

Homelessness Services Capital Infrastructure Strategy (HSCIS)
Shelter Operator Expression of Interest Guidelines:
Micro Shelter Pilot Project

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1.0 Introduction

1.1 Background

In November 2023, Toronto City Council (“City Council”) adopted the [Homelessness Services Capital Infrastructure Strategy](#) (HSCIS) to proactively inform capital spending decisions to promote recovery and stability in the City of Toronto’s (the “City”) shelter system. This includes short, medium, and long-term goals to transition Toronto's shelter system from an emergency focused COVID-19 response to a long-term, proactive approach to capital planning. This aims to ensure new spaces are proactively acquired, thoughtfully designed to enhance safety and dignity, meet the needs of Toronto’s diverse homeless population, and are well integrated into the surrounding community.

In June 2024, City Council directed Toronto Shelter and Support Services to prioritize the development of immediate rapid shelter program models, including exploring the use of micro shelters. Micro shelters – also known as tiny shelters, sleeping cabins, or pallet shelters – are small, prefabricated units that offer temporary accommodations to people experiencing homelessness.

TSSS is committed to ensuring that its homelessness services, including emergency and transitional shelters, are accessible and responsive to the needs of all people experiencing homelessness, including specific client groups who may experience barriers to accessing service. This includes, but is not limited to, women, families, youth, seniors, Indigenous peoples, people who identify as Black, people who identify as 2SLGBTQI+, people living in encampments, people with a history of living outdoors, people who use substances, people experiencing mental health issues, people with pets, and couples.

1.2 Purpose

TSSS developed this Expression of Interest (EOI) process to provide opportunities for non-profit organizations across the city to apply to operate the first Micro Shelter Pilot. This EOI invites Proponents to submit proposals that include: (1) a service delivery model with a plan to support clients in transitioning to housing; (2) a proposed land option for the micro shelter pilot; and (3) a proposed construction partner to procure and deliver the micro shelter units. While identifying a construction partner is optional, Proponents are encouraged to include one to strengthen the overall feasibility and implementation potential of their proposal.

The EOI schedule, requirements, and supporting documents are available on TSSS's [EOI webpage](#). The guidelines set out for this EOI are designed to ensure that Applications are received through an open process and that Proponents receive fair and equitable treatment in the solicitation, receipt, and evaluation of its Applications, based on criteria as determined by TSSS. TSSS shall reject the Applications of any Proponent who fails to comply with any such guidelines.

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

1.3 Applicable Standards and Requirements

Successful Proponents shall comply with the building and service delivery expectations outlined in the [Toronto Shelter Standards](#). Additional guidelines and models may also apply, including the [Toronto Shelter Design and Technical Guidelines](#). Specific exceptions may be permitted to accommodate the operational and programmatic needs of the Micro Shelter Pilot, subject to approval by TSSS and inclusion in the Operating Agreement between the Successful Proponent and the City. Successful Proponents may be expected to commit to and abide by the provisions of additional new shelter service program(s), to be defined in the Operating Agreement between the Successful Proponent and the City.

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 [CD24.7](#), as described in reports to City Council in items [EC7.7](#), [EC9.4](#), and [EX15.3](#).

2.0 Application Instructions

2.1 Important Dates

Please visit TSSS's [EOI webpage](#) 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,
2. Have expertise in providing direct services to people experiencing homelessness, AND,
3. Have a strong financial record as relates to the operation of said services.

TSSS encourages applicants to apply with a proposed land option for the micro shelter pilot, and a proposed construction partner.

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 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.

TSSS's is seeking operators with experience operating emergency shelters, and the evaluation committee will award points accordingly. Proponents should also demonstrate their experience in and ability to deliver direct services to people experiencing homelessness, as related to the provisions 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's [EOI webpage](#), including this document, in its entirety.
2. Read the [Toronto Shelter Standards](#), in its entirety.
3. Ensure that your organization meets each eligibility requirement, as defined in section 4.0.
4. Complete an electronic Application via Medallia, PRIOR to the **posted deadline** on TSSS's [EOI webpage](#).
 - a. Note that Proponents can find the link to the Medallia survey on TSSS's [EOI webpage](#).

