

Expression of Interest – Supporting Clients with Complex Behavioural Needs

Question and Answers

Last updated: June 20, 2025

Program Implementation/Operation-Related Questions

Q: Do you have a sense of how many individuals a year would need this program?

A: Toronto Shelter and Support Services (TSSS) will be looking at data to determine client eligibility and referral pathways into the program. TSSS will work closely with the successful Proponent to identify the caseload and people who can be best supported through this program.

Q: Where will client referrals into the program come from?

A: TSSS will provide the successful Proponent with clearly defined eligibility criteria and a referral process to help ensure that services are directed to key populations. The successful Proponent is expected to 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.

Q: Do you have demographic information on the target client group such as gender, age, etc?

A: There is a diverse group of clients who experience histories of violence, high number of service restrictions and complex behavioural needs. It is expected that the targeted client group will be diverse, and may be across shelter sectors (e.g. men, women, mixed adult/co-ed and youth sectors). TSSS will work closely with the successful Proponent on the client eligibility and referral pathways into the program.

Q: In the CAMH Shelter Safety Study, what proportion of the subgroup was responsible for the 5% of incidents? Also, I am curious about the number of clients with repeat concerns that didn't meet the threshold in the CAMH Shelter Safety Study?

A: TSSS will build upon the approaches in the CAMH Shelter Safety Study, but this program will not be using the exact same methodology for client eligibility and referral processes. TSSS will work closely with the successful Proponent to provide clearly defined eligibility that will identify and refer people who can be best supported through this program.

Q: Are there expectations around number of clients per case management caseload? Can you provide guidance on the number of case managers you want to support this client group?

A: The Expression of Interest Guidelines outline a recommended 1:10 caseworker to client ratio as a best practice for high needs clients. As part of the application, interested applicants are encouraged to describe how they will deliver on the objectives, including supporting the client group and staffing complement, within the proposed funding envelope.

Q: Given the complex care issues, is there an expectation of minimum staff qualifications/credentials (i.e. BA, BSW, RSW etc.)?

A: There are no specific staff qualifications outlined in the EOI. The Successful Proponent is asked to describe how they will meet the objectives of the program, including staff skills and capacity, as part of their EOI Application.

Q: Beyond addressing violent behaviours, is there any available information on the primary mental health, addiction, or behavioural challenges to target?

A: As outlined in section 5.0 under sub-bullet a) (sections iv and v), the mobile behavioural case management will involve assessing the individual's clinical needs, and providing clinical support and facilitating 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. In addition to providing clinical support and facilitating access for clients looking for support with substance use.

Q: How many different shelter sites will be selected by the City, as sites for capacity building?

A: The City has not yet determined the specific number of sites, however, only a small number of sites will be chosen as part of the program.

Q: Is the intention for the service to operate city-wide, or will there be flexibility to organize delivery by geographic clusters?

A: The program will operate wherever the individuals are residing, this may be at a variety of locations across the city. There will be opportunity for the Successful Proponent to work with TSSS to identify how best to organize mobile service delivery that is effective for staff and clients.

Q: Is there any coordination expected between this initiative and the Toronto Community Crisis Service?

A: The Toronto Community Crisis Services is a service deployed by 911 and 211 – where the crisis team may be dispatched at the moment of a critical incident. They will not be formally involved in this mobile behavioural case management program. However, the City always looks for ways to coordinate with other relevant programs and services where appropriate (i.e. how can this program reduce the need to call 911 and 211 (Toronto Community Crisis Services) through upstream interventions.

Q: The guidelines mention the need for flexible service hours, including evenings and weekends. Are there any insights into the anticipated peak times or days when service demand is expected to be the highest?

A: It is expected that weekends and evenings will have higher service demands, as this is when there may be less management staff on-site to support with de-escalations and support of staff.

Q: For background/context, how many users does the homelessness services system see annually?

A: Toronto's homelessness services system provides nightly accommodation to approximately 10,000 people every night. Based on 2024 data, the system serves approximately 28,000 unique individuals with sleeping individuals in a year.

Q: Is there funding in the call for an evaluation component by an external/partner evaluation team? Or would the successful agency/proponent/operator need to do the reporting on their own?

A: As per the TSSS EOI Guidelines, Section 5 Service Delivery Requirements, the successful Proponent will be required to undertake data management and reporting, including ensuring the accurate collection and maintenance of client records, and reporting on key performance indicators to track outcomes, demonstrate impact, and inform program planning and decision making. Progress and outcome reports to TSSS will be required as part of the Operating Agreement. Proponents should ensure they have staffing required to be able to fulfil these data management and reporting requirements.

The successful Proponent is not required to do an evaluation.

Q: Can you please elaborate on what you mean by diagnostic? Would diagnostic refer to a medical diagnosis made by a psychiatrist, MD or psychologist, or more via a social work assessment?

A: We are seeking the potential operator to propose what may be needed to meet the objectives of the program and best support service users with complex needs in the funding envelope.

Application-Related Questions

Q: How do I apply? Do I need to create an application under TGRIP? I didn't see this EOI as an option to apply to in TGRIP.

A: TSSS requires Proponents to have an up-to-date organizational profile in TGRIP, but the application is to be submitted through an electronic application Expression of Interest (EOI) for specialized program.

The electronic application form is available on the City's Expression of Interest – Supporting Clients with Complex Behavioural Needs – City of Toronto webpage (under the "How to Apply & the Evaluation Process" tab).

To assist with your submission process, you can find Application Resources also on the City's webpage (under the "Key Dates and Information" tab). This includes a copy of the Application Form Questions in PDF, as well as Technical support for the electronic application platform.

Q: Is there a maximum word count for each question in the EOI electronic application (Medallia)? If yes, can you please share them ahead of time.

A: There is a maximum 4,000 character limit each question in the EOI electronic application.

Q: Are letters of support for the EOI stage or at full application/invitation stage?

A: There is one deadline to submit your complete application, which is **Friday, June 20, 2025 by 11:59pm**. There is not a secondary stage.

Letters of support can be submitted as optional, but are not required. If you want to submit letters of support, please submit them as part of the electronic application.

Q: Will only one proposal be chosen?

A: Yes. It is expected that only one proposal will be selected as the successful Proponent. A qualified list will be developed for Proponents who receive a score of 70% or higher.

Q: Do we need a board motion for this application?

A: As per the Specialized Program to Support Clients with Complex Behavioural Needs Expression of Interest Guidelines section 8.3 (e), it is the Proponent's responsibility to ensure approval of the Proponent's board of directors and executive management prior to submitting the application.

TSSS does not require a board motion to be submitted as part of the Application.