



**CALL FOR EXPRESSION OF INTEREST: EOI-22-04**  
**Operator for the Red Lake Area Emergency Shelter**  
**Red Lake, ON**

**Invitation**

The Kenora District Services Board (KDSB) invites the submission of an Expression of Interest (EOI) from qualified service providers with proven experience that wish to operate the Red Lake Area Emergency Shelter (RLAES).

**Background**

Kenora District Services Board (KDSB) is a District Social Services Administration Board (DSSAB) that provides social and paramedic services through the District of Kenora. Under the Housing Services Act (HSA), KDSB is 1 of 47 Municipal Service Managers (SM) in the province administering social housing, and also directly delivers the majority of housing units in the District. For the District, the Minimum Service Level Standard is 1130 units, which is met through KDSB owned units (~850), Non-Profit Partners (~225) and the Rent Supplement Program. KDSB administers the Homelessness Prevention Program (HPP) and are responsible for funding and overseeing the operations of all Emergency Shelters located in the Kenora District's municipalities, which includes shelter operations in the City of Kenora, Municipality of Sioux Lookout and the Municipality of Red Lake.

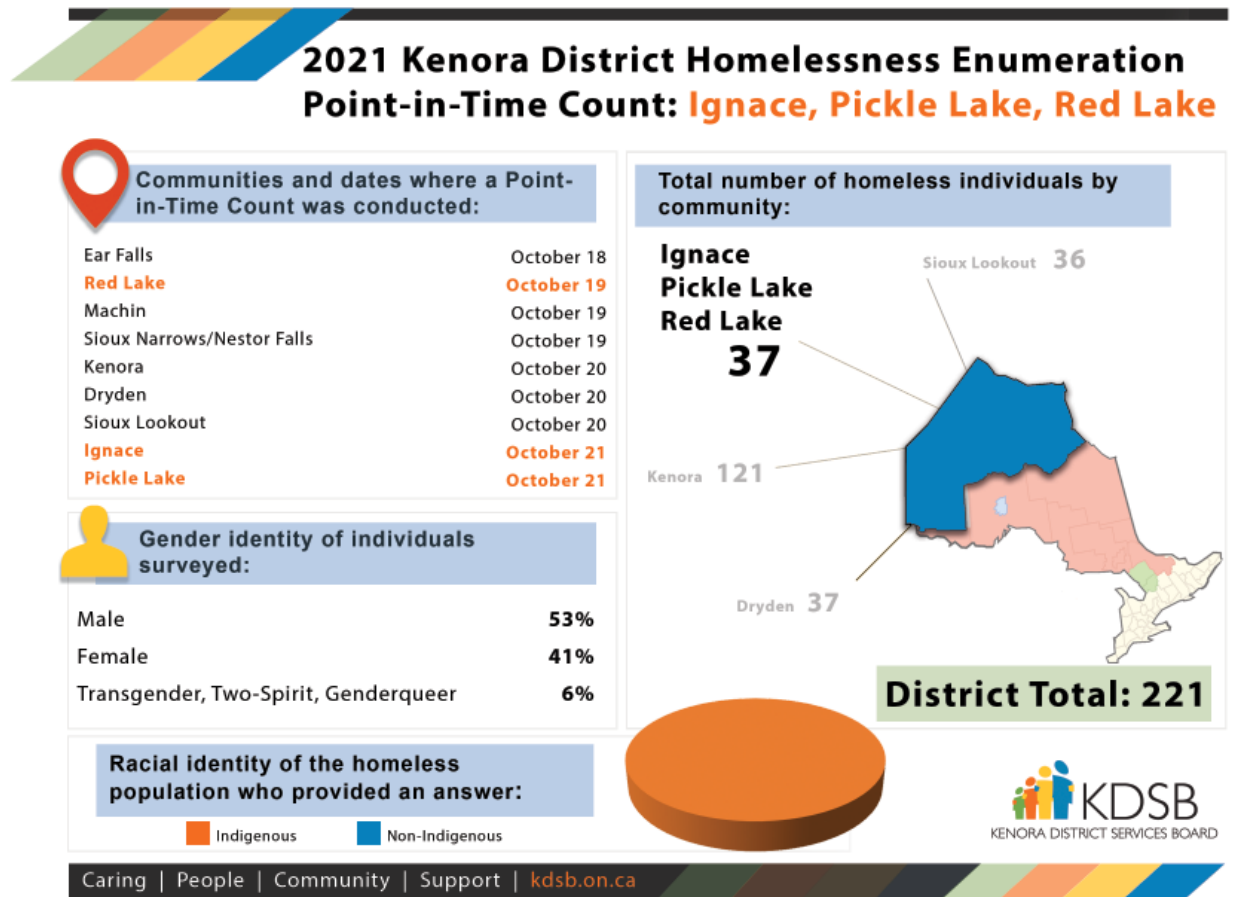
Historically, the Red Lake Area Emergency Shelter was operated by a not-for-profit Board of Directors under the same name. In 2021, the Red Lake Area Emergency Shelter Non-Profit Board of Directors notified the Kenora District Services Board that they wished to divest of the assets and that the operations had outgrown the capacity the Board. On June 1, 2021, KDSB assumed the direct delivery of the operations in order to maintain the service temporarily. The KDSB's intentions are to secure a third-party operator through this EOI process.