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

1. Applications that are submitted later than the posted deadline on TSSS's [EOI webpage](#).
 - a. Note that ad hoc evaluations shall be conducted under special circumstances, as described in section 7.4.
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 ShelterEOI@Toronto.ca **before** the deadline for written questions, as listed on TSSS's [EOI webpage](#). 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 its Application.

No City representative, whether an official, agent, or employee, other than those contacted via ShelterEOI@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 be grounds for rejection of its Application.

3.0 Funding and Resources

3.1 Operating Funding

If the Successful Proponent(s) will rely on TSSS for the provision of operational funding, in whole or in part, to cover the costs associated with the delivery of required services specific to the operation of the municipal shelter, TSSS and the Successful Proponent will define reasonable funding levels in the respective Operating Agreement, which are within range of comparable municipal shelter operations, prior to execution of said agreement. See section 6.0 for additional details.

TSSS intends to provide this operational funding to the Successful Proponent(s) prior to the completion of construction, following execution of the Operating Agreement, to ensure the Successful Proponent(s) can establish the support services program, including recruitment and training of staff, and undertake activities required to prepare the building for occupancy.

Actual funding levels may vary, based on the type and level of services provided at the micro shelter pilot site, to ensure funding is appropriate to the level of supports required and reasonable within a range of comparable municipal shelter operations. Ongoing operational funding is subject to annual review and is contingent on City Council's approval of the annual budget for TSSS. See section 6.0 for additional details.

3.2 Capital Funding and Facility Specifications

Successful Proponent(s) will operate the micro shelter pilot program and maintain the facility for the duration of the operating agreement. Any facility provided by the Successful Proponent(s) or TSSS will comply with the [Toronto Shelter Standards](#) unless prior approval for exemptions is provided by TSSS. Additional guidelines and models may apply, including the supplemental Shelter Service Model(s).

These facilities will generally meet the following criteria:

- a) Be designed with input of the Successful Proponent(s) and City staff, where possible.
- b) Micro shelter spaces must be small, private units, furnished with a bed and storage, and equipped with electricity as well as heating and cooling capabilities.
- c) The micro shelter site must have access to shared communal areas including washrooms, showers, laundry facilities, dining space and programming spaces.
- d) Comply with the [Accessibility for Ontarians with Disability Act, 2005](#) and the Ontario Human Rights Code.
- e) Provide maximum privacy for clients, subject to site constraints.
- f) Not use bunk beds or cots, subject to the program delivery model and clients served.
- g) Include private space(s) for counselling, programming, case management, and staff office spaces, subject to site constraints.

- h) Include a designated, secure outdoor space, including an outdoor smoking space.
- i) Include designated indoor and outdoor pet spaces.
- j) Include wireless internet connection that will be made freely available to clients.
- k) Implement a garbage and pest control policy to maintain the micro shelter facility.

3.3 Co-Funding

While TSSS intends to provide 100% of necessary operational funding for required services, within a reasonable range of comparable municipal shelter operations, and 100% of capital funding to acquire and fit-up the site, the evaluation committee reserves the right to extend additional consideration to Proponents who offer notable supplemental operational funding and/or capital funding. This can include co-funding, secured funding from other levels of government, and/or secured donations.

Proponents who are proposing to operate a micro shelter pilot on their own land (either owned or with a long- term lease) may apply to do so in the appropriate section of the Application form - “Land Assessment Section”.

4.0 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 (audited within the last 23 months).
 - a. Unincorporated associations and/or incorporated non-profit organizations without a financial statement that was audited within the last 23 months may apply with a trustee.
 - b. For-profit organizations are not eligible to apply as the main applicant or serve as a trustee.
2. Be primarily located in the Greater Toronto Area and whose primary activities take place within the Greater Toronto Area.
3. Be in good standing with the City (e.g., recipients of funding must have met the terms and conditions of previous funding).
 - a. The organization shall not have been or currently be indebted to the City or be in default of the terms and conditions of any agreement (including any previous operating agreement), in the opinion of the division head, with any division, organization, board, and/or commission of the City of Toronto
4. Be able to commit to and abide by the building and service delivery expectations outlined in (1) the EOI Guidelines (this document), (2) the [Toronto Shelter Standards](#), and (3) supplemental shelter service model(s), as required by TSSS.

5.0 Scope of work

The following is a list of key requirements with which all Proponents must comply to be considered eligible to submit an Application for this EOI. Please note that this is a high-level description of requirements that are fully detailed in the [Toronto Shelter Standards](#). In the event of inconsistency and/or contradiction between (1) the requirements described in this list, and (2) the Operating Agreement, the Toronto Shelter Standards, and/or supplemental shelter service model(s), as defined by TSSS, the interpretation of requirements in the documents listed in (2) shall take precedence. These minimum requirements may change, based on programming and clients served, as defined by TSSS.

5.1 Operational Requirements

- a) Commit to operating a micro shelter pilot program for a maximum of two (2) years, from the date of the execution of the Operating Agreement, subject to (1) the availability of

funds, the necessary appropriations of the Applicable Funder, and where applicable, the payment of those funds to the City, and (2) City Council approval of TSSS's operating budgets.

- b) Operate the emergency shelter for 24 hours a day, 7 days a week, 365 days a year.
- c) Commit to regular site visits, audits, and/or reviews by TSSS or other City accountability officers (e.g., Toronto Auditor General, Ombudsman Toronto), as deemed necessary by the City.
- d) Use TSSS's Shelter Management Information System (SMIS) to record all relevant client-related information (e.g., intake, triage, admission, standardized assessment tools for best-fit support services, discharge, incident reports, complaints, case management notes, service restrictions).
- e) Participate in an annual program evaluation by TSSS, including an assessment against performance indicators, as outlined in an Operating Agreement.
- f) Prioritize and receive referrals for all new/returning clients through the City's defined referral processes (which may include, but is not limited to, referrals via Central Intake, Streets to Homes, the Encampment Office, and/or other urgent priorities as directed by TSSS).
- g) Participate in collecting and reporting on TSSS performance indicator metrics.

5.2 Program Requirements

- a) Provide individualized and housing-focused case management and system navigation supports to clients, including but not limited to housing, health, employment, culture, recreation, and referrals to community partners.
- b) Connect clients with appropriate community services, if the required resources are not available on site and/or if additional supports are required.
- c) Accommodate all clients within the applicable sector, regardless of their unique identity and support needs (e.g., ability, gender, age, sexual orientation, race, substance use, state of mental health).
- d) Work with clients to find and secure housing (e.g., permanent housing, supportive housing, long-term care, etc.), working with a "Housing First" approach (for more information see section 5.3 and 8.5.5 in the [Toronto Shelter Standards](#)).
- e) Provide services to clients in a manner that is client-centered, strengths-focused, human-rights focused, trauma-informed, equity-focused, and supportive to accommodate individuals with a variety of needs.
- f) Operate with a harm reduction approach, in alignment with [TSSS's Harm Reduction Framework](#).
- g) Accept pets and develop related policies and procedures.
- h) Conduct regular case management team meetings.
- i) Conduct work, volunteer, and skills development programs, if applicable.
- j) Participate in a peer support program, if applicable.
- k) Develop a process to engage clients in identifying program priorities.

5.3 Partnership and Community Engagement Requirements

- a) Develop and maintain partnerships with community-based homeless service agencies and health service providers.
- b) Work with TSSS and with other funders (e.g., local health networks, private sector, other levels of government, public sector) to access additional resources.
- c) Work closely with the community in which the micro shelter pilot site is located to maintain a positive community relationship, including:
 - i. Maintaining a clean and welcoming exterior of the facility and property.
 - ii. Developing a community engagement policy and procedure to provide a timely response to community complaints.

- iii. Designating a staff lead to respond to questions and complaints from clients, the community, City Council offices, and partners, in a timely fashion.
- iv. Proactively engaging the community to foster a positive relationship with neighbours, local businesses, and other key stakeholders, and respond quickly to community concerns.
- v. Manage congregation of non-residents at the micro shelter pilot site location and overall flow within the shelter site.

5.4 Asset Management Requirements

- a. Develop and implement a facility management plan for maintaining cleanliness, pest management, security, and maintenance policies and plans.
- b. Conduct facility maintenance and repairs as necessary, utilizing licensed trades.
- c. The operator, its contractors, and any designated agