



APPLICATION DEADLINE

**Sept 26, 2021, 11:59 pm
(midnight)**

ANCHORTO BLACK-LED BUSINESS MARKET ANALYSIS & RESOURCE DEVELOPMENT PARTNERSHIP

Application Guidelines

Questions? We encourage you to email Leslie Campbell at leslie.campbell@toronto.ca if you have any questions.

ANCHORTO BLACK-LED BUSINESS MARKET ANALYSIS & RESOURCE DEVELOPMENT PARTNERSHIP

1. Background

AnchorTO is a network of 16 public institutions convened by the City of Toronto Poverty Reduction Strategy Office since 2015. Collectively, these organizations spend \$20 Billion on annual operations, and are committed to finding ways to use their spending to achieve social, economic, and workforce development goals – a practise referred to as social procurement.

The [2019-2022 Poverty Reduction Strategy Term Action Plan](#) was unanimously adopted by City Council on November 26, 2019. This plan commits the Poverty Reduction Strategy Office to demonstrating new models of economic development that build community wealth within equity-seeking communities and is supported by the work of AnchorTO.

In pursuit of this plan, and in alignment with the Toronto Action Plan to Confront Anti-Black Racism, this initiative will seek to support Black owned businesses to better recover from COVID-19, to compete and thrive in Toronto, through targeting opportunities to include them in social procurement activities and programs like AnchorTO. To advance this focus, AnchorTO will be engaging in a market analysis and resource development partnership project focusing on B3 (Black serving, Black led, Black focused) businesses.

The City of Toronto is seeking to partner with a non-profit organization to conduct a market analysis to better understand supply and demand in the B3 business space, to identify key barriers faced by Black businesses seeking to engage in social procurement, and to design user-focused resources to address gaps identified. This work will support greater participation by Black and other diverse businesses in social procurement activities and inform subsequent stages of AnchorTO project activities.

2. What is Community Wealth Building?

The guiding model that the Poverty Reduction Strategy Office is utilizing to inform inclusive economic development in Toronto is a community wealth building framework. Community Wealth Building is about creating a fairer and more sustainable economy. It is a people-centered approach to local economic development, which aims to advance equity and inclusion while placing economic ownership and control into the hands of local people to redirect wealth back into local economies. Community wealth building is focused on building stronger local ecosystems and seeks to increase inclusion for equity deserving groups. Community Wealth Building work focuses on seven key drivers:

- I. Inclusion: Aims to create inclusive, living wage jobs that help all families enjoy economic security
- II. Place: Develops under-utilized local assets for benefit of local residents
- III. Ownership: Promotes local, broad-based ownership as the foundation of a thriving economy
- IV. Multipliers: Encourages institutional buy-local strategies to keep money circulating local
- V. Collaboration: Brings many players to the table including anchor institutions, non-profits, cities, and philanthropy
- VI. Workforce: Links training to employment and focuses on jobs for those facing barriers to employment
- VII. System: Develops institutions and supportive ecosystems to create a new normal of economic activity

3. What are the project components?

Recent surveying with AnchorTO institutions has identified a number of key business categories with high social procurement demand from institutions including:

- *Catering services*
- *HR, Recruitment, Staffing, or training*
- *Event meeting space*
- *Printing/sign print services*
- *Waste Management*
- *Advertising, media, or creative services*
- *Event management*
- *Architecture & Design services*
- *Restoration, painting, or drywall*
- *Courier services or delivery*
- *Electrician services*

We seek to understand:

- Which of these high-demand categories have the highest matching supply of B3 businesses positioned to participate in social procurement
- Where there is a low supply of B3 businesses to indicate potential start-up opportunities;
- Why certain businesses may choose to forego certification altogether, and comparing the number of council-certified suppliers vs uncertified business suppliers within various categories
- What type of supports could enable greater participation by diverse businesses

This analysis will help build an understanding of where there may be support gaps within existing certification models. Key datasets that may be useful in this analysis include but are not limited to (applicants with access to these datasets are encouraged to apply):

- Membership lists or existing databases from Black Business Associations
- Business databases such as Dun & Bradstreet or Environics
- Canadian Census data
- City of Toronto Open Data Portal
- Canadian Business Survey

Potential groups to engage include but are not limited to B3 Businesses, Business Associations, & Diverse Supplier Councils

Following from the market analysis, this project is also seeking to develop tools resources to help address barriers identified by market analysis participants. These resources are to be iteratively co-developed in collaboration with participants and designed to meet the needs of diverse suppliers to participate in social procurement

This project will involve a market analysis aimed at mapping the B3 business landscape across key business categories, and the development of support resources to address key barriers identified. This work will contribute to the launch of an online business hub featuring resources to connect Black and other diverse businesses with procurement opportunities with anchor institutions. Administrative oversight and project management of this initiative is the responsibility of the project partner.

The successful applicant will work in partnership with the Poverty Reduction Strategy Office (PRSO) and Confronting Anti-Black Racism Unit (CABR) in the Social Development, Finance and Administration (SDFA) division at the City of Toronto to design and implement a methodology to engage in the following activities:

I. Market Analysis

- Identify high demand supplier categories based on anchor priorities and availability of Toronto-based vendors to match supply and demand, prioritizing categories or communities significantly impacted by COVID-19
- Plan and conduct a series of inclusive engagement sessions with Black and other diverse and social purpose businesses/associations/social enterprises in Toronto from high demand supplier categories to examine supplier barriers to social procurement participation
- Conduct business market analysis engaging key players (businesses, business associations, etc.) that identifies readiness needs and opportunities, including an analysis of the impact of COVID-19 on hardest hit communities and sectors (e.g. B3 business)

II. Support Resource Development

- Develop or adapt new resources (e.g. user guides, templates, procedural tools, webinars, trainings, or other materials) based on gaps identified in market analysis
- Identify and consolidate existing support resources based on gaps identified in market analysis
- Work with Black and other diverse business leaders to iteratively co-develop, solicit feedback, and update these resources as needed
- Provide these resources on a timeline aligned with the launch of the AnchorTO updated online business hub

4. What are the funding deliverables?

One-time funding of up to \$20,000 will be provided to a selected applicant (community-based organization, business council, research institution, etc.) to complete the following activities.

- a) In consultation with the Poverty Reduction Strategy Office (PRSO) and with support from the Confronting Anti Black Racism Unit (CABR) **finalize the scope of work**, and develop a work plan (including assigned responsibilities, deliverables, outcomes and, timelines)
- b) In collaboration with PRSO, **establish and develop Terms of Reference** for
 - a. Project management committee
 - b. Community and stakeholder engagement groups
- c) **Design and document a process** to conduct meaningful community engagement involving groups of appropriate stakeholders and collect information
- d) **Produce market analysis for target business categories** that identifies key readiness needs, barriers and opportunities for social procurement work, including an analysis of the impact of COVID-19 on the hardest hit communities and sectors in Toronto.
- e) **Produce and update support resources** based on gaps identified in the market analysis to be hosted on the AnchorTO business hub
- f) **Provide administrative and logistical support** to project manager, community and stakeholder External Design Lab group and core team members (e.g. researcher)
- g) Participate in **debrief meetings** following each predetermined milestones and project activities to facilitate and support continuous improvement in project design and delivery
- h) **Present project results** at 2022 City of Toronto Vendor Fair

5. What is the time-frame?

All activities funded through this partnership must begin by **October 15, 2021**, to be completed by **December 15, 2021**, except for deliverable (f) the date for which will be finalized at a later date.

6. How much funding is available?

Up to \$20,000 is available.

Funding is available for use immediately. Applicants will be asked to provide a work plan with timelines showing how they will complete the activities outlined in this guideline and who will be responsible for completion of the various activities.

7. How can funds be used?

We will fund costs, including program administration costs (please see below for details), related to the effective delivery of the funded activities listed under Question 3 (above). Examples include,

- Staff time (salaries, benefits)
- Consultant fees
- Dedicated activity space
- Equipment, software, supplies or materials required for activities
- Printing
- Graphic design
- For resident-facing engagement and report-back:
 - Honoraria for volunteers
 - Barrier reduction costs for community members (online, in-person)
 - Interpretation and translation

OTHER CONSIDERATIONS

Program Administration Costs

Up to 20% of requested amount can be requested for administration costs of the organization delivering the program. This funding is offered to increase the likelihood that funded programs will have the administrative and management support they need for successful implementation. Costs may include:

- Bookkeeping or supervision costs;
- Office supplies or building occupancy, if not costed separately; and
- Audit costs associated with the program.

Ineligible Use of Funds

Requests for the following purposes are **NOT** eligible for consideration:

- Developing a new program
- Awards ceremonies, banquets, receptions, and annual general meetings
- Activities operated by the City of Toronto (i.e. City staff are the project or program leads)
- Individuals or individual subsidies
- Fundraising events
- Donations to charitable causes

- Reserve funds
- Capital costs (i.e. building repairs or renovations)
- Debt repayment or deficit funding
- Political activities that are partisan, or religious activities

Applicant Eligibility

Applicants from Black-led, Black-serving, or Black-focused organizations, or those with significant previous work or lived experience working alongside the B3 business community are preferred. Applicants may propose to form a team with specialized consultants with strong connections to Black and equity-deserving communities to support respectful engagement and relationship-building through subcontracts if they do not have the expertise or lived experience within their existing teams. Applications are restricted to: registered non-profits, registered charities, or unincorporated groups that have a trustee or signing authority. This contract may be awarded to more than one of the applicants.

Documentation

PRSO will provide the successful applicant background information, and prior examples of work. PRSO will also provide the AnchorTO work plan and reporting template.

Community and Stakeholder Consultation

PRSO will advise and support the successful applicant to achieve the activities outlined in above.

CABR and PRSO will provide local support in the form of relationships with residents and community agencies.

How to apply

Please complete the Word application template and email it back to leslie.campbell@toronto.ca by **Sept 26, 2021, 11:59 pm (midnight)**

How to get in touch with us

We encourage you to email **Leslie Campbell** if you have any questions. Please email leslie.campbell@toronto.ca.

APPLYING WITH AN ADMINISTRATIVE PARTNER

Do you need a trustee?

Groups without an audited financial statement that are/are not incorporated **must** work with a trustee / administrative partner organization to receive City of Toronto

funds. You may request up to 20% of the requested funding for your administrator partner fees.

Working with your administrative partner: Groups that need a trustee are asked to work with their identified trustee in the development of the proposal so as to not delay any disbursement of funds if your application is successful.

Administrative partner agreement: We will need an administrative partner agreement (not in the application stage), but only if you are a successful applicant. If your group is approved for funding you will need to submit a signed agreement with your administrative partner before funds can be paid.

A administrative partner provides the level of financial as well as program management oversight necessary for successful implementation of the event, and be accountable for the use of the funds.

Administrative Partner organizations must:

- **Meet all the organizational eligibility criteria:** be a nonprofit organization based in the City of Toronto, serving Toronto residents, have an elected board of directors, and have audited financial statements.
- Have a service mandate related to the proposed activities;
- Demonstrate effective management and administrative capacity;
- Agree to take responsibility for the management of the finances and activities proposed by the applicant organization; and
- Report on the use of the program funds through their annual financial audit.

For more information on the roles and responsibilities of an administrative partner please refer to the [Guide to Working with a Trustee](#).

Special Needs

Accommodation of special needs (e.g. documents in alternate formats, sign-language interpreters, off-hour meetings) is available as required to ensure that groups can fully participate in the funding process. For accommodation of special needs please contact Poverty Reduction Strategy Office at 416-397-5232 or by email at leslie.campbell@toronto.ca.

KEY DATES

Aug 25, 2021	Partnership call launches
Sept 1, 2021; 12:00-1:00PM EST	Online Grant Information Session recording available at Toronto Poverty Reduction Strategy – City of Toronto

Sept 26, 2021	Deadline to submit your application by email to leslie.campbell@toronto.ca
Oct 8, 2021	Decision announced. A Letter of Understanding will be emailed to the group(s) approved for funding.