



REQUEST FOR PROPOSALS:

Advancing Inter-Sectoral Action on Harm Reduction and Anti-Racism in the Supportive Housing Growth Plan

Submission Timeline

Timeline	
Issue RFP	March 20, 2024
Proposal Submission Deadline	April 12, 2024
Interviews/presentations (if needed)	April 22, 2024
Consultant of Choice Selected (approximate)	April 24, 2024
Project Start Date	April 29, 2024

Part 1 – Introduction

1.1 Invitation to Proponents

This Request for Proposals (RFP) is an invitation from the Toronto Alliance to End Homelessness (TAEH) to prospective proponents to submit individual or joint/partnered proposals for project delivery consulting services to coordinate, deliver, and generally oversee a project seeking to address the barriers

to housing outcomes disproportionately impacting racialized communities, and focused on access to health services and improved harm reduction service delivery within supportive housing. The project overview is detailed in Section 2, and the deliverables will be provided to all Proponents who send an Intent to Respond.

1.2 Intent to Respond and Submission of Questions

All questions about this RFP should be sent in writing to the TAEH Contact before the Intent to Respond deadline on March 27th. TAEH will review and answer all questions, sharing them and our responses with all proponents who submitted an intent to respond. A detailed workplan will be provided to all Proponents who submit an Intent to Respond to support their Proposal development.

1.3 TAEH Contact

All Proposal submissions, including references, questions must be sent electronically in confidence to:

Toronto Alliance to End Homelessness
Attention: Savhanna J Wilson
Email : savhanna@taeh.ca

Part 2 – The Project

2.1 Background

The [Toronto Supportive Housing Growth Plan](#) (the Growth Plan) is a 10-year, intersectoral strategy to grow the supply of supportive housing in Toronto, improve access to supportive housing, and enhance care for clients through collaboration across sectors. It was collaboratively developed and signed onto by housing and supports organizations from across the health, housing, and disability and inclusion sectors, with ongoing involvement and support from other partners in government and health sectors.

Central to the Growth Plan is a mission to increase the supply of supportive housing in Toronto and improve access to housing as a key social determinant of health. Targeted interventions are needed to ensure that all individuals in need of affordable housing with supports have equitable access to this housing and to the health services they need to maintain housing and improve health and wellbeing. This project is centered on cultivating the intersectoral partnerships needed to develop and implement such critical interventions. To be effective and positioned for implementation, these interventions must be co-designed with people with lived experience, and with the actors who have critical expertise and roles to play in implementation.

This project seeks to deepen the intersectoral collaboration established through the Growth Plan through new partnerships, and to formalize and expand partnerships with the health sector and with organizations

led by and serving racialized people in the social services sector. It will lay a foundation for ongoing intersectoral action to execute the Growth Plan, and model and enhance the capacity for ongoing intersectoral collaboration and action towards advancing health equity and strengthening housing as a social determinant of health.

This project is funded by the Public Health Agency of Canada, overseen by the Toronto Alliance to End Homelessness, and delivered in collaborative partnership with the Canadian Mental Health Association, Toronto, and the Supportive Housing Growth Plan signatories. The Toronto Alliance to End Homelessness will be the primary point of contact for the project and will oversee and receive the deliverables from the successful Proponent.

2.1.1 Toronto Alliance to End Homelessness

Toronto Alliance to End Homelessness is a collective impact organization that works in collaborative partnership with a diverse community of service delivery agencies, municipal government administrators, and coalition partners from varying sectors delivering services in the housing and homelessness sector across Toronto. They are a member of the Toronto Mental Health and Supportive Housing Network, a sector table that brings together supportive housing providers to share challenges and identify policy change needs and has a strong network and is focused on structured engagement to continuously increase our collective ability to produce more supportive housing and stronger systems that work for everyone. TAEH supports a People with Lived Experience caucus that has deep connections to lived experts from across the spectrum of homelessness, supportive housing, transitional housing, and mental health services.

