Coming Together to End Homelessness: Call for Applications 2019

Hamilton’s Homeless-Serving System

Guidelines and Overview

July 25, 2019
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Required documents to review or complete in preparing your proposal:

6. CFA 2019 Form 1 Application Guide: www.hamilton.ca/HomelessnessSystemsPlan
7. Form 1 – Intervention-specific Application Form: www.hamilton.ca/HomelessnessSystemsPlan
8. Form 2 – Intervention–specific Budget template: www.hamilton.ca/HomelessnessSystemsPlan
9. Letters of Support from local Indigenous Agency: Required if serving Indigenous populations
10. Letters of Confirmation: Demonstrating financial contributions/in-kind, community support and/or formal partnerships
GENERAL INFORMATION

Deadline

All proposals must be submitted electronically no later than 11:59 PM EST, September 15, 2019 to homelesspolicyprograms@hamilton.ca.

Proposals shall be submitted in pdf file format, clearly indicating in the subject line the project title:

[Intervention Project Title]– Hamilton Homeless-Serving System CFA

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

Proposals arriving after 11:59 PM EST time on September 15, 2019 will be automatically rejected. There will be no extension to the deadline for the submission of proposals.

A courtesy email will be sent to the contact named to notify receipt of each proposal. If a proponent does not receive a confirmation email, the City of Hamilton has not received their proposal.

Communications

Questions or requests must be written and forwarded to homelesspolicyprograms@hamilton.ca. All inquiries related to this Call For Applications (CFA) shall be directed to the general mailbox: homelesspolicyprograms@hamilton.ca. If your inquiry is urgent, please contact 905-546-2424 ext. 4666 for additional support.

Inquiries shall be made no later than September 12th, 2019 at noon. The City of Hamilton reserves the right not to respond to inquiries made after the deadline for questions. Questions will be responded to by 4:00 PM September 13th, 2019.

Proponents finding discrepancies or omissions in the CFA documents, or having doubts as to the meaning or intent of any provision, shall immediately notify the City of Hamilton by email, homelessnesspolicyprograms@hamilton.ca. If the City of Hamilton determines that an amendment is required to this CFA, the addendum will be issued.

No verbal conversation will affect or modify the terms of this CFA or shall be relied upon by any proponent. Information obtained from any person or source other than this CFA or the City of Hamilton website may not be relied upon.

Proponents and their agents will not contact any member of the City of Hamilton Community Entity staff or member of the Homelessness Funding Implementation Group with respect to this CFA at any time prior to the award of an agreement or the termination of this CFA process.
**Respondent Meeting**

A Respondent Meeting will be hosted by the City of Hamilton to discuss the requirements under this CFA. While attendance is not mandatory, proponents who do not attend will be deemed to have attended the Respondent Meeting and to have received all of the information given at the Meeting. Notes from the Respondents’ Meeting will be posted online by August 23, 2019 at: [www.hamilton.ca/HomelessnessSystemsPlan](http://www.hamilton.ca/HomelessnessSystemsPlan).

**Important Dates**

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
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<tbody>
<tr>
<td>Call for Proposals Issued</td>
<td>July 25th</td>
</tr>
<tr>
<td>Respondents Meeting</td>
<td>August 19, 1:30-2:30pm, David Braley Health Sciences Centre, Auditorium</td>
</tr>
<tr>
<td>Questions and Notes from Respondent Meeting Posted</td>
<td>August 23</td>
</tr>
<tr>
<td>Deadline for Questions</td>
<td>September 12th at noon.</td>
</tr>
<tr>
<td>Deadline for Proposals</td>
<td>September 15th 11:59 PM EST.</td>
</tr>
<tr>
<td>Notification of Proponents Issued</td>
<td>By December 24th</td>
</tr>
<tr>
<td>Public Announcement</td>
<td>By February 2020</td>
</tr>
<tr>
<td>Intervention Funding Period</td>
<td>April 1st, 2020 - April 1st 2023</td>
</tr>
</tbody>
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The City of Hamilton reserves the right to change these dates as needed.

**BACKGROUND**

Homelessness is a complex but solvable problem. Working from a rights-based approach to housing, Hamilton will end chronic homelessness by 2025.

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

Hamilton’s Coming Together to End Homelessness Call for Applications will incorporate both Federal and Provincial homelessness funding. Informed by *Hamilton’s Systems Planning Framework*, this CFA will function as a brokerage of intervention services that work together to reduce homelessness in our community.

On April 1, 2019, the Government of Canada’s Homelessness Partnering Strategy (HPS) was replaced by **Reaching Home: Canada’s Homelessness Strategy**. The Government of Canada’s Reaching Home (RH) Strategy supports communities to develop local solutions to homelessness. The renewed RH Strategy allocates funding over five years with the goal of supporting communities in developing longer-term solutions to homelessness, and in particular moving to a systems planning approach prioritizing Coordinated Access, reducing chronic homelessness, and preventing future homelessness.
In an effort to provide more supportive housing and other services to those in need and to end chronic homelessness, the Government of Ontario has leveraged partnerships with municipalities.

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

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

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

In addition to CHPI, the Government of Ontario dedicated two years of funds for Service Managers through an Expression of Interest process throughout 2017-18 and 2018-19, respectively, for housing assistance and supports known as “Home for Good” (HFG) funding. The key objective of HFG is to help members of the four provincial priority homelessness areas (chronic homelessness, youth homelessness, Indigenous homelessness and transitions from public institutions) to obtain and retain housing with appropriate support services, while also encouraging flexibility in program design in local communities.

The funding allocation through the CFA may include RH, CHPI or HFG, or a combination of any of the above up to 6.7 million annually.

Hamilton has a long-standing commitment to collaborative, locally-driven solutions to homelessness. The multi-stakeholder Community Advisory Board (CAB) model has been developed through previous community plans to address homelessness, and will once again be utilized to implement the new Community Plan based on Housing First principles. Through this process the CAB will provide:

- Input and advice around community priority development
- Recommendations towards funding allocations

The City of Hamilton CAB consists of two groups:

- The Housing and Homelessness Planning Group (HHPG) provides high level policy and process advice including input into the community priorities;
- The Homelessness Funding Implementation Group (HFIG) reviews submissions for Calls for Applications and provides the City with funding recommendations. This group also provides ongoing advice and reviews project outcomes on a regular basis.

**Everyone has a Home... Home is the Foundation: Hamilton’s 10-Year Housing & Homelessness Action Plan (2013-2023)**

The City of Hamilton actively engaged key stakeholders across multiple sectors towards the development of the Housing and Homelessness Action Plan (HHAP); a 10-year (2013-2023)
solution-focused, person-centred plan to guide decision making on how the Hamilton community will address affordable housing and homelessness issues. Based on this engagement process and research undertaken, a broad-based Plan to End Homelessness was approved by the CAB and City Council in 2013. The Plan includes the Homelessness Partnering Strategy (HPS) Community Plan to guide federal investments locally.

