Toronto Shelter Operator Expression of Interest

Information Session

September 2024

TORONTO

Land Acknowledgement

I acknowledge the land I am standing on is the traditional territory of many nations including the Mississauga's of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples.

I also acknowledge that Toronto is covered by Treaty 13 with the Mississauga's of the Credit and the Williams Treaty signed with multiple Mississauga's and Chippewa bands.

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Agenda

Topic	Approximate time
Land Acknowledgement	5 minutes
Background	10 minutes
Ancestral Acknowledgement	5 minutes
Overview of the Expression of Interest (EOI)	40 minutes
Questions and answers	30 minutes

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Background

OUR VISION

Toronto is a city where homelessness is rare, brief and non-recurring, and where people experiencing homelessness are supported using a Housing First approach.
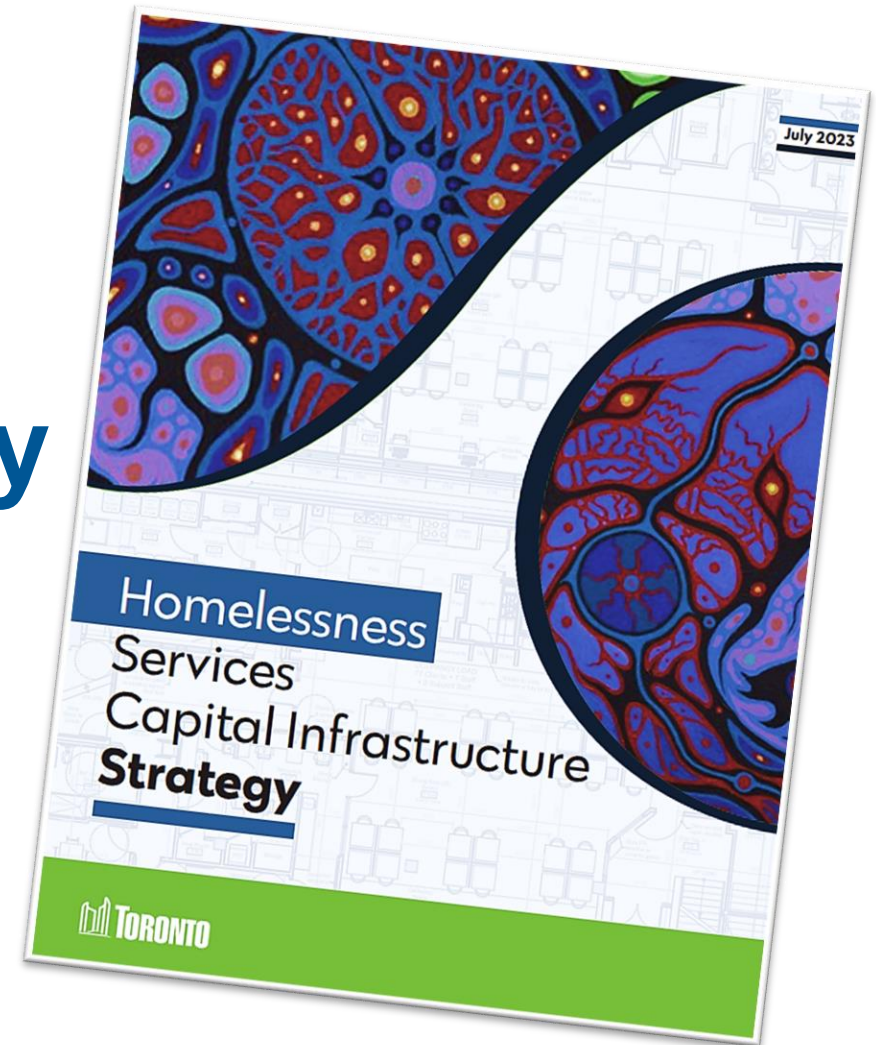
OUR MISSION

As Toronto's shelter service system manager, we oversee and coordinate shelter, support services, and outreach to connect people experiencing homelessness with housing.

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Overview of TSSS

- TSSS is responsible for managing a coordinated and effective system of shelter homelessness services. Toronto's homelessness system provides immediate, housing-focused, person-centred services:

    - Emergency shelters, 24-hour respite sites, 24-hour drop-ins, temporary COVID-19 response programs, street outreach services and encampment response to individuals living outdoors and day-time drop-ins

- TSSS works closely with more than 75 community service providers and sector partners to deliver these services.

- Our community partners are integral to ensuring effective emergency shelter and overnight services for those experiencing homelessness. We regularly engage community partners and seek advice and guidance on program development and collaborative service planning through advisory bodies.

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Homelessness Services
Capital Infrastructure Strategy

Homelessness Services Capital Infrastructure Strategy (HSCIS)

The HSCIS serves as a roadmap to transition the City's shelter system from primarily emergency-focused responses, to a system rooted in proactive, long-term, and strategic capital planning and decision-making.

- The HSCIS was developed through an **extensive engagement and consultation process across** City of Toronto divisions and with partners in the homelessness sector.
- It was developed to respond to the pressing **need for permanent shelter space and long-term shelter planning** to ensure stability and recovery of the City's shelter system.
- It is a **10-year strategy (2024 – 2033)** that will guide capital spending decisions for TSSS.
- **The HSCIS was approved by Council in November 2023** and is currently a pillar in the 2024 TSSS Divisional Work Plan.
- Over the ten-year period (2024-2033), TSSS will develop **20 new permanent and long-term use shelters with 1,600 spaces.** This includes new sites that meet the diverse and unique programing needs of clients across the shelter system.

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African Ancestral Acknowledgement

Though I am not a person of African descent, I am committed to continually acting in support of and in solidarity with Black communities seeking freedom and reparative justice in light of the history and ongoing legacy of slavery that continues to impact Black communities in Canada. As part of this commitment, I would also like to acknowledge that not all people came to these lands as migrants and settlers. Specifically, I wish to acknowledge those of us who came here involuntarily, particularly those brought to these lands as a result of the Trans-Atlantic Slave Trade and Slavery. In support of the City of Toronto's ongoing efforts to confront anti-Black racism, I pay tribute to those ancestors of African origin and descent.

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Toronto Shelter Expression of Interest

- TSSS developed a **Shelter Operator Expression of Interest (EOI)** process to:

  o Provide opportunities for non-profit organizations across the city to apply to act as a shelter operator for HSCIS shelter sites being developed over 2024-2033.

  o Ensure that all organizations that apply ("Proponents") receive fair treatment in the solicitation, receipt, and evaluation of their Application(s).

  o Identify operators prior to or early in the design stage of new HSCIS shelters to allow selected operators to advise on the site development process.

HSCIS Shelter Development Process

- TSSS intends to relaunch new EOIs on a rotating schedule **on or around an annual basis over the course of 2024-2033**, in alignment with the acquisition of suitable HSCIS shelter sites.

- Each EOI will either focus on new HSCIS sites across all four sectors (single adults, families, youth, seniors) OR focus on a specific sector (e.g., seniors only), based on upcoming HSCIS site(s) for that year.

- Organizations may have multiple opportunities to apply to be selected to operate an HSCIS shelter site.

High-Level Overview

Site search and acquisition → Identification of shelter operator(s) → Design, construction or renovation → Community and local councillor engagement → Shelter site opens

First Annual EOI

- This EOI aims to establish 4 qualified lists to identify non-profit organizations to operate shelters expected to **open in or around 2026,** as part of the HSCIS.
- These qualified lists will represent 4 distinct sectors: **Youth, Families, Seniors and Single Adults** (including men, women and all gender)
- Organizations will be scored according to their depth and length of experience in delivering programs and services specific to each sector, as well as experience in the operation of a municipal emergency shelter.
  - Organizations without direct experience operating shelters are welcome to apply and will be given the opportunity to provide information on how their experience is transferrable.
- The application will be launched at **10:00am on September 3, 2024.**
- The deadline for applications is **11:59pm on October 6, 2024**.
- There will be multiple mandatory information sessions scheduled for operators early in the application window to expand on this information.

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EOI Details

Key Definitions

For full definitions, please see Appendix A in the guidelines.

- Emergency shelter

- Medallia

- Evaluation committee

- Qualified list

- Operating agreement

- Proponents
  - Prospective Proponents
  - Successful Proponents

Example Qualified List
e.g. Single Adults

Application Details		Evaluation Results		Qualified List - Final Scores				Final Notes
Organization Name	Application Number	Eligible Application?	Complete Application?	Youth	Single Adults	Families	Seniors	
Shelters Inc.	09.2024.0XX	Y	Y	85%	92%	55%	n/a	Strong Life skills programming
Homeless Helpers	09.2024.0XX	Y	Y	56%	90%	85%	62%	Women & Women-led families expertise
Street Buddies	09.2024.0XX	Y	Y	80%	87%	65%	80%	Harm reduction focused
St. Barnabas Mission	09.2024.0XX	Y	Y	n/a	85%	45%	95%	Good partnerships with medical, LTC and end of life care

Resources and Funding

- TSSS intends to provide the Successful Proponent with necessary operational and capital funding, as required, within a reasonable range of comparable municipal shelter operations.

- Actual funding levels may vary, based on the type and level of services provided at each HSCIS site.

- Non-profit organizations who have secured their own capital funding are encouraged to apply. TSSS will prioritize Applicants that have a passing score and are proposing to use their own facility, given that they will not rely on the HSCIS site that is being offered by TSSS.

Key details

- Each organization can only be the Successful Proponent for a maximum of **one HSCIS site** over the term of the HSCIS (2024-2033).

- **This EOI is the exclusive process** to select Purchase of Service operators for new shelter sites over the term of the HSCIS.

- Up-to-date information can be found on the TSSS' EOI website.

EOI Resources

Key Resources

- This presentation provides a **high-level overview** of the EOI.

- Visit TSSS's Shelter EOI website for full details, including:

    - The EOI Guidelines

    - Details on deadlines

    - The link to the application

    - Contact information (ShelterEOI@Toronto.ca)

Key Documents

- The Toronto Shelter EOI Guidelines

- The Toronto Shelter Standards

- Toronto Shelter Design and Technical Guidelines

- Application Form (in Medallia)

Eligibility and Requirements

Who Should Apply?

- TSSS is seeking Applications from non-profit organizations that:

  o Meet all the eligibility requirements for this EOI.

  o Have expertise in providing direct services to people experiencing homelessness

  o Have a strong financial record as relates to the operation of said services.

- TSSS welcomes joint Applications from organizations proposing to operate services in partnership in response to this EOI, where one organization is identified as the lead.

Eligibility Requirements

Proponents must meet **ALL** the following requirements to be eligible for this EOI:

1. Be incorporated as a non-profit organization with a recently audited financial statement (or apply with trustee).

2. Be primarily located and provide services in the Greater Toronto Area.

3. Be in good standing with the City.

4. Commit to and abide by the terms of the EOI Guidelines and the Toronto Shelter Standards.

5. Commit to operating an emergency shelter program for a minimum of 10 years.

6. Commit to intaking new/returning clients through the City's defined referral processes (e.g., Central Intake, Streets to Homes, the Encampment Office).

7. Commit to take all reasonable measures to accommodate clients accompanied by their pet, including service animals.

8. Commit to paying a fair living wage, at a minimum of $53K annual or higher to all staff at the site.

9. Commit to allocating no more than 10% of annual gross operational funding towards administration at the site.

Service Requirements

All HSCIS sites will provide the following scope of work:

Operational Requirements

- Operate 24/7 365 days a year

- Commit to regular site visits/audits and annual program evaluation by TSSS

- Use TSSS's Shelter Management Information System (SMIS)

- Participate in collecting and reporting on performance indicators.

Service Requirements

Program Requirements

- Provide individualized and housing-focused case management

- Connect clients to external services when necessary

- Work from client-centred, strength-focused, trauma-informed lenses

- Accept pets

- Provide harm reduction in alignment with TSSS's Harm Reduction Framework.

- Participate in peer-support and client-engagement programs

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Service Requirements (continued)

Partnership and Community Engagement

- Build connections with community homeless and health service agencies.

- Work with TSSS and other funders for additional resources.

- Maintain strong community relations (e.g., maintain a clean facility, respond to complaints, proactively engage with the community)

Asset Management Requirements

- Implement cleanliness, pest management, and maintenance policies and plans.

- Participate in regular building condition audits

- Support state of good repair work.

Staffing Requirements

- Maintain required staffing levels, including a 1:20 staff-to-client ratio for housing/case workers

- Provide a broad range of training to staff (e.g., anti-racism, cultural competence, Housing First, and relevant health and safety regulations)

Application Process

Application Instructions

1. Read all information available on TSSS's EOI webpage, including the EOI Guidelines.

2. Read the Toronto Shelter Standards.

3. Ensure that your organization meets all eligibility requirements, as listed in the EOI guidelines.

4. Complete an electronic application via Medallia, PRIOR to October 6 at 23:59.

Note: TSSS will not accept Applications that are late, ineligible, incomplete, and/or completed outside of Medallia under any circumstances.

Application Instructions

The application form will ask for:

1. Basic organization details

2. Financial and organizational health

    (*e.g., financial statement, history of operations, staff turnover*)

3. A verification of the eligibility requirements

4. Your service delivery interests (e.g., sector, geography)

5. Your program and service experience

6. Your partnerships and community relations

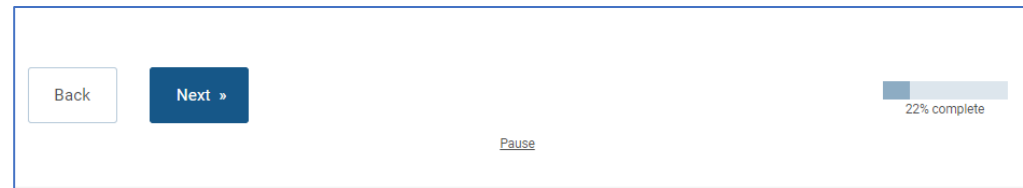7. Optional: Proposal to use your own facility

Recommendations

1. Review the PDF copy of the survey ahead of time, to ensure that you have all necessary information. Note that you cannot submit via PDF, and you must submit via Medallia.

2. **Write your responses in a separate word document prior to entering information into Medallia** to ensure that you have a backup. This is essential in the event of a power outage or computer crash**.**

3. If you are unsure at any time, contact TSSS at ShelterEOI@Toronto.ca.

4. If you use the "back" button in this application, you will be redirected to the previous screen BUT you will lose all information that you entered on the current page and subsequent pages.

5. Ensure that you have enough time to complete the survey in one session, otherwise use the pause button to continue later.
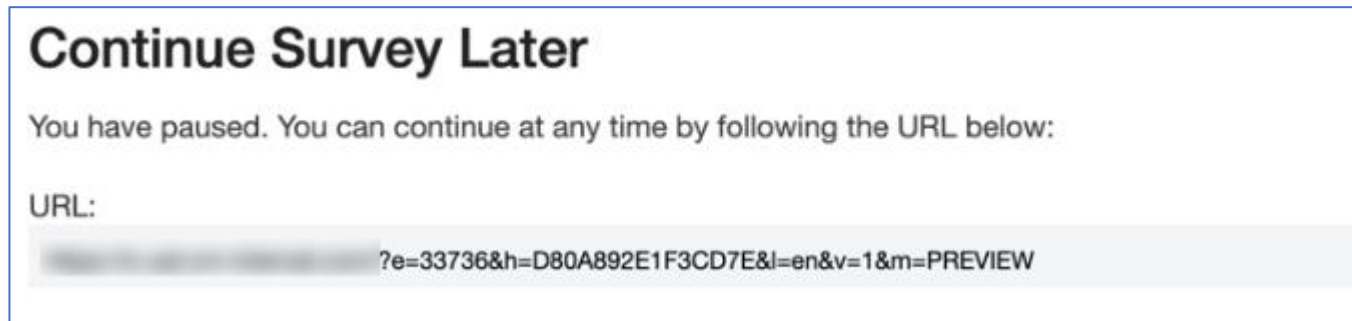
Application Details

- To leave the Medallia survey and continue later, you **MUST** click the "pause" button:

- This will give you a custom link that will allow you to continue the survey:

Continue Survey Later

You have paused. You can continue at any time by following the URL below:

URL:

?e=33736&h=D80A892E1F3CD7E&l=en&v=1&m=PREVIEW

- If you close your browser or the tab you **WILL LOSE YOUR PROGRESS IN THE SURVEY AND ALL INFORMATION CONTAINED THEREIN**.

Evaluation Process

Evaluation Process

The Evaluation Committee will:

1. **Verify Eligibility** – Eliminate all applications that are incomplete or ineligible.

2. **Score Applications** – Evaluate each remaining application using consistent and pre-determined scoring criteria. Proponents that achieve at least **60/100 (60%)** are considered for this site.

3. **Match Site** – Filter out applications whose mandate and/or service area do not align with the site. Of the remaining applications, the application with the highest score is selected.

4. **Conduct Due Diligence** – Conduct further review of the organization, as needed (e.g., request and review budget forecast and program model, conduct quality assurance and site visits, request letter of support from other funders).

5. **Confirm Proponent** – Approve the Successful Proponent and announce the outcome.

Scoring

- Information collected in the application is used to verify eligibility, inform the evaluation committee, match proponents to sites, score applications, and inform due diligence.

- Only the following four application pages factor into scoring:

Page in the Application Form
Financial and organizational health verification
Program/service experience
Sector experience and innovation
Partnerships and community relations

Announcements

- The evaluation will take approximately 1-3 months following the Application Deadline, depending on the volume of Applications.

- Once the Evaluation Committee has completed their evaluation, they will inform all Proponents of their outcome, regardless of whether they are the Successful Proponent or not.

- Unsuccessful Proponents can request feedback from TSSS via email to **ShelterEOI@Toronto.ca** within 30 calendar days of receiving notification of its unsuccessful Application.
  - In this case, TSSS will provide a written summary of opportunities for the Proponent to improve their application for a future EOI.

Questions?