The RLAES building is owned by KDSB, it is 2-storeys, estimated to be approximately 3500 sqft, and is located at 220 Howey St in downtown Red Lake, ON. The building's original construction date is not known, however multiple renovations have taken place under the previous owner including an addition that added two self-contained transitional housing units. The total capacity of the shelter is 14 beds, which includes administration space, congregate living space as well as a communal kitchen and two transition one-bedroom apartments.

**EOI Objective**

The objective of this call for EOI is to engage an operator that can demonstrate experience and success in the operation of an emergency shelter or similar congregate operation. The team will have expertise in stakeholder relations, the housing system in Ontario, Built for Zero, and experience in planning and development of policies related to homelessness programming.

Red Lake 2021 Homelessness Enumeration



Duties of the Operator

Operating the Red Lake Area Emergency Shelter will include overnight emergency shelter and the initial supports in stabilization and connection to long term housing options. The operations of the shelter include the provision of the Food Security Program as well as the Transitional Housing Program. All services are delivered from 220 Howey St, Red Lake, ON P0V 2M0.

KDSB is seeking to engage a qualified operator to:

1. Undertake the operations of the 14 hour / 7 days a week emergency overnight shelter;
2. Undertake the operations of a 10 hour / 7days a weekday program;
3. Employ the housing transition supports that connect people to short- and long-term housing options;
4. Actively participate in the community planning table that supports a “Built for Zero” housing continuum in the Municipality of Red Lake;
5. Actively participate in the Housing Pillar of Community Safety and Well Being Plan for the Township of Ear Falls and the Municipality of Red Lake, and;
6. Work with partners to develop a housing continuum and housing strategy for the Municipality of Red Lake.

The operations will include, but not be limited to the following activities:

1. Oversee the day-to-day operations of the Emergency Over-night Shelter, Day Program and support the transition unit tenants.
2. Responsible for hiring, employee contracts and human resources as well as ongoing supervision of shelter employees;
3. Ensure health and safety planning and implementation is prioritized and maintained for staff and shelter patrons;
4. Oversee and provide the food security and meal program for those requiring this need;
5. Implement and Maintain policies that align with the Kenora District Services Board Shelter Standards, and;
6. Connect people to short and/or long-term housing options as well as referrals to other community services.

Shelter operations shall be in conformance with the Operating Agreement that is entered into between the chosen operator and KDSB which shall include funding schedule(s) and reporting requirements. A draft agreement is included as an enclosure with this call for EOI.

**Duties of the KDSB**

KDSB shall perform all duties required as the Service Manager and system funding agency. KDSB shall provide a detailed Operating Agreement that shall be executed with the selected Service Provider. Further, acting as the building owner, KDSB shall enter into a Facility Use Agreement with the Service Provider that clearly outlines roles and responsibilities of each party specific to use of the shelter facility.

**Human Resources**

The Service Provider shall outline a detailed staffing model that support the 24hour per day, 7 day per week model.

The current staffing complement includes:

Position	Number of Staff
Full-time Assistant Manager	1
Full-time Lead Shelter Attendant	1
Full-time Night Shelter Attendants	8
Part-time Shelter Attendants	2
Casual Shelter Attendants	3

**Operating Budget**

KDSB shall provide annual funding to the operator through a Transfer Payment Agreement (TPA). Annual funding for the 2023 fiscal year ending December 31<sup>st</sup> is anticipated to be \$335,000, transferred monthly to the Service Provider in 12 equal payment.

Service Providers shall demonstrate that their business plan is financially viable by providing a completed Operating Budget with detailed notes on assumptions to arrive at cost figures.

**Operator Experience and Qualifications**

Service Providers shall have a strong management and financial track record, and experience operating social services, health and / or housing related programming in the community. It is preferred that the organization has significant experience serving the homelessness population. A commitment to reconciliation and a deep understanding of indigenous history, culture and treaties is required.

Organizations must demonstrate the ability to manage the site aimed at providing emergency shelter for people experiencing chronic homelessness as well as people experiencing homelessness for the first time. The operator must be able to facilitate stable housing and ensure patrons are connected with services that will contribute to ending their homeless situation.

Proponents should also demonstrate ability to deliver the support services required for people who are experiencing homelessness, either directly or indirectly. This could be through a partnership with one or more support providers who have experience delivering services from a housing first and harm reduction approach. Proponents and/or the support service providers must have experience in providing supports for the homeless population, which has been identified in 2021 as 100% indigenous.

The operator must carry Public Liability and Property Damage Insurance in an amount not less than \$2,000,000.00 as well as full WSIB coverage.

The organization must demonstrate capacity and relatable experience as part of their submission in response to this call for EOI.

**Project Timelines**

The following timelines are anticipated:

<b>Milestone</b>	<b>Date</b>
Call for EOI Issued	July 21, 2022
EOI Submission Deadline	August 15, 2022
EOI Clarification and Evaluation Period	August 15 – August 31, 2022
Operator Recommendation to KDSB Board of Directors	September 15, 2022
Operator Selection Finalized	September 16, 2022
Transition from KDSB to Operator	October 1, 2022
Operator Commencement	October 1, 2022

**Submission Requirements:**

Interested service providers shall provide the following information as part of their submitted EOI:

**Pre-Submission Meeting**

Service Providers are encouraged to meet with KDSB Administration as their EOI is being developed. To arrange a meeting, contact Josée Mantle, Housing Solutions Manager at Josee Mantle [jmantle@kdsb.on.ca](mailto:jmantle@kdsb.on.ca) or (807) 934 0692.

**Introduction**

The Letter of Introduction will introduce the Proponent to the KDSB by setting out a brief outline of the proponent and the members of the team making the EOI. The Letter of Introduction should be signed by

the person(s) authorized to sign on behalf of, and to bind the Proponent to, statements made, and information contained in the EOI. Identify the individual who will be the primary contact for all communications including name, title, mailing address, email address and telephone number.

### Organizational Overview

Provide an overview of your organization and financial capacity, including:

1. A brief history of the organization
2. An overview of current Services and Programing.
3. Current Organizational Chart
4. Copies of the organization's Articles of Incorporation or Letters Patent
5. Demonstrate how Shelter Operations fit into the Organizations current operations
6. Proof of financial viability - audited financial statements or annual report for the two (2) most recent years available; not-for-profits should show reserve funds;
7. Proof of Insurance and WSIB coverage.
8. A list of the directors (if applicable).

### Experience and Qualifications

Service Providers shall demonstrate team experience in delivery of social, health and / or housing programs. If the Proponent has been formed to manage this project, information about each member organization. Describe the legal nature of the relationship and the roles and responsibilities of each party. Provide details of how and when the parties have worked together in the past.

This section should include:

- An overview of past and current programs delivered.
- Experience delivering programs to vulnerable populations.
- Knowledge of Indigenous culture and commitment to reconciliation.

### Operating Budget

Demonstrate that your business plan is financially viable by providing a proposed Operating Budget with detailed notes on assumptions to arrive at cost figures.

### Closing

Provide closing remarks which may include any additional information that KDSB should consider.

### Evaluation Process

KDSB's selection committee will review the EOIs submitted to determine whether, in the KDSB's opinion, Proponents have demonstrated the required experience and qualifications to be considered.

KDSB, in its sole discretion and without having any duty or obligation to do so, may:

1. Contact references, to verify the claims and information submitted in connection with the EOI;
2. Seek clarification from the Proponent's clients regarding any financial and experience issues, and;
3. Seek clarifications directly with the Proponent(s).

Submissions will be evaluated by the selection committee and KDSB will, in its sole discretion, invite successful parties to the next step. The Owner has the unqualified right to:

1. Accept or reject any EOI or all EOIs;

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2. Waive the formalities in any submitted document as the interest of the Owner may require; without giving any reason for any such action, and;
3. Should the Owner not receive any EOI satisfactory to the Owner in its sole and absolute discretion, the Owner reserves the right to re-issue a call for EOI.

**Instructions for Submission of EOI**

**Submit an Expression of Interest on or before Monday, August 15, 2022 at 4:30pm CST.** Completed EOIs shall be submitted in PDF form via email to [data@kdsb.on.ca](mailto:data@kdsb.on.ca).

If you require additional information please contact Josée Mantle, Housing Solutions Manager at Josee Mantle [jmantle@kdsb.on.ca](mailto:jmantle@kdsb.on.ca) or (807) 934 0692.

**Enclosures:**

1. Draft Operating Agreement
2. Draft Facility Use Agreement