2.2 Overview

Supportive housing provides essential stability and supports that facilitate access to housing as a social determinant of health for people experiencing homelessness. Different types of supportive housing are provided by different sectors (housing, health, etc.), and funded and/or regulated by various departments across all orders of government. A person-centered approach to supportive housing demands the development of intersectoral collaboration across these sectors.

The Growth Plan convened leading agencies from across health, housing, homelessness, and social service sectors to develop a collaborative relationship, to break down silos separating the service planning and delivery, to identify shared priorities, and to establish collective strategies necessary to improve services and access to this critical resource.

This project will expand on that work and drive successful progress in the implementation on two priorities of the Growth Plan: harm reduction and anti-racism. It will strengthen and formalize partnerships between municipal partners, community organizations, housing providers and health providers to enhance access to harm reduction services in housing settings and streamline the integration of

leadership from organizations that are led by and serving racialized communities and people with lived experience to co-design improvements to advance health equity. It will expand the capacity of multiple sectors to establish and grow a network of community partners to address urgent needs of people experiencing homelessness in the City of Toronto.

2.3 Goals, Objectives, and Scope of Work

This project advances three key goals for intersectoral action to address housing, access to health services, and racism as social determinants of health:

1. Equip all supportive housing organizations participating in the Growth Plan to successfully develop and implement explicit harm reduction policies at all sites and expand ease of access for all supportive housing providers to the tools and strategies developed through this plan.
2. Cultivate and strengthen partnerships between the health sector, the municipal government, and supportive housing providers from the housing, health, and disability sectors to bring access to harm reduction services to all supportive housing clients who would like to access them – including those in dedicated buildings and in private market housing.
3. Cultivate and strengthen partnerships with racialized communities to integrate their leadership across the Growth Plan, to address inequities in supportive housing access and outcomes, and to develop a coordinated approach to sector-wide implementation of tools for working directly with racialized clients on program and service delivery co-design.

The project's scope of work and deliverables will fall under four main objectives:

Objective 1:

Equip all supportive housing organizations participating in the Growth Plan to successfully develop and implement explicit harm reduction policies at all sites and expand ease of access for all supportive housing providers to the tools and strategies developed through this plan.

- Deliverables in this objective include stakeholder mapping, developing and strengthening community partnerships across health, housing, and homelessness sectors, identifying gaps and inconsistencies in harm reduction policies across the supportive housing sector, identifying services and tools available, and developing recommendations, policies, and guidelines informed by community and stakeholder engagement.

Objective 2:

Cultivate and strengthen partnerships between the health sector, the municipal government, and supportive housing providers from the housing, health, and disability sectors to bring access to harm

reduction services to all supportive housing clients who would like to access them – including those in dedicated buildings and in private market housing.

- Deliverables in this objective include expanding opportunities for collaboration with Toronto Public Health, working with Community Partners to develop training recommendations on overdose prevention and harm reduction, and expanding organizational skill development opportunities on harm reduction within the supportive housing context

Objective 3:

Cultivate partnerships with bodies providing harm reduction services to bring these services to supportive housing clients in their catchment areas.

- Deliverables in this objective include identifying harm reduction services and catchment areas, working with community health providers to explore and develop partnerships with housing providers, conducting community engagement research with lived experts, and developing knowledge mobilization materials

Objective 4:

Develop intersectoral strategies to integrate the leadership of racialized communities across the Growth Plan, address inequities in supportive housing access and outcomes, and implement a coordinated approach to sector-wide implementation of toolkits for working directly with racialized clients on program co-design.

- Deliverables in this objective include stakeholder mapping and outreach to community agencies led by and serving racialized individuals in need of supportive housing, identifying opportunities for expanded leadership for those stakeholders within the Growth Plan strategies, establishing partnership opportunities, and engaging with supportive housing clients with lived experience of racism to identify barriers to equitable access to supportive housing and strategies for dismantling those barriers including, but not limited to, policy changes, training requirements, and system improvement recommendations.

A detailed workplan for the project's objectives and outputs, and community partner resources, has been created with clear timelines to be provided to the successful RFP candidate, and may be submitted to an applicant upon request.

2.3 Anticipated Budget

The TAEH has an identified an anticipated budget range of \$90,000 - \$100,000 (inclusive of HST) for this project.

Part 3 – Proposal Submission Requirements

3.1 Proposal Contents

Proponents should submit Proposals that conform to the following section headings and requirements. Proposals should be 10-15 pages in length, plus any relevant appendices.

3.1.1 Introduction

Give a brief description of the Proponent, overall approach to the work, and comments on the proposed goals and objectives.

3.1.2 Qualification and Experience

Proponents should describe their recent experience in overseeing and executing projects. They should also highlight any relevant experience in housing, homelessness, community partnership development, research, interviews, facilitation, knowledge sharing, collective impact, and policy development. Additionally, they should outline how they incorporate an anti-oppressive framework into their work and their experience with harm reduction principles.

The ideal proponent for this RFP should have specialized knowledge, practical experience, cultural awareness, and strong interpersonal skills to address the complex challenges faced by marginalized communities in supportive housing.

The successful proponent for this RFP will be able to approach the work and deliver the work plan through a lens of experience and expertise in the following areas:

1. **Expertise in Anti-Racism and Anti-Oppressive (ARAO) Practices:** the proponents should demonstrate a deep understanding of systemic racism, cultural competency, and intersectionality. This includes knowledge of anti-racism theories, frameworks, and strategies for addressing systemic racial disparities and promoting equity in the context of nonprofit organizations.
2. **Knowledge of or experience in Harm Reduction:** Proponents should have a strong knowledge of harm reduction approaches, principles, and strategies, particularly in the context of housing and homelessness services. This may include experience with overdose prevention, safer substance use practices, and promoting health and safety within active drug use.

3. **Lived Experience and Community Engagement:** Proponents with lived experience or a strong connection to the communities affected by racism and/or substance use will bring valuable perspectives and insights to the project. Experiences engaging with people with diverse perspectives and experiences through meaningful consultation, collaboration, co-design, and partnership-building is essential.
4. **Cultural Competency:** Proponents should demonstrate strong cultural competency in their approach to working with various communities. This includes understanding, respecting, and facilitating access to collective spaces across cultural differences and language barriers, and a strong working understanding of the historical contexts and experiences of marginalization within the housing, homelessness, and social service sectors.
5. **Intersectoral Collaboration Skills:** Given the intersectoral nature of the project, proponents should have experience or demonstrate skills at collaborating with multiple stakeholders, including government agencies, healthcare providers, community organizations, advocacy groups, and people with lived experience of homelessness. Effective communication, conflict transformation, and consensus-building skills are essential for this project.
6. **Project Management and Coordination:** Proponents should have strong project management skills to effectively coordinate and implement the anti-racism and harm reduction initiatives within the supportive housing growth plan. This includes planning, organizing along timelines, and reporting on activities to ensure successful outcomes.
7. **Data Analysis and Evaluation:** Proponents should have experience collecting, analyzing and interpreting qualitative data related to racism, substance use, and health outcomes. This includes the ability to evaluate the effectiveness of interventions, measure impact, and adapt strategies based on evidence-based practices.
8. **Training and Capacity Building:** Proponents should be able to identify and communicate training needs and educational resources on anti-racism and harm reduction topics. This includes building the capacity of staff, volunteers, and community members to address racism and promote harm reduction principles.

3.1.3 Approach and Process

Proponents should detail the process and approach in achieving the Deliverables inclusive of timeline, any collaborators or staff assigned to the project and the allocation of time for their work. Proposals may be made by a single Proponent with the required expertise, or in partnership by a collaborative team that

meets the required expertise of the project. In the case of a joint proposal, please provide the collaborative approach that will be taken to carry out the deliverables.

3.1.4 Fees and Costs

Proponents should state their fees for consultancy services in this section. The fees should cover all costs including disbursements.

3.1.5 Reference Form (Appendix A)

All proponents must submit Appendix A, listing representatives from two different business customers to whom they have provided similar services within the past three years. Ideally, one reference should be from an organization similar in size and structure to TAEH, preferably in the not-for-profit housing, health, or homelessness sectors.

Part 4 – Process: Evaluation and Selection

4.1 Stage I – Compliance with Submission Criteria

Stage I of the evaluation process will consist of a review to determine which Proposals comply with all the submission criteria of this RFP. Proposals that do not comply with all the submission criteria may be disqualified and not evaluated further.

Submission requirements, which Proponents are requested to provide in their Proposals in addition to the criteria previously mentioned, are listed below.

4.1.1 Communication after Issuance of RFP

Proponents should review all RFP documents and can ask questions or request more information by email within the specified timeline before the deadline.

Inquiries should be directed to:

Toronto Alliance to End Homelessness
Attention: Savhanna J Wilson
Email : savhanna@taeh.ca

4.1.2 Timetable

The following is the schedule for this RFP. The RFP timetable may be changed by TAEH in its sole discretion.

Timeline	
Issue RFP	March 20, 2024
Proposal Submission Deadline	April 12, 2024
Interviews/presentations (if needed)	April 22, 2024
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Project Start Date	April 29, 2024

4.1.3 Intent to Respond and Questions

Each Proposal should be preceded by an Intent to Respond declaration completed and signed by the Proponent.

The Intent to Respond should include the legal operating name of the Proponent’s service organization, name and title of principal contact, email address for notifications, and business telephone number for contact. Proponents who submit an intent to respond will be provided with detailed project information in preparation for their proposal. Proponents should indicate a commitment to keeping all additional detailed project information confidential.

All questions to the RFP must be submitted alongside of or prior to the Intent to Respond. To ensure consistency and quality of information provided to Proponents, TAEH will provide requested additional information to all Proponents by email, without revealing the source of the inquiries.

In addition to the information above, the Intent to Respond should include a declaration of actual or potential Conflict of Interest, if any, and a declaration to hold all project details received by the proponent in confidentiality.

"Conflict of Interest" includes, but is not limited to, any situation or circumstance where the Proponent has any real or perceived unfair advantages including, but not limited to, (i) access to confidential information from TAEH that is not available to other Proponents; (ii) the Proponent’s other commitments, relationships, or financial interests could improperly influence its delivery of the project deliverables; or (iii) could be seen to compromise, impair, or be incompatible with the effective performance of project obligations.

By submitting the Proposal, the Proponent guarantees that, to the best of its knowledge, no actual or potential Conflict of Interest exists regarding the submission or performance of the Agreement, except for those disclosed in the Intent to Respond.

4.1.4 Proposal

The Proponent’s proposal will be received and evaluated by TAEH leadership and a panel of community partners with expertise in supportive housing, anti-racism and anti-oppression, and harm reduction.

Proponents must follow the instructions in this RFP when structuring their Proposals. Proponents are responsible for covering all costs related to preparing and presenting their Proposal, including costs for interviews, presentations, or demonstrations, if needed.

The Proposal must be received, along with all supplemental materials, references, and addenda, to the TAEH Contact by April 12th, 2024. TAEH may reach out to the Proponent for clarification or additional written information regarding the Proposal and may include the Proponent's response in their evaluation.

4.1.5 References

Each Proponent must provide two references from organizations similar to TAEH, where they have delivered similar services in the past three years. It should include the name and contact information of a contact person for each reference, and a brief outline of the nature of the goods and/or services provided and dates in which the services were provided.

TAEH may verify the Proponent's experience and ability by contacting these references. Providing the references is seen as giving consent for this verification.

4.2 Stage II – Evaluation

Stage II of the evaluation process will consist of evaluating Proposals based on the following criteria and weighted scoring:

Section	Evaluation Criteria	Weighting (%)
Understanding of the Project, of Anti-Racism and of Harm Reduction	This criterion evaluates the proponent's understanding of the project and what is required, of systemic racism, and of harm reduction principles. It also evaluates their ability to apply these concepts within the supportive housing context. It includes knowledge of anti-racism theories, harm reduction strategies, and evidence-based practices.	20%
Experience, Expertise, and Approach	This criterion assesses the proponent's overall experience, qualifications, and expertise in anti-racism and harm reduction work, as well as the proposed approach to addressing these issues within the context of this project. It considers relevant past projects, partnerships, successful	30%

	outcomes, and the clarity, innovation, feasibility, and alignment with best practices of the proposed methodology, strategies, and interventions. If a Proponent submits a joint or team proposal, please include the clarity of roles among team members and evidence that the team has worked together to deliver similar outcomes in the past.	
Intersectoral Collaboration and Partnerships	This criterion assesses the proponent's ability to collaborate effectively with multiple stakeholders, including government agencies, healthcare providers, community organizations, and advocacy groups. It includes evidence of effective communication, negotiation, and consensus-building skills.	15%
Community Engagement and Lived Experience	This criterion evaluates the proponent's ability to engage with diverse communities, including those affected by racism and substance use, and incorporate lived experience perspectives into the project. It includes evidence of meaningful consultation, collaboration, and partnership-building with community stakeholders.	15%
Project Management and Implementation Plan	This criterion assesses the proponent's project management skills, including their ability to plan, organize, and monitor project activities. It includes the feasibility and clarity of the proposed implementation plan, timeline, and deliverables.	15%
Pricing	While pricing will factor into the selection process as this is a funded project with limited capacity, it carries less weight compared to other criteria due to the focus on social impact and specialized nature of the work.	5%

TAEH will not be limited to the criteria referred to above and may consider other criteria that it identifies as relevant during the evaluation process. It may evaluate Proposals against each other and apply all criterial fairly as it sees fit. In the event of a tie score, the selected Proponent may be determined based on the Proponent with the highest rated score for pricing.

4.3 Stage III – Short List, Further Evaluation, Selection of Preferred Proponent

TAEH may select one or more Proponents for further evaluation, which may include interviews, presentations, or demonstrations. Shortlisted candidates will be assessed by a panel of community partners with expertise in the Toronto Supportive Housing Growth Plan.

At the conclusion of Stage III, a Preferred Proponent or Preferred Proponents may be selected.

4.4 Stage V – Negotiation of Agreement(s) and Contract Award

If TAEH selects a Preferred Proponent or Preferred Proponents, then it may enter into an Agreement with the Preferred Proponent; or Engage in 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, TAEH and the Preferred Proponent(s) will finalize the Agreement(s); or

If TAEH believes that reaching an Agreement with the Preferred Proponent is unlikely within a reasonable time, it will notify them in writing to end discussions. In this case, TAEH may either start discussions with another Proponent or end the RFP and acquire the deliverables in another way.

4.5 Notification of Outcome

After the Preferred Proponent is selected, they will be provided with signed-back letter of engagement, and TAEH will inform the other Proponents in writing about the outcome of the procurement process once the Proponent has accepted the offer.

Part 5 – Confidentiality

Information provided to TAEH by Proponents is subject to the Freedom of Information and Protection of Privacy Act. Proponents should identify any confidential information in their proposals, which TAEH will maintain confidentiality unless required by law.

By providing personal information in their proposals, Proponents consent to its use for evaluation, audit, and contract management purposes.

Proponents who received detailed project information from TAEH for proposal preparation must treat all project information as confidential.