



Request for Proposals

Wrap-Around Supports for the Sunnyside Community

A permanent supportive housing community of 70 homes

Issued by: United Way Maritimes

Date issued: Monday, June 22, 2026

Proposals due: Friday, July 17, 2026 at 4 PM, local time

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United Way Maritimes is a member of the United Way Centraide Canada network.



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United Way Maritimes (UWM) exists to inspire action to end poverty.

Guided by our 2026–2031 Strategic Plan, we work to boldly connect people and resources to build communities and create the conditions for all Maritimers to thrive in a region where, as our vision holds, people are relentlessly united in creating a hopeful future for all.

With Maritime poverty rates at 13%, higher than most of Canada, we have chosen to focus our community impact efforts on addressing root causes and supporting people most vulnerable across our communities. This prioritizes building housing, strengthening social infrastructure, cultivating nonprofit capacity, and rallying new philanthropic support. Housing is central to that work.

Our strategic plan commits UWM to 500 complete housing units across the three Maritime provinces by 2031, not as a development target alone, but as an expression of our belief that stable, affordable, and supportive housing is the foundation on which employment, health, family stability, and social inclusion all depend.

It is from that position that we developed the Sunnyside Community, consisting of 70 homes with wraparound supports for people experiencing homelessness in Saint John, New Brunswick.

1. Introduction and Purpose

There are 265 people experiencing chronic homelessness in Saint John right now. That's an increase of 50 people since September 2024, when United Way's Sunnyside Community was announced. Sunnyside will support individuals experiencing homelessness and selected through the Coordinated Access System, so that they, and the City of Saint John, can thrive.

United Way Maritimes is the owner and operator of the Sunnyside Community, which will be a supportive, affordable housing community in Saint John, New Brunswick. Sunnyside will offer up to 70 high-quality, deeply affordable modular homes, with wrap-around supports to help residents remain successfully housed and reach their personal goals. United Way Maritimes (the "Issuer") is seeking proposals from qualified Service Provider(s) to deliver those wrap-around supports.

United Way Maritimes brings demonstrated experience as both owner and operator of supportive housing, with a proven model operating successfully in Lower Sackville, Nova Scotia. That same model is applied to the Sunnyside community. Property ownership, tenancy administration, and building maintenance are the responsibility of United Way Maritimes and are described further in Section 3.2; building maintenance and property upkeep are funded separately and are outside the scope of this Request for Proposals (RFP).

This RFP is limited to the wrap-around support that helps residents maintain housing and pursue their personal goals.

This RFP is intentionally high-level. Rather than prescribe a fixed staffing or service design, the Issuer invites Service Provider(s) to describe their vision for supporting Sunnyside residents and to propose a model that achieves the outcomes set out below. The successful Service Provider(s) will enter into a service agreement with United Way Maritimes and work in close partnership with United Way Maritimes, the property manager, the Province of New Brunswick, and community health and social-service partners.

2. Background and Community Profile

2.1 About Sunnyside

Sunnyside is a supportive housing community providing safe, affordable homes for people experiencing chronic homelessness. It includes a total of 70 homes, each approximately 350 square feet, fully furnished and move-in ready, 14 of which are fully accessible. Housing is permanent and not time-limited, with full recognition of tenant rights and protections under the Residential Tenancies Act. The site includes on-site office space for 24/7 non-clinical support staff and shared community space. Rent is set at 30% of income and includes utilities (power, water, and internet).

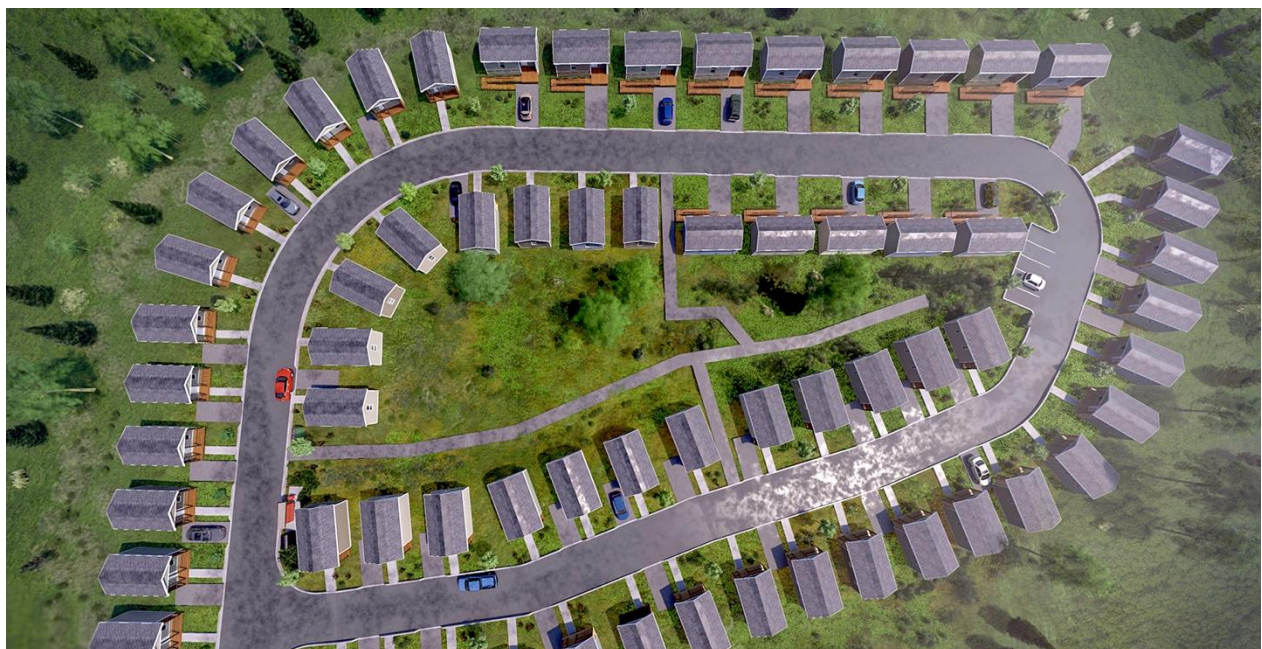
Sunnyside is modelled after United Way Maritimes' successful supportive housing community in Lower Sackville, Nova Scotia. This is permanent, stable housing with support aligned to resident needs — not emergency shelter, and not charity. It is an investment in people and the community.

2.2 Target Population

Sunnyside will serve adults (19 and over) who have experienced chronic homelessness and who, by accessing available support, can sustain tenancy.

Residents are identified exclusively through the community's Coordinated Access List. Selection is a joint process shared by United Way Maritimes and the Service Provider. United Way Maritimes will retain authority to decline a prospective tenant where they are deemed incompatible with the available support resources and overall community objectives.

Leases will be established as fixed-term, monthly agreements, with the possibility of longer-term extensions based on Residents contributing 30% of income toward rent.



3. Scope of Services

The Service Provider, or a partnership of two or more service providers, will deliver 24/7 on-site, non-clinical support grounded in trauma-informed, harm-reduction, culturally safe, strength-based, and client-centered practice. At a high level, the Service Provider(s) is(are) responsible for:

- **Housing stability and case management** — tenant-driven, co-created case plans; housing retention and eviction prevention; guest-management and home-takeover prevention; and coordinated, warm transitions where a move is unavoidable. Discharge is a last resort.
- **Daily living and well-being** — life-skills support, recreation and community programming, social inclusion, and harm-reduction approaches (including hoarding/financial management, shared meals, etc.).
- **Navigation and advocacy** — facilitated voluntary access to health, mental health, addictions, and legal supports; income, employment, and financial-literacy supports; transportation subsidies to support tenant goals.
- **On-site services and amenities** — resident laundry and internet service provided on-site as part of the supportive environment.
- **Crisis response** — on-site de-escalation, overdose response, and coordination with emergency and clinical services.

3.1 Operating Context and Partnerships

Service Provider(s) should design their model to integrate with, not duplicate, the partners and resources already engaged around Sunnyside:

- **United Way Maritimes (Owner and Operator)** — primary liaison among the wrap-around support Service Provider(s), property manager, and government partners; holds tenancy administration (see Section 3.2); staff member on-site regularly; also facilitates broader community development objectives.
- **Building maintenance** — building maintenance, repairs, lawncare, pest control, janitorial, snow, and garbage are funded separately and are out of scope.
- **Horizon Health Network** — Proponents must demonstrate established partnerships and experience connecting individuals to primary health care, mental health, and addiction services, and be able to support clients who wish to access these services.

3.2 Roles and Responsibilities

United Way Maritimes holds the legal tenancy function. United Way Maritimes will oversee tenant selection, tenancy onboarding, lease management, rent collection, and should it become necessary, eviction.

The Service Provider will collaborate in the tenant selection process and is responsible for tenant support, housing retention, and eviction prevention. The Service Provider(s) must maintain detailed case logs and complementary action plans for each resident. Where the Service Provider(s) request(s) an eviction, the Service Provider(s) must provide detailed written

reasoning according to relevant site policies and supported by those case logs, to United Way Maritimes.

Eviction is a measure of very last resort and should only be pursued in the interest of safety, security, project sustainability, and/or community well-being. Any eviction must be carried out by United Way Maritimes in full compliance with the Residential Tenancies Act, only after support and retention efforts have been exhausted. Residents facing eviction and/or end of lease decisions should also be provided with all reasonable transitional housing supports by the Service Provider(s).

4. Staffing Approach

Service Provider(s) are invited to propose a staffing model that delivers the outcomes in this RFP. As a planning benchmark, the contemplated model is:

- **Team size and organization** — Appropriate staffing, including a supportive-housing manager and a team of direct-care staff (e.g., site supervisors, case managers, support case managers, and peer-support roles).
- **Coverage** — 24/7 on-site, with staffing levels that reflect the resident acuity profile and after-hours risk.
- **Compensation benchmarks** — Competitive wages to be negotiated. United Way commits to paying a living wage.

Service Provider(s) should explain their proposed structure, coverage schedule, recruitment and retention approach, and justify any departure from this benchmark.



5. Data Management and Evaluation

Strong data management and evaluation are central to this engagement. The Service Provider is expected to work with the United Way Maritimes evaluation function to demonstrate outcomes and support continuous improvement. Proposals must describe the Service Provider(s) approach to:

- **Data systems and quality** — collecting service-use data (at minimum weekly) in Homeless Individuals and Families Information System (HIFIS) and/or an approved database, with sound data quality, security, and records management practices.
- **Privacy and consent** — managing personal and health information in accordance with applicable privacy law and tenant consent.
- **Drive outcomes** — help staff deliver high-quality individualized support to tenants.
- **Outcome measurement** — tracking housing-focused outcomes over participation metrics, including the number of residents housed month-over-month, housing stability, the number and nature of involuntary exits (with reasons and barriers), and voluntary engagement with health, mental-health, addictions, daily-living, and community supports.
- **Reporting and learning** — scheduled reporting to United Way Maritimes and the Province, and active participation in evaluation and continuous improvement activities.

6. Deliverables and Accountability

- **Operating principles** — documented trauma-informed, harm-reduction, culturally safe, client-focused, strengths-based principles within three months of signing.
- **Good Neighbour policies** — developed and implemented within three months of signing.
- **Overdose readiness** — Naloxone available on-site at all times, with ongoing staff overdose-response training and harm reduction.
- **Training** — ensuring all staff have necessary background checks and essential training according to contract obligations and industry standards (see below).
- **Coordinated Access** — a designated staff member who actively participates in Coordinated Access or the applicable resident selection process.
- **Case logs** — detailed, current case logs maintained for each resident, available to support reporting, support plans, and any eviction reasoning required under Section 3.2.
- **Collaboration and communications** — coordination with other services involved with a resident (per privacy and consent), and media / public-messaging practices that protect confidentiality and accurately reflect the service model.

7. Service Provider(s) Qualifications and Staff Competencies

Service Provider(s) should demonstrate experience delivering supportive housing or comparable wrap-around services, sound financial, operational capacity, the ability to recruit and retain qualified staff, and ongoing professional development protocols. Staff competencies should include motivational interviewing; trauma-informed communication; cultural safety; non-violent crisis intervention and de-escalation; harm reduction; assertive case management; Housing First principles, tenant rights, and procedural fairness; and First Aid, CPR, and overdose response.

8. Budget Framework

The total annual budget for wrap-around supports should allow for appropriate staffing, along with other resources required to allow the community to thrive.

8.1 One-Time Start-up Costs

- **Tools and equipment** — laptops, tablets, printer, and cell phones for the on-call team.
- **Pre-operational staffing** — hiring the manager ahead of opening to recruit and train the team, with case-worker ramp-up and initial training.

8.2 Budget Submission Template

So that proposals can be compared on a like-for-like basis, Service Provider(s) must present their proposed budget in the table below, in addition to any narrative explanation and detailed breakout of the costs, including staffing plan. Service Provider(s) may set their own allocation across the categories. The right-hand column should capture the key assumptions behind each figure.

Category	Proposed annual amount	Key assumptions
Staffing (incl. MERCs and cover for sickness, vacation, and training)	\$	
Client supplies	\$	
Programming	\$	
Administration	\$	
Staff training	\$	
Equipment	\$	
Other	\$	
Total annual	\$	
One-time start-up	\$	

9. Term of Agreement

The initial term is two (2) years from the commencement date with a formal review after one (1) year. Subject to satisfactory performance and continued funding, the first renewal will be for a term of three (3) years. Further renewals may follow by mutual written agreement, subject to satisfactory performance and continued funding.

10. Proposal Requirements

Proposals should be organized in the following order:

- Vision and approach — your vision for supporting Sunnyside residents and how it reflects Housing First, trauma-informed, strengths-based, harm-reduction, and culturally safe practice.
- Organizational profile, relevant experience, and references.
- Staffing plan, coverage schedule, recruitment, retention, and professional development approach.
- Data management and evaluation approach (systems, privacy, outcome measurement, reporting).
- Partnerships and clinical linkages, including coordination of mental health and addictions care.
- Proposed budget, using the Section 8.2 template, with assumptions. Please include a more detailed breakout.
- Implementation and start-up plans, including key timelines. Be aware that we hope to open in December 2026 and have full occupancy by February 2027.

11. Mandatory Requirements

The following are mandatory requirements. A Service Provider(s) that does not meet, or commit to meeting before commencement, each requirement may be disqualified without further evaluation:

- Be a legal entity in good standing, eligible to operate in New Brunswick, and registered non-profit or charity.
- Carry, or commit to carry before commencement, the insurance coverage required by United Way Maritimes (including commercial general liability).
- Ensure all staff satisfy the Department of Social Development's personnel screening standards, including any required background checks and eligibility requirements, prior to commencing work under this agreement.

12. Evaluation Criteria

Proposals that meet the mandatory requirements in Section 11 will be assessed on overall value, not lowest price alone. The following weightings apply:

Criterion	Weight
Vision, service model, and alignment with trauma-informed / culturally safe practice	20%
Staffing plan, qualifications, and coverage	15%
Data management and evaluation	15%
Budget and value for money	15%
Organizational experience and capacity	20%
Service Provider(s) is/are owned or operated by a member of a historically racialized or marginalized community	5%
Partnership, clinical integration, and gap coverage	10%
Total	100%

13. Submission Process and Timeline

Milestone	Date
RFP issued	Monday, June 22, 2026
Deadline for Service Provider(s) questions	Wednesday, July 8
Issuer responses circulated to all Service Provider(s)	Friday, July 10, 2026
Proposal submission deadline	Friday, July 17, 2026 at 4 PM local time
Evaluation and interviews (if any)	July 20–24, 2026
Notice of award	Friday, July 31, 2026
Anticipated service commencement	[To be confirmed ahead of the December 2026 opening]

Submission: Submit one electronic copy in PDF and/or Excel to Paul Hershaw paul.hershaw@unitedwaymaritimes.ca by the deadline above. Questions can be submitted in writing to the same contact by the question deadline; responses will be shared with all Service Provider(s). Late or incomplete proposals may be rejected.

Notice of outcome: Following award, United Way Maritimes will notify each Service Provider of the outcome directly. A Service Provider may request a debriefing within 60 days of receiving that notice.

14. Developing a Proposal

United Way Maritimes encourages Service Providers to engage before submitting. To keep the process fair and open to all on equal terms:

- Service Providers may also submit written questions or ask for a meeting. Any substantive question and its answer — including material context arising from any meeting — will be shared in writing with all known Service Providers.

15. General Terms and Conditions

- This RFP is an invitation to submit proposals and does not commit the Issuer to award an agreement or to reimburse proposal-preparation costs.
- The Issuer may accept or reject any or all proposals, request clarification, or cancel or re-issue this RFP at any time.
- The successful Service Provider(s) must maintain required insurance, criminal-record and vulnerable-sector checks, and all applicable licenses (see Section 11).
- All information provided is confidential and is to be used solely to prepare a proposal.
- Any resulting agreement is subject to available funding and to the related funding agreement with the Province of New Brunswick.
- Data and records: all resident records and service data created under the agreement remain the property of United Way Maritimes. On expiry or termination, the Service Provider must transition all records and support continuity of service in an orderly handover.
- Subcontracting: the Service Provider must obtain United Way Maritimes' prior written consent before subcontracting any material part of the services and remains responsible for any subcontractor's performance.
- Payment terms: payment will be made on the basis set out in the service agreement [confirm monthly advance versus reimbursement].



16. Definitions

Chronic Homelessness

In accordance with “Reaching Home: Canada’s Homelessness Strategy” Chronic homelessness refers to individuals, often with disabling conditions (e.g. chronic physical or mental illness, substance abuse problems), who are currently experiencing homelessness and who meet at least one (1) of the following criteria:

- They have a total of at least six (6) months (180 days) of homelessness over the past year.
- They have recurrent experiences of homelessness over the past three (3) years, with a cumulative duration of at least 18 months (546 days).

Coordinated Access

The Coordinated Access System was formerly known as the By-Names List. This system lists, in real time and by community, the people who are known to be experiencing homelessness and who consent to being on the list. Once individuals are added to the system, they are prioritized based on their level of need, vulnerability, and the availability of appropriate housing. They are referred to appropriate housing programs or community supports dedicated to resolving homelessness as those resources become available. Coordinated Access also helps to standardize intake, assessment, information-sharing, and prioritization processes.

Harm Reduction Principles

A set of strategies and practices aimed at minimizing the negative consequences of risky behaviors, particularly related to substance use, without necessarily requiring the individual to stop those behaviors immediately. The focus is on improving overall health, safety, and quality of life for people experiencing homelessness while respecting their autonomy and personal choices.

HIFIS (Homeless Individuals and Families Information System)

A data collection and case management system that allows multiple service providers in the same community to access real-time data and to increase coordination of services. HIFIS supports daily operations, data collection, and the development of a national portrait on homelessness.

Strengths-Based Service Delivery

The belief that every person has the power and ability to change their own circumstances, with the right supports and interventions, and has strengths and resources (internal and external) that can be highlighted in times of crisis.

Supportive Housing

Housing that provides a physical environment that is designed to be safe, secure, and home-like with support services that aim to maximize independence, privacy, and dignity. Supportive housing is an umbrella category that includes stable housing linked with varying intensity of necessary support(s) to help residents maintain housing stability and enhance their overall well-being.

Trauma-Informed Service Delivery

Includes understanding that trauma in the lives of people experiencing homelessness may have resulted from childhood and lifespan experiences, up to and including homelessness and shelter experiences. Shelter services must be appropriate and welcoming for those who may have been affected by trauma.

Wraparound Supports

In New Brunswick, they are defined as flexible, individualized services that surround a person to help them maintain housing and improve overall wellbeing, while respecting their choice and autonomy. Within a Housing-First approach, wraparound supports are offered but not required as a condition of housing. They are designed to respond to a resident's self-identified needs and may increase or decrease over time as circumstances change.