The Action Plan identifies five outcomes to ensure that everyone in Hamilton has a home:

1. There is More Affordable Rental and Ownership Housing in Hamilton to meet the Need and Demand;
2. Increase People’s Housing Affordability, Stability and Choice;
3. People Have the Individualized Supports They Need to Help them Obtain and Maintain Housing;
4. People live in housing that is good quality, safe and suitable to their needs;
5. People Receive Respectful, Quality Service within a “User Friendly” System and Experience Equity in Housing.

The HHAP is available online: https://www.hamilton.ca/city-initiatives/strategies-actions/housing-homelessness-action-plan

**Coming Together to End Homelessness: Hamilton’s Systems Planning Framework (July 2019)**

Hamilton’s system planning framework sets a path forward to end chronic homelessness by 2025. The framework is a revision of the way services are delivered and policies are implemented across Hamilton’s homeless-serving system. While the homeless-serving system responds to immediate needs to divert people from homelessness and rapidly houses those in need of enhanced supports, partners across the broader social safety net contribute to a sustainable, seamless response that ensures prevention and appropriate housing are in place to mitigate homelessness risk and returns to homelessness long-term.

**Strategic Actions**

The Systems Planning Framework sets out a number of Strategic Actions that guide the CFA and subsequent program implementation moving forward:

1. Person-Centred Approach
2. Coordinated Homelessness Interventions
3. Systems Integration
4. Frontline Supports
5. Leadership & Innovation

The Framework also outlines the Intervention Types and their Key Performance Indicators at a program and system-level with the ultimate outcome that:

- The City of Hamilton will work in partnership to build and implement a responsive, sustainable and well-performing homeless-serving system informed by evidence-
based research and best practice that is effectively integrated into the broader social safety net.

Goals

As a result, funded programs will:

1. Ensure 100% of chronically homeless individuals have access to appropriate housing options by 2025, and receive priority access to services through Coordinated Access;
2. Provide homelessness prevention interventions to stabilize a minimum of 15% of those presenting at imminent risk;
3. Provide housing interventions to a minimum of 25% of those experiencing homelessness presenting for service through Coordinated Access;
4. Reduce returns to homelessness from housing interventions to less than 15% across funded programs by 2025; and,
5. Enhance service quality and impact through ongoing performance management, living/lived experience and frontline engagement.

The full Framework is available online: [www.hamilton.ca/HomelessnessSystemsPlan](http://www.hamilton.ca/HomelessnessSystemsPlan)

Alignment with Reaching Home and Provincial Mandates

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

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

1. Chronic homelessness in the community is reduced;
2. Homelessness in the community is reduced overall and for specific populations (must include Indigenous homelessness);
3. New inflows into homelessness are reduced;
4. Returns to homelessness are reduced;
5. People experiencing homelessness obtain and retain housing; and,
6. People at risk of homelessness remain housed.

CFA DETAILS

Funding Available

Up to $6.7 million annual funding will be allocated through this CFA over three fiscal years: April 1, 2020-March 31st, 2023. The term of the contract is contingent upon available funding, which is subject to a change based on government commitments.
Agreements will be made for three years, with possibility of renewal at the discretion of the City of Hamilton pending available funding and program review.

Note that funds directed through the CFA process prioritize intervention operations and will not be allocated to any capital projects. Applications may support existing intervention programs or new interventions.

The City of Hamilton reserves the right to reasonably divide services and enter into one or more Agreements with one or more proponents having regard for the CFA and the basis of proposals. The City also reserves the right to award less funding than requested through a negotiation process with the proponent. Should terms not be agreed upon, the City reserves the right to not enter into an agreement despite a successful submission.

**Partnership and Matching Funding**

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

**Key Definitions**

In meeting Action Plan and Systems Planning outcomes, this CFA will target the operations of seven intervention types, each with target population eligibility criteria defined as follows:

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

**Chronic Homelessness** - Refers to individuals who are currently experiencing homelessness AND who meet at least 1 of the following criteria:

- they have a total of at least 6 months (180 days) of homelessness over the past year;
- they have recurrent experiences of homelessness over the past 3 years, with a cumulative duration of at least 18 months (546 days).

Chronic homelessness includes time spent in the following contexts:

1. Staying in unsheltered locations, that is public or private spaces without consent or contract, or places not intended for permanent human habitation (Canadian Observatory on Homelessness (COH) Typology: 1.1 and 1.2).
2. Staying in emergency shelters, including overnight shelters for people experiencing homelessness (including those for specific populations, such as youth, families, and newcomers), shelters for people impacted by family violence, and emergency shelters for people fleeing a natural disaster or destruction of accommodation (COH Typology: 2.1, 2.2, and 2.3).

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1 Definitions provided by the Government of Canada through Reaching Home: Canada’s Homelessness Strategy
3. Staying temporarily with others without guarantee of continued residency or the immediate prospects for accessing permanent housing, or short-term rental accommodations (for example, motels) without security of tenure (COH typology: 3.2 and 3.3).

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

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

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

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

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

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

**Intervention Type Requirements**

**Housing First**

The guiding philosophy grounding federal, provincial and city investments in the homeless-serving system is Housing First, which calls for the recognition of housing as a basic human right. As a recovery-oriented approach, Housing First is focused on quickly moving people from homelessness into permanent housing and then providing wraparound supports necessary to maintain it. Rather than requiring homeless people to first resolve the challenges that contributed to their housing instability, including addictions or mental health issues, Housing First approaches propose that recovery should begin from the place of stable housing.
There is an important distinction between Housing First as a philosophy that emphasizes the right to a place of one’s own to live, and as a specific program model of housing and wrap-around supports based on consumer choice. We will use the philosophy as a guiding principle for the implementation of specific new housing and supports to support our vision. The Housing First intervention moving forward will be referred to as *Intensive Case Management (ICM)*. Our approach integrates Housing First philosophy into our systems planning work across all intervention types. This means that every intervention type has a role to play in ending homelessness, whether an outreach, emergency shelter, transitional housing or permanent housing with support program.

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

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

**Trauma-informed Approach**

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

**Harm Reduction**

Harm reduction aims to reduce risks and harmful health, social and legal impacts associated with substance use and addiction. It does not require an individual to stop using substances as a precondition to receiving service or housing. Individuals are treated with dignity and respect, free from judgement and discrimination based. Individuals are supported with strategies and information on safer drug use and related behaviours.
**Equity, Diversity and Inclusion**

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

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

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

- All people are housing ready;
- Helping people gain appropriate permanent housing that aligns with client needs is a first priority of the program/project;
- Housing is a primary outcome goal of the program/project;
- Program outcomes demonstrate clients’ increasing independence and self-sufficiency;
- Sobriety is not a condition of housing;
- Treatment is not a pre-condition for service or housing support (harm reduction models are implemented where appropriate);
- Services maximize the use of existing resources, build in economies of scale where applicable, avoid duplication and expand options for those served;
- Services reflect client strengths, needs and goals thus are flexible;
- Programs serving Indigenous people must ensure services are culturally appropriate;
- Client choice is respected. Participants have choices in the support services that they receive. They are asked about their choices and different participants receive different types of services based on their needs and preferences;
- As needs change over time, clients can receive more intensive or less intensive support services without losing their homes;
- Participation in services is voluntary and clients cannot lose housing for rejecting services; Participants receiving permanent housing with support (RRH, ICM, ACT) must agree to one home visit a month once housed;
- Discharge/eviction guidelines and procedures ensure all reasonable actions have been taken by the program to prevent eviction/discharge into homelessness;
- Empowerment, participation, and independence are fostered;
- Collaboration and partnership – clients, service providers, and community members work together to ensure housing successes are maintained;
- Support services are to promote recovery and are designed to help tenants choose, get, and keep housing;
- Safety planning and protocols are in place to ensure client, staff and community safety,
where applicable;
• Housing placements are sustainable.

**Intervention Models Overview**

The following intervention types are eligible for funding in this CFA process: Assertive Housing-Focused Street Outreach, Prevention, Shelter Diversion, Transitional Housing, Rapid Rehousing, ICM (Intensive Case Management), ACT (excluding the health component), and Permanent Supportive Housing. Note that you may apply for more than one model, but each will require separate Form 1 (Application) and Form 2 (Budget) to be submitted.

<table>
<thead>
<tr>
<th>Assertive Housing-Focused Street Outreach</th>
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<tbody>
<tr>
<td><strong>Participation in Coordinated Access</strong></td>
</tr>
<tr>
<td>✓ Function both as an inflow and emergency response component of coordinated access. Services delivered can provide both coordinated entry and coordinated passage services within Coordinated Access.</td>
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<tr>
<td>✓ Complete Common intake and consent forms for Hamilton’s Homeless Serving System.</td>
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<tr>
<td>✓ Serve unsheltered individuals, families including youth; unsheltered are those persons who are sleeping rough, staying in places not fit for human habitation or are otherwise disconnected from the homeless-serving system (i.e. service restricted from shelters.)</td>
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<tr>
<td>✓ In partnership with the City of Hamilton, work on encampment strategies and services to individuals/families within encampments.</td>
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<td>✓ Participate in Point in Time Count activities in coordination with the City, as required</td>
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<td>✓ Full participation in homeless-serving system, including coordinated access (i.e. training sessions, consultation sessions, etc.)</td>
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<tr>
<td>✓ Will work with broader social safety net, such as Health and Law Enforcement, to provide services to unsheltered individuals.</td>
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<tr>
<td>✓ Will apply community-established prioritization criteria, when applicable</td>
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<tr>
<td><strong>Use of HIFIS and Data Reporting</strong></td>
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<tr>
<td>✓ Full participation with HIFIS for purpose of data sharing (Data Sharing Protocol,) data collection, data reporting, and case management notes to promote integrated homeless-serving system</td>
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<tr>
<td>✓ Real-time data entry into HIFIS</td>
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<tr>
<td>✓ Financial Reconciliation Tool</td>
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<tr>
<td>✓ Data Reporting Tool or other, as required</td>
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<tr>
<td><strong>Provide services across geographic area of Hamilton</strong></td>
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<tr>
<td>✓ Services provided to residents across geographic area of the City of Hamilton</td>
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<tr>
<td>✓ Will develop strategic mapping of hotspots across Hamilton and monitor regularly for individuals sleeping rough</td>
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<tr>
<td>✓ Efficient mobility of staff across the city of Hamilton</td>
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<tr>
<td>✓ Use of technology i.e. cell phones</td>
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<tr>
<td><strong>Use of SPDAT series of assessment tools</strong></td>
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<tr>
<td>✓ Conduct population-specific VI-SPDAT immediately with individuals or families who are sleeping rough or in places not fit for human habitation and/or chronically homeless; VI-SPDAT results entered into HIFIS</td>
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<tr>
<td><strong>Staffing Ratio</strong></td>
</tr>
<tr>
<td>✓ 1 worker: 10-25 clients/households depending on average acuity range of caseload.</td>
</tr>
</tbody>
</table>
The higher the average acuity, the smaller the caseload

| Service Standards | ✓ Build relationships with broader social safety net, including Health Services, Law Enforcement and Child Welfare.  
✓ Support in obtaining financial benefits to obtain and sustain housing, where applicable  
✓ No housing readiness requirements to obtain permanent housing  
✓ Assist households and individuals in obtaining new, alternative housing  
✓ Assist households and individuals to connect with Emergency Shelter services  
✓ Assist households and individuals to connect to referral housing with support programs, as required and when eligible based on Coordinated Access Processes  
✓ Ensure flexibility in hours of service, with ability to adjust schedules to provide services on Days, Evenings, Nights and Weekends  
✓ Perform prevention and diversion screening with individuals experiencing unsheltered homelessness to identify opportunities to find appropriate safe locations to stay within the community  
✓ Experienced outreach workers who are skilled in navigating services and systems to assist individuals/families in accessing documents and supports required to locate housing options and gain access to community-based supports for ongoing services, where required |

| Prevention (excluding Housing Stability Benefit) | ✓ Aims to assist individuals and families at risk of homelessness to maintain their housing or obtain new housing without becoming homeless.  
✓ Provide coordinated entry services within Coordinated Access to clients whose tenancy was not successfully preserved; common intake and consent forms for Hamilton’s Homeless-serving system to be completed; connection to other interventions such as outreach or emergency shelter as required.  
✓ Serve all individuals, families including youth who are at imminent risk of homelessness in the next 60 days; other prioritization criteria as determined by the system  
✓ Full participation in homeless-serving system, including coordinated access (i.e. training sessions, consultation sessions, etc.)  
✓ Will apply community-established prioritization criteria, when applicable |

| Use of HIFIS and Data Reporting | ✓ Full participation with HIFIS for purpose of data sharing (Data Sharing Protocol,) data collection, data reporting, and case management notes to promote integrated homeless-serving system  
✓ Real-time data entry into HIFIS  
✓ Financial Reconciliation Tool  
✓ Data Reporting Tool or other, as required |

| Provide services across geographic area of Hamilton | ✓ Services provided to residents across geographic area of the City of Hamilton  
✓ Efficient mobility of staff across the city of Hamilton  
✓ Use of technology (i.e. cell phones) |

| Use of SPDAT series of assessment tools | ✓ Conduct Prevention/Re-Housing VI-SPDAT immediately with individuals or families who are at imminent risk of losing housing within 60 days; VI-PR-SPDAT results entered in HIFIS  
✓ No VI-SPDAT for clients who are newly homeless after loss of tenancy and have secured emergency shelter space (Self-resolution timeframe to occur) |
| Staffing Ratio | ✓ 1 worker for every 30 households/individuals |
| Service Standards | ✓ Landlord/Tenant mediation services provided  
 ✓ Build relationships with local landlords to enable the rehousing of clients  
 ✓ Eviction Prevention services provided  
 ✓ Use of Flex Funds to address housing instability not already covered by other funding streams (i.e. Housing Stability Benefit or other housing supports)  
 ✓ Support in obtaining financial benefits to sustain housing, where applicable  
 ✓ No housing readiness requirements to obtain permanent housing  
 ✓ Connection with formal and informal mainstream supports  
 ✓ Assist households and individuals in obtaining new, alternative housing when former tenancy cannot be maintained |
| **Diversion** | |
| Participation in Coordinated Access | ✓ Aims to assist individuals and/or families seeking emergency shelter accommodation to identify and access safe and appropriate alternative accommodations.  
 ✓ Provide coordinated entry services within Coordinated Access to clients whose tenancy was not successfully preserved, or alternative accommodation was secured; common intake and consent forms for Hamilton's Homeless-serving system to be completed; connection to other interventions such as outreach or emergency shelter as required.  
 ✓ Serve all individuals, families including youth who are requesting emergency shelter space.  
 ✓ Full participation in homeless-serving system, including coordinated access (i.e. training sessions, consultation sessions, etc.)  
 ✓ Will apply community-established prioritization criteria, when applicable |
| Use of HIFIS and Data Reporting | ✓ Full participation with HIFIS for purpose of data sharing, (Data Sharing Protocol,) data collection, data reporting, and case management notes to promote integrated homeless-serving system  
 ✓ Real-time data entry into HIFIS  
 ✓ Financial Reconciliation tool  
 ✓ Data Reporting Tool or other, as required |
| Provide services across geographic area of Hamilton | ✓ Services provided to residents across geographic area of the City of Hamilton  
 ✓ Availability of Diversion Services 24/7 |
| Use of SPDAT series of assessment tools | ✓ Conduct VI-SPDAT immediately with individuals or families who are sleeping rough or in places not fit for human habitation and/or chronically homeless; VI-SPDAT results entered in HIFIS  
 ✓ Conduct Prevention/Rehousing VI-SPDAT with for individuals/households who are at imminent risk of losing housing within the next 60 days. No VI-SPDAT for clients who are newly homeless after loss of tenancy, cannot be diverted and have secured emergency shelter space (Self-resolution timeframe to occur) |
| Staffing Ratio | N/A |
| Service Standards | ✓ Conduct common/sector-specific shelter diversion assessment tools  
 ✓ Landlord/Tenant mediation services provided  
 ✓ Family mediation support, as required and when safe for client  
 ✓ Eviction Prevention services provided  
 ✓ Use of Flex Funds to assist maintaining, obtaining and/or travelling to alternative, |
safe accommodation, if not already covered by other funding streams (i.e. Housing Stability Benefit)
✓ Support in obtaining financial benefits to sustain housing, where applicable
✓ Connection with formal and informal mainstream supports

<table>
<thead>
<tr>
<th><strong>Transitional Housing</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Participation in Coordinated Access</strong></td>
</tr>
<tr>
<td>✓ Function solely as an outflow intervention</td>
</tr>
<tr>
<td>✓ Provide coordinated exit services</td>
</tr>
<tr>
<td>✓ 100% of intervention service spaces filled by BNL referrals</td>
</tr>
<tr>
<td>✓ Serve a blend of individuals with mid and high acuity (4-7 and 8+ VI-SPDAT); Other prioritization criteria as determined by the system</td>
</tr>
<tr>
<td>✓ Full participation in homeless-serving system, including coordinated access (ie. training sessions, consultation sessions, etc.)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Use of HIFIS and Data Reporting</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Full participation with HIFIS for the purpose of data sharing (Data Sharing Protocol,) data collection, data reporting, and case management notes to promote integrated homeless-serving system</td>
</tr>
<tr>
<td>✓ Real-time data entry into HIFIS</td>
</tr>
<tr>
<td>✓ Financial Reconciliation Tool</td>
</tr>
<tr>
<td>✓ Data Reporting Tool or other, as required</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Provide services across geographic area of Hamilton</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Services provided to residents across geographic area of the City of Hamilton</td>
</tr>
<tr>
<td>✓ Efficient mobility of staff across the city of Hamilton to support with accompaniments, unit searches, unit viewings and other activities related to obtaining housing and securing supports.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Use of SPDAT series of assessment tools</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Conduct full SPDAT with clients upon entry into intervention and at 3-month intervals until discharge. The goal is to case plan based on SPDAT results with the goal of increasing independence</td>
</tr>
<tr>
<td>✓ SPDAT results recorded in HIFIS</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Staffing</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ 1 worker: 20-30 adult clients depending on average acuity range of caseload. The higher the average acuity, the smaller the caseload and vice versa.</td>
</tr>
<tr>
<td>✓ 1 worker: 15-20 youth clients depending on average acuity range of caseload. The higher the average acuity, the smaller the caseload and vice versa.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Service Standards</strong></th>
<th><strong>Adult Programs:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Provide a supportive, yet temporary, type of accommodation that is meant to bridge the gap from homelessness to permanent housing by offering structure, supervision and housing-focused programming.</td>
<td></td>
</tr>
<tr>
<td>✓ No housing readiness requirements in obtaining permanent housing</td>
<td></td>
</tr>
<tr>
<td>✓ Intervention aims to rehouse individuals as soon as possible, with the length of service not exceeding 12 months</td>
<td></td>
</tr>
<tr>
<td>✓ Weekly one on one housing-focused case management meetings with clients at minimum</td>
<td></td>
</tr>
<tr>
<td>✓ Structured housing-focused and population-specific programming provided to clients that enhances housing stability after discharge from transitional housing program</td>
<td></td>
</tr>
<tr>
<td>✓ Transitional Housing intervention directly supports clients in obtaining permanent housing (including permanent supportive housing based on the client’s needs and level of ongoing acuity), including assistance with housing applications, securing income and benefits, accompaniment to viewings, utility account set-up, support with obtaining furniture and other activities related to moving into housing</td>
<td></td>
</tr>
<tr>
<td>✓ Transition support provided to clients moving out of transitional housing facility or unit, to permanent housing, including in-home visits to ensure client is settled for up to three months <em>may be offered through a homelessness prevention service</em></td>
<td></td>
</tr>
</tbody>
</table>
Connection with formal and informal mainstream supports
Have policies and procedures related to early discharge from service and service restrictions from transitional housing intervention, making clients aware of these policies upon entering the service.

Youth-Specific Programs:
- Provide a supportive, yet temporary, type of accommodation that is meant to bridge the gap from homelessness to permanent housing by offering structure, supervision and housing-focused programming.
- No housing readiness requirements in obtaining permanent housing
- Length of service of Intervention is up to 24 months
- Weekly one-on-one housing-focused case management meetings with clients, at minimum
- Structured population-specific programming provided to clients that enhances housing stability after discharge from transitional housing program
- Transitional Housing intervention directly supports clients in obtaining permanent housing (including permanent supportive housing based on the client’s needs and level of ongoing acuity,) including assistance with housing applications, securing income and benefits, accompaniment to viewings, utility account set-up, support with obtaining furniture and other activities related to moving into housing
- Transition support provided to clients moving out of Transitional housing facility or unit, to permanent housing, including in-home visits to ensure client is settled for up to six months *may be offered through a homelessness prevention service

<table>
<thead>
<tr>
<th>Rapid Rehousing</th>
<th>ICM</th>
<th>Permanent Supportive Housing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Function solely as an outflow intervention</td>
<td>Function solely as an outflow intervention</td>
<td>Function solely as an outflow intervention</td>
</tr>
<tr>
<td>Provide coordinated exit services</td>
<td>Provide coordinated exit services</td>
<td>Provide coordinated exit services</td>
</tr>
<tr>
<td>100% of intervention service spaces filled by BNL referrals</td>
<td>100% of intervention service spaces filled by BNL referrals</td>
<td>100% of intervention service spaces filled by BNL referrals</td>
</tr>
<tr>
<td>Serve individuals with 4-7 single adults/youth VI-SPDAT; those who have been homeless 60+ days; other prioritization criteria as determined by the system</td>
<td>Serve with 8-12 single adults/youth VI-SPDAT; chronically homeless; other prioritization criteria as determined by the system</td>
<td>Serve individuals with 13+ acuity single adults/youth VI-SPDAT; Chronically Homeless; other prioritization criteria as determined by the system</td>
</tr>
<tr>
<td>Full participation in homeless-serving system, including coordinated access (i.e. training sessions, consultation sessions, etc.)</td>
<td>Full participation in homeless-serving system, including coordinated access (i.e. training sessions, consultation sessions, etc.)</td>
<td>Full participation in homeless-serving system, including coordinated access (i.e. training sessions, consultation sessions, etc.)</td>
</tr>
</tbody>
</table>

Use of HIFIS and
- Full participation with

Rapid Rehousing
- Full participation
- Full participation
- Full participation
| Data Reporting | Make sure that the HIFIS is used for the purpose of data sharing (Data Sharing Protocol), data collection, data reporting, and case management notes to promote integrated homeless-serving system  
- Real-time data entry into HIFIS  
- Financial Reconciliation Tool  
- Data Reporting Tool or other, as required | Make sure that the HIFIS is used for the purpose of data sharing (Data Sharing Protocol), data collection, data reporting, and case management notes to promote integrated homeless-serving system  
- Real-time data entry into HIFIS  
- Financial Reconciliation Tool  
- Data Reporting Tool or other, as required | Make sure that the HIFIS is used for the purpose of data sharing (Data Sharing Protocol), data collection, data reporting, and case management notes to promote integrated homeless-serving system  
- Real-time data entry into HIFIS  
- Financial Reconciliation Tool  
- Data Reporting Tool or other, as required |
| Provide services across geographic area of Hamilton | Services provided to residents across geographic area of the City of Hamilton  
- Efficient mobility of staff across the city of Hamilton  
- Use of technology (i.e. cell phones)  
- SPDAT results recorded in HIFIS | Services provided to residents across geographic area of the City of Hamilton  
- Efficient mobility of staff across the city of Hamilton  
- Use of technology (i.e. cell phones)  
- SPDAT results recorded in HIFIS | Services provided to residents across geographic area of the City of Hamilton  
- Efficient mobility of staff across the city of Hamilton  
- Use of technology (i.e. cell phones)  
- SPDAT results recorded in HIFIS |
| Use of SPDAT series of assessment tools | Conduct full SPDAT with clients upon entry into intervention and at 3-month intervals until discharge  
- SPDAT results recorded in HIFIS | Conduct full SPDAT with clients upon entry into intervention and at 3-month intervals until discharge  
- SPDAT results recorded in HIFIS | Conduct full SPDAT with clients upon entry into intervention and at 3-month intervals until discharge  
- SPDAT results recorded in HIFIS |
| Staffing | 1:25 worker to households/individual ratio | 1:20 worker to adult-led households/individual ratio  
- 1:11 worker to youth ratio | 1:10-15 worker to individual ratio |
| Service Standards | No housing readiness requirements to obtain permanent housing  
- 30 day or less duration from intake onto caseload to moving into permanent housing  
- Use of Flex Funds to support moving costs, damage if not already covered by other funding streams (i.e. Housing Stability Benefit)  
- Minimum monthly | No housing readiness requirements to obtain permanent housing  
- 30 day or less duration from intake onto caseload to moving into permanent housing  
- Use of Flex Funds to support moving costs, damage if not already covered by other funding streams (i.e. Housing Stability Benefit) | No housing readiness requirements to obtain permanent housing  
- 30 day or less duration from intake onto caseload to moving into permanent housing  
- Use of Flex Funds to support moving costs, damage if not already covered by other funding streams |
Performance Management

Interventions must indicate how they will meet expected outputs and outcomes associated with the program, including the following targets in service delivery. Note these key performance indicators will be finalized during the contract negotiations. The numbers below reflect targets established in the systems planning framework.

