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## MANAGEMENT REPORT

**Date:** October 14, 2025  
**To:** Mayor and Council  
**From:** Michelle Melady, Research and Program Analyst  
John Ritz, Homelessness and Housing Stability Supervisor  
**Report Number:** COU25-125  
**Attachments:** None

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**Title:** Award of RFP-2025-36 Provision of Supported Housing 619 Queen St East, St. Marys and 621 Queen St East, St. Marys

**Objective:** To award the Request for Proposal for the Provision of Supported Housing 619 Queen St East, St. Marys and 621 Queen St East, St. Marys.

**Background:** The City of Stratford is committed to working with community partners to achieve the goals outlined in our 10-year Housing and Homelessness Plan and Community Safety and Well-Being Plan. Awarding the Request for Proposal for Intensive Case Management Services to Little Lake Residential aligns with the Community Safety and Well Being Plan's priorities of strengthening development of shared understanding, community-wide initiatives, and advocating collaboratively regarding working towards a healthier community. This proposal also aligns with the priority of ending homelessness, as well as addressing a diversity of needs in our 10-year Housing and Homelessness Plan.

Little Lake Residential offers Intensive Case Management and is the current operator of the Intensive Case Management Fixed Site services located at 619 and 621 Queen St. E., St. Marys. Their target population is to serve those who face significant barriers to housing such as co-occurring mental health, addiction, and physical health conditions, youth exiting the child welfare system, Indigenous peoples, 2SLGBTQIA+ individuals, racialized community members and those at risk of homelessness due to eviction, domestic violence, or other crises.

Little Lake Residential participates in the Coordinated Access system and prioritizes access through the By-Name List in line with the City of Stratford's homelessness response framework. The recipient will oversee all components of the Intensive Case Management program including staff recruitment, management, capacity building, community engagement, financial stewardship and reporting to the City of Stratford.

The leadership of Little Lake Residential has committed to compliance with program objectives and delivery of responsive, relationship-based services that reflect the City of Stratford's priorities.

**Analysis: Analysis:**

One proposal was received from Scott Schmidt, Owner and Manager of Little Lake Residential in response to the Request for Proposal RFP-2025-36.

The proposal was assessed against the following criteria:

- Organizational Background
- Understanding the Project Scope
- Scope of Services and Implementation Plan
- Methodology and Approach to ICM
- Work Plan and Timeline
- Measurable and Achievable Outcomes
- Performance Measurement and Accountability
- Finances and Budget

After review of the submission against the scoring criteria, it was determined that Little Lake meets the requirements of the Request For Proposal and is a qualified proponent to operate the program. Little Lake is currently operating the program in St. Marys consisting of two 2-bedroom and two 4-bedroom units and can adapt to the changes made to the program to ensure a high level of service and fiscal responsibility is maintained.

The agreement with Little Lake will commence on September 1, 2025, and will be paid at a rate of \$195,991.00 per 12-month cycle. The term of the contract shall be one (1) year commencing September 1, 2025, to August 31, 2026. Upon review of the Manager of Housing, this contract may be extended by the Director for two (2) additional, twelve (12) month periods for a maximum of thirty-six (36) months, at the same terms and conditions.

**Financial Implications:**

**Financial impact to current year operating budget:**

The remainder of 2025 will be funded from provincial dollars within the Homelessness Prevention Program. There is no anticipated impact on the municipal tax levy because of this agreement.

**Financial impact on future year operating budget:**

Moving forward, the program will cost \$195,991.00 per 12-month cycle subject to no changes to the financial impacts of the program nor any identified performance concerns. This program will be funded through the provincial Homelessness Prevention Program and there is no anticipated impact on the municipal tax levy.

**Alignment with Strategic Priorities:**

**Build Housing Stability**

This report aligns with this priority as partnering with a supported housing provider will allow for greater client stabilization for those who require extra supports to be sustainably housed.

**Alignment with One Planet Principles:**

**Health and Happiness**

Encouraging active, social, meaningful lives to promote good health and wellbeing.

**Equity and Local Economy**

Creating safe, equitable places to live and work which support local prosperity and international fair trade.

**Staff Recommendation: THAT the proposal (RFP 2025-36) for the Provision of Supported Housing 619 Queen St East, St. Marys and 621 Queen St East, St. Marys, be awarded to Little Lake Residential;**

**THAT the Mayor and Clerk, or their authorized delegates, be authorized to sign the necessary agreement with Little Lake Residential for the delivery of services as defined in the agreement;**

**AND THAT the Director of Social Services be authorized to extend the agreement for two (2) additional, twelve (12) month periods for a maximum of thirty-six (36) months, at the same terms and conditions subject to satisfactory performance and to execute any required documentation.**

**Prepared by:**

Michelle Melady, Research and Program Analyst  
John Ritz, Homelessness and Housing Stability Supervisor

**Recommended by:**

Kim McElroy, Director of Social Services and Interim Director of Human Resources  
André Morin, CPA, Chief Administrative Officer