



**City of Kingston
Report to Council
Report Number 18-108**

To: Mayor and Members of Council
From: Lanie Hurdle, Commissioner, Community Services
Resource Staff: Sheldon Laidman, Director, Housing & Social Services
Date of Meeting: May 1, 2018
**Subject: Award of Contract - Housing First/Rapid Re-Housing Program
Delivery to Individuals who are Homeless or at Risk of
Homelessness**

Executive Summary:

This report provides recommendations related to the reorientation of the Housing First/Rapid Re-Housing team(s) resulting from a Request for Proposal (RFP) process, in addition to the extension of service contracts and agreements for Homeless Services. The 10-Year Municipal Housing and Homelessness Plan, approved by Council in December 2013, adopts a housing first approach to ending chronic and episodic homelessness in the City of Kingston and County of Frontenac.

Since 2015, the Housing First/Rapid Re-Housing programs and services have been delivered by Kingston Home Base Non-Profit Housing Inc. and Addiction and Mental Health Services - Kingston Frontenac Lennox & Addington Public Health (AMHS-KFLA). An operational review conducted by OrgCode Consulting and City staff for the entire Kingston-Frontenac Housing and Homelessness Services System recently identified the need to replace AMHS effective July 1, 2018 as one of the Housing First/Rapid Re-Housing teams to allow the Housing First/Rapid Re-Housing program delivery to remain within budget constraints. As such, RFP Number F31-CSG-HSS-2018-2 was issued on February 15, 2018 seeking proposals related to the Housing First/Rapid Re-Housing Program Delivery.

Kingston Home Base Non-Profit Housing Inc. was the sole applicant of the RFP. It was determined that their submission met the scoring requirements outlined in the RFP and is being recommended to provide this service. Section 3.4 iv) of the Purchasing By-Law requires that approval be sought by a report to Council when less than three (3) proposals have been received.

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The service contracts for the six service providers delivering homeless services were extended on an interim basis per Report Number [HHC-18-001](#) with full renewal effective July 1, 2018, to allow adequate time to prioritize system reorientations identified as part of the operational reviews. As the Housing and Homelessness Services System (HHSS) has matured and stabilized over time, refinements to the system have been identified which have allowed the reallocation of funding within the HHSS. As part of the contract renewals, staff are including a 5% funding increase in each of the homeless program areas, in addition to the 1.5% budget increase included in the 2018 municipal budget to alleviate budget pressures experienced by the Service Providers and to recognize no funding increases have occurred over the past three years. This can be accommodated within the already approved City budget through \$40,700 in additional Provincial funding, efficiencies realized through the operational reviews and a reduction in funding to underutilized programming.

Recommendations:

That Council award the contract for the delivery of case management services in the Housing First/Rapid Re-Housing program to Kingston Home Base Non-Profit Housing Inc.; and

That Council authorize the Commissioner of Community Services or his/her delegate to enter into new agreements, amending agreements and any other required documents to extend all existing 2018 service agreements and contracts related to Homeless Services, including the Housing First/Rapid Re-Housing program to be operated by Kingston Home Base Non-Profit Housing Inc., effective July 1, 2018, for three years from the date of the agreements with an option to renew at the sole discretion of the Commissioner of Community Services or his/her delegate for an additional two separate one year periods at a total annual cost of \$3,646,918, to be funded from the Consolidated Homeless Prevention Initiative and the 2018 operating budget, for the following agencies: Kingston Home Base Non-Profit Housing Inc.; Kingston Youth Shelter; The Governing Council of the Salvation Army in Canada (Department: Salvation Army Kingston Community and Family Services); and Southern Frontenac Community Services Corporation, in a form satisfactory to the Director of Legal Services.

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Authorizing Signatures:

ORIGINAL SIGNED BY COMMISSIONER

Lanie Hurdle, Commissioner, Community Services Group

ORIGINAL SIGNED BY CHIEF ADMINISTRATIVE OFFICER

Gerard Hunt, Chief Administrative Officer

Consultation with the following Members of the Corporate Management Team:

Jim Keech, President & CEO, Utilities Kingston	Not required
Desirée Kennedy, Chief Financial Officer & City Treasurer	√
Denis Leger, Commissioner, Corporate & Emergency Services	√

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Options/Discussion:

The 10-Year Municipal Housing and Homelessness Plan (the Plan), approved by Council in December 2013, identified the recommendations for ending both chronic and episodic homelessness in the City of Kingston and County of Frontenac. The Plan called for a new service delivery and funding model using a housing first approach that would create an integrated system of housing and supports for individuals, families and youth. These services are made possible largely through the Community Homelessness Prevention Initiative (CHPI) provincial funding, which is distributed to third party agencies expected to meet program goals and performance standards related to homeless clients. Since 2015, Housing First/Rapid Re-Housing programs and services fulfilling these recommendations have been delivered by Kingston Home Base Non-Profit Housing Inc. and AMHS-KFLA. These two (2) Housing First/Rapid Re-Housing teams are made up of a total of eleven (11) Housing Based Case Managers, one (1) Housing Liaison Worker, two (2) Assessment Worker(s) and two (2) Team Leaders. These programs assist people experiencing homelessness obtain and retain housing, as well assist those at risk of homelessness remain housed.

The Housing First/Rapid Re-Housing program has been delivered in the City of Kingston and County of Frontenac since January 1, 2015 and the programs have presented great success in ending chronic and episodic homelessness through the provision of permanent housing for 220 homeless households. An operational review of the Kingston-Frontenac HHSS has recently identified that an RFP to replace AMHS-KFLA, effective July 1, 2018, is required to allow the Housing First/Rapid Re-Housing program delivery to remain within budget constraints. AMHS-KFLA had identified a 26% increase in funding in order to continue with their portion of the service.

RFP Number F31-CSG-HSS-2018-2, issued on February 15, 2018, also provided the opportunity to re-orient the staffing complement within the Housing First/Rapid Re-Housing team(s) to reflect the maturation of the system. Following this award, the Housing First/Rapid Re-Housing team(s) will be comprised of eleven (11) Housing Based Case Managers, one (1) Housing Liaison Worker, One (1) Assessment Worker and two (2) Team Leaders.

Evaluation of RFP Submissions

Recommendations are based on consideration of the proponents' overall score, the objectives of the RFP, and the need to ensure the overall outcome from the RFP process provides the residents in the City of Kingston and the County of Frontenac with the best possible services. The evaluation criteria and associated weighting were shared with the potential proponents in the RFP document and in subsequent addenda. Kingston Home Base Non-Profit Housing Inc. was the sole applicant of the RFP. Their proposal was reviewed by an Evaluation Committee from the Housing & Social Services Department. The submission was scored out of five, adjusted by an assigned weighting to determine the normalized score for each evaluation criterion. The only exception was that of the program cost with the scoring prorated on the lowest to highest overall cost for which the proponent was awarded full points as the sole applicant. The submission was rated using the following six pre-determined scoring criteria:

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- Program Delivery Competence
- Program Cost
- Organizational Competence
- Community Relationships
- Implementation Planning and Readiness
- Accessibility for Ontarians with Disabilities Act

This agency has successfully provided Housing First/Rapid Re-Housing services since the inception of the Plan in 2015 and is currently one of the two Housing First/Rapid Re-Housing teams in the Kingston-Frontenac HHSS. They are well-respected within the community for the high quality of work they do in serving the homeless and marginally housed. In terms of Program Delivery Competence, their submission demonstrated extensive experience in the program area with favourable outcomes. Regarding Community Relationships, Kingston Home Base Non-Profit Housing Inc. fosters collaborative relationships among partner agencies and intends to continue and expand these relationships with the addition of the second Housing First/Rapid Re-Housing Case Management team. Lastly, in terms of Implementation Planning and Readiness, upon Council's approval of the RFP award, the Housing First/Rapid Re-Housing Team at Kingston Home Base Non-Profit Housing Inc. will meet with the Housing First/Rapid Re-Housing Case Managers at AMHS to outline a transition plan for existing Housing First clients to ensure disruptions in service delivery are minimal.

It is being recommended that Kingston Home Base Non-Profit Housing Inc., be awarded \$477,490 to deliver case management services under the Housing First/Rapid Re-Housing Program effective July 1, 2018. Funding will be from CHPI and the municipal operating budget funds for homelessness programs already included in the 2018 operating budget.

Contract Renewals and System Re-Orientation

Through Report Number [HHC-18-001](#), staff reported that the service contracts for the six service providers delivering homeless services as part of the Kingston-Frontenac HHSS expired as of December 31, 2017, and that these contracts would be extended on an interim basis with full renewal effective July 1, 2018. These extensions were completed in order to provide adequate time to prioritize system reorientations identified as part of the operational review conducted by OrgCode Consulting and City staff.

The operational review findings indicated that with the HHSS becoming stabilized and mature, there has been a substantial reduction in the number of assessments needed resulting in only one Assessment Worker in the system now being sufficient. As such, the RFP seeking Housing First/Rapid Re-Housing services excluded this additional Assessment Worker. Through Report Number [17-312](#), it was reported that the CHPI Discretionary Residency Benefit program funding, which provides homelessness prevention funds to social assistance recipients, had experienced a budgetary surplus in each of the past three years and that a portion of funds may be reallocated as part of the overall system re-orientation to a more needed use within the HHSS.

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As a result of these cost savings coupled with an increase in the CHPI funding from the Province of \$40,761 effective April 1, 2018, approximately \$173K in funding will be allocated to the following program areas where gaps have been identified:

- i) \$143K representing a 5% funding increase in each of the homeless program areas to alleviate budget pressures experienced by the Service Providers. This increase is over and above the 1.5% budget increase included in the 2018 municipal budget as reported in Report Number [HHC-18-001](#). Service Providers have not seen any increase to their funding over the first three years of the new system to recognize any cost of living increase.
- ii) \$30K allocated to the Homelessness Prevention Fund (HPF) program which provides homelessness prevention funds to households not in receipt of social assistance. Upon review of the HPF program, staff determined that an adjustment to the current maximum funding limits is required to adequately cover rising costs in rent and utilities, as well allow for greater flexibility to households accessing this fund.

Staff recognize the important role that AMHS-KFLA has played in the success of the HHSS over its first three years. Proper consideration for the mental health and addictions concerns experienced by the homeless in Kingston and Frontenac and connecting the homeless to proper care and programming is vital to the ongoing success of the HHSS. Staff are continuing to work with AMHS-KFLA to determine if there is a suitable role that their organization can fill in the HHSS.

Existing Policy/By-Law:

10-Year Municipal Housing and Homelessness Plan for the City of Kingston and County of Frontenac

Notice Provisions:

Not applicable

Accessibility Considerations:

Not applicable

Financial Considerations:

For the Provincial fiscal year 2018/2019, the City has \$4,157,622 in CHPI funds and has budgeted an additional \$824,800 in municipal funds for homeless services for 2018. There are no current year (2018) budget implications associated with the recommendations in this report. The funding changes and recommendations will be achieved through cost savings achieved as a result of the HHSS reorientation. Exhibit A shows the funding being provided to each Service Provider.

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Although the City's allotment of CHPI funding has been confirmed by the Province for the next two years, and the recommendations for service contract renewals are for three-years, there has never been a reduction in this funding allotment in previous years. Clauses will be included in the service contracts to protect the City against any future significant reduction in provincial funding for homelessness.

Contacts:

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Sheldon Laidman, Director, Housing & Social Services 613-546-4291 extension 4957

Other City of Kingston Staff Consulted:

Lana Foulds, Manager Financial Planning, Finance Services

Stephen Dickey, Director, Financial Services

Andrew Reeson, Associate Legal Counsel, Legal Services

Melanie Bale, Housing Program Administrator, Housing & Social Services

Exhibits Attached:

Exhibit A Funding Summary by Provider

Annual Funding Summary by Provider

Kingston Home Base Non-Profit Housing Inc.	Annual Funding with 5% Increase
Prevention Diversion Adult	\$259,755
Prevention Diversion Youth	\$361,686
Housing First/Rapid Re-Housing Adult	\$539,065
Housing First/Rapid Re-Housing Youth	\$87,069
Emergency Shelter IFTC Co-Ed	\$340,567
Emergency Shelter Lily's Place	\$352,990
Daytime Services	\$159,287

Kingston Home Base Non-Profit Housing Inc.	Annual Funding (no increase applied as these are new service contracts)
Housing First/Rapid Re-Housing Adult	\$477,490
Emergency Shelter IFTC Women Only	\$169,107

Kingston Youth Shelter	Annual Funding with 5% Increase
Prevention Diversion Youth	\$74,369
Emergency Shelter Youth	\$221,218

Salvation Army Kingston Community and Family Services	Annual Funding with 5% Increase
Prevention Diversion Adult	\$166,749
Homelessness Prevention Fund	\$210,806

Southern Frontenac Community Services Corporation	Annual Funding with 5% Increase
Prevention Diversion Adult/Youth	\$123,315
Housing First/Rapid Re-Housing Adult/Youth	\$46,395
Homelessness Prevention Fund	\$57,050

Total Annual Funding	\$3,646,918
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