CDSB·CSDC
Cochrane District Services Board | Conseil des services du district de Cochrane

Cochrane District Services Board
Expression of Interest (EOI)

Shovel-Ready Projects to Expand Bedded Housing Capacity

1. Purpose of this Call

The Cochrane District Services Board (CDSB) is issuing this Expression of Interest (EOI) to identify shovel-ready or near-shovel-ready projects that can rapidly create new bedded housing capacity for people experiencing homelessness across the Cochrane District.

This call is being issued in advance of confirmed capital funding. Its purpose is to ensure the CDSB and community partners are project-ready when provincial or federal funding opportunities are announced, allowing the district to move quickly, competitively, and with confidence.

Projects submitted through this EOI will be used to:

- Demonstrate system readiness to government funders
- Support funding advocacy and rapid application development
- Identify projects that could be quickly activated once funding becomes available

Important: This is not a commitment of funding. No funding or obligation to enter a contract or service agreement is attached to this EOI.

Relationship to Future Funding Opportunities

Projects identified through this Expression of Interest (EOI) may be considered for future funding opportunities administered by CDSB, including but not limited to Homelessness Prevention Program (HPP) allocation processes. This EOI is intended to support system readiness, funding advocacy, and rapid response to future capital or operating funding opportunities. Submission to this EOI does not guarantee funding, eligibility, or selection under any current or future funding process, including HPP.

2. Why an Expression of Interest (EOI)

An EOI is the appropriate mechanism when funding is anticipated but not yet announced. It allows CDSB to:

- Identify strong, implementation-ready projects
- Understand capital and operating pressures across the Cochrane District
- Assess readiness, timelines, and system impact
- Avoid delays once funding opportunities open

Submitting an EOI positions proponents to move forward quickly if funding becomes available.

3. Strategic Context

As the designated Service Manager, CDSB is advancing system readiness to:

- Increase bedded housing capacity across the district
- Support a range of housing responses aligned to varying levels of need and acuity
- Prioritize projects that are ready to proceed once funding is available
- Ensure clear implementation timelines, accountability, and measurable outcomes

Projects should demonstrate a direct contribution to increasing available bedded housing and strengthening the continuum of housing and supports for people experiencing homelessness.

4. Important Notice – Not a Call for Proposals

This EOI:

- Does not guarantee funding
- Does not create a contractual relationship
- Is not a Request for Proposal (RFP)

CDSB may, if funding becomes available:

- Advance projects identified through this EOI without issuing a new competitive process, where permitted
- Request additional detail or clarification from proponents
- Determine final project selection based on readiness, alignment, funding criteria, and applicable provincial timelines

5. Definition of “Shovel-Ready” and “Near-Shovel-Ready”
For this EOI:

Shovel-Ready projects:

- Have secured or can immediately secure a site/facility
- Have organizational approval to proceed (conditional only on funding)
- Require no further feasibility, site selection, or major design work
- Do not have any unresolved zoning or outstanding regulatory approvals
- Have clearly defined capital requirements
- Can be operational immediately or within a short period following funding approval

Near-Shovel-Ready projects may:

- Require minor final steps (e.g., final design drawings or minor approvals)
- Still demonstrate a high degree of readiness and short activation timelines

Conceptual or early-stage ideas may be submitted but will be lower priority.
Projects relying on unresolved land acquisition, major zoning amendments or unconfirmed service delivery partners will be considered lower readiness.

6. Eligible Project Focus
Projects must result in new or expanded bedded capacity and demonstrate direct benefit to people experiencing homelessness. Eligible concepts include, but are not limited to:

- Supportive housing (includes wrap around support services for vulnerable populations with specialized needs)
- Bridge or transitional housing (short to medium term, service-intensive accommodation for stability and progression to stable, permanent housing)
- Specialized housing with 24/7 staffing
- Expansion or conversion of existing facilities
- Renovation or retrofit projects where capital is the final enabling step

Projects may benefit any community within the Cochrane District.

Projects must clearly demonstrate how they will support individuals currently relying on emergency shelter capacity or residing in encampments. This may include referral pathways, prioritization criteria, partnerships with emergency shelter providers, outreach teams, or other documented mechanisms that support transitions into bedded housing.

7. Submission Requirements (See Appendix A)

EOI submissions must clearly and concisely address the following items, as per Appendix A:

a) Project Overview

- Project name and location
- Type of housing model
- Community served

b) Bed Capacity Outcomes

- Number of new beds to be created
- Bed type (supportive, transitional, specialized, etc.)
- Permanency (permanent or time-limited)

c) Target Population and Acuity

- Primary and secondary target populations
- Acuity levels served (low, moderate, high)
- Demographics (e.g., youth, adults, families, Indigenous clients, seniors)
- Any eligibility criteria or service constraints

d) Readiness and Use of Existing Resources

- Site ownership or access status
- Existing assets leveraged (buildings, staffing, partnerships)
- Explanation of why funding is the final enabling step

e) Partnerships and Community Support

- Key partners involved
- Letters of support or commitment (preferred)
- Description of partner roles (capital, service delivery, operations)

f) Capital Requirements

- Total estimated capital investment required including startup costs (full project cost)
- Capital funding secured to date (confirmed sources and amounts)
- Capital funding pending or under application (identify source and status)
- Capital funding requested through this EOI (amount)
- Purpose and description of capital investment
- Ability to begin capital work immediately upon approval

g) Operating Implications

- Total annual operating cost required (once program is established; excluding startup costs)
- Operating funding secured to date (confirmed sources and amounts)

- Operating funding anticipated from other sources (identify source, term, and conditions)
- Annual operating funding anticipated from CDSB (amount and duration, if known)
- Major cost drivers
- Cost per bed (if available)
- Plan to sustain operations over time (existing agreements, renewals, indexing, contingencies)
- Impact of capital investment on future operating sustainability, including:
    - Whether the capital investment increases revenue (e.g., additional rent, per diem, or service revenues)
    - An estimate of the annual operating cost offset or net operating improvement resulting from the capital investment (if applicable)

h) Timeline, Accountability and Risk Mitigation

- Detailed timeline action, complete and operationalize the work
- Roles, responsibilities, and risk mitigation considerations
- Measurements of success over time

8. Mandatory Declaration of Readiness

All submissions must include the following declaration per Appendix A:

The undersigned organization confirms that the project described in this Expression of Interest is shovel-ready or near-shovel-ready and can proceed with implementation promptly once funding is confirmed, without the need for further feasibility or major planning work. By signing this declaration, you agree that CDSB may advocate for funding for your project at the discretion of the CDSB.

9. Review Process and Scoring Rubric

EOIs will be reviewed using the following weighted scoring framework:

Scoring Rubric (100 Points Total)

Area	Description	Points
Readiness & Speed	Site secured, approvals in place, minimal barriers	25
Bed Creation Impact	Number of new beds and immediacy of impact	20
Target Population & Acuity Alignment	Clear alignment with identified homelessness needs	15
Use of Existing Assets	Efficient leveraging of existing resources	10
Partnership Strength	Depth of partnerships and commitments	10
Operational Sustainability	Realistic operating plan, cost awareness with improved operating sustainability	10
Timeline & Accountability	Clear milestones, roles, risks mitigation and metrics of success	10
Total		100

Projects demonstrating both high readiness and high system impact will be prioritized.
The CDSB may engage directly with proponents to clarify or refine details to support funding decisions.

10. Use of Information and Confidentiality

Information submitted through this EOI will be used for:

- System planning and readiness
- Funding advocacy
- Board and government reporting

Information may be shared with CDSB Board members, government partners or private donees as required.

11. Final Notes to Proponents

This EOI focuses on building bed capacity where projects are ready to move. CDSB encourages proponents to submit realistic, implementation-ready projects that can be activated efficiently once funding becomes available and that meaningfully strengthen housing options for people experiencing homelessness across the district.

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Appendix A

EOI Submission with Capital & Operating Financial Summary

Proponent Name:
Project Name:
Community:
Date:

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a) Project Overview

- Project name and location
- Type of housing model
- Community served

b) Bed Capacity Outcomes

- Number of new beds to be created
- Bed type (supportive, transitional, specialized, etc.)
- Permanency (permanent or time-limited)

c) Target Population and Acuity

- Primary and secondary target populations
- Acuity levels served (low, moderate, high)
- Demographics (e.g., youth, adults, families, Indigenous clients, seniors)
- Any eligibility criteria or service constraints

d) Readiness and Use of Existing Resources

- Site ownership or access status
- Existing assets leveraged (buildings, staffing, partnerships)
- Explanation of why funding is the final enabling step

e) Partnerships and Community Support

- Key partners involved
- Letters of support or commitment (preferred)
- Description of partner roles (capital, service delivery, operations)

f) Capital Investment Summary/ Description:
Proponents must complete the following summary table to support consistent review and comparative analysis across submissions.

Item	Description	Amount ($)	Notes
Total Capital Project Cost	Full capital cost of the project including startup costs		
Capital Funding Secured to Date	Confirmed funding received from non-CDSB sources		List sources (e.g., municipal, Indigenous, federal, foundation)
Capital Funding Pending	Under application / negotiation		Identify source and status
Capital Requested Through this EOI	Amount sought via CDSB / future funding		
Net Capital Gap	Unfunded capital remaining		

Describe:

- Purpose and description of capital investment
- Ability to begin capital work immediately upon approval

g) Operating Summary

Plan to sustain operations:

Item	Description	Annual Amount ($)	Notes
Total Annual Operating Cost	Full operating cost once program is established; excluding startup costs		
Operating Funding Secured to Date	Confirmed non-CDSB operating funding		Identify source, term, and conditions
Operating Funding Anticipated	Expected but not secured		
Operating Funding Requested from CDSB	Anticipated CDSB contribution		Include duration if known
Net Annual Operating Gap	Remaining unfunded pressure		

Describe:

- Major cost drivers
- Cost per bed (if available)
- Plan to sustain operations over time (existing agreements, renewals, indexing, contingencies)

Operating Sustainability Impact of Capital Investment

Item	Description	Annual Impact ($)	Notes
Revenue Increase from New Beds	Rent, per diem, service revenue		Basis for estimate
Operating Cost Reduction	Efficiencies / consolidation		
Net Operating Improvement	Resulting annual impact		(+ / –)

h) Timeline, Accountability, and Risk Mitigation

- Detailed timeline action, complete and operationalize the work
- Roles, responsibilities, and risk mitigation considerations
- Measurements of success over time

Submission Declaration

☐ I confirm the information above is accurate to the best of my knowledge and reflects current planning assumptions.

☐ The undersigned organization confirms that the project described in this Expression of Interest is shovel-ready or near-shovel-ready and can proceed with implementation promptly once funding is confirmed, without the need for further feasibility or major planning work.

Name / Title:

Signature:

Date: