

CITY OF ST. JOHN'S & END HOMELESSNESS ST. JOHN'S

## **2015 Call for Proposals**

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**CFP 2015-01 – Housing First Intensive Case Management Service Delivery**

**Amended & Re-issued:**

**4/15/2015**

**Contents**

GENERAL INFORMATION ..... 3

- Deadline ..... 3
- Communications ..... 3
- Respondent Meeting ..... 4
- Important Dates ..... 4

BACKGROUND ..... 4

- HPS & End Homelessness St. John’s ..... 4
- Plan to End Homelessness in St. John’s (2014-2019)..... 5

CFP DETAILS ..... 6

- A Coordinated, Collaborative Service Model ..... 6
- Purpose ..... 6
- Funding Available ..... 7
- Partnership and Matching Funding ..... 7
- Eligible Projects ..... 8
- Eligible Uses of Funds ..... 9
- Ineligible Uses of Funds ..... 14
- Service & Housing Model Requirements ..... 14
- Target Population ..... 17
- Performance Management ..... 17

EVALUATION AND SELECTION ..... 20

- Funding Advisory Committee..... 20
- Proposal Evaluation Criteria..... 20
- Disqualification of Proponents ..... 22
- Discrepancies in Proponent's Financial Proposal ..... 22
- Litigation ..... 22
- Additional Information..... 23
- Interviews, Site Visits, and Presentations ..... 23
- Multiple Preferred Proponents..... 23
- Negotiation of Service Level Agreement and Award ..... 23
- No Subcontract ..... 24

Notification to proponents .....	24
Notification of Award.....	24
PROPONENT INFORMATION & GENERAL CONDITIONS.....	25
Eligible Proponents .....	25
Amendments to Proposals.....	25
Addenda.....	25
Examination of CFP Documents.....	26
Proposal Package .....	26
Signature .....	26
City of St. John’s Right to Revise .....	26
No City of St. John’s Obligation.....	27
Proponent’s Expenses.....	27
No Contract.....	27
Conflict of Interest .....	27
Confidentiality.....	27
Property of the Owner.....	28
Licensing.....	28
Safety Codes and Regulations.....	28
Insurance/ Workplace Health, Safety and Compensation Commission (WHSCC).....	28

**Required documents to review or complete in preparing your proposal:**

- 1. 2014-2019 St. John's Community Plan to End Homelessness:**  
Can be obtained by emailing [jtobin@stjohns.ca](mailto:jtobin@stjohns.ca)
- 2. HPS Eligible and Ineligible Costs Guidelines:**  
[http://www.esdc.gc.ca/eng/communities/homelessness/housing\\_first/activities.shtml](http://www.esdc.gc.ca/eng/communities/homelessness/housing_first/activities.shtml)
- 3. HPS Funding Directives:**  
<http://www.esdc.gc.ca/eng/communities/homelessness/funding/directives.shtml>
- 4. Form 1 – Project Application:**  
Can be obtained by emailing [jtobin@stjohns.ca](mailto:jtobin@stjohns.ca)
- 5. Form 2 – Budget Negotiation Notes:**  
Can be obtained by emailing [jtobin@stjohns.ca](mailto:jtobin@stjohns.ca)
- 6. Form 3 - Project Budget & Sustainability Checklist:**  
Can be obtained by emailing [jtobin@stjohns.ca](mailto:jtobin@stjohns.ca)
- 7. Letters of Support:** demonstrating financial contributions/in-kind (land, buildings, etc.) and community supports (**community** associations, etc.)

## **GENERAL INFORMATION**

### **Deadline**

All proposals must be submitted **electronically** no later than **4:00 PM DST, Friday, July 10, 2015** to **Judy Tobin** at [jtobin@stjohns.ca](mailto:jtobin@stjohns.ca).

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

### **CFP 2015-01 – Housing First Intensive Case Management (ICM)**

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.

Proposals arriving after 4:00 PM DST time on July 10, 2015 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 St. John's has not received their proposal.

### **Communications**

Questions or requests must be written and forwarded to Judy Tobin, Manager, Non Profit Housing Division, Community Services Department, City of St. John's at [jtobin@stjohns.ca](mailto:jtobin@stjohns.ca). All inquiries related to this Call for Proposals (CFP) shall be directed to Judy Tobin.

Proponents finding discrepancies or omissions in the CFP documents, or having doubts as to the meaning or intent of any provision, shall immediately notify Judy Tobin at the City of St. John's by email. If the City of St. John's determines that an amendment is required to this CFP, the addendum will be issued.

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

Proponents and their agents will not contact any member of the Funding Advisory Committee with respect to this CFP at any time prior to the award of an agreement or the termination of this CFP.

## Respondent Meeting

A Respondent Meeting was hosted by the City of St. John's to discuss the requirements under this CFP. Notes from the Respondents' Meeting are posted online at: [www.stjohns.ca](http://www.stjohns.ca).

## Important Dates

Original Call for Proposals Issued	September 25, 2014
Respondents Meeting	October 21, 2014
Questions and Notes from Respondent Meeting Posted	October 27, 2014
Amended Call for Proposals Issued	January 28, 2015
Deadline for Proposals	July 10, 2015
Notification of Proponents Issued	July 17, 2015
Notification of Award Issued	Once contract negotiations are complete
Project Period	September 1, 2015 -March 31, 2017-March 31, 2017

The City of St. John's reserves the right to change these dates as needed.