Key Performance Indicators

<table>
<thead>
<tr>
<th>KPIs at a Glance</th>
<th>Emergency Shelter</th>
<th>Transitiona l Housing</th>
<th>Outreach</th>
<th>Homelessne ss Prevention</th>
<th>Rapid Rehousing</th>
<th>Housing First ICM</th>
<th>Permanent Supportive Housing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average occupancy across program spaces</td>
<td>95%</td>
<td>100%</td>
<td>95%</td>
<td>95%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Average length of stay</td>
<td>10 days</td>
<td>9 mo</td>
<td>n/a</td>
<td>2 mo</td>
<td>9 mo</td>
<td>18 mo</td>
<td>3 yrs</td>
</tr>
<tr>
<td>% participants with appropriate length of stay in program</td>
<td>75%</td>
<td>80%</td>
<td>n/a</td>
<td>90%</td>
<td>95%</td>
<td>95%</td>
<td>80%</td>
</tr>
<tr>
<td>% right-matched participants to supports/housing</td>
<td>75%</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
</tr>
<tr>
<td>% program</td>
<td>n/a</td>
<td>100%</td>
<td>n/a</td>
<td>n/a</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Note that these indicators serve as a benchmark based on best practice. To this end, ongoing research, analysis, continuous improvement, and evaluation will influence the indicators over time. The indicators will serve as targets effective April 1, 2020 and will include progression rates (incremental improvement) over time based on a quality assurance funding framework.
<table>
<thead>
<tr>
<th><strong>spaces allocated through Coordinated Access</strong></th>
<th>100%</th>
<th>100%</th>
<th>100%</th>
<th>100%</th>
<th>100%</th>
<th>100%</th>
<th>100%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>% program spaces reporting into HIFIS</strong></td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

| **# people served per year** | 2800 | 160 | 300 | 9500 | 260 | 625 | 744 |
| **# permanent housing placements per year** | 200 | 200 | 200 | 180 | 180 | 417 | 222 |
| **% participants who require re-housing** | n/a | n/a | n/a | 10% | 15% | 15% | 15% |
| **% participants maintain housing at 6 mo.** | n/a | n/a | n/a | 90% | 90% | 90% | 90% |
| **% participants maintain housing at 12 mo.** | n/a | n/a | n/a | n/a | 80% | 80% | 80% |
| **% participants supported to access permanent housing & supports** | 50% | 95% | 70% | 80% | 95% | 95% | 95% |
| **% returns to homelessness at program exit** | 20% | 10% | 50% | 10% | 10% | 10% | 5% |
| **% positive housing destination at program exit** | 80% | 95% | 50% | 90% | 90% | 90% | 95% |
| **% participants connected to services outside homeless-serving programs** | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **% people discharged into homelessness from systems at program entry** | 25% | 25% | n/a | 50% | 20% | 20% | 20% |
| **% new to homeless-serving programs per year** | 20% | 10% | 15% | 50% | 20% | 10% | 5% |
| **% participants satisfied with services/housing** | 75% | 95% | 95% | 95% | 95% | 95% | 95% |
| **% participants engaged in own goal setting** | 95% | 100% | 70% | 100% | 100% | 100% | 100% |
| **% decrease in participant wellbeing** | 10% | 65% | n/a | 30% | 45% | 50% | 65% |

**Participant Voice**

**Wellbeing**
<table>
<thead>
<tr>
<th>Equity Lens</th>
<th>% chronic</th>
<th>50%</th>
<th>90%</th>
<th>50%</th>
<th>0%</th>
<th>50%</th>
<th>100%</th>
<th>98%</th>
</tr>
</thead>
<tbody>
<tr>
<td>% at risk of homelessness</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>% youth (18-24)</td>
<td>10%</td>
<td>25%</td>
<td>25%</td>
<td>25%</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>% Indigenous</td>
<td>30%</td>
<td>30%</td>
<td>30%</td>
<td>30%</td>
<td>30%</td>
<td>30%</td>
<td>30%</td>
<td>30%</td>
</tr>
<tr>
<td>% women</td>
<td>25%</td>
<td>25%</td>
<td>30%</td>
<td>30%</td>
<td>25%</td>
<td>25%</td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td>% in families</td>
<td>25%</td>
<td>5%</td>
<td>5%</td>
<td>40%</td>
<td>25%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
</tr>
</tbody>
</table>

| % increase in self-sufficiency/wellbeing (XX assessment or self-report) at program entry vs exit | 25% | 75% | 15% | 30% | 50% | 65% | 75% |
| % participants who improved employment/education/training at program entry vs exit | 10% | 75% | 10% | 75% | 80% | 80% | 80% |
| % decrease in systems use (Aggregate #EMS, #ER, #PoliceInteraction, #CourtAppearances, #Jail/PrisonDays, #DaysHospital) | n/a | 65% | n/a | 20% | 45% | 50% | 65% |
| % participants achieved stable income/increased income at program entry vs exit | 25% | 85% | 10% | 65% | 85% | 90% | 95% |

**Reporting**

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

In addition, projects must:

- Adhere and participate in the Homeless Individuals and Families Information System (HIFIS) and City of Hamilton monitoring and required reporting;
- Partner or collaborate with other agencies or services required to carry out program activities, including any Memoranda of Understanding that will be created as a result;
- Work with other systems to obtain rent subsidies, supportive services and other operating subsidies to the extent possible;
- Participate in systems planning initiatives outlined in the Hamilton’s Systems Planning Framework to coordinate activities as requested by the City of Hamilton; and
- Have capacity to deliver services to clients within 60 days of service contract commencement date.

ELIGIBLE COSTS

Cost Ranges

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

<table>
<thead>
<tr>
<th>Program Type</th>
<th>Program Cost per Space per Year</th>
<th>Funding Range based on CFA total allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Supportive Housing</td>
<td>$15K</td>
<td>5-15%</td>
</tr>
<tr>
<td>Transitional Housing</td>
<td>$5K</td>
<td>10-20% (including RRH)</td>
</tr>
<tr>
<td>Intensive Case Management</td>
<td>$12K</td>
<td>60-80%</td>
</tr>
<tr>
<td>Rapid Rehousing</td>
<td>$8K</td>
<td>10-20% (including TH)</td>
</tr>
<tr>
<td>Homelessness Prevention</td>
<td>$4K</td>
<td>10-20% (including Diversion)</td>
</tr>
<tr>
<td>Assertive Housing-Focused Street Outreach</td>
<td>$1K</td>
<td>5-10%</td>
</tr>
</tbody>
</table>

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

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

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

a. Housing Services

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

- **Transitional housing**: Housing intended to offer a supportive living environment for its residents, including offering them the experience, tools, knowledge and opportunities for social and skill development to become more independent. It is considered an intermediate step between emergency shelter and housing, and has limits on how long an individual or family can stay. Funding for this CFA will target stays for no longer than 12 months and is only open to pre-existing transitional housing programs funded by the City of Hamilton.

- **Permanent Housing with Supports**: Housing that combines rental or housing assistance with individualized, and flexible support services for people with high needs related to physical or mental health, developmental disabilities or substance use. Permanent supportive housing may be:
  - *placed-based*: Congregate or independent permanent supportive housing units situated in 1 building or location
The provision of permanent supportive housing services in the community, delivered through home visits or community-based agencies

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

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

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

Eligible activities include:

**Housing placement**

- Determining an individual’s or family’s preferences and needs for housing and type of supports.
- Securing housing for individuals and families by working with private and public local real estate, landlord associations, home communities to identify available housing units.
- Time-limited rental assistance. While at the discretion of the community to establish parameters for the rental assistance, rapid rehousing usually consists of 3 to 6 months of support.
- Providing landlord-tenant services for an individual or family that was placed into housing, which includes providing landlord mediation and training on roles and responsibilities of tenants and landlords.
- Re-housing (if required).

**Housing set-up**

Ineligible activities include:

- Emergency Housing funding while the individual or family is supported by the provincial, territorial or municipal welfare and rent supplement programs; and
- The City of Hamilton offers assistance through the Housing Stability Benefit.

**b. Prevention and Shelter Diversion**

Prevention includes activities aimed at preventing homelessness by supporting individuals and families at imminent risk of homelessness before a crisis occurs. This includes supporting individuals and families who are currently housed but at-risk of losing their housing, and preventing individuals who are being discharged from public systems (for example, health, corrections, and child welfare) from becoming homeless.

Populations at imminent risk of homelessness are defined as individuals or families whose current housing situation will end within the next 60 days and for whom no subsequent residence has been established.

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

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

Eligible activities include:

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

Ineligible activities include:

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

**Clinical and treatment services**

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

Eligible activities include:

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

- Supports to access traditional or culturally sensitive healing services (for example, healing circles, sweat lodges ceremonies, access to traditional medicines) that are not offered through provincial programming. Eligibility is not based on service location (for example, may be local or require travel to a non-local Indigenous community).

Ineligible activities include:

- Providing general health and medical services (for example, doctors, nurses and other medical professional salaries), mental health or addictions support services (for example, counselling, treatment, and hospitalization) that are already covered through provincial/territorial areas of responsibility.
- Health and medical services components of an Assertive Community Treatment team. An ACT team provides access to services that are the responsibility of provinces and territories and cannot be funded under Reaching Home (for example, psychiatrist, doctor, nurse, substance use specialist). However, assisting with project coordination of non-health related case management activities is eligible.

**Economic integration services**

Ineligible activities include:

- Employment activities or services
- Job wages for individuals participating in an education, training, or pre-employment program
- Salary for a full-time teacher to provide an alternative to provincial or territorial education
- Tuition
- Workplace skills development; and
- Apprenticeship grants

**Social and community integration services**

Eligible activities include:

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

Ineligible activities include:

- Purchase of alcoholic beverages.
c. Administration Expenditures

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

Eligible costs include:

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

2. Administrative costs
   - General administration-type costs, normally incurred by any organization, that enable effective delivery of interventions. These include costs such as: administrative staff for activities such as accounting, reporting and human resource management, and general administrative costs such as rent, phone/fax, postage/courier, office supplies, internet/website, bank charges, office moving expenses, office cleaning, security system, garbage removal/recycling, publication purchases, equipment maintenance and membership.

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

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

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

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

- International travel costs.
- Purchase of alcoholic beverages.
- Capital expenditures, which include:
  - New construction and/or conversions of buildings
  - Major repairs and renovations
  - Retrofits
  - Buying land
  - Purchasing buildings
  - The construction, repair, and renovation of new and existing social and affordable housing and emergency shelters
  - Housing allowances and rent supplements
  - Services that do not directly support people who are experiencing homelessness or at risk of homelessness.

EVALUATION AND SELECTION

Homelessness Funding Implementation Group (HFIG)

HFIG is responsible for reviewing and evaluating funding proposals, and making recommendations to the General Manager of the City of Hamilton’s Healthy and Safe Communities Department. HFIG has ten (10) volunteer members who have experience and knowledge relevant to housing and homelessness issues in Hamilton. HFIG adheres to the Municipal Conflict of Interest Act and members are expected to thoroughly avoid all activities that involve, or might appear to involve, their association with applicants or others for their own advantage or for that of their family or other groups with which they are associated.

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

HFIG will provide a written recommendation to City of Hamilton for the selection of a preferred proponent or proponents. The City of Hamilton will make final decision on awarding contracts and shall negotiate terms of the contract with successful proponents at its discretion.

Proposal Evaluation Matrix

HFIG will review all proposals to determine the proponent(s) which is most advantageous to the City of Hamilton, guided by the criteria outlined on pages 27-28.
<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Points</th>
<th>Application 1</th>
<th>Application 2 etc.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget &amp; Sustainability</strong>: Proposed intervention model has an adequate operating budget and demonstrates “value for money”. Clear description of a sustainability plan for the intervention.</td>
<td>15</td>
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<tr>
<td>Demonstration that the proposed project leverages other funds, builds in economies of scale or resources from the community, including but not restricted to utilization of existing funding and in-kind contributions and partnerships with: service agencies outside the homeless-serving system, particularly the health care system, corrections, poverty reduction, social assistance, children’s services, etc. for delivery of integrative systems approaches.</td>
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<tr>
<td><strong>Intervention Model</strong>: Alignment among support service components and staffing arrangements with intervention requirements. Demonstrated service standards reflecting principles of Housing First (no readiness requirements for housing, client choice, recovery orientation, individualized and client-centered supports, social and community integration). Clarity on any current practices that may pose barriers to housing and strategies to address this.</td>
<td>40</td>
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<tr>
<td>In addition, program demonstrates:</td>
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<tr>
<td>• Appropriate program type for target clients</td>
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<tr>
<td>• Program design respects client choice</td>
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<tr>
<td>• Participation in services is voluntary</td>
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<tr>
<td>• Services for are culturally appropriate where applicable</td>
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<tr>
<td>• References best practices to support service model and activities</td>
<td></td>
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<tr>
<td>• Services are appropriate to needs of target population(s)</td>
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<tr>
<td>• Length of stay in the program is appropriate for program type</td>
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<tr>
<td>• Proposed program measures align with the city’s performance measurement requirements</td>
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<tr>
<td>• Identification of graduation criteria from the program</td>
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<tr>
<td>• Housing placement process articulated and appropriate for program type &amp; target population</td>
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<tr>
<td>• Discharge/eviction guidelines and procedures ensure all reasonable actions have been taken by the program to prevent eviction/discharge into homelessness</td>
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</tr>
<tr>
<td><strong>Community engagement and integration</strong>: Demonstration of involvement of people with living experience of homelessness and risk of homelessness, or other homelessness service providers in the planning and development of the program</td>
<td>10</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
delivery. Appropriate client needs.

Demonstration of systems integration, describing connections to and/or partnerships with broader human services systems to enhance service delivery and outcomes.

| Strategic Alignment: Proposed project supports a Housing First approach to solving homelessness for the eligible populations. The proposed intervention aligns with goals and principles outlined in the Systems Planning Framework and clearly indicates how the proposed intervention will incorporate and apply: trauma-informed and harm-reduction approaches; equity, diversity and inclusion analysis in design and ongoing operation; lived/living experience input; and principles and actions reflected in Truth and Reconciliation Calls to Action. | 15 |
| Performance Management: Identification of measurable performance targets to meet the needs of the homeless population as per funding requirements (# of clients housed, % with positive exits, length of stay, recidivism, etc.) as outlined in proposed KPIs. | 15 |
| Organizational Capacity of Proponent(s): Demonstration that the proponent organization has the capacity (staff, resources and relationships with or support from key agencies) and experience to develop and implement the project. | 5 |
| Maximum Points | 100 |

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

Disqualification of Proponents

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

a) more than one proposal is submitted for the same project from a proponent under the same or different names; or
b) a proponent, in the opinion of the City of Hamilton, is not qualified for the services specified; or
c) an unsatisfactory performance record exists as shown by past or current work for City of Hamilton; or
d) current commitments exist (City of Hamilton or otherwise) which might hinder or prevent the prompt completion of the work; or
e) the proposal is incomplete and/or missing information and/or contains out of date or incorrect information.

f) If the participant is found not in compliance with HIFIS and Coordinated Access participation and referral requirements

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

**Discrepancies in Proponent's Financial Proposal**

If there are any obvious discrepancies, errors or omissions in Form 2 of the proposal (Budget), then the City of Hamilton shall be entitled to make obvious corrections, but only if, and to the extent, the corrections are apparent from the proposal as submitted.

**Litigation**

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

In determining whether or not to reject a proposal under this section, the City of Hamilton will consider whether the litigation is likely to affect the proponent’s ability to work with the City of Hamilton, and whether the City of Hamilton experience with the proponent indicates that there is a risk the City of Hamilton will incur increased staff and legal costs in the administration of the agreement if it is awarded to the proponent.

**Additional Information**

City staff may, at its discretion, request clarifications or additional information from a proponent with respect to any proposal, and the city reserves the right to make such requests only to select proponents. The Homelessness Funding Implementation Group may consider such clarifications or additional information in evaluating a proposal.

**Multiple Preferred Proponents**

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

In addition to any other provision of this CFA, Proposals may be evaluated on the basis of advantages and disadvantages to the City of Hamilton that might result or be achieved from the City of Hamilton dividing up the services and entering into one or more agreements with one (1) or more Proponents.
Negotiation of Service Level Agreement and Award

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

The City of Hamilton may attempt to negotiate an agreement with the proponent(s) selected on terms that it determines to be fair and reasonable and in the best interest of the City of Hamilton, including the best interests of the population served by the agreement. If the City of Hamilton is unable to negotiate such an agreement with any one or more of the proponents first selected on terms that it determines to be fair and reasonable and in the best interest of the City of Hamilton, including the best interests of the population served by the agreement, negotiations with any one or more of the proponents shall be terminated or suspended. In the event of a negotiation impasse with any proponent, in accordance with the procedures set forth in this CFA, the City of Hamilton reserves the right without penalty and at its sole discretion to:

a) reject the proponent’s proposal and select the next preferred proponent;
   b) take no further action to continue the award and/or execution of agreements under this CFA;
   c) reissue the CFA with any changes the City of Hamilton deems appropriate; or,
   d) take any other action.

If the City of Hamilton decides to continue the process of selection, negotiations shall continue with a qualified proponent or proponents in accordance with this section at the sole discretion of the City of Hamilton until an agreement is reached with one or more qualified proponents. The process shall be repeated until an agreement is reached.

If the City of Hamilton selects a preferred proponent or preferred proponents, then it shall:

a) enter into an agreement with the preferred proponent(s); or
   b) enter into discussions with the Preferred Proponent(s) to clarify any outstanding issues and attempt to finalize the terms of the Agreement(s), including financial terms. If discussions are successful, the City of Hamilton and the preferred proponent(s) will finalize the agreement(s);
   c) publish successful proponent and the amount of funding to be received; and
   d) if at any time the City of Hamilton reasonably forms the opinion that a mutually acceptable agreement is not likely to be reached within a reasonable time, give the Preferred proponent(s) written notice to terminate discussions, in which event the City of Hamilton shall then either open discussions with another Proponent or terminate this CFA and retain or obtain the Services in some other manner.

No Subcontract

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

Notification to Proponents

The City of Hamilton will communicate the recommendations of the CFA Homelessness Funding Implementation Group by the date specified in the CFA Schedule. The City of Hamilton
reserves the right to provide notification to proponents by written correspondence to successful and unsuccessful proponents.

**Notification of Award**

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

**PROPOINENT INFORMATION & GENERAL CONDITIONS**

**Eligible Proponents**

Eligible recipients include:

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

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

**Amendments to Proposals**

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

**Addenda**

If the City of Hamilton determines that an amendment is required to this CFA, the City of Hamilton will post a written addendum for all proponents to www.hamilton.ca/HomelessnessSystemsPlan and all such addenda will become an integral part of the specifications and be deemed to form part of this CFA.

Notwithstanding efforts by the City of Hamilton to provide such information to proponents, it remains the obligation and responsibility of the proponent to access www.hamilton.ca/HomelessnessSystemsPlan to learn of any courtesy notices, reminders, questions, answers, addenda and similar announcements issued by the City of Hamilton.
Examination of CFA Documents

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

Status Inquiries

All inquiries related to the status of this CFA, including whether or not Notification of Award has been issued, shall be directed to the City of Hamilton email:

homelesspolicyprograms@hamilton.ca

Proposal Package

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

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

Signature

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

City of Hamilton Right to Revise

The City of Hamilton reserves the right to:

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

No City of Hamilton Obligation

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

Proponent’s Expenses

Proponents are solely responsible for their own expenses in preparing, and submitting proposals, and for any costs incurred by the proponent in meetings, negotiations or discussions with the City of Hamilton or its representatives relating to or arising from this CFA.
The City of Hamilton and its representatives, agents, and advisors will not be liable to any proponent for any claims, whether for costs, expenses, losses or damages, or for any other matter whatsoever, incurred by the proponent in preparing and submitting a proposal, or participating in negotiations for an agreement, or other activity related to or arising out of this CFA.

**No Contract**

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

**Conflict of Interest**

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

**Confidentiality**

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

**Property of the Owner**

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

**Licensing**

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

Upon award, the proponent must adhere to all safety rules, regulations, and labour codes in effect in all jurisdictions where the work is to be performed.

Workplace Safety & Insurance

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

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

The proponent agrees to maintain workers’ compensation coverage in accordance with the requirements of the [Ontario Occupational Health and Safety Act](https://www.ontario.ca/laws/statute/1995c1) if required, and provide evidence of compliance with the Act as may be requested at any time City of Hamilton.