From: Melanie S. Thomas
To: Natasha E. Ricketts
Subject: Re: RFP: Low Barrier, Harm Reduction Shelter Standards Framework (NL Housing Corporation)
Date: March 31, 2023 1:52:13 PM
Attachments: Org Code Draft agreement Shelter Standards review.docx
Shelter Standards RFP FINAL FEB 2023.pdf
OrgCode"s Proposal for RFP 2023 02017_NLHC Shelter Standards Framework, March 6, 2023.pdf

---

Found on page 27:

We would like to propose 20% of the contract value (inclusive) at time of agreement to proceed, with the remaining 80% due upon submission of the final report.

Could you update the %s?

Sent from my iPhone

> On Mar 31, 2023, at 1:41 PM, Natasha E. Ricketts wrote:
>
> Thank you! I did read it over a few times but if you don't mind taking a look I would appreciate it!
>
> **From:** Melanie S. Thomas
> **Sent:** Tuesday, March 28, 2023 11:32 AM
> **To:** Natasha E. Ricketts
> **Subject:** FW: RFP: Low Barrier, Harm Reduction Shelter Standards Framework (NL Housing Corporation)
>
> Natasha, Attached is the draft agreement. Appreciate if you might review and making any of the noted changes highlighted. This was converted from an earlier PDF file so the formatting may also need some special attention.
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> Also enclosed are the RFP and the response from Org Code (these will be included as annexes to the agreement – See Schedule A)
>
> Tracey's contact info (for inclusion in the agreement) is below:
>
> Tracy Flaherty-Willmott
> Associate Director
> OrgCode Consulting, Inc.
> tflaherty-willmott@orgcode.com
> [redacted] s.40(1)
>
> I'm seeing we are missing Schedule C and D - I will take a look around and see

what we might include. In the meantime you carry on.

Thanks!
Melanie

From: Melanie S. Thomas
Sent: March 17, 2023 6:48 PM
To: 'Tracy Flaherty-Willmott' <tflaherty-willmott@orgcode.com>
Subject: RFP: Low Barrier, Harm Reduction Shelter Standards Framework (NL Housing Corporation)

Hi Tracy,
Wondering if you might have some time on Tuesday or possibly Wednesday afternoon to connect on your proposal received in response to our earlier RFP?

Wishing you a lovely weekend,
Melanie

Melanie S. Thomas
Director, Community Partnerships and Homelessness
Newfoundland and Labrador Housing Corporation
2 Canada Drive
Tel: 709-724-3293
Email: msthomas@nlhc.nl.ca

From: Melanie S. Thomas
To: Natasha E. Ricketts
Subject: RE: RFP: Low Barrier, Harm Reduction Shelter Standards Framework (NL Housing Corporation)
Date: March 31, 2023 5:39:00 PM

Hi Natasha, My suggestion is below (these are presented in a standard document as options. I suggest we strike (i) and go forward with (ii). Appreciate if you might update.

Also noting that the response from the proponent includes a budget of $59,124 – if you could update the 60K to represent the actual bid that would be great. Pls ensure all references in the contract part of the document reflect $59,124.

Non-responsive Record

[redacted]

Thanks!
Melanie

From: Natasha E. Ricketts
Sent: March 31, 2023 2:02 PM
To: Melanie S. Thomas
Subject: RE: RFP: Low Barrier, Harm Reduction Shelter Standards Framework (NL Housing Corporation)

Thanks again!

Here is a snippet of data I have entered. If this is satisfactory I will clean it up and send you a copy

Subject to Article 3.1.3, upon presentation of itemized and substantiated invoices satisfactory to the Client, the Client shall pay to the Consultant, for the satisfactory performance of the Work, an amount not to exceed sixty thousand dollars ($ 60, 000.00) (plus HST) in accordance with the following payment schedule:

~~(i) Payment in full upon receipt of the completed deliverable acceptable to NLHC and with a vendor invoice~~

(ii) Down payment of no more than 20% with a vendor invoice, with holdback of the remaining 80% payment upon receipt of the completed deliverable acceptable to NLHC and with a vendor invoice

1.2 Reimbursement of Expenses

It is agreed and understood that reimbursements for the

Consultant's expenses pursuant to this Agreement shall be made in accordance with the following:

Reimbursement Option

The Client shall not be responsible for any expenses incurred by the Consultant, including, without limitation, out of pocket expenses such as travel, meals, accommodations, legal advice, support staff, printing and duplicating, courier, long distance telephone and/or facsimile charges, without the prior written approval of the Client.

1.3 Payment General

(a) The Parties agree and confirm that total amounts payable for the Work shall not exceed a monetary ceiling of sixty thousand dollars ($60, 000.00) and that a minimum of eighty percent (80 %) of the total fees payable for the Work will be withheld until such time as the project is completed to the satisfaction of the Client.

From: Melanie S. Thomas
Sent: Friday, March 31, 2023 1:52 PM
To: Natasha E. Ricketts <nericketts@nlhc.nl.ca>
Subject: Re: RFP: Low Barrier, Harm Reduction Shelter Standards Framework (NL Housing Corporation)

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Sent from my iPhone

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Tracey's contact info (for inclusion in the agreement) is below:

Tracy Flaherty-Willmott
Associate Director
OrgCode Consulting, Inc.
tflaherty-willmott@orgcode.com
[redacted] s.40(1)

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Melanie S. Thomas
Director, Community Partnerships and Homelessness
Newfoundland and Labrador Housing Corporation
2 Canada Drive
Tel: 709-724-3293
Email: msthomas@nlhc.nl.ca

From: Melanie S. Thomas
To: Natasha E. Ricketts
Subject: RE: RFP: Low Barrier, Harm Reduction Shelter Standards Framework (NL Housing Corporation)
Date: April 11, 2023 2:42:00 PM

Hi Natasha, Appreciate if you might send to me the updated version of the agreement – I would like to send to Org Code early this week.
Thanks
Melanie

From: Melanie S. Thomas
Sent: March 31, 2023 5:40 PM
To: Natasha E. Ricketts
Subject: RE: RFP: Low Barrier, Harm Reduction Shelter Standards Framework (NL Housing Corporation)

Hi Natasha, My suggestion is below (these are presented in a standard document as options. I suggest we strike (i) and go forward with (ii). Appreciate if you might update.

Also noting that the response from the proponent includes a budget of $59,124 – if you could update the 60K to represent the actual bid that would be great. Pls ensure all references in the contract part of the document reflect $59,124.

Are you able to add and action to me in Content Manager? Not sure if Earl has trained you in the system yet or if it has been installed on your computer. If not – just email back to me.
Thanks!
Melanie

From: Natasha E. Ricketts
Sent: March 31, 2023 2:02 PM
To: Melanie S. Thomas <msthomas@nlhc.nl.ca>
Subject: RE: RFP: Low Barrier, Harm Reduction Shelter Standards Framework (NL Housing Corporation)

Thanks again!

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Also enclosed are the RFP and the response from Org Code (these will be included as annexes to the agreement – See Schedule A)

Tracey's contact info (for inclusion in the agreement) is below:

Tracy Flaherty-Willmott
Associate Director
OrgCode Consulting, Inc.
tflaherty-willmott@orgcode.com
s.40(1) [redacted]

I'm seeing we are missing Schedule C and D - I will take a look around and see what we might include. In the meantime you carry on.

Thanks!
Melanie

From: Melanie S. Thomas
Sent: March 17, 2023 6:48 PM
To: 'Tracy Flaherty-Willmott' <tflaherty-willmott@orgcode.com>
Subject: RFP: Low Barrier, Harm Reduction Shelter Standards Framework (NL Housing Corporation)

Hi Tracy,
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Wishing you a lovely weekend,
Melanie

Melanie S. Thomas
Director, Community Partnerships and Homelessness
Newfoundland and Labrador Housing Corporation
2 Canada Drive
Tel: 709-724-3293
Email: msthomas@nlhc.nl.ca

From: Melanie S. Thomas
To: Natasha E. Ricketts; Crystal Lewis; [redacted] s.40(1)
[redacted] s.40(1)
spollett@choicesforyouth.ca; [redacted] acrockwell@thrivecyn.ca; [redacted] s.40(1)
[redacted] s.40(1) tflaherty-wellmott@orgcode.com
Subject: RE: Shelter Standards
Date: April 17, 2023 9:10:00 AM

Hi all,
Please note, I believe some of you may have a hold in your calendar for a meeting this morning at 9:30am – we will be recirculating the doodle poll to secure a meeting time for early next week.

Thanks,
Melanie

From: Natasha E. Ricketts
Sent: March 23, 2023 9:38 AM
To: Melanie S. Thomas ; Crystal Lewis ; [redacted] s.40(1)
[redacted]
[redacted] s.40(1) spollett@choicesforyouth.ca;
[redacted] s.40(1); acrockwell@thrivecyn.ca; [redacted] s.40(1)
[redacted] s.40(1); tflaherty-wellmott@orgcode.com
Subject: Shelter Standards

Good morning,

This email is in regards to Shelter Standards. We are looking into setting up a meeting. Please follow the link below and chose which dates/times you are available.

[redacted] s.31(1)(l)

If you have any questions feel free to reach out.

Kind regards,

Natasha

Natasha Ricketts | Administrative Assistant Newfoundland and Labrador Housing Corporation
Community Partnerships and Homelessness Department
2 Canada Drive, P. O. Box 220
St. John's, NL A1C 5J2
(p) 709-724-3014
(f) 709-724-3029

nericketts@nlhc.nl.ca
www.nlhc.nl.ca

s.40(1)

From: Melanie S. Thomas

To: s.40(1) Crystal Lewis; [redacted] s.40(1)

s.40(1) spollett@choicesforyouth.ca; acrockwell@thrivecyn.ca; [redacted] tflaherty-willmott@orgcode.com

s.40(1)

Subject: Shelter Standards Steering Committee (Kick off w Consultant)

Hello all,

In follow up to our earlier poll we've identified Monday, May 1st 3:00-4:00pm (NST) as the most agreeable time for the Steering Committee to meet. This will be our kick off meeting with Org Code. I have included virtual link below, however if you are able to join us at our office at NL Housing, please do advise.

Very much looking forward to this inaugural meeting with Tracy and for us commencing this important work.

Thanks,

Melanie

s.31(1)(l)

[redacted]

From: Melanie S. Thomas
To: [redacted] s.40(1)
Subject: Re: Tentative: Shelter Standards Steering Committee (Kick off w Consultant)
Date: April 22, 2023 2:10:04 PM

s.40(1)

Thanks [redacted]. Yes great if she is able to attend in your place.
M

Sent from my iPhone

s.40(1)

> On Apr 21, 2023, at 9:33 PM, [redacted] wrote:

s.40(1)

>
> [redacted]

s.40(1)

[redacted] I can get [redacted] to join if I am not available.

s.40(1)

>
>
> This message (including any attachments) is intended only for the use of the individual or entity to which it is addressed and may contain information that is non-public, proprietary, privileged, confidential, and exempt from disclosure under applicable law or may constitute as attorney work product. If you are not the intended recipient, you are hereby notified that any use, dissemination, distribution, or copying of this communication is strictly prohibited. If you have received this communication in error, notify us immediately by telephone and (i) destroy this message if a facsimile or (ii) delete this message immediately if this is an electronic communication.
> Warning: The message is from an external sender, please exercise caution when opening attachments or clicking on links. If the sender of the mail seems suspicious, please do not reply to it or open any links present in it. Also, please contact NLHC Helpdesk.

From: Melanie S. Thomas
To: "Tracy Flaherty-Willmott"
Cc: "Iain De Jong"
Subject: RE: Org Code Draft2 agreement Shelter Standards review
Date: April 27, 2023 11:52:00 PM

Hi Tracy,
Thanks for this – I will take a look. So nice to hear you are in the province! I am so sorry the weather is so dreadful (Newfoundland spring!) You are more than welcome to join me at our offices on 2 Canada Drive. My # is [redacted] give me a ring when you land. A virtual connect on Monday morning would be great. I mostly wanted to check in on the agreement (I will review) but also hoping to do a round of introductions with the wider group; hoping you might introduce yourselves your experience in this sphere but also possibly do a walk through of the methodology and timelines for the group. We can also have a chat on input and/or engagement of the committee as we move through the Spring and Summer.

s.40(1)

Let me know if anything else comes to mind on your end – thanks again and so looking forward to starting in on this work,

Melanie

From: Tracy Flaherty-Willmott
Sent: April 27, 2023 10:12 PM
To: Melanie S. Thomas
Cc: Iain De Jong
Subject: Re: Org Code Draft2 agreement Shelter Standards review
Importance: High

Hi Melanie,

s.40(1)

Happy Thursday and thanks for connecting! [redacted]

s.40(1)

Perfect timing regarding feedback on the Draft Agreement since Iain and I just chatted about this today. I've attached a copy of the draft with a few recommended revisions, specifically a clause for OrgCode's intellectual property, revision of timelines given the request to change on-site visits given the summer vacation season, etc.

I've attached the Draft Agreement and tracked feedback for your review.

s.40(1)

In terms of our meeting on Monday, great news... [redacted]

s.40(1)

[redacted] so I'd be happy to join you and your Committee in person for the initial project meeting. Let me know if that works for you.

In terms of connecting prior to the meeting, I can connect on Monday morning via Zoom/Teams OR if you'd like to connect prior to the start of the meeting that afternoon, that works for me too.

Let me know your thoughts. Thanks and say well, Tracy

Tracy Flaherty-Willmott

Associate Director

OrgCode Consulting, Inc.

tflaherty-willmott@orgcode.com

[redacted]

s.40(1)

From: Melanie S. Thomas <msthomas@nlhc.nl.ca>
Sent: April 27, 2023 4:59:14 PM
To: Tracy Flaherty-Willmott
Subject: Re: Org Code Draft2 agreement Shelter Standards review

s.40(1)

Hi Tracy,
Just following up on your review of the agreement and our kick off meeting next week. [redacted]

s.40(1)

[redacted] but wondering if we might connect tomorrow to see if you have any questions leading into next week?

I have a break tomorrow around 10:30am (9 am your time) if that works for you. Alternatively I could do 9/9:30am your time on Monday. Let me know if you have a preference.
Thanks
Melanie

Sent from my iPhone

On Apr 17, 2023, at 4:30 PM, Melanie S. Thomas <MSTHOMAS@nlhc.nl.ca> wrote:

Hi Tracey
Please see attached agreement for your review. I have also enclosed the original RFP and Org Code's response which will form the content of Schedule A.

Many thanks and please don't hesitate to reach out if you wish to discuss.
Thanks
Melanie

Melanie S. Thomas
Director, Community Partnerships and Homelessness
Newfoundland and Labrador Housing Corporation
2 Canada Drive
Tel: 709-724-3293
Email: msthomas@nlhc.nl.ca<mailto:msthomas@nlhc.nl.ca>

Warning: The message is from an external sender, please exercise caution when opening attachments or clicking on links. If the sender of the mail seems suspicious, please do not reply to it or open any links present in it. Also, please contact NLHC Helpdesk.

AGREEMENT

THIS AGREEMENT made at St. John's, in the Province of Newfoundland and Labrador, on this ____ day of _____, 2023.

BETWEEN: **NEWFOUNDLAND AND LABRADOR HOUSING CORPORATION,** as represented by the Minister for the Newfoundland and Labrador Housing Corporation.

("the Client")

AND: **ORGCODE CONSULTING,** Inc., an extra-provincial corporation registered under the *Corporations Act*

(the Consultant")

NOW THEREFORE THIS AGREEMENT WITNESSES that in consideration of the mutual covenants expressed, and as amended, the Parties agree as follows:

1. **Definitions**

In addition to the terms defined in the General Terms and Conditions attached as Schedule "C", the following words and phrases shall have the following meanings:

a. "Contract Documents" shall mean and include:

i. This head agreement (the "Head Agreement");

ii. The Scope of Work attached as Schedule **"A";**

iii. The Special Terms and Conditions attached as Schedule **"B";**

iv. The General Terms and Conditions attached as Schedule **"C";** and

v. Protocols for Security of Government Information on Information Technology assets of Contractors attached as Schedule **"D".**

b. "Representatives" mean directors, officers, employees, consultants, sub- consultants, agents, advisors or partners.

2. **The Consultant's Work**

The Consultant shall do all things necessary to fulfill all of the obligations of the Consultant as set out in the Contract Documents (the "Work"). The Work shall be performed by the Consultant to the satisfaction of the Client.

3. **Payment**

1.1 Consideration

It is agreed and understood that payments made for the satisfactory performance of the Work pursuant to this Agreement shall be made in accordance with the following:

Subject to Article 3.1.3, upon presentation of itemized and substantiated invoices satisfactory to the Client, the Client shall pay to the Consultant, for the satisfactory performance of the Work, an amount not to exceed sixty thousand dollars ($59,124.00) (plus HST) in accordance with the following payment schedule:

(i) Down payment of no more than 20% with a vendor invoice, with holdback of the remaining 80% payment upon receipt of the completed deliverable acceptable to NLHC and with a vendor invoice

1.2 Reimbursement of Expenses

It is agreed and understood that reimbursements for the Consultant's expenses pursuant to this Agreement shall be made in accordance with the following:

Reimbursement Option A:

The Client shall not be responsible for any expenses incurred by the Consultant, including, without limitation, out of pocket expenses such as travel, meals, accommodations, legal advice, support staff, printing and duplicating, courier, long distance telephone and/or facsimile charges, without the prior written approval of the Client.

1.3 Payment General

(a) The Parties agree and confirm that total amounts payable for the Work shall not exceed a monetary ceiling of sixty thousand dollars ($60, 000.00) and that a minimum of ten percent (10%) of the total fees payable for the Work will be withheld until such time as the project is completed to the satisfaction of the Client.

(b) The Consultant shall remain obligated to complete the Work notwithstanding that the actual costs of the Consultant, whether in respect of professional services or in respect of costs or expenses incurred, may exceed the total aggregate sum set out in Article 1.3(a).

s.29(1)(a)

[redacted]

(c) The Parties agree and confirm that as set out in section 25(6) of the *Financial Administration Act*, RSNL1990 cF-8, as amended, all fees payable in accordance with this Agreement are subject to there being an appropriation for the work for the fiscal year in which payment under this Agreement is due.

(d) Payment will be made within 30 calendar days of receipt of a properly documented invoice.

(e) All invoices shall clearly show the amount of HST billed by the Consultant as a separate item.

(f) The Consultant shall conform to any request that may be made by the Client to alter the form of invoice customarily used by the Consultant as may be reasonably required for the purposes of the Client's internal accounting systems. The Consultant agrees that each invoice shall clearly show and identify the work or service which is being charged under that invoice to the Client. The invoice shall have appended thereto any documentation required by the Client.

(g) The Client shall not be responsible to pay any amounts invoiced by the Consultant which may arise from work, services or expenses incurred to remedy errors or omissions in the Work for which the Consultant is responsible.

(h) The Consultant shall submit invoices to:

Community Partnerships and Homelessness
NL Housing Corporation
2 Canada Drive
P.O. Box 220, St. John's NL A1C 5J2
Attn: Natasha Ricketts
nericketts@nlhc.nl.ca

4. **Notices**

All notices, claims, payments, reports and other communications required under this Agreement shall be in writing. The addresses for service are as follows:

For the Client:
Newfoundland and Labrador Housing Corporation
Community Partnerships and Homelessness
2 Canada Drive
P.O. Box 220, St. John's NL A1C 5J2
Attn: Melanie Thomas
Phone: 709-724-3293
Email: msthomas@nlhc.nl.ca

For the Consultant:
Org Code Consulting
Tracey Flaherty-Willmott
Associate Director
s.40(1) [redacted]
Tflaherty-willmott@orgcode.com

Commented [TFW2]: Tracy

Notices, requests or documents shall be deemed to have been received by the addressee as follows:

(a) As of the date on which they are delivered where delivery is by a party or by messenger or special courier service;

(b) As of the date on which they are sent where delivery is by telecopier or other means of electronic communication; and

(c) Six (6) days after delivery to Canada Post Corporation where the postal service is used.

5. **Entire Agreement**

It is hereby agreed that the Contract Documents constitute the entire agreement between the parties (the "Agreement"). There are no understandings, representations or warranties of any kind except as expressly set forth herein. No changes, alterations, modifications or amendments of this Agreement shall be effective unless made in writing and signed by those persons designated for such purpose. This Agreement may be amended or otherwise modified by e-mail.

6. **Representations and Warranties**

The Consultant hereby represents and warrants that every fact stated or represented by the Consultant or its Representatives to the Client in connection with any proposal made by the Consultant in respect of the Work is true and agrees that the Client shall be conclusively deemed to have relied on each such representation or statement in entering into this Agreement.

7. **Conflict Between Provisions**

In the event of any conflict or inconsistency between provisions in the Contract Documents, the Contract Documents shall have precedence as follows: first the Head Agreement, second the Special Terms and Conditions, third the General Terms and Conditions, fourth the Protocols for Security of Government Information on Information Technology assets of Contractors, fifth the Scope of Work, and last, any documents incorporated by reference in any of the foregoing.

8. **Start and Completion Date**

The Consultant shall commence activities in relation to the Work with the start and completion dates mutually agreed upon as follows:

Start Date: April 4, 2023

s.29(1)(a)

s.29(1)(a)

[redacted]

9. **Effective Date**

The effective date of this Agreement shall be the earlier of the start date referred to in Clause 8 or the date on the first page of this Head Agreement.

10. **Paragraph Numbering**

In the event that the General Terms and Conditions are modified, the numbering references in the General Terms and Conditions shall remain unchanged.

11. **Counterparts**

This Agreement may be executed in any number of counterparts, each of which will be considered an original of this Agreement, and which together will constitute one and the same instrument. No Party will be bound to this Agreement unless and until all Parties have executed a counterpart. A facsimile signature or an otherwise electronically reproduced signature of either Party shall be deemed to be an original.

NEWFOUNDLAND AND LABRADOR HOUSING

_____
Witness

_____
Chief Executive Officer for the Newfoundland and Labrador Housing Corporation,
Or his/her designate

_____
Witness

_____
Corporate Secretary for the Newfoundland and Labrador Housing Corporation

Org Code, Inc

_____
Authorized Signature

Date: _____

SCHEDULE "A"

SCOPE OF WORK

s.29(1)(a)

See attached:

- February 17, 2023 Request for Proposals
- March 6, 2023 Response

[redacted]

SCHEDULE "B"
SPECIAL TERMS AND CONDITIONS

Not applicable.

s.29(1)(a)

[redacted]

SCHEDULE "D"
PROTOCOLS FOR SECURITY OF GOVERNMENT INFORMATION ON INFORMATION TECHNOLOGY ASSETS OF CONTRACTORS

- The Consultant should confirm with the whether the Consultant will be required to use information technology resources, including computers, of the Client in the conduct of the work under the Contract. The following requirements apply where the Consultant will not be using such assets, but will instead have access to confidential information (including personal information) ("Confidential Information") received from the Client and will be storing, manipulating or accessing that Confidential Information on the Consultant's own information technology resources.
- All portable storage devices or media (e.g., flash drives, memory sticks, portable hard drives, writeable compact discs or digital video discs, etc.) may only be used to transport and/ or store Confidential Information where either the Confidential Information or the device or media is encrypted.
- Unless specifically authorized by the Consultant's Contract or otherwise, the Consultant is not permitted to attach non-government computers or other information technology systems to any Client or Government network.
- The Consultant is expected to implement and maintain up to date versions of all ordinary business software for the reasonable protection of information on computers attached to the Internet which will have access to or store Confidential Information, including security firewall and anti-viral software.
- The Consultant is not permitted to use any Peer to Peer file sharing program (e.g., Limewire, etc) or chat program (e.g., MSN, Skype) on any information technology asset which will contain Confidential Information, or which will be connected via a network to any computer which will contain Confidential Information.
- Email should not be used as a method to transmit Confidential Information across public networks such as the Internet unless the e-mail and/or its attachments are encrypted or zipped in a secure manner.
- Where a Consultant will be granted access to the Client computer network during the course of the work, in addition to the requirements noted above, the Consultant shall not:
    - Share personal computer drives or folders on a computer accessing the network; or Sample Template Revision: Apr 8, 2021 Page 34 Project #
    - Access the network remotely, either through wired or wireless connections, except through the use of secure ID and virtual private network systems.
- These requirements apply to the Consultant and all employees, servants and/or agents or permitted Sub-Consultants of the Consultant, and it is the responsibility of the Consultant to ensure that all such employees, servants and/or agents or permitted Sub-Consultants are aware of these restrictions and are in compliance herewith.
- For the purposes of Schedule "D", routine exchanges of design and construction information between the Client, the Consultant and the Consultant's Sub Consultants that is of a non-confidential nature need not be encrypted.

SCHEDULE "E"

ACCESS TO INFORMATION

- The financial value of this contract may be publicly released as part of the award notification process.
- The Consultant agrees that any specific information that may qualify for an exemption from disclosure under subsection 39(1) of the Access to Information and Protection of Privacy Act, 2015 has been identified. If no specific information has been identified it is assumed that, in the opinion of the Consultant, there is no specific information that qualifies for an exemption under subsection 39(1) of the Access to Information and Protection of Privacy Act, 2015.
- By entering in an Agreement, the Consultant represents and warrants to the Client that the Consultant has complied with applicable Laws, including by obtaining from each person any required consents and authorizations to the collection of information relating to such individual and to the submission of such information to the Client, and the use, distribution and disclosure of such information as part of any document for the purposes of, or in connection with, this Agreement and the Procurement Process.
- For further clarification on Access to Information and Protection of Privacy disclosure requirements for Public Procurement, see the guidance document from the Office of the Information and Privacy Commissioner at the following link: http://www.oipc.nl.ca/pdfs/PublicProcurementActAndATIPPA2015.pdf
-

From: Melanie S. Thomas
To: Tracy Flaherty-Willmott
Subject: Re: Org Code Draft2 agreement Shelter Standards review
Date: April 28, 2023 3:44:07 PM

Hi Tracy,
Sounds great! 9am looks good on my end.

I'll update the meeting invite with a WebEx link.
Looking forward to chatting with you then,
Melanie

Sent from my iPhone

> On Apr 28, 2023, at 2:49 PM, Tracy Flaherty-Willmott <tflaherty-willmott@orgcode.com> wrote:
>

s.40(1)

From: [redacted]
To: Melanie S. Thomas
Subject: Accepted: [EXTERNAL] Shelter Standards Steering Committee (Kick off w Consultant)

This email is confidential and intended solely for the use of the individual named. If you are not the intended recipient, using, copying, printing or distributing the contents of this message is strictly prohibited. Please notify us immediately if you have received this email in error and delete it from your system. Thank you for your cooperation.

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From: Tracy Flaherty-Willmott
To: Melanie S. Thomas
Subject: Accepted: Shelter Standards Steering Committee (Kick off w Consultant)

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s.40(1)

From: [redacted]
To: Melanie S. Thomas
Subject: Accepted: Shelter Standards Steering Committee (Kick off w Consultant)

Hi I will be there in person

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s.40(1)

From: [redacted] on behalf of [redacted] s.40(1)
To: Melanie S. Thomas
Subject: Accepted: Shelter Standards Steering Committee (Kick off w Consultant)

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From: Melanie S. Thomas
To: "tflaherty-willmott@orgcode.com"
Subject: 3:30pm start?
Date: May 1, 2023 9:45:00 AM

Hi Tracy,
We have another meeting this afternoon that is buffering unto our 3pm Shelter Standards committee meeting. I have a few emails from folks who are trying to straddle virtual and in-person across both meetings. Are you ok if we bump the start to 3:30? Mindful its near end of day, we'll try to keep the meeting to an hour (3:30-4:30pm). Thinking this will allow us to meet at 3/3:15pm and I can be fully cleared out from my meeting.
Thanks
Melanie

Melanie S. Thomas
Director, Community Partnerships and Homelessness
Newfoundland and Labrador Housing Corporation
2 Canada Drive
Tel: 709-724-3293
Email: msthomas@nlhc.nl.ca

From: Sheldon Pollett
To: Melanie S. Thomas
Subject: Accepted: [EXTERNAL] Shelter Standards Steering Committee (Kick off w Consultant)

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s.40(1)

From: [redacted]
To: Melanie S. Thomas
Subject: Accepted: Shelter Standards Steering Committee (Kick off w Consultant)

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s.40(1)

From: [redacted]
To: Melanie S. Thomas
Subject: Automatic reply: Shelter Standards Steering Committee (Kick off w Consultant)
Date: May 1, 2023 10:32:09 AM

s.40(1) [redacted]

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From: Angela Crockwell
To: Melanie S. Thomas
Subject: Declined: Shelter Standards Steering Committee (Kick off w Consultant)

Sorry, I have not been able to make these meetings, hopefully the next one

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DEVELOPMENT OF A LOW BARRIER HARM REDUCTION SHELTER STANDARDS FRAMEWORK

Newfoundland Labrador Housing Corporation

May 1, 2023

ABOUT ORGCODE

OrgCode Consulting, Inc. are North American leaders in homeless system transformations, leadership development in homeless services and technical assistance.

OrgCode are merry misfits that disrupt the status quo to be catalysts for better outcomes.

Thought leaders in ending homelessness, we advance ideas, create and share resources, and offer training that doesn't suck.

www.OrgCode.com
@OrgCode
www.FB.com/OrgCode

SHELTER TRANSFORMATION - CANADA

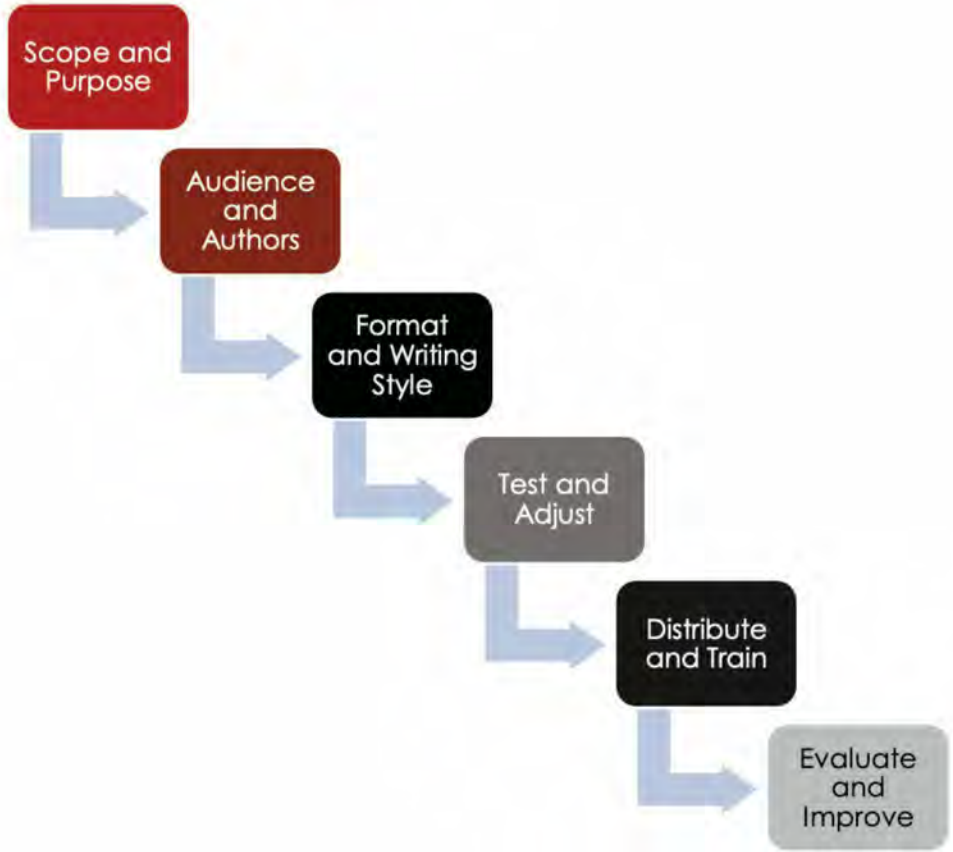
- Canadian Shelter Transformation Network & Housing Focused Shelter Guideline Development
- House of Nazareth, Moncton, NB
- Government of New Brunswick, Shelter and System Transformation
- Calgary Drop-In
- Salvation Army Shelters in Hamilton, Brantford and Oakville, ON
- Siloam Mission & Main Street Mission, Winnipeg, MB
- City of Sault Ste. Marie & DSSAB Partners – Shelter Enhancement
- City of Greater Sudbury – Encampment Response and Shelter Revisioning
- Uquutag Shelter Society, Iqaluit, Nunavut
- Welcome Centre, Windsor, ON
- Durham Region & Peel Region, ON

SHELTER TRANSFORMATION - US

- National Alliance to End Homelessness – Capacity Building Network
- SVDP Tampa, Florida
- Regional Task Force on Homelessness, San Diego, CA
- County of Hawaii, HI
- Hope Services, Hilo, HI
- Family Life Centre, Maui, HI
- City of Carlsbad, CA
- City of St. Louis, MO
- State of Michigan
- Crossroads Rhode Island, Providence, RI
- West Virginia Coalition to End Homelessness
- Presentation Partners in Housing, Fargo, ND

SHELTER STANDARDS…ONE OF THE FOUR PILLARS OF EFFECTIVE PERFORMANCE MANAGEMENT

A SIX-STEP PROCESS



PROPOSED APPROACH

1. Leveraging Existing OrgCode Knowledge, Research & Network
2. Working with the Steering Committee
3. Engaging Shelter Operators
4. Engaging People with Living Experience
5. Review of Relevant Shelter Data
6. Testing and Adjusting Activities for Shelter Standards Framework and Accountability Tool

REVIEW OF SHELTER DATA

- Mean and median lengths of stay in shelter (cumulatively) broken down by:
  - Age cohorts
  - Gender identity
  - Race/ethnicity
  - Size of household
  - General geographic area of the shelter
- Both positive and negative exits from shelter broken down by:
  - Lengths of homelessness
  - Perceived or estimated depth of need (VAT)
  - Achieving the exit through Coordinated Access as well as exits independent of Coordinated Access
  - % of all people using that particular shelter's services
  - Age cohorts
  - Gender identity
  - Race/ethnicity
  - General geographic area of the shelter

SHELTER DATA...CONTINUED

- Service restriction and discharge data broken down by:
  - Type of behavioural infraction
  - Lengths of removal from shelter services
  - Lengths of homelessness
  - Perceived or estimated depth of need
  - Age cohorts
  - Gender identity
  - Race/ethnicity
  - General geographic area of the shelter
- Returns to shelter broken down by:
  - Lengths of homelessness
  - Perceived or estimated depth of need
  - Age cohorts
  - Gender identity
  - Race/ethnicity
  - General geographic area of the shelter
  - Whether housing was achieved through Coordinated Access or independent of Coordinated Access

NEXT IMPORTANT STEPS

1. Finalization of Contract
2. Data and Information Gathering: shelter data and current policies
3. On-Site Engagement with Shelter Operators & PWLE

   June 27, 28 & 29

   July 24-28
4. Draft One of Shelter Standards & Accountability Tool
5. Reality Testing & Revisions
6. Draft Two

THOUGHTS & QUESTIONS?

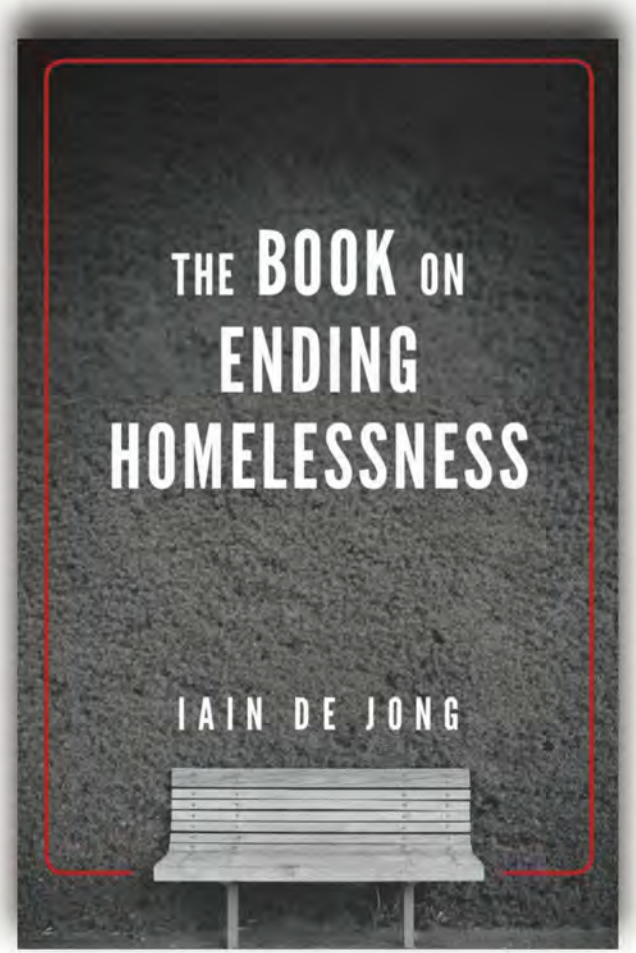
EMAIL: info@OrgCode.com

TWITTER: @OrgCode

WEBSITE: www.OrgCode.com

FACEBOOK: www.FB.com/OrgCode

PHONE: [redacted] s.40(1)



s.40(1)

From: Melanie S. Thomas
To: s.40(1) Crystal Lewis; [redacted] s.40(1)
spollett@choicesforyouth.ca; [redacted] ; tflaherty-willmott@orgcode.com
s.40(1)
Subject: Project Kick off - Shelter Standards
Date: May 1, 2023 5:29:00 PM
Attachments: Project Kickoff_Shelter Standards_NLHC, May 1, 2023.pdf

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Hi all,
Thanks again for coming together this afternoon and thanks to Tracy for joining us at NL Housing. Attached you will find the presentation provided by Tracy this afternoon. As discussed the proposed end of June dates for meetings with shelter operators etc are: June 27,28 & 29th . We expect this will be followed by a follow up meeting in mid September (details to follow).

Further requests to follow with respect to organizational policies and or data that you are able to provide to Org Code to assist in compiling data on the NL context.

Thanks again,
Melanie

Melanie S. Thomas
Director, Community Partnerships and Homelessness
Newfoundland and Labrador Housing Corporation
2 Canada Drive
Tel: 709-724-3293
Email: msthomas@nlhc.nl.ca

From: Melanie S. Thomas
To: [redacted] s.40(1)
Subject: RE: Project Kick off - Shelter Standards
Date: May 1, 2023 5:48:00 PM

Yes it was a good meeting (no worries – I know things are busy). So you are aware, Tracy by way of myself or Crystal will likely be reaching out in coming weeks to seek out any policies and or procedures that support shelter operations. Org Code will be compiling to see where we are across various environments with some guidance as to where we need to be.

Hoping you or Crystal are able to join for the next. We'll take a look at the budget and see if there is any opportunity for a trip to HVGB, but understand from the consultant virtual can also be accommodated.
Take care,
M

From: [redacted] s.40(1)
Sent: May 1, 2023 5:40 PM
To: Melanie S. Thomas
Subject: Re: Project Kick off - Shelter Standards

Sorry Melanie I had the Inuit shelter and transitional housing meeting at the exact same time. Looks like this was a good meeting

From: Melanie S. Thomas <msthomas@nlhc.nl.ca>
Sent: Monday, May 1, 2023 4:59:23 PM
To: Crystal Lewis <cmlewis@nlhc.nl.ca>; [redacted] s.40(1)
s.40(1) [redacted]
s.40(1) [redacted]
spollett@choicesforyouth.ca <spollett@choicesforyouth.ca>; [redacted] s.40(1)
s.40(1) [redacted]
s.40(1) [redacted] tflaherty-willmott@orgcode.com <tflaherty-willmott@orgcode.com>
Subject: Project Kick off - Shelter Standards

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Thanks again,
Melanie

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