## BACKGROUND

### HPS & End Homelessness St. John's

The Government of Canada's Homelessness Partnering Strategy (HPS) supports communities to develop local solutions to homelessness. The HPS funds local priorities identified by communities through a comprehensive community planning process involving officials from all levels of government, community stakeholders, and the private and voluntary sectors.

The renewed HPS was allocated stable funding over five years (2014-2019), with the goal of supporting communities in developing longer-term solutions to homelessness, and in particular moving to a Housing First approach.

St. John's has a long-standing commitment to collaborative, locally-driven solutions to homelessness. The multi-stakeholder St. John's Community Advisory Committee on Homelessness (one of 61 HPS Community Advisory Boards or CABs across Canada), was established in 2000 to develop and implement previous HPS plans to address homelessness, and will be redesigned to implement the new 2014-2019 Community Plan based on Housing First principles. In 2014, the CAB was renamed End Homelessness and committed to developing and leading the implementation of a Plan to End Homelessness in St. John's.

The City of St. John's acts as the HPS Community Entity (CE) that administers federal homelessness funds for the CAB (through the Non-Profit Housing Division of its Community Services Department) - while providing the critical community development and brokering necessary to move our community forward together.

### **Plan to End Homelessness in St. John's (2014-2019)**

End Homelessness St. John's actively engaged key stakeholders across multiple sectors towards the development of the Plan to End Homelessness. Based on this engagement process and research undertaken, a broad-based Plan to End Homelessness was approved by the CAB in June, 2014. The Plan includes the Homelessness Partnering Strategy (HPS) Community Plan to guide federal investments locally.

Although this Plan reaches beyond HPS, this funding stream will play a critical role to support implementation moving forward. St. John's has an HPS allocation of approximately \$697,000 per year over five years (2014-2019) totaling about \$3.5 million - of which 40% at minimum is required to be invested in Housing First activities by 2016. This CFP uses a portion of these HPS funds to support the goals outlined in the Plan. The Community Plan is available by emailing [jtobin@stjohns.ca](mailto:jtobin@stjohns.ca).

The Plan outlines the following priority areas:

**1. System Coordination:** A coordinated approach to housing and supports following the Housing First philosophy.

- Organize the homeless-serving system.
- Implement coordinated access and assessment.
- Develop discharge/transition planning measures.

**2. Integrated Information System & Research:** Integrated information system and research to support ending homelessness efforts.

- Implement an integrated information system.
- Build partnerships with the research community.

**3. Housing & Supports:** Developing a range of housing and supports choices to meet diverse client needs.

- Support measures to increase housing affordability and reduce homelessness risk.
- Introduce and ramp up a range of Housing First programs.
- Tailor supports to meet the needs of diverse groups.
- Support the enhancement of service quality and impact.

**4. Leadership & Resources:** Securing the necessary leadership and resources to support the Plan to End Homelessness.

- Develop the infrastructure necessary to implement the Plan.
- Coordinate funding to maximize impact.
- Champion an end to homelessness.

## **CFP DETAILS**

### **A Coordinated, Collaborative Service Model**

To be considered for this HPS funding, proponents must actively participate in and support the development of the coordinated, collaborative ICM model and proposal(s) being facilitated by the ICM consultant which the City of St. John's is engaging in partnership with End Homelessness St. John's. The request for consulting services was issued by the City on January 28, 2015 in tandem with this amended ICM call for proposals. Please contact [jtobin@stjohns.ca](mailto:jtobin@stjohns.ca) for further information.

### **Purpose**

Under the Plan's Priority Area 3 – Housing and Supports, the Plan calls for the development of Housing First Intensive Case Management (ICM) programs to re-house 106 chronically and episodically homeless persons between September 1, 2015 -March 31, 2017, based on a 70-client capacity during the first year of operation, with turnover enabling the provision of services to 36 new clients during the second year of operation.

Available local shelter statistics indicate there is a minimum of 7 individuals who are long term stayers, and likely chronically homeless with high levels of acuity. They are very vulnerable and require targeted immediate attention and long term support. This group would benefit from low barrier, long-term housing and supports using the Housing First approach.

There were also about 25 episodically homeless clients identified in 2012 as per HPS definitions using HIFIS (Homeless Individuals & Families Information System), thus, this investment together with the 10 units of Permanent Supportive Housing funded in Year 1 (2014-2015 & 2015-2016) of the Community Plan, would effectively end chronic and episodic homelessness in St. John's in 2016.

To account for the populations that may not be captured in the HIFIS data and a longer-term approach to defining chronic and episodic homelessness, we estimate that in 2014 of about 800 homeless persons in St. John's, 120 (15%) were chronically and episodically homeless. This is also confirmed by the HIFIS data showing about 15% of shelter users stayed longer than 1 month.

The aims of this investment are to further the priority of ending chronic and episodic homelessness, reducing pressure on shelters and public systems, and leveraging HPS funds.

### **Funding Available**

The total available for this CFP is **\$697,425** using HPS funds over 17 months: September 1, 2015 -March 31, 2017 (\$348,712.50 per fiscal year). Funds must be spent by March 31, 2017.

Agreements will be made for 17 months, September 1, 2015 -March 31, 2017, with possibility of renewal at the discretion of the City of St. John's pending available funding and program review (the Community Plan envisions further ICM investments between April 1, 2017 – March 31, 2019).

Note that these HPS funds prioritize Housing First program operations rather than capital. Projects may be expansions of existing program or new programs.

The City of St. John's reserves the right to reasonably divide services and enter into one or more Agreements with one or more proponents having regard for the CFP and the basis of proposals.

### **Partnership and Matching Funding**

HPS funds for this investment activity require supplementary matching sources through federal and provincial, municipal contributions or other sources (i.e. private donations). HPS requires matching of funds at a 50/50 split at minimum. These matching sources can include in-kind contributions – such as staff secondments or partnerships to add service value to the ICM program.

Proponents are strongly encouraged to combine these service support funds with provincial homelessness operating and capital funding. Proposals that leverage existing community resources and funds are preferred.

To be considered for this HPS funding, proponents must actively participate in and support the development of the coordinated, collaborative ICM model and proposal(s) being facilitated by the ICM consultant which the City of St. John's is engaging in partnership with End Homelessness St. John's. The request for consulting services was issued by the City on January 28, 2015 in tandem with this amended ICM call for proposals. Please contact [jtobin@stjohns.ca](mailto:jtobin@stjohns.ca) for further information.

## Eligible Projects

As per HPS Eligible and Ineligible Costs Guidelines regarding Housing First funding ([http://www.esdc.gc.ca/eng/communities/homelessness/housing\\_first/activities.shtml](http://www.esdc.gc.ca/eng/communities/homelessness/housing_first/activities.shtml)), funds can be used towards the following activities:

The Housing First (HF) activity area includes the following activities that can be funded by HPS and that can count towards the Housing First funding targets:

1. Housing First readiness
  - Determining the Housing First model (e.g. consultation, coordination, planning and assessment)
  - Identifying, integrating and improving services (including training on Housing First activities and functions)
  - Partnership development in support of a Housing First approach
  - Working with the housing sector to identify opportunities for and barriers to permanent housing (e.g. establishing landlord relationships, mapping of current available assets)
2. Client intake and assessment
  - Coordinated intake management (where feasible)
  - Client identification, intake and assessment, focusing on the chronically and episodically homeless populations
3. Connecting clients to Permanent Housing

Communities are required to ensure that HPS funding is used to fill gaps and not used to fund activities that could be covered through other provincial/territorial and municipal programs and services. They have to establish housing teams that implement the following activities:

- Facilitate access to housing, which could include providing emergency housing funding (e.g. rent subsidies, housing allowances) to bridge clients to provincial/territorial/municipal systems
  - Set up apartments (insurance, damage deposit, first and last months' rent, basic groceries and supplies upon move in, etc.)
  - Furnish apartments for HF clients (furniture, dishes, etc.)
  - Repair damages caused by HF clients
  - Provide landlord-tenant services
  - Re-housing (if required)
4. Accessing services through case management

Communities are required to ensure that HPS funding is used to fill gaps and not used to fund activities that could be covered through other provincial/territorial and municipal programs and services.

- Coordination of a case management team
  - Peer support
  - Working with clients to set goals
  - Identifying a strategy for reaching the goals
  - Connecting clients to services needed to reach the client's goal
  - Monitoring progress
  - Support services to improve the self-sufficiency of chronically and episodically homeless individuals and families in the Housing First program through individualized services, including:
    - Connecting clients to income supports
    - Pre-employment support and bridging to the labour market
    - Life skills development (e.g. budgeting, cooking)
    - Supports to improve clients' social integration
    - Culturally relevant responses to help Aboriginal clients
    - Connecting clients to education and supporting success
5. Data, tracking and monitoring (with exceptions outlined under ineligible costs)
- Identifying the size and make-up of the chronically and episodically homeless population by accessing shelter data
  - Tracking HF clients

### **Eligible Uses of Funds**

Proposals must adhere to the applicable HPS Funding Directives for proposed activities (HPS Funding Directives - <http://www.esdc.gc.ca/eng/communities/homelessness/funding/directives.shtml>), and any future HPS Directives which may apply.

For Intensive Case Management proposals, please consult the following HPS Funding Directives: #1 – Chronically and Episodically Homeless Populations; #2 - Connecting to and Maintaining Permanent Housing; Directive #3 - Emergency Housing Funding; Directive #4 - Treatment Services & Case Management; Directive #7 - Placement of Clients in Interim or Transitional Housing; and #10 - Basic Needs Services.

HPS funds may be proposed for the costs listed below. Please note, some limitations apply under the specific categories.

1. **“Direct Project Costs”** Costs and related fees necessary to deliver the project outcomes. Administrative costs that would be necessary but not directly delivering the project outcomes may be listed under category 2: “Administrative costs”. This eligible cost is sub-divided into the five categories:

**A. “Staff Wages/Salaries”** includes wages and salaries paid to direct project staff directly delivering project outcomes. Mandatory Employment Related Costs (MERCs) can be included; MERCs refer to payments an employer is required by law to make in respect of its employees such as EI and CPP/QPP premiums, workers’ compensation premiums, vacation pay and Employer Health Tax. Benefits refer to payments an employer is required to make in respect of its employees by virtue of company policy or a collective agreement. Examples of Benefits include contributions to a group pension plan or premiums towards a group insurance plan. The maximum amount allowable for MERCs and Benefits per employee is 22.5% of the total salary. Requests for increases are reviewed on a case by case basis.

**B. “Client-Specific Costs”** from client participation in a proposed project (funds received cannot be re-distributed to clients):

**a. Client emergency assistance/Emergency Housing Funding** (Housing First only, under certain conditions): Reasonable funding to help a client pay rent and cover housing costs while awaiting connection to long-term provincial supports. One-time costs of Emergency rent and utilities payments made to the property owner or utility companies (these payments are not to be disbursed directly to individuals); client should be connected to long-term provincial supports.

