

Operation of a Specialized Program to Support Clients with Complex Behavioural Needs

Expression of Interest - Guidelines

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1.0 Introduction

1.1 Background

In December 2024, Toronto City Council (“City Council”) adopted the [Shelter Safety Action Plan](#) (SSAP) to guide the homelessness sector’s work in improving safety in the City of Toronto’s (the “City”) shelter system. The SSAP provides a roadmap for prioritizing and continuously improving shelter safety for staff and clients across Toronto’s shelter system.

To better understand factors that contribute to psychological and physical safety and the areas in which shelter safety can be improved, the City’s Toronto Shelter and Support Services (TSSS) division reached out to researchers at the Centre for Addiction and Mental Health (CAMH) to conduct research on the factors that contribute to safety in Toronto’s shelter system. The intent was to develop evidence and recommendations that would support the City to make improvements in across the shelter system. The findings and recommendations in the study strongly informed the Council-approved SSAP.

The SSAP aligns with the Council-approved Homelessness Solutions Service Plan, and other key City strategies and plans including the Homelessness Services Capital Infrastructure Strategy, the Our Health, Our City: A Mental Health, Substance Use, Harm Reduction and Treatment Strategy, and the SafeTO: Community Safety & Well-Being Plan.

The [CAMH Shelter Safety Study](#) reported that a small group of clients account for a sizeable number of critical incidents and service restrictions and that there was a high degree of overlap between the two groups (i.e. clients who had a high number of critical incidents were also frequently service restricted). Key informants and shelter staff in the study perceived few supports for clients with complex needs, leading to cyclical patterns of shelter use. Further, some study participants felt that existing shelter programs did not have the capacity to provide the supports needed for these individuals with increased complex needs. These findings are the premise for SSAP Action 2.4. *Develop enhanced interventions such as a specialized program/model to support people with extensive histories of violence and service restrictions.*

To support with implementation of Action 2.4, the City is seeking proposals to operate a specialized program to support people with complex behavioural needs.

1.2 Purpose

TSSS developed this Expression of Interest (EOI) process to provide opportunities for non-profit organizations, in Toronto, to submit proposals to operate a specialized program to support people experiencing homelessness (“clients”) with complex behavioural needs. The program funding term is until the end of 2026, dependent on City Council approval in the 2026 operating budget, and with possibility of extension at the discretion of the City. The funding allocated for this specialized program is up to \$400,000 annualized.

The purpose of the specialized program is to support people with complex behaviour needs and histories of violent behaviour in shelter who may be experiencing challenges with mental health, substance use and addictions, in addition to having a high number of admissions into shelter programs, critical incidents while residing in shelter, and service restrictions. These individuals may be currently staying within the shelter system or outdoors.

The specialized program is being funded to achieve the following objectives:

- Increase service continuity for individuals with complex behavioural needs to improve their access to housing-focused case management and necessary supports.
- Provide intensive clinical mental health and behavioural supports and services from a trauma-informed, harm-reduction and restorative justice-based lens.
- Build organizational capacity of select shelter sites and shelter staff to be trained and supported in implementing restorative justice intervention models (e.g. healing circles).
- Reduce the severity and frequency of escalations, harmful, or disruptive behaviour within shelters.

The specialized program will require the Successful Proponent to provide dedicated support and mobile behavioural case management to this client group, in addition to building capacity of frontline shelter staff within select shelter sites to implement flexible restorative justice intervention models. This dual approach acknowledges that individuals with complex needs interact with the environments in which they are supported, and to be adequately supported, the surrounding shelter environment require unique and appropriate upskilling intervention models (i.e. restorative justice) to better support outcomes for individuals and enhance overall safety in the shelter.

TSSS strongly encourages joint applications from non-profit organizations proposing to operate services in partnership in response to this EOI, where one organization is identified as the lead and responsible for executing all agreements with TSSS. In this case, a proposed governance and decision-making model must be provided to clarify the relationship, in addition to a breakdown of roles and responsibilities between the organizations that are submitting the joint Application. The lead organization will be responsible for managing and reporting outcomes required by the operating agreement.

These Guidelines are designed to ensure that submissions are received through an open process and that applicants (“Proponents”) receive fair treatment in the solicitation, receipt, and evaluation of its applications, based on criteria as determined by TSSS. TSSS may reject the Application of any Proponent who fails to comply with these guidelines.

Any proposals or requests for program operating funding that are submitted to TSSS and/or the City *outside* of the EOI process will be directed to apply via the EOI process.

The Proponent who receives the highest score on their Application will be deemed the Successful Proponent for the site (see [Section 7.3](#) for more details).

1.3 Applicable Standards and Requirements

The Successful Proponent(s) shall comply with the service delivery expectations as defined in the Operating agreement, inclusive of reporting on outcomes and indicators as required by TSSS.

TSSS values its community partners and is committed to working with both clients and operators to help maintain compliance with applicable standards and models.

1.4 Authorities

TSSS is releasing this EOI under the authorities delegated by City Council in [MPB27.1](#), [PH31.2](#), as described in reports to City Council in items [EC17.4](#).

2.0 Application Instructions

2.1 Important Dates

Please visit TSSS' [EOI website](#) for details on important dates and deadlines. **This schedule is subject to change.** Proponents are responsible for regularly checking the [EOI website](#) for updates and adhering to all timelines.

2.2 Who should apply to this Expression of Interest?

TSSS is seeking Applications from non-profit organizations that:

1. Meet all the eligibility requirements for this EOI (see [4.0 Eligibility Requirements](#)),
2. Have expertise in providing direct services to people experiencing homelessness that reside in shelter or outdoors (e.g. encampments) and may live with complex mental health, substance use and/or addictions or have lived experience of incarceration and/or institutionalization,
3. Have expertise in delivering mental health services, conducting assessments and diagnostics on state of mental health, disability, and/or addictions, providing therapeutic and/or psychiatric interventions,
4. Have expertise in building organizational capacity and training frontline staff (defined in Section 8.1),
5. Have expertise in implementing restorative justice intervention models (defined in Section 8.1), crisis management, de-escalation, AND
6. Have a strong financial record as it relates to the organization(s) operations.

Organizations will be scored according to their responses in the Application. Proponents should also demonstrate their experience in and ability to deliver direct services, as they relate to the service delivery requirements of these Guidelines.

2.3 Application Instructions

Proponents must meet all the following criteria, **prior** to submitting an Application:

1. Read all information available on TSSS' [EOI website](#), including this Guideline, in its entirety.
2. Ensure that your organization meets each eligibility requirement, as set out in [4.0 Eligibility Requirements](#).
3. Complete an electronic Application via Medallia, **PRIOR** to the **posted deadline** on TSSS' [EOI website](#). Proponents can find the link to the Medallia survey on TSSS' [EOI website](#).

Applications will not be accepted for **any** of the following reasons:

1. Applications that are submitted later than the posted deadline on TSSS' [EOI website](#).
2. Applications that are incomplete and/or deemed ineligible.
3. Applications that are not completed in Medallia (e.g., email, fax, physical copy).

2.4 Contact

All communications and questions regarding this EOI should be sent via email to tsssEOI@toronto.ca **before** the deadline for written questions, as listed on TSSS' [EOI website](#). This deadline ensures (1) TSSS can disseminate the response(s) to the question(s) to other

Proponents, where deemed necessary by TSSS, and (2) that other Proponents are given enough time to incorporate said response(s) in their Application.

No City representative, whether an official, agent, or employee, other than those contacted via tsssEOI@toronto.ca are authorized to speak for TSSS with respect to this EOI. Any Proponent who uses any information, clarification, or interpretation from any other representative does so entirely at the Proponent's own risk. Any attempt by a Proponent to bypass the EOI process may result in the City rejecting its Application.

3.0 Funding and Resources

3.1 Operating Funding

Ongoing operational funding is subject to annual review and is contingent on City Council's approval of the annual budget for TSSS.

See section [8.2 Limitations and Acceptance of Applications](#) for details on limitations.

4.0 Eligibility Requirements

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

1. Be incorporated as a non-profit organization with board approved Audited Financial Statements within the last 23 months.
 - Unincorporated associations and non-profit organizations may apply with a trustee.
 - **For-profit organizations are not eligible to apply or serve as a trustee.**
2. Complete an organizational profile in the City of Toronto's Toronto Grants Rebates and Incentives Portal (TGRIP) prior to submission. In the case of the organization having an existing organizational profile on TGRIP, the Proponent is required to ensure that all information is up to date, inclusive of Audited Financial Statements that reflect that last 23 months.
3. In the case of joint applications where more than one organization is submitting a joint Application, Proponents must submit a: proposed governance and decision-making model to clarify the relationship between organizations and an outlined description of the roles and responsibilities between the organizations submitting the Application.
4. Be primarily located in Toronto and whose primary activities are in person and take place within Toronto.
5. Be in good standing with the City (e.g., recipients of funding must have met the terms and conditions of previous funding).
 - The organization shall not be in substantial default of the terms and conditions of any current or previous agreements, in the opinion of the division head, with any division, organization, board, and/or commission of the City of Toronto.
6. Commit to and abide by the service delivery expectations outlined in these EOI Guidelines, TSSS Directives, and [Toronto Shelter Standards](#), where applicable.
7. Commit to a referral process for the intaking of clients that may be limited to City-defined referral pathways, including but not limited to the City's Central Intake, Streets to Homes, Encampment Office, and/or other urgent priorities as directed by TSSS.

5.0 Service Delivery Requirements

The following is a list of key eligibility requirements for this EOI. These minimum requirements may change, based on programming and clients served, as defined by TSSS.

- a) **Mobile Behavioural Case Management:** Manage a caseload of high support clients, with a recommended case load ratio of 1:10, to provide individualized, flexible support plans tailored to each client's needs, strengths and goals. Level of support for high support clients may require frequency of service (i.e. # of visits/engagements) to be 4-5 times per week. Engagements may need to occur at flexible hours, outside of Monday-Friday 8am-4pm business hours, inclusive of evening and weekend hour; engagements may also occur in different settings where client is residing (i.e. in shelter, or outdoors).

Case managers will work closely with clients in-person to provide mobile behavioural case management to assess the individual's clinical needs, work towards stabilization, set and achieve goals related to self-determined progress, and transitioning or maintaining stay in shelter or other care setting. Specific components of case management will focus on:

- i. Behavioural Safety Planning: support client in understanding and identifying triggers that may lead to behavioural escalations and creating plans to support the prevention of escalations and identifying de-escalation techniques that are tailored to the individual's preferences.
 - ii. Life Skills Support: support client in building and working toward habits that promote life skills such as improved hygiene, self-regulation, conflict resolution, and techniques that enhance independence and self-sufficiency.
 - iii. Culturally Appropriate Supports: provide non-judgmental, trauma-informed, strength based, culturally responsive anti-racist and anti-oppressive services rooted in harm reduction, eviction prevention and Housing First approaches.
 - iv. Counselling and Mental Health Services: provide clinical support and facilitate access clinical support inclusive of behavioural therapy, and other mental health mental health services, as needed, to engage and support clients' psychological well-being, stabilization, and capacity to build and maintain life skills. This may include clinical support for trauma, substance use, and mental health issues.
 - v. Substance Use and Harm Reduction Services: provide clinical support and facilitate and support access for clients looking for support with substance use. This may include access to safe supply, treatment programs, counseling, and support groups.
 - vi. Collaborating with On-Site Case Workers: collaborate with frontline shelter staff to ensure that behavioural case management is supplementing housing case management planning and supports.
- b) **Building Organizational Capacity:** Provide training to frontline shelter staff, at a select number of sites to be determined at the discretion of the City, on implementing flexible restorative justice intervention models to be utilized in response to interpersonal conflict that may arise within shelters between staff and clients. These intervention models involve facilitating direct communication between perpetrators and victims with the goal of achieving mutual understandings, forgiveness, and agreed upon undertakings to prevent further harmful behaviours. The capacity building, training, and upskilling will focus on:
- i. Building Staff Capacity: proposed capacity building model should include training programs which take into consideration: a) feasibility for implementation (i.e. limited staff time), b) limited knowledge base of frontline staff as it relates to

- restorative justice concepts, and c) focus on train-the-trainer and hybrid (in person and virtual) modalities.
 - ii. Implementation Support: proposed capacity building model should be inclusive of implementation support, whereby the Successful Proponent(s) provide on-site support to shelter staff to implement the skills and tactics learned as part of capacity building model (i.e. be on-site to support with facilitation, provide additional coaching, on an ongoing and as needed basis).
- c) **Program Staff Skills and Capacity:** Staff onboarded to operationalize mobile behavioural case management are to meet, at minimum, the following criteria:
- i. Considerable experience providing services to people experiencing homelessness
 - ii. Dedication, passion, and a commitment to upholding person-centered values when working with clients who have complex needs, inclusive of people who may be experiencing significant behavioural challenges.
 - iii. Hold strong values in harm-reduction, human rights, and housing first approaches. Additionally, belief in a non-judgmental, non-punitive, and strengths-based approach to working with clients.
 - iv. Experience working in fast-paced, crisis-centered environments where clients will be actively using substances or experiencing emotional duress.
 - v. Connect clients with appropriate community services, if the required resources are not available on site and/or if additional supports are required.
 - vi. Have capacity to work in multiple physical locations throughout Toronto.
- d) **Data Management and Reporting:** Successful Proponent(s) will ensure the accurate collection and maintenance of client records, including client progress, and report on key performance indicators to track outcomes, demonstrate impact, and inform program planning and decision making using the Shelter Management Information System (SMIS), the City's Homelessness Management Information System and provide progress and outcome reports to TSSS, on a regular basis, or as requested by TSSS.
- e) **Collaborate with City of Toronto:** Commit to collaborate with the City to implement a specialized program, including but not limited to:
- i. Providing services to clients and shelter sites based on a clearly defined eligibility criteria to help ensure that services are directed to key populations and shelter sites.
 - ii. Developing and reporting on Key Performance Indicators to measure the effectiveness of client's and shelter staff training outcomes and make recommendations to enhance the program model.
 - iii. Meeting regularly with Toronto Shelter and Support Services to provide progress updates and to address issues when needed.

6.0 Financial Review

Proponents are required to provide financial information in up to two distinct stages (see section [7.3 Evaluation and Selection Process](#)).

This includes:

1. All Proponents are required to provide basic details on their financial and organizational health when completing an organizational profile in the City of Toronto's Toronto Grants

Rebates and Incentives Portal (TGRIP). This includes providing a recently audited financial statement, annual operating spending values, current unrestricted reserve fund values, and basic details on the organization.

2. Completion of a proposed budget of up to \$400,000, detailing breakdown of budget allocation inclusive of projected staffing costs, administrative and overhead costs, and other relevant project costs. Administrative and overhead costs are to not exceed 10% of budget allocation. Budget template can be found on the electronic application form on question 32.

7.0 Evaluation Criteria and Selection Process

7.1 Evaluation Committee

TSSS established a dedicated Evaluation Committee that is comprised of a selection of staff to oversee the review and evaluation of all completed Applications. The Evaluation Committee may, at its sole discretion, retain additional committee members or advisors as required.

By applying, Proponents agree that the decisions of the Evaluation Committee are final.

7.2 Evaluation and Selection Process

All Applications will be evaluated through a comprehensive review by the Evaluation Committee, which includes the following phases:

- a) **Phase 1 - Verify Eligibility:** The Evaluation Committee will eliminate all Applications that (1) are incomplete, (2) were submitted after the deadline, and/or (3) do not meet the full set of eligibility criteria, as outlined in these Guidelines.
- b) **Phase 2 - Score Applications:** The Evaluation Committee will review and evaluate each remaining Application using consistent and pre-determined scoring criteria (see section [7.4 Evaluation Criteria and Scoring](#) for details).
- c) **Phase 3 – Final Selection:** The Evaluation Committee will make a recommendation to the General Manager of TSSS to approve its selection of a Successful Proponent that best matches requirements outlined in this Guideline.

The evaluation process will up to 6 weeks, depending on the volume of Applications, following the Application Deadline. Once the Evaluation Committee has completed their evaluation of all eligible and complete Applications, they will inform all Proponents with complete and eligible Applications of their outcome, regardless of whether they are the Successful Proponent or not.

7.3 Evaluation Criteria and Scoring

Evaluation Criteria	Value
Section 1: Eligibility Verification	Pass/Fail
Section 2: Financial and Organizational Health Verification, assessed on TGRIP	15% of total
Section 3: Service Experience	15% of Total
Section 4: Proposed Operational Plan	50% of Total

Section 5: Proposed Budget	20% of Total
Section 6: Optional: Letters of Support for Proposed Partnerships	Pass/Fail
Total Application Content	100%

The Evaluation Committee 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 services, in alignment with these Guidelines.

Proponents that achieve at least **70/100 (70%)** will be added to a Qualified List.

7.4 Clarifications and Follow-Ups

As part of the evaluation process, the Evaluation Committee may contact a Proponent(s) to verify and/or clarify information submitted as part of its Application. The clarification process will not be used to obtain required information that was not submitted prior to the Application Deadline. This may occur for some, all, or none of the Proponents, at the full discretion of the Evaluation Committee on an as-needed basis. The Evaluation Committee may choose to disregard some or all the supplemental information that is provided by the Proponent as part of this clarification process.

The Evaluation Committee will not accept unsolicited supplemental information provided by Proponents outside of the Application or unsolicited requests to meet with the Evaluation Committee.

7.5 Feedback

Unsuccessful Proponents can request feedback from TSSS on its Application via email to tsssEOI@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 its Application for a future EOI.

The following Proponents **are not eligible** to receive feedback from TSSS on its Application:

1. Successful Proponents.
2. Proponents whose Applications were considered ineligible.
3. Proponents with incomplete Applications.

8.0 Appendix A: Terms and Conditions

8.1 Definitions

The following definitions shall give meaning to terms used in this EOI:

Application: An Application submitted by a Proponent in Medallia, including all the information and documentation necessary to satisfy the Application requirements of this EOI.

Application Deadline: The date and time by which all Proponents must submit a completed Application for consideration by the Evaluation Committee, as indicated on TSSS' [EOI website](#).

Building Organizational Capacity: Developing and strengthening an organization's skills and capabilities in one or more subject areas to enable the site and its staff to better serve people experiencing homelessness while feeling supported in adopting and implementing

new tools and methods. It involves training, coaching, mentoring, and working towards enhancing the skillsets and knowledge of an organization's workforce.

Central Intake: A City-operated, 24/7 telephone-based service that offers referrals to emergency shelter and other overnight accommodation, as well as information about other homelessness services.

Client: Any individual or family unit who is in receipt of any kind of support services provided by a shelter and/or support service. Clients can also be referred to as a "Resident", meaning an individual who has been admitted to a shelter's bedded program.

Emergency Shelter: A shelter that is accessible by an individual or family experiencing homelessness with or without a referral, with the intention of providing short-term accommodation and the support services required to move clients into housing.

Evaluation Committee: A dedicated TSSS committee that is comprised of a selection of TSSS staff to oversee the review and evaluation of all submitted Applications as part of this EOI.

Expression of Interest (EOI): The process hosted by TSSS to invite organizations to submit proposals to operate a specialized program to support people experiencing homelessness with complex needs, as described in these Guidelines, including all Appendices and Addenda that may be issued by TSSS.

Freedom of Information (FOI) request: Formal requests for records of the City of Toronto. For more information, see the City's [freedom of information webpage](#).

Harm Reduction: A philosophy, approach, set of practical strategies, and policies or programs, aimed at reducing the adverse health, social, and economic consequences associated with substance use (both legal and illegal) in ways that are non-judgmental and non-coercive. Harm reduction as a philosophy and approach can align with abstinence-based shelter programs.

Housing First: A service approach that focuses on quickly moving people experiencing homelessness into permanent housing and then connecting them to supports and services as needed to stabilize their housing.

Medallia: An online survey platform which Proponents must use to apply for this EOI.

Operating Agreement: A contract between the City and a not-for-profit organization that sets out the terms and conditions of providing services on behalf of TSSS to individuals and families experiencing homelessness.

Proponent: A non-profit organization/association that submits an Application as part of this EOI.

Service Restriction: Restricting a client's access to shelter services for a limited length of time due to a particular incident or behaviour, sometimes referred to as involuntary discharge or unplanned discharge. More information can be found on City's service restrictions guidelines in section 8.6.2 of the [Toronto Shelter Standards](#).

Successful Proponent: The Proponent whose Application best meets TSSS' requirements as determined exclusively by the Evaluation Committee.

Restorative Justice: An approach that seeks to restore the relationship(s) that were disrupted by harm caused, working to center the voices of those who have been harmed, strengthen relationships as key protective factors against recidivism, and outline an accountability framework.

