eligible participants with disabilities who qualify for ODSP and require financial assistance to pay rent.

Ontario Disability Support Program (ODSP) provides financial assistance to individuals who have a disability and need help with living expenses.

ODSP offers two types of support:

- Financial assistance to help with the costs of basic needs, like food, clothing, rent and utilities. Financial assistance also includes benefits, like drug coverage and vision care for households.

- Employment supports - Services and supports to help households with disabilities find and keep a job, and advance their careers.

22. RENT PAYMENT AND MONITORING

Housing First Programs that administer London Homeless Prevention Allowances will use of a direct payment system for processing Allowance payments directly to landlords.

The Housing Stability Worker will assist the participant to make on-going arrangements to directly pay the landlord their rental portion from their income source. I.e. OW/ODSP/CPP/WSIB and employment income.

In general, rent is due on the 1st of every month. The following step by step practices are required in order to facilitate the administration of Housing First Allowances:

1) The participant pays their rental portion directly to the landlord on or about the 1st of the month, unless otherwise stated.

2) The Housing First Program obtains verification that the participant’s rental portion has been paid (i.e. receipt, bank statement, landlord communication) and provides verification to the Manager of the Housing First Program or designate.

3) The Housing First Program will release the Allowance payment directly to the landlord on, or as close to, the rent due date as possible (i.e. the 1st of the month) and no later than within 3 business days of the due date.

In general, the Allowance will not be paid until the participant’s rental portion is paid each month. In the event of non-payment, the Housing First Program will work with the participant to determine solutions including repayment plans, negotiating and communicating with the landlord. Support will be provided to identify and address potential barriers to paying rent on time going forward to assist with housing stability of the participant.

The Housing First Program is responsible to monitor the rent and Allowance payment to the landlord monthly.
RENT PAYMENT AND MONITORING (continued)

In the event that a participant moves into supportive housing, care facilities or has a period of incarceration or hospitalization, or other change in housing that effects their ability to pay rent, the Housing First Program will seek solutions that support housing stability for a general period of up to 3 months. Solutions may include, and are not limited to, continued use of the Allowance to pay rent, approving an Exceptional Circumstance, utilizing the ‘Whatever It Takes’ Fund, negotiating with landlords, and seeking out assistance from other service providers and funding sources.

23. TERMINATION

Termination of a London Homeless Prevention Allowance may occur for program participants under the following circumstances:

i) Non-payment of Rent (ongoing)
In general, the Allowance will not be provided if the participant’s rental portion is not paid for that month. On-going non-payment of the participant’s rental portion may result in the termination of an Allowance.

ii) Change to Income
In the event of a change to income, participants will be re-assessed to determine need and may be eligible for a new Allowance based on their current financial circumstance. Allowances may increase, decrease, terminate or end based on the change to participant income.

iii) Occupancy
In the event of change to occupancy, participants will be re-assessed to determine need and may be eligible for a new Allowance based on their current housing circumstance. A participant’s household size may change based on relationships, dependants or roommates. Allowances may increase, decrease, terminate or end based on the change in occupancy.

iv) Change in Housing
Participants who are rehoused will be assessed to determine need and may be eligible for a new/revised Allowance. The new Allowance will be based on their current circumstance (Example: Increased housing stability may prompt a move from a monthly accommodation to a leased accommodation which requires a higher percentage of Allowance funding). Allowances may increase, decrease, terminate or end based on the change in housing.

v) Move out of Housing into other type of Housing or Institution
Participants may move into social housing, supportive housing, care facilities or have a period of incarceration or hospitalization. These changes in housing can effect a participant’s eligibility to receive an Allowance (e.g. Rent Geared to Income) and/or their ability to pay rent. In the event that the participant’s ability to pay rent is compromised for a period of time greater than 3 months, Allowances may be terminated or ended.
TERMINATION (continued)

vi) Exit Housing First Program
Participants who choose to exit the Housing First Program will not be eligible to continue receiving the Allowance. Individuals and families are eligible to reengage with Housing First Programs and reapply for an Allowance. Allowance eligibility will be evaluated on an updated assessment of need through the SPDAT.

vii) Notice of Termination
In the event that a termination or end of an Allowance is required, participants and landlords will receive two weeks’ notice. If an Allowance payment is due during the two week period of notice, and all other requirements are met, the final payment to the landlord will be processed.

