

Black Mandated Shelter Operator Expression of Interest

Application and Process Overview

April 2025



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.

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.

Agenda

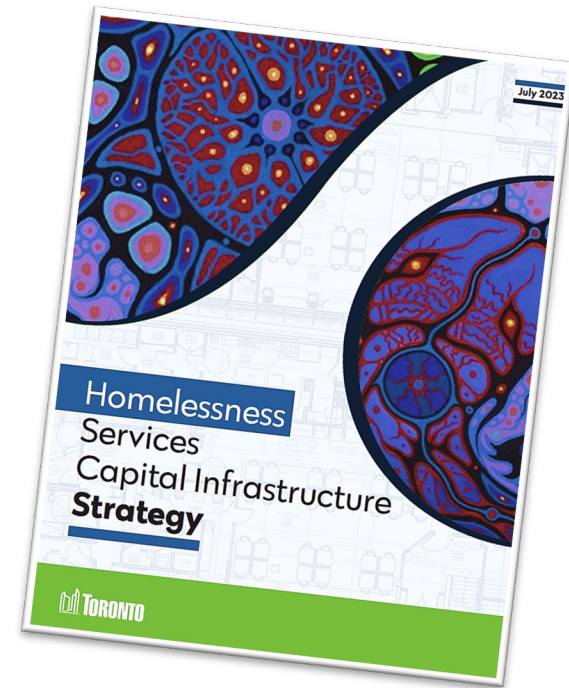
Topic	Approximate time
Land Acknowledgement	2 minutes
African Ancestral Acknowledgement	2 minutes
Background	5 minutes
What We Heard – Consultations	10 minutes
Overview of the Expression of Interest (EOI)	30 minutes
Questions and answers	10 minutes

Background



Overview of Toronto Shelter and Support Services (TSSS) Division

- 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
- The Homelessness Services Capital Infrastructure Strategy (HSCIS) was adopted by City Council in Nov 2023. Through the HSCIS, 20 new shelter sites with approximately 1,600 spaces will be developed from 2024 to 2033.
- Commitment for at least one Black-mandated shelter will be developed through the Homelessness Services Capital Infrastructure Strategy (HSCIS).
- Once an operator is selected, the operator is actively involved in the building design and development of the shelter.



What We Heard



EOI Consultations

Five Key Recommendation Areas

Eligibility Requirements

- Adopted the B3 definition as part of the Black Mandated Framework to inform eligibility for the EOI
- Framework addresses the historical inequities in the funding provided to Black community groups

Trusteeship

- Expanded the existing trustee framework to include questions that address potential power imbalances
- Framework allows unincorporated Black mandated organizations to apply with a trustee

Capacity Building

- Organizational mentors provide capacity building for agencies who benefit from additional supports
- Collaborative applications for organizations who want to work together with distinct roles

Historical Organization Response

- Opportunities for organizations to provide information on current and proposed programming for Black clients, demonstrating an anti-Black racism lens in their experiences

Improving Accessibility and Inclusivity

- Increased flexibility in assessment practices to encourage emerging organizations to apply
- Reduced barriers in participation by encouraging partnerships
- Lengthened application window

Confronting Anti-Black Racism

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

- Be more responsive to the **distinct needs** of Black clients experiencing homelessness by addressing systemic barriers.
- Create shelter spaces to better support Black Torontonians and **provide culturally appropriate services** for Black people experiencing homelessness.
- Provide opportunities for **Black Mandated organizations** to apply to act as a shelter operator for at least one shelter site being developed as part of HSCIS.
- Work with Black operator(s) to **design and advise** on the site development process.

Black Mandated Shelter Operator Expression of Interest



Eligibility Requirements

Key Definitions

For the purposes of this EOI, TSSS uses the following terms:

Terms	Definition
Black	Refers to people of African descent who self-identify as Black. Other terms that are used interchangeably with Black are: Black Canadians, and People of African Descent (e.g. Afro-Latinx, Afro-Indigenous, Afro-Caribbean, East African, West African, Southern and Central African, etc.)
Lead Organization	A lead organization is defined as an incorporated or unincorporated non-profit organization , responsible for leading the operations of the shelter and delivering shelter services and programs. This organization would be responsible for signing and executing all agreements with the City.
Collaborative Applications	Defined as a group of two organizations where there is a well-defined relationship that includes a lead and a collaborative organization interested in operating a shelter together.
Non-Profit Organization	An incorporated non-profit organization that has audited financial statements (audited within the last 23 months).
Trustee Organization	A non-profit organization that provides supports with fund administration and other operational supports . A trustee cannot be a for-profit or unincorporated organization, or government organization.

Who Should Apply?

Interested applicants must:

- ✓ Be a **Black-mandated non-profit organization** interested in operating a shelter for Black people experiencing homelessness
- ✓ Commit to intaking new/returning clients through the **City's defined referral processes** (e.g., Central Intake, Streets to Homes, the Encampment Office)
- ✓ **Meet all the requirements** outlined in the Black Mandated Expression of Interest Guidelines
- ✓ Demonstrate experience in **providing direct services** to Black people experiencing homelessness
- ✓ Have a **strong financial record** providing these services

Who Will We Fund?

Non-profit organization: Must be a Black mandated organization incorporated as a non-for-profit.

Collaborative Applications: Defined as a group of two organizations where there is a well-defined relationship that includes a lead and a collaborative organization interested in operating a shelter together.

Applying with a Trustee: Unincorporated Black-mandated organizations or groups can apply by partnering with a trustee organization that supports fund administration and other operations.

Note: Black mandated organizations **without direct experience** operating shelters are welcome to apply and will be given the opportunity to provide information on the organization's plan for capacity development.

B3 Criteria

The Black Mandated Shelter Operator EOI is **only** open to Black Mandated organizations (B3) that meet the following **four criteria**:

B3 Criteria

Black Led: An organization that is led by a majority (50 percent and over) of paid staff and board members who self-identify as Black or are of African descent.

Black Focused: An organization that has a mandate that explicitly states that it serves Black communities and is grounded in Black/African-centered approaches across services and programs.

Black Serving: An organization that primarily serves Toronto's diverse Black communities, including but not limited to African-descendant populations, such as Black Francophones, Afro-Indigenous, Continental African, Caribbean descendant, 2SLGBTQ+, queer and trans, refugee and newcomer populations, and Black youth, seniors, children and families.

Community Accountability and Trust: Responds to the pervasive and emergent needs of Black populations and continually develops and maintains positive relationships within Black communities being served, and with other Black-mandated organizations and groups.

Service Delivery Requirements

Overview

The following are high-level categories of service delivery requirements. For a full description, please review the Toronto Shelter Standards and The Confronting Anti-Black Racism (CABR) Directive.



Operational Requirements

General requirements related to shelter operations.



Program Requirements

General requirements related to shelter programming and services for clients.



Partnership and Community Engagement Requirements

General requirements related to community partnerships and engagement initiatives to support the site.



Asset Management Requirements

General requirements related to state of good repair, maintenance and building condition.



Staffing Requirements

General requirements related to staffing model and training.

Service Requirements

These minimum requirements may change, based on programming and clients served, as defined by TSSS:

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

Asset Management Requirements

Implement cleanliness, pest management and maintenance policies and plans

Participate in regular building condition audits

Support state of good repair work

Program Requirements

Provide culturally safe programming for Black people experiencing homelessness

Provide individualized and housing-focused case management

Provide hygiene products specific to individuals who identify as Black

Apply an Anti-Black racism lens to create programs, policies and services that promote client outcomes and ensure staff safety

Designate a Confronting Anti-Black Racism lead to support the site implementation of CABR policies, programs and supports

Provide culturally appropriate food and nutrition for all service users

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

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

Participate in peer-support and client engagement programs

Accept pets and develop related policies/procedures

Service Requirements

These minimum requirements may change, based on programming and clients served, as defined by TSSS:

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)

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)

EOI Resources

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.
- TSSS is committed to supporting the Successful Proponent with capacity building before the shelter opens, if required.

Capacity Development: Organizational Mentors

A lack of experience operating a shelter or homelessness service will not disqualify organizations from consideration to operate an HSCIS Black Mandated site.

What does this mean?

- Applicants with less than **one (1) year of experience operating a shelter program** will be required to identify organizational mentors to support capacity building in the following areas:

Shelter
Operations

Asset
Management

Other areas
(as identified)

- Organizational mentors** are organizations that would support the lead organization with capacity building in the identified areas, as described in Section H of the EOI Application

Organizational Mentors

Organizational mentors may be any of the following:

- Existing shelter(s)
- Respite(s)
- 24-hour drop-ins
- 24-hour violence against women/intimate partner violence shelter(s)
- Crisis care facilities

Note: If you meet these conditions, you are required to identify **at least one** organizational mentor before you submit the EOI Application

Capacity Development:

Plan for Capacity Building

Once you have identified organizational mentors, you need to **develop a plan for capacity building** to include in Section H of the EOI Application. This is submitted as **letter(s) of support** from each organizational mentor. You can identify up to two organizational mentors.

The letter(s) of support should include:

**Plan for
capacity
building in the
areas
identified for
support**

Written statement in agreement for the proposed partnership(s)

Brief description on the nature of the proposed partnership(s)

Overview of how the partnership(s) will support capacity development in the areas of shelter operations, asset management, or other areas

Confirmation of the capacity to mentor and support the lead organization

Identified timeline for the proposed partnership(s)

Application Process

Application Instructions

1. Read all information available on **TSSS's EOI webpage**, including:
 - ☐ Black Mandated EOI Guidelines
 - ☐ Toronto Shelter Standards
 - ☐ Confronting Anti-Black Racism (CABR) Directive
 - ☐ Toronto Shelter Design and Technical Guidelines
 - ☐ EOI Application Form (for reference ONLY)
2. Ensure that your organization meets **all eligibility requirements**, as listed in the EOI guidelines.
3. Complete an **electronic application via Medallia** prior to Application closing: **Friday, May 30th, 2025 at 11:59PM.**

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

Application Sections

	Section in EOI	Scored?	Details on Requirements	
A	Statement of Understanding	Not Scored	Confirm eligibility	
B	About Your Organization	Not Scored	Basic information input	Confirm eligibility
C	B3 Eligibility for EOI	Pass / Fail	B3 self-assessment information	Confirm eligibility
D	General Eligibility for EOI	Pass / Fail	Basic information input	Confirm eligibility
E	Collaboratives	As Required	Basic information input	Documents attached
F	Service Delivery Interests	Not Scored	Detailed (paragraph) responses	
G	Financial and Organizational Health	Scored	Detailed (paragraph) responses	
H	Current Experience	Scored	Detailed (paragraph) responses	
I	Proposed Shelter Program	Scored	Detailed (paragraph) responses	
J	Capacity Development	As Required	Basic information input	Documents attached
K	Letters of Community Support	Not Scored	Documents attached	

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.

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 and will be placed in a Qualified List.
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 which includes but is not limited to a review of financial and organizational health, assessment of risk, B3 verification and compatibility with Toronto Shelter Standards, prior to being deemed the Successful Proponent for the site.
5. **Confirm Proponent** – Approve the Successful Proponent and announce the outcome.

Scoring

Evaluation Criteria	Value for Scoring
Section 1: Eligibility Verification	Pass/Fail
Section 2: Service Delivery Interests	Not Scored - To inform matching
Section 3: Collaboratives	Not Scored – As required
Section 4: Financial and Organizational Health Verification	10% of Total
Section 5: Current Service Experience	41% of Total
Section 6: Proposed Shelter Program	49% of Total
Section 7: Capacity Development (Optional)	Pass/Fail – As required
Section 8: Community Letters of Support (Optional)	Not Scored
Total Application Content	100%

- **The Evaluation Panel will assign each Application with a total score out of 100.**
 - The scores in each of these categories reflect the overall quality of the Application and the projected capacity of the respective Proponent to provide shelter services to the respective sector.
- **Proponents that achieve at least 60/100 (60%) will be added to the Qualified List.**
 - This means that they are deemed qualified by TSSS to provide services to Black clients experiencing homelessness and shall be considered to be selected as a Prospective Proponent for future Black mandated HSCIS sites or relevant TSSS shelter projects.

Announcements

- Once the application deadline has passed, the Evaluation Committee will begin reviewing applications. Timelines are dependent 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?

Appendix



Eligibility Requirements

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

1. Meet the definition of a Black Mandated organization/group
2. Be incorporated as a non-profit organization with a recently audited financial statement (or apply with trustee).
3. Be primarily located and provide services in the Greater Toronto Area.
4. Be in good standing with the City.
5. Commit to and abide by the terms of the Toronto Shelter Standards , Confronting Anti-Black Racism (CABR) Directive, The City of Toronto Human Rights and Anti-Harassment Policy and other standards as defined in the Operating Agreement.
6. Commit to operating a municipal emergency shelter program for a minimum of 10 years.
7. Commit to intaking new/returning clients through the City's defined referral processes (e.g., Central Intake, Streets to Homes, the Encampment Office).
8. Commit to take all reasonable measures to accommodate clients accompanied by their pet, including service animals.
9. Commit to paying a fair living wage, at a minimum of \$53K annual or higher to all staff at the site.
10. Commit to allocating no more than 10% of annual gross operational funding towards administration at the site.