**b. Training:** Participant fees for attending general skill-building, pre-employment support and self-sufficiency related training in support of clients to achieve project outcomes.

**c. Materials and supplies:** Materials, supplies, books and testing materials to be used by clients and/or for clients in achieving project outcomes.

**d. Materials and supplies apartment set-up costs:** eligible costs associated with set-up of client housing unit when moving in, other than living costs defined in “f – Client living costs”

**e. Client travel: & transportation:** travel costs that are associated with clients attending appointments, attending courses that are in support of the client achieving their own goals.

**f. Client living expenses:** basic or urgent needs, exclusive of costs applicable to other categories. Under Housing First, some costs are applicable at the time a client moves into permanent housing.

**C. “Professional Fees”** costs of contracting services where contracts are valued at \$25,000 or higher and require a competitive process to recruit professionals to deliver the service. The service must directly deliver outcomes of the proposed project. For example a facilitator for delivering life skills training for clients. Services which would otherwise be required for the

project but do not directly deliver project outcomes (bookkeeping, audits, etc.) may not be included here.

**D. "Other Direct Project Costs"** costs other than professional fees, participant costs, staff wages and benefits that directly deliver the project outcomes. This includes:

**a. Project location:** rent, lease, repairs and leasehold improvements, including for premises that the applicant may own. This cost category is applicable only to the physical location(s) from where project outcomes are delivered, if any. The same costs for the location or physical space where management or administrative services necessary for the project, but not directly delivering project outcomes, may be proposed under Administration Infrastructure.

**b. Professional development:** for project staff, including staff training for staff directly delivering project outcomes where training will affect project outcomes. Training or professional development related to management, administration or not directly affecting staff delivery of project outcomes may not be included here, and may be proposed under Administration Services.

**c. Contracting:** Where the applicant proposes to deliver project outcomes through individuals engaged through a contract of less than \$25,000, per contract, and is not staff employed by the applicant. Services provided must directly deliver project outcomes. Where contracts of less than \$25,000 is required for the project but does not directly deliver outcomes, it may not be proposed in this category. If the service is administrative in nature, it may be proposed under Administration Services.

**d. Materials and office supplies:** other materials and office supplies that are necessary to deliver project outcomes.

**e. Equipment:** rent, lease or purchase of equipment valued at less than \$1000 per item, that are required to deliver project outcomes. This includes applicant-owned equipment.

**f. Technology:** computer software and other information technology requirements to deliver project outcomes (other than internet or phone, which may be proposed elsewhere). Software may not inhibit reporting to the Homelessness Electronic Information Reporting Network (HERIN) or the Homeless Individuals and Families Information System (HIFIS).

**g. Travel:** staff, consultant and volunteer travel as required to deliver project outcomes. This may include travel costs for a case manager to accompany clients to appointments that support the client to achieve their own goals, or travel costs of case managers to provide support services at the home of a client. Travel that is related to staff that are not directly delivering project outcomes may not be included here. It may be proposed under Administration Services, if it is necessary for the management or administration of the project

**h. Printing:** printing fees as required to deliver project outcomes. Printing that is not specifically delivering project outcomes but necessary for the administration of the project must not be included here, but may be proposed under Administration Services.

**i. Internet & telephone:** monthly fees for use of telephone and internet necessary for the delivery of project outcomes. Fees for the management or administration of the project must be excluded here, and may be proposed under Administration Services.

**j. Postage & courier fees:** as required to deliver the project outcomes.

**k. Membership fees:** memberships, individual or organizational, affiliation fees, business licences and permits required to deliver project outcomes.

**l. Advertising:** signage, advertising in newspapers, magazines, costs of designing and distributing brochures that are required to deliver project outcomes.

**m. Conferences:** attendance fees and costs of direct project staff attend necessary for the delivery of project outcomes.

**n. Furniture:** furniture under \$1000 per item that is necessary to deliver project outcomes.

**o. Reference materials:** books, or similar knowledge resources necessary to deliver project outcomes.

**p. Transition/wind-down costs:** costs such as early termination of a lease, that are incurred leading up to the end of the HPS contract agreement.

**q. Utilities:** at the location where project outcomes are delivered, if applicable, costs of utilities (hydro, gas, etc.) may be proposed here.

**E. “Capital Assets”** includes computers, furniture, appliances, and fixtures for the facilities used to carry out project activities. For this Housing First dedicated funding, capital costs can only include furnishing apartments for Housing First clients and/or repairing damages in apartments resulting from Housing First clients in private rental market (not social housing).

**2. “Administrative Project Costs”** costs and related fees of activities such as accounting, auditing, legal arrangements, and office-related costs which are necessary to administrate or manage the project, but not directly delivering the outcomes of the project nor the costs of directly serving clients. These costs would be proposed for HPS funds in proportion with the HPS-funded activities with the overall activities of the applicant. This category is subdivided into the following categories:

**A. “Staff Wages/Salaries”** includes an appropriate proportion of the wages and salaries paid to project staff not directly delivering project outcomes, but necessary for the delivery of the project. In addition, Mandatory Employment Related Costs (MERCs) can be included. MERCs refer to payments an employer is required by law to make in respect of its employees such as EI and CPP/QPP premiums, workers’ compensation premiums, vacation pay and Employer Health Tax. Benefits refer to payments an employer is required to make in respect of its employees by virtue of company policy or a collective agreement. Examples of Benefits

include contributions to a group pension plan or premiums towards a group insurance plan. The maximum amount allowable for MERCs and Benefits per employee is 22.5% of the total salary. Requests for increases are reviewed on a case by case basis.

**B. “Administration Services”** costs and related fees of accounting, auditing, legal arrangements, and human resource related activities necessary to implement HPS eligible activities, but not directly delivering the project outcomes. This includes audit fees, bank fees, contracting, legal fees, management and administration staff wages for staff not directly delivering project outcomes, professional development for management and administrative staff, project staff and volunteer travel not to deliver project outcomes but required for management and administration of the project.

**a. Professional Fees:** audit and/or legal fees necessary to administrate the project, where contracts are \$25,000 or higher per contract and recruited through a competitive process

**b. Professional development:** for management and administrative staff listed in **Staff Wages/Salaries**

**c. Contracting:** for services less than \$25,000 per contract, where contracts are necessary for the administration of the project (procurement requirements to be determined upon negotiation)

**d. Technology:** information and technology maintenance for equipment necessary for administration of the project (not internet or phone)

**e. Travel:** staff and volunteer travel necessary for the administration of the project

**f. Printing:** operational printing contracted externally necessary for the administration of the project

**g. Internet & telephone:** basic telephone fees (including fax lines) and monthly internet fees necessary to administrate the project

**h. Postage & courier fees:** As required to administrate the project

**i. Insurance:** fire, theft or liability necessary to administrate the project

**j. bank fees for the project,** or an appropriate portion of the organizational bank fees.

**C. “Administration Infrastructure”** costs or expenses incurred for services rendered to the applicant for maintaining and operating a physical space and equipment to enable implementation of HPS eligible activities. These include costs such as rental or lease of office space, repairs and leasehold improvements, office equipment repair and maintenance, and materials and supplies necessary for the administration of the project.

Proposed travel costs must be consistent with rates set out in the National Joint Council of Canada’s Travel Directive, available at this link <http://www.njc-cnm.gc.ca/doc.php?sid=3&lang=eng>. This applies to all travel costs, for example project staff and volunteers and contracted professionals, and those included in the professional fees expenditure category.

Administrative project costs will constitute maximum 10% of the total project budget (90% remaining for other service-related project costs).

### **Ineligible Uses of Funds**

This Housing First-dedicated funding cannot be used towards

- Building or purchasing new facilities
- Repurposing existing facilities
- Core functions of an Assertive Community Treatment (ACT) team (e.g. provision of direct medical/clinical services to clients)

Additional ineligible activities under this CFP include:

- Building, renovating or repurposing facilities for affordable housing
- New construction or purchase of facilities for emergency shelters (except under the HPS Rural and Remote Homelessness funding stream and non-designated communities receiving funding under the Aboriginal Homelessness funding stream)
- Emergency housing funding (e.g. rent subsidies, housing allowances) when the client is supported by existing provincial/territorial and municipal rent subsidies programs
- Direct income support to individuals who are homeless, at risk or at imminent risk of homelessness
- Medical/clinical staff
- Clinical health and treatment services
- Daycare
- Local Research
- Advocacy and lobbying activities towards elected representatives on questions related to homelessness and public awareness activities
- Public education (e.g. education tuition, teaching salary)
- Activities and supports taking place on-reserve
- Software development and/or the purchase of hardware for the collection and/or management of homelessness data that results in an inability to participate in the National Homelessness Information System (NHIS) initiative; and that constitutes a redundant use of funds and duplicate activities already offered through the Homeless Individuals and Families Information System (HIFIS) software. For example: purchasing alternative software that performs similar functions to the HIFIS software

### **Service & Housing Model Requirements**

Housing First Intensive Case Management programs provide longer-term case management and housing support to high acuity homeless clients facing addictions, mental health, and domestic violence and the

length of stay generally between 12 and 24 months. Programs are able to assist clients in scattered-site housing (market and non-market) through wrap-around services and the use of financial supports to subsidize rent and living costs and increase self-sufficiency.

Services coordinated through case management can also be provided based on for each client's presenting issues, with more intensive support required during periods of crisis or instability, and with less support when the client is feeling better. Through regular contact with Housing First clients, case management aims to ensure the client has all the supports necessary to maintain housing stability and move towards self-sufficiency. Case management ensures that the proper services are being offered to clients including outreach, referrals to employment supports and existing mental health or addictions support services. Case management also facilitates the tracking and measurement of client outcomes. Where possible, communities will be strongly encouraged to use the new case management module in the Homeless Individuals and Families Information System (HIFIS).

While support services are offered and made readily available, the programs do not require participation to remain in housing; there is also no limit to the length of stay in the program. These interventions should be targeted at clients who demonstrate deep disabilities and need for ongoing supports.

Housing First ICM teams also provide housing location and landlord negotiation support to tenants. They work to locate housing in the private and non-profit market to meet client's needs and preferences. Longer term, case managers and housing locators engage landlords in mediation to prevent eviction and work with clients to maintain housing stability.

ICM program characteristics include:

- One-on-one case manager to client relationship.
- The case manager brokers access to mainstream services that the client identifies as needed to attain his or her goals.
- The case manager often accompanies clients to meetings and appointments in support of their goals and needs.
- Case managers are generally available on a regular schedule; caseloads are often shared to assure coverage of 7 days per week and 12 hours a day.
- The staff to client ratio is generally 1 case manager per 10-15 clients, depending on client needs.
- The duration of the service is determined by the needs of the client, with the goal of transitioning to mainstream services as soon as possible (about 12-18 months)

The resulting projects from this investment must adhere to the Housing First guiding principles outlined by HPS in their service delivery:

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 are willing to accept monthly visits.
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.

Proponents must demonstrate programs adhere to the principles of Housing First 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, avoid duplication and expand options for those served;
- Services reflect client strengths, needs and goals thus are flexible;
- Programs should not impose a time limit on clients for graduating the program and obtaining housing;
- Programs serving Aboriginal people must ensure services are culturally appropriate;
- For programs serving a high proportion of Aboriginal clients, every effort to ensure Aboriginal staff is providing services must be made;
- Client choice is respected. Participants have choices in the support services that they receive. They are asked about their choices and can choose from a range of services, 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;
- 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;
- Housing is integrated. Tenants have the opportunity to interact with neighbors who do not have disabilities;
- Safety planning and protocols are in place to ensure client, staff and community safety;
- Affordable rent (typically including heat, water and sewer expenses) is calculated to cost no more than 30% of a household’s total gross monthly income;
- Housing placements meet all necessary health, zoning, building code, and habitability standards.

**Target Population**

The Intensive Case Management program must target chronic and episodically homeless participants as defined by HPS. It must prioritize those with the longest stays in shelter and highest level of needs within the program’s capacity to deliver appropriate levels of supports.

HPS definitions are included below:

The focus is primarily on the chronically and episodically homeless:

- **Chronically homeless** refers to individuals, often with disabling conditions (e.g. chronic physical or mental illness, substance abuse problems), who are currently homeless and have been homeless for six months or more in the past year (i.e. have spent more than 180 nights in a shelter or place not fit for human habitation). To the extent possible, communities should prioritize those chronic homeless who have been homeless the longest.
- **Episodically homeless** refers to individuals, often with disabling conditions, who are currently homeless and have experienced three or more episodes of homelessness in the past year (of note, episodes are defined as periods when a person would be in a shelter or place not fit for human habitation for a certain period, and after at least 30 days, would be back in the shelter or place).

**Performance Management**

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

Intensive Case Management Projections		2015-2016	2016-2017	Total Served
HPS	Unique New Clients Served	35	18	53

<b>Funding</b>	(Turnover)			
	Ongoing Capacity	35	35	
<b>Matching Funding Needed</b>	Unique New Clients Served (Turnover)	35	18	<b>53</b>
	Ongoing Capacity	35	35	
<b>Combined</b>	<b>Total New Clients</b>	<b>70</b>	<b>36</b>	<b>106</b>
	<b>Total Capacity</b>	<b>70</b>	<b>70</b>	

<b>Performance Targets</b>	<b>2015/16</b>	<b>2016/17</b>
Number of new individuals placed in housing through an HF intervention (with HPS funds)	35	18
Number of new individuals placed in housing through an HF intervention (with matching funds)	35	18
Percentage of HF clients who remained housed at six months	85%	85%
Percentage of HF clients who remained housed at twelve months	80%	80%
Number of days to move HF clients into permanent housing (after intake or assessment - to be determine by the community)	14	12
Percentage of HF clients who require re-housing	25%	20%
Percentage of HF clients who return to homelessness	15%	15%
Percentage of clients who exit program and who do so to positive destinations	90%	92%
Minimum occupancy rate at any one time	95%	95%
Percentage of clients who have an increase in income after 6 months in program from employment &/ benefits. Where clients are unable to increase income (are on AISH/ Income Supports Not Expected to Work, etc.), percentage who maintain stable source of income.	95%	95%

- Participant data will be collected upon housing, 3, 6, 9, and 12 months in the program and upon exit of the program;
- An evidence-based assessment tool will be used to assess acuity (level of need) minimally at intake, 6 months, and program exit;
- Those persons permanently housed will show reduced incarcerations, reduced emergency room visits and reduced in-patient hospitalizations.

In addition, projects must:

- Actively participate in and support the development of the coordinated, collaborative ICM model and proposal(s) being facilitated by the ICM consultant which the City of St. John's is engaging in partnership with End Homelessness St. John's. The request for consulting services was issued by the City on January 28, 2015 in tandem with this amended ICM call for proposals;
- 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; Participate in system planning initiatives outlined in the Plan to coordinate activities as requested by End Homelessness St. John's and the City of St. John's;
- Work with other systems to obtain rent subsidies, supportive services and other operating subsidies to the extent possible;

- Adhere and participate in the Homeless Individuals and Families Information System (HIFIS) and City of St. John’s monitoring and required reporting; and
- Have capacity to ramp up to deliver services to clients within 60 days of the service contract commencement date.

**EVALUATION AND SELECTION**

**Funding Advisory Committee**

The evaluation of proposals for the allocation of project funding will be undertaken by the Funding Advisory Committee, containing at minimum six (6) people who have signed a conflict of interest declaration. No officers, directors, board members, or any employee of a Proponent will participate in the Funding Advisory Committee.

Its membership will include representation of End Homelessness St. John’s, City of St. John’s Community Entity staff, and subject matter experts (such as the City's ICM consultant).

End Homelessness St. John’s will nominate three (3) non-conflicted members to the Funding Advisory Committee. The City of St. John’s shall assign a maximum of three (3) representatives, including two (2) Community Entity staff, and one (1) additional subject matter expert to the Funding Advisory Committee.

The Funding Advisory Committee may consult with others including City of St. John’s staff members, not formally assigned as committee members, third party consultants, and references, as the Funding Advisory Committee may in its discretion decide is required.

The Funding Advisory Committee will review and rank Proposals, and report its recommendations to a meeting of End Homelessness St. John's, which will provide final recommendations in writing to the City of St. John’s (HPS Community Entity, Community Services Department) for the selection of a preferred proponent or proponents.

The City of St. John’s will make final decision on awarding contracts and shall negotiate terms of the contract with successful proponents at its discretion.

**Proposal Evaluation Criteria**

The Funding Advisory Committee will review all proposals to determine the proponent(s) which is most advantageous to the City of St. John’s, guided by the criteria outlined below:

Evaluation Criteria	Points
<b>Capacity of Proponent(s):</b> 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.	15

<p><b>Strategic Alignment with St. John’s Plan to End Homelessness:</b> Proposed project supports a Housing First approach to solving homelessness for the HPS-eligible client populations. The project furthers the goals of the Plan to End Homelessness in St. John’s by providing Housing First Intensive Case Management services to chronic/episodic homeless populations. Proposed services and housing align with the needs of the target group; processes are in place to ensure appropriate targeting and eligibility criteria.</p>	10
<p><b>Housing First Model</b> and alignment among support service components and staffing arrangements (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, or non-compliance with HF, and strategy to address this.</p> <p>In addition, program demonstrates:</p> <ul style="list-style-type: none"> <li>• Appropriate program type for target clients</li> <li>• Program design respects client choice</li> <li>• Participation in services is voluntary and low demand approach is in place</li> <li>• Services for Aboriginal people and newcomers are culturally appropriate</li> <li>• References best practices to support service model and activities</li> <li>• Services are appropriate to needs of target population</li> <li>• Length of stay in the program is appropriate for program type</li> <li>• Proposed program measures align with CHF performance measurement requirements</li> <li>• Adequate safety planning in place</li> <li>• Identification of graduation criteria from the program</li> <li>• Housing placement process articulated and appropriate for program type &amp; target population</li> <li>• Appropriate financial supports outlined for client</li> <li>• Discharge/eviction guidelines and procedures ensure all reasonable actions have been taken by the program to prevent eviction/discharge into homelessness</li> <li>• Housing placement process articulated and appropriate for program type &amp; target population</li> </ul>	25
<p><b>Funding, Partnerships &amp; Sustainability:</b> Evidence that the proposed project has confirmed matching funding in place to leverage HPS funds. Matching funding and proposed HPS funds are adequate to successfully complete the project. Project has an adequate operating budget. Matching contributions for capital project are verified by letters from funders attesting the financial support for the facility. Project’s budget demonstrates “value for money” including HPS and non-HPS contributions.</p> <p>Demonstration that the proposed project leverages other funds or resources from the community, including but not restricted to utilization of existing funding and in-kind contributions. Provision of a credible sustainability, wind down plan and/or exit plan for the proposed project when the HPS contribution agreement ends. Partnerships with service agencies, Health Authorities, etc. for delivery of Integrated Case Management for HF clients.</p>	20
<p><b>Timelines:</b> Demonstration that the proposed project timelines are realistic and attainable in terms of the proposed activities, human resources, outcomes, partnerships, matching contributions to achieve the project milestones and spend the HPS contribution before the end of the project timeline.</p>	10
<p><b>Community engagement and integration:</b> Demonstration of involvement of homeless people, people at risk of homelessness, or other homelessness service providers in the planning and development of the program delivery. Demonstration of linkages to other service and infrastructure projects in the community. If project target priority population (Aboriginal, families, youth, etc.) project demonstrates appropriate services/housing to meet client needs. Where ACT teams are available, strategy to coordinate proposed HPS-eligible activities with HF clients that may be served by ACT teams</p>	10
<p><b>Performance Management:</b> Identification of measurable performance targets to meet the needs of the homeless population as per HPS funding requirements (# of clients housed, % with positive exits, length of stay, recidivism, etc.)</p>	10
<p><b>Maximum Points</b></p>	<p><b>100</b></p>

The Funding Advisory Committee will not be limited to the criteria referred to above, and the Committee may consider other criteria that the Committee identifies as relevant during the evaluation process. The Funding Advisory Committee may apply the evaluation criteria on a comparative basis, evaluating the proposals by comparing one proponent's proposal to another proponent's proposal. All criteria considered will be applied evenly and fairly to all proposals.

### **Disqualification of Proponents**

At the sole discretion of the City of St. John's, 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 St. John's, is not qualified for the services specified; or
- c) an unsatisfactory performance record exists as shown by past or current work for City of St. John's;  
or
- d) current commitments exist (City of St. John's 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.

Should a proponent be disqualified, no further obligation is required of the City of St. John's 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 St. John's 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 CFP, the City of St. John's 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 St. John's, 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 St. John's will consider whether the litigation is likely to affect the proponent's ability to work with the City of St. John's, and whether the City of St. John's experience with the proponent indicates that there is a risk the City of St. John's will incur increased staff and legal costs in the administration of the agreement if it is awarded to the proponent.

### **Additional Information**

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

### **Interviews, Site Visits, and Presentations**

The Funding Advisory Committee may, at its discretion, invite some or all of the proponents to appear before the Funding Advisory Committee to provide clarifications of their proposals. This may take the form(s) of, for example, interviews with the proponent and its staff; a site visit to the proponent's offices; and/or a presentation by the proponent. In such event, the Funding Advisory Committee will be entitled to consider the answers received in evaluating proposals.

### **Multiple Preferred Proponents**

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

In addition to any other provision of this CFP, Proposals may be evaluated on the basis of advantages and disadvantages to the City of St. John's that might result or be achieved from the City of St. John's 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 St. John's 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 CFP.

The City of St. John's 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 St. John's, including the best interests of the population served by the agreement. If the City of St. John's 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 St. John's, 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 CFP, the City of St. John's 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 CFP;
- c) reissue the CFP with any changes the City of St. John's deems appropriate; or,
- d) take any other action.

If the City of St. John's 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 St. John's 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 St. John's 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 St. John's and the preferred proponent(s) will finalize the agreement(s);
- c) publish successful proponent and the amount of funding to be received to City of St. John's website; and
- d) if at any time the City of St. John's 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 St. John's shall then either open discussions with another Proponent or terminate this CFP 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 St. John's.

#### **Notification to proponents**

The City of St. John's will communicate the recommendations of the CFP Funding Advisory Committee by the date specified in the CFP Schedule. The City of St. John's reserves the right to provide notification to proponents by written correspondence to successful and unsuccessful proponents.

#### **Notification of Award**

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

## **PROPONENT INFORMATION & GENERAL CONDITIONS**

### **Eligible Proponents**

Eligible recipients include:

- Individuals;
- Not-for-profit organizations;
- For-profit organizations;
- 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 CFP process understands that its written proposal to the CFP will not be returned.

### **Addenda**

If the City of St. John's determines that an amendment is required to this CFP, the City of St. John's will post a written addendum for all proponents to [www.stjohns.ca](http://www.stjohns.ca) and all such addenda will become an integral part of the specifications and be deemed to form part of this CFP.

Notwithstanding efforts by the City of St. John's to provide such information to proponents, it remains the obligation and responsibility of the proponent to access [www.stjohns.ca](http://www.stjohns.ca) to learn of any courtesy notices, reminders, questions, answers, addenda and similar announcements issued by the City of St. John's.

## Examination of CFP Documents

Proponents will be deemed to have carefully examined the CFP, including all attached schedules, prior to preparing and submitting a Proposal with respect to any and all facts which may influence a proposal. The required documentation to be reviewed by Proponents includes:

1. **2014-2019 St. John's Community Plan to End Homelessness:**  
Can be obtained by emailing [jtobin@stjohns.ca](mailto:jtobin@stjohns.ca)
2. **HPS Eligible and Ineligible Costs Guidelines:**  
[http://www.esdc.gc.ca/eng/communities/homelessness/housing\\_first/activities.shtml](http://www.esdc.gc.ca/eng/communities/homelessness/housing_first/activities.shtml)
3. **HPS Funding Directives:**  
<http://www.esdc.gc.ca/eng/communities/homelessness/funding/directives.shtml>

## Status Inquiries

All inquiries related to the status of this CFP, including whether or not Notification of Award has been issued, shall be directed to the City of St. John's Website, [www.stjohns.ca](http://www.stjohns.ca).

## Proposal Package

Proponents shall ensure the following completed forms/documentation are provided:

- Form 1 – Application**
- Form 2 – Budget Negotiation Notes**
- Form 3 - Project Budget & Sustainability Checklist**
- Letters of Support:** demonstrating financial contributions/in-kind (staff time, secondments, clinical supports, donations, etc.) and community supports (partnerships, landlord agreements, etc.).

The CFP forms can be obtained by emailing [jtobin@stjohns.ca](mailto:jtobin@stjohns.ca).

## Signature

The legal name of the person or proponent submitting the proposal should be inserted in Form 1. The proposal must be signed by a person authorized to sign on behalf of the proponent.

## City of St. John's Right to Revise

The City of St. John's reserves the right to:

- a) revise the CFP Schedule;
- b) revise the CFP and/or to issue amendments to the CFP; and
- c) reject, cancel or to reissue the CFP in whole or in part if it is deemed in the City of St. John's best interests, with no penalty, prior to the execution of an agreement.

### **No City of St. John's Obligation**

This CFP does not commit the City of St. John's 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 St. John's reserves the complete right to at any time reject all proposals, and to terminate this CFP 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 St. John's or its representatives relating to or arising from this CFP.

The City of St. John's and its representatives, agents, and advisors will not be liable to any proponent for any claims, whether for costs, expenses, losses or damages, or loss of anticipated profits, 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 CFP.

### **No Contract**

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

### **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 St. John's, 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 St. John's where they are or have served as a director, a family member, a past employee, or a known future employee. The City of St. John's may rely on such disclosure.

### **Confidentiality**

All submissions become the property of the City of St. John's and will not be returned to the proponent. All submissions will be held in confidence by the City of St. John's unless otherwise required by law. Proponents should be aware the City of St. John's is subject to the *Freedom of Information and Protection of Privacy Act (FOIP)* of Newfoundland and Labrador. Proponents acknowledge that the terms of the CFP or of any service agreement entered into between a proponent and the City of St. John's pursuant to this CFP, 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 CFP.

**Property of the Owner**

All materials submitted in response to this CFP will become the property of the City of St. John's upon delivery to the CFP Coordinator and will not be returned to the proponent. The proponent's written response to the CFP, 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.

**Insurance/ Workplace Health, Safety and Compensation Commission (WHSCC)**

The proponent agrees to indemnify and save harmless City of St. John's 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 St. John's and, if so requested, deliver copies of such insurance policies or certificates evidencing the same to City of St. John's.

The proponent agrees to maintain workers' compensation coverage in accordance with the requirements of the *Newfoundland and Labrador's Workplace Health, Safety and Compensation Act*, if required, and provide evidence of compliance with the *Act* as may be requested at any time City of St. John's.