24. COMPLAINT PROCESS
Housing First Programs will develop and implement an internal process to respond to complaints regarding London Homeless Prevention Allowances. Depending on the governance, structure and reporting of the Housing First Program, the complaint process will generally include the following steps:

- Complaints will be directed to the Manager of the Housing First Program.
- If the complaint is not resolved the Manager of the Housing First Program will direct the complaint to the next level of organizational authority.
- The decision of the next level of organizational authority is final.

Individuals and families reserve the right to express concerns and complaints to the City of London.

25. TRAINING
Housing First Programs that administer London Homeless Prevention Allowances are required to participate in and provide Allowance training.

Housing First Program staff required to attend training include Housing Finders, Housing Stability Workers, Managers, Supervisors, Finance and other staff who directly administer Allowances.

All staff who assess participant acuity using the Service Prioritization Decision Assistance Tool (SPDAT) will attend Service Prioritization Decision Assistance Tool (SPDAT) training.

26. INVOICING
Organizations will pay the cost of the monthly London Homeless Prevention Allowances directly to the landlords for their program participants. Subject to meeting the monthly criteria,
INVOICING (continued)

organizations will submit to the City of London a monthly invoice for their Allowance expenditures for re-imbursement. The standard invoicing form, attached as Appendix A, will be used and submitted electronically no later than the 15th day of the following month from when the expenses were incurred. Payment will be issued by the City of London within two weeks of receiving the standard invoicing form. Payment is subject to the standard invoicing form being complete and correct.

27. FUNDING MAXIMUM

Housing First Programs will have a maximum amount of funding available for London Homeless Prevention Allowances. It is the Housing First Program’s responsibility to ensure they remain within the parameters of their total Allowance funding amount.

A standardized Financial Forecasting Tool will be provided by the City and used by the funded Housing First Programs to project costs. This will assist with determining the maximum monthly and annual amount of Allowance funding that can be dispersed.

In order to maintain accurate cash flow projections, once the Housing First Program reaches the projected monthly limit, no new Allowances will be offered to participants.

28. WAITLISTS

Waitlists for eligible participants will not be maintained. When Housing London Homeless Prevention become available they will be given to eligible participants experiencing homelessness based on acuity with priority given to individuals and families with the highest acuity, and/or experiencing chronic homelessness and extensive shelter stays.

29. FINANCIAL FORECASTING

Housing First Programs providing London Homeless Prevention Allowances will apply a standardized Financial Forecasting Formula to assist in the forecast of the need for Allowance funding based on the organizations maximum capacity to deliver Allowances. The Financial Forecasting Formula of Allowances will also be applied to track and predict Allowance expenditures on a monthly, annual and multi-year basis.

The following step by step Financial Forecasting Formula is provided to assist organizations with financial forecasting for Allowances.
FINANCIAL FORECASTING (continued)

FINANCIAL FORECASTING FORMULA:

**Step 1: Determining the Average Housing Stability Worker Caseload**

Based on current Housing First services provided by the organization and by completing a table similar to the one provided below, organizations will determine an average Housing Stability Worker Caseload.

**Example:**

<table>
<thead>
<tr>
<th>Average Caseload</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Acuity (e.g.)</td>
<td>8</td>
</tr>
<tr>
<td>Mid Acuity (e.g.)</td>
<td>2</td>
</tr>
<tr>
<td>Low Acuity (e.g.)</td>
<td>4</td>
</tr>
</tbody>
</table>

**Total Average Caseload**  
14

**Step 2: Maximum Capacity to Administer London Homeless Prevention Allowances**

The maximum capacity to administer London Homeless Prevention Allowances is determined by completing a table similar to the one provided below and multiplying the average caseload number by the number of Housing Stability Workers employed by the organization.

**Example:**

<table>
<thead>
<tr>
<th>Maximum Caseload Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Caseload (e.g.)</td>
</tr>
<tr>
<td>Number of Housing Stability Workers (e.g.) x 5</td>
</tr>
</tbody>
</table>

Note: The Average Caseload represents the Housing Stability Workers general capacity to deliver services to households. The number of unique individuals and families served will vary from this number based on the continuous intake and exit of participants in the Housing First Program.

**Step 3: Assumptions Based on Anticipated Participant Need**

Based on current Housing First services provided the organization and using the tool provided below, organizations will develop general case scenarios of average participant needs with estimated costs.
Example:

<table>
<thead>
<tr>
<th>Case Scenario</th>
<th>Duration</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>(e.g.) Scenario I: Single Occupant</td>
<td>3 Months</td>
<td>$50 (per month)</td>
</tr>
<tr>
<td></td>
<td>3 Months</td>
<td>$75 (per month)</td>
</tr>
<tr>
<td></td>
<td>Ongoing (6 months +)</td>
<td>$100 (per month)</td>
</tr>
<tr>
<td></td>
<td>Total annual cost per participant:</td>
<td>$975</td>
</tr>
</tbody>
</table>

| (e.g.) Scenario II: Family | Monthly/Ongoing | $200 (per month) |
| Total annual cost per family: | $2400 |

| (e.g.) Scenario III: Single Occupant | 3 Months | $75 (per month) |
| Ongoing | $25 (per month) |
| Total annual cost per participant: | $450 |

**Step 4: Case Scenario Percentages of Maximum Capacity**

Based on current Housing First services provided by the organization and using the tool provided below, organizations will determine the percentage each case scenario represents of the organizations maximum capacity to administer Allowances.

Example:

<table>
<thead>
<tr>
<th>Case Scenario Percentages Based on an Example Maximum Capacity of 100</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scenario</td>
</tr>
<tr>
<td>----------</td>
</tr>
<tr>
<td>Scenario 1: ($975 per participant)</td>
</tr>
<tr>
<td>Scenario 2: ($2400 per participant)</td>
</tr>
<tr>
<td>Scenario 3: ($450 per participant)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

**Step 5: Determining the Annual Amount of Funding Required for London Homeless Prevention Allowances**

Organizations forecast the amount of annual funding required for Allowances by calculating the anticipated number of participants in each scenario and the total annual cost per participant.

This is considered a forecast only, and to the best extent possible assists with estimating required resources.
FINANCIAL FORECASTING (continued)

Example:

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Annual Cost per Participant</th>
<th>Number of Participants</th>
<th>Calculation</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scenario 1:</td>
<td>$975 per participant</td>
<td>60</td>
<td>60 x $975</td>
<td>$58,500</td>
</tr>
<tr>
<td>Scenario 2:</td>
<td>$2400 per participant</td>
<td>10</td>
<td>10 x $2400</td>
<td>$24,000</td>
</tr>
<tr>
<td>Scenario 3:</td>
<td>$450 per participant</td>
<td>30</td>
<td>30 x $450</td>
<td>$13,500</td>
</tr>
</tbody>
</table>

Annual Total $96,000  
/12  
Monthly Total $8000

Note: Monthly totals may be used to forecast funding for Allowances of less than one year in length.

**Step 6: Determining the Three-Year Forecast for London Homeless Prevention Allowances**

It is anticipated that the funds required for Allowances will increase in year 2 and year 3. Examples of increased costs include, and are not limited to:

- Allowances may be required for some households for an extended period of time exceeding one year;
- Decreases in participant acuity will increase the Housing Stability Worker's caseload capacity resulting in more participants being served; and,
- The organizations maximum capacity to provide Allowances may increase.

Organizations will determine the anticipated three-year forecast for Allowances by including up to a 25% increase in funding in year 2 and year 3.

Example:

<table>
<thead>
<tr>
<th>Year</th>
<th>Base Funding</th>
<th>25% Increase from Previous Year</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>$96,000</td>
<td>/</td>
<td>$96,000</td>
</tr>
<tr>
<td>Year 2</td>
<td>$96,000</td>
<td>+ $24,000</td>
<td>$120,000</td>
</tr>
<tr>
<td>Year 3</td>
<td>$120,000</td>
<td>+ $30,000</td>
<td>$150,000</td>
</tr>
</tbody>
</table>
30. DATA MANAGEMENT AND REPORTING

London Homeless Prevention Allowances are required to be tracked in an accountable manner. The amounts provided to participants may change, stop, or continue each month depending on each participant’s unique circumstances.

- Housing First Programs will track their Allowance expenditures using the Tracking Form provided by the City of London, attached as Appendix B. This information will be provided to the City of London on a monthly basis with the Invoice Form.
- Housing First Programs agree to use the standardized Financial Forecasting tool and will submit results to the City of London in January and July of each year.

London Homeless Prevention Allowance data will be collected and reviewed to assist in the review and evaluation of the use and need of Allowances.

31. ANNUAL REVIEWS

Housing First Programs provide intensive and ongoing support for individuals and families experiencing homelessness who have been housed and are working towards neighbourhood and community belonging through meeting the requirements set out in the Guidelines.

The City of London Homeless Prevention Service Area will complete reviews of the administration of London Homeless Prevention Allowances with programs funded under this initiative.

The review by City staff is intended to be an onsite visit and the review will generally include the following:

i) Invoice and financial management;
ii) policies and practices as they relate to Allowances;
iii) complaint processes;
iv) method of direct payment to landlords;
v) housing selection stock;
vi) client records including SPDAT scores, consent forms, case notes and other assessments;
vii) use of the Homeless Management Information System;
viii) financial monitoring procedure of Allowances;
ix) income reviews and assessments of individuals receiving Allowances; and,
x) most recent Annual Report, Audited Financial Statements and Annual Financial Reports.
32. ANNUAL REVIEWS (continued)

Following the review, the City will complete a report that will include an overall rating of:

<table>
<thead>
<tr>
<th>Satisfactory</th>
<th>Administration of London Homeless Prevention Allowances complies with Guidelines.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improvements Required</td>
<td>Administration of London Homeless Prevention Allowances complies with some Guidelines. Recommendations with timelines to improve administration are required.</td>
</tr>
<tr>
<td>Unsatisfactory</td>
<td>Administration of London Homeless Prevention Allowances does not comply with Guidelines.</td>
</tr>
</tbody>
</table>

Concerns arising from the site visit will be reviewed with the organization. Unless otherwise stated, concerns will be addressed before the Service Agreement is renewed.
Organization Address

**TO:**
Corporation of the City of London  
Neighbourhood, Children & Fire Services  
Attention: Jan Richardson  
Manager, Homeless Prevention  
Homelessprevention@london.ca  
355 Wellington Street, Suite 248, London ON  
London ON N6A 3N7

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>Total # of London Homeless Prevention Allowances</th>
<th>AMOUNT</th>
</tr>
</thead>
</table>

Please note that since this is for reimbursement, HST is not applicable.

The invoice number can simply be the date the invoice is created.
## Draft - APPENDIX B: LONDON HOMELESS PREVENTION ALLOWANCE TRACKING FORM

<table>
<thead>
<tr>
<th>MONTH</th>
<th>YEAR</th>
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<tbody>
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</tbody>
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<table>
<thead>
<tr>
<th>Participant Name:</th>
<th>SPDAT Score:</th>
<th>Postal Code:</th>
<th>Address:</th>
<th>Rent:</th>
<th>Allowance Amount Paid:</th>
<th>Increase or Decrease in Amount: (No, - $, + $)</th>
<th>Reason for Increase/Decrease:</th>
<th># of Months Allowance Received: (this year)</th>
<th># of Months Allowance Received: (to date)</th>
<th>Total Allowance amount Received: (to date)</th>
<th># of Moves:</th>
<th>Reason for Move:</th>
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</tbody>
</table>

TOTAL: $ $
<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>DEFINITION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participant Name</td>
<td>Participants first and last name.</td>
</tr>
<tr>
<td>SPDAT Score</td>
<td>Participants most recent SPDAT Score.</td>
</tr>
<tr>
<td>Postal Code</td>
<td>Participant’s current postal code.</td>
</tr>
<tr>
<td>Address</td>
<td>Participants current address.</td>
</tr>
<tr>
<td>Rent</td>
<td>Participants full amount of monthly rent.</td>
</tr>
<tr>
<td>Allowance Amount Paid</td>
<td>The Allowance amount paid directly to the landlord this period/month.</td>
</tr>
<tr>
<td>Increase or Decrease in Allowance</td>
<td>Indicate if there was a change in the amount of Allowance the participant receives. For example: +$10 would indicate an increase in the amount by $10.00 and -$10 would indicate a decrease in the amount by $10.00. If no change occurred, input ‘no’ to represent no change.</td>
</tr>
<tr>
<td>Reason for increase/Decrease</td>
<td>State reason for change. For example: change in income/relationship status/move.</td>
</tr>
<tr>
<td># of Months Allowance Received (to date)</td>
<td>Total number of months that an Allowance was paid directly to the participants landlord.</td>
</tr>
<tr>
<td>Total Allowance Amount Received (to date)</td>
<td>Total accumulative amount of Allowance paid directly to the landlord.</td>
</tr>
<tr>
<td># of Moves</td>
<td>Total number of times the participant has been rehoused.</td>
</tr>
<tr>
<td>Reason for Move</td>
<td>Description of reason for rehousing. For example: moved to larger unit/private apartment/new neighbourhood.</td>
</tr>
</tbody>
</table>
## Exceptional Circumstances

**London Homeless Prevention Allowance**

<table>
<thead>
<tr>
<th>Name of Housing First Program:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of Program Applicant(s):</td>
<td></td>
</tr>
<tr>
<td>Number of Dependants:</td>
<td></td>
</tr>
<tr>
<td><strong>Income</strong></td>
<td></td>
</tr>
<tr>
<td>Income Source:</td>
<td></td>
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<tr>
<td>Rental Amount:</td>
<td></td>
</tr>
<tr>
<td><strong>Circumstances</strong></td>
<td></td>
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<tr>
<td>Reason Ineligible:</td>
<td></td>
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<tr>
<td><strong>Circumstances:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Recommendation from Housing First Program</strong></td>
<td></td>
</tr>
<tr>
<td>Submitted By:</td>
<td>Date:</td>
</tr>
<tr>
<td>Name:</td>
<td></td>
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<tr>
<td>Approved by:</td>
<td></td>
</tr>
</tbody>
</table>
CONSENT TO EXCHANGE INFORMATION
FOR LONDON HOMELESS PREVENTION
ALLOWANCE AND HOUSING SUPPORT

I _______________________________ authorize the service providers identified above to exchange
(Name of individual or substitute decision maker)
personal information for the purposes stated above.

(Signature of participant or substitute decision maker)    DOB: ______ / ______ / ______
(dd mm yy)

Signed at ___________________________________________   _____________________________
(Agency/Institution/Organization)    (Witness)

Dated the ______ day of _________, 20___ Expiry Date: ___________________________
(maximum one year)
London Homeless Prevention Allowance Agreement

DATE

This agreement is between the Housing First Program, insert program name, and the participant, insert participant’s name, to receive a London Homeless Prevention Allowance (Allowance) through the Housing First Program. This agreement is to be reviewed and signed by the participant and their Housing First Program Housing Stability Worker, insert workers name.

The Allowance Agreement is between the Housing First Program and participant’s name wherein the Housing First Program agrees to make a monthly payment of $________ to landlord’s name in accordance with the terms provided below:

- Participant’s name has been approved for tenancy from the landlord, insert landlord’s name for the unit at insert address with the rental amount of $_____/month, utilities included.
- Participant’s name will have direct payment arrangements with income sources and will pay their monthly rental portion in the amount of $____ directly to the landlord.
- The Allowance will only be paid after their portion of the rent is paid each month.
- This approved Allowance can only be used for the purpose of rent at address of rental unit.
- The Housing First Program will pay the Housing First Allowance directly to the landlord.
- The Housing First Program participant understands that these funds are not an income supplement and Participant’s name is not entitled to use these funds in any other manner.
- The Housing First Program participant will work with a Housing Stability Worker. The participants Housing Stability Worker will complete a minimum of one monthly home visit.
- At any time, changes in occupancy (ex. new roommate/children, or change of address) or a change in income will result in a re-assessment to match the Allowance to need. This may result in a change to the Allowance. Allowances may increase, decrease, terminate or end based on the change to occupancy
- The Housing First Program participant understands the termination and complaint process.

The Housing First Program will notify participant and landlord/property manager if terms of this agreement have changed.

I, participant’s name, have read and fully understand the terms of this Housing First Allowance Agreement.

_________________________________________       _________________
Participant Signature       Date

_________________________________________     _________________
Housing Stability Worker                  Date

_________________________________________     _________________
Managing Director                 Date