Restorative Justice Intervention Models: Intervention models seek to embody principles of restorative justice into practice by promoting accountability, restorative circles, active listening, and repair.

Toronto Shelter and Support Services (TSSS): A City of Toronto division that is responsible for the management of Toronto's homelessness service system, encompassing both direct operations and contracted with community agencies. These services span from emergency shelters and street outreach to 24-hour respite and drop-in programs. The division's mission is to ensure that homelessness is rare, brief, and non-recurring. To achieve this goal, TSSS collaborates with various community stakeholders, focusing on a person-centered and outcome-driven approach.

Toronto Shelter Standards: A document that provides City of Toronto-funded shelter providers and clients with a clear set of expectations, guidelines, and minimum requirements for the delivery of shelter services in Toronto. All emergency and transitional shelters funded or directly operated by TSSS, are required to meet the minimum service standards outlined in the Toronto Shelter Standards. Visit [here](#) for more information.

8.2 Limitations and Acceptance of Applications

Acceptance of an Application does not commit the City to enter into an Operating Agreement with the Proponent.

TSSS is not obligated to accept any response to this EOI. Without incurring any liability or costs to any Proponent, TSSS may:

- a) Accept or reject any or all Applications at any time.
- b) Waive immaterial defects and minor irregularities in any Application.
- c) Suspend, modify, and/or cancel this EOI prior to accepting any Application.
- d) Reissue a new EOI, in place of this EOI.

TSSS is relying on the experience and expertise of the Proponent. TSSS reserves the right to disqualify any Proponent who has breached any of the responsibilities listed in this Guideline document, in the sole opinion of TSSS.

TSSS has no obligation to provide funding to any Proponents, including Successful Proponents, until an Operating Agreement is signed with the City, based on the requirements of TSSS. The Operating Agreement will be contingent on establishment of funding allocated to the service by TSSS. The relevant terms, text, and/or content of this EOI and the Successful Proponent's Application will be incorporated into an Operating Agreement.

TSSS reserves the right to verify with any Proponent or with any other person any information provided in its Application but shall be under no obligation to receive further information.

8.3 Proponent's Responsibility

It shall be the responsibility of each Proponent to:

- a) Read and understand all components of the EOI, including all appendices, forms, and addenda, prior to completing an Application.
- b) Participate in virtual information sessions regarding the EOI, where possible.
- c) Ensure they meet all the eligibility requirements, as listed in this document.
- d) Ensure all information provided in the Application is complete, true, and not misleading.
- e) Ensure approval of the Proponent's board of directors and executive management prior to submitting the Application.

It shall be the responsibility of the Successful Proponent to:

- Execute an Operating Agreement with the City
- Collaborate with the City of Toronto for implementation of specialized program, as described in the Operating Agreement,
- Report on outcomes and indicators as described by the Operating Agreement

8.4 Confidentiality

The documentation comprising any Application, along with all other information and documentation in any form provided or made available to the City by, or on behalf of, any Proponent in connection with, or arising out of this EOI (e.g. emails), once received by the City: (1) become the sole and absolute property of the City; and (2) become subject to MFIPPA, and the City may be required to disclose the Application to members of the public, pursuant to MFIPPA.

For the purposes of the City's compliance with MFIPPA, Proponents are advised to identify in their Applications any scientific, technical, commercial, proprietary or similar confidential information, the disclosure of which could cause them injury. Proponents should not include any personal information in an Application. Applications will, as necessary, be made available: (1) on a confidential basis, to advisers retained by the City to advise or assist with the EOI process; (2) to members of Council in accordance with the City's procedures; and (3) to members of the public pursuant to MFIPPA.

Each Proponent:

- (1) represents and warrants that the information contained in its Application does not infringe any intellectual property right of any third party;
- (2) hereby assigns and transfer to the City, and shall cause all its personnel and other third parties to assign and transfer to the City, all right, title and interest in the Application, including intellectual property rights therein;
- (3) shall cause all its personnel and other third parties to waive, for the benefit of the City, their respective moral rights (and any similar rights to the extent that such rights exist) in and to the Application; and
- (4) shall indemnify, defend and hold harmless the City and its agencies, boards, commissions, elected officials, officers, employees, servants, agents, volunteers, advisers and contracted personnel, if any, against all claims, actions, suits and proceedings brought against, or losses, costs, expenses, damages suffered, sustained, or incurred by them which may be directly or indirectly attributable to, or arising or alleged to arise out of the infringement or alleged infringement of any patent, copyright, trademark, or other intellectual property right of a third party in connection with the Application.

8.5 Omissions, Discrepancies, and Interpretations

A Proponent that finds omissions, discrepancies, ambiguities, and/or conflicts in any of the EOI documentation or is in doubt as to the meaning of any part of the EOI should notify TSSS via

email at tsssEOI@toronto.ca no later than the deadline for submitting questions, as listed on TSSS' [EOI website](#).

The decisions and interpretations of TSSS shall be final. No supplementary explanation or interpretation, either in verbal or written form, shall modify any of the requirements or provisions of the EOI documents.

8.6 Addenda

If it becomes necessary to revise any part of this EOI, including all associated documents, the information will be posted on TSSS' [EOI website](#). **It is the responsibility of the Proponent to regularly check this website for updates.** Proponents should monitor TSSS' [EOI website](#) to stay informed of any additional addenda. TSSS is not responsible for any incomplete or incorrect Applications resulting from the issuance of an addendum or a Proponent's failure to update its Application in response to an addendum.

TSSS reserves the right to revise this EOI at any time up to the deadline for addendums (see on TSSS' [EOI website](#)). When an addendum is issued, the date for submitting Applications may be revised by TSSS if, in its sole opinion, TSSS determines more time is necessary to enable Proponents to revise their Applications.

8.7 Decisions are Final

By applying to this EOI, Proponents agree that any decisions of the Evaluation Committee and TSSS are final.

8.8 Incurred Costs

The City shall not be liable to any Proponent for any costs whatsoever incurred in the preparation, submission, or presentation of any Application, follow-ups, communication, or any other activity that may be requested as part of the evaluation process or execution of an Operating Agreement with the City. The rejection or non-acceptance of any or all Applications shall not render the City liable for any costs or damages to any Proponent.

8.9 Post-Application Adjustments and Withdrawal of Responses

Medallia **does not allow Proponents to edit their Application** once it has been submitted. If a Proponent determines the need to edit their Application after submitting and **before** the submission deadline, they must create and resubmit a new Application in its entirety. In this case, the Proponent may contact TSSS via email to tsssEOI@toronto.ca to first assess whether there are opportunities to find a mutually agreeable solution to edit the necessary information without completely resubmitting. This, however, provides no guarantee that TSSS can support.

If a Proponent submits multiple Applications, TSSS will only consider the most recent Application by default, unless the Proponent informs TSSS in writing via email to tsssEOI@toronto.ca to consider one of the other Applications instead of the most recent Application.

A Proponent may withdraw its Application prior to the Application Deadline by notifying TSSS in writing via email to tsssEOI@toronto.ca. A Proponent who has withdrawn an Application may submit a new Application in accordance with the terms of the EOI.

8.10 Conflicts of Interest

Proponents must disclose to TSSS any potential conflict of interest as part of its Application.

Such potential conflicts of interest or unfair advantages include, but are not limited to:

Operator of Specialized Program EOI Guidelines

- A. Engaging current or former City employees or public office holders to take any part in the preparation of the bid or the performance of the contract if awarded, any time within two (2) years of such persons having left the employ or public office of the City;
- B. Engaging any family members, friends or private business associates of any public office holder which may have, or appear to have, any influence on the procurement process, or subsequent performance of the contract;
- C. Prior involvement by the supplier or affiliated persons in developing the technical specifications or other evaluation criteria for the solicitation;
- D. Prior access to confidential City information by the supplier, or affiliated persons, that is materially related to the solicitation and that was not readily accessible to other prospective suppliers; or E. The supplier or its affiliated persons are indebted to or engaged in ongoing or proposed litigation with the City in relation to a previous contract.

If such a conflict of interest exists, TSSS may, at its discretion, refuse to consider the Application.

The Proponent must also disclose whether it is aware of any City employee, City Council councillor, member, or employee of a City organization, board, or commission, having a financial interest in the Proponent and the nature of that interest. If such an interest exists or arises during the evaluation process, TSSS may, at its discretion, refuse to consider the Application or withhold the selection of the Proponent until the matter is resolved to TSSS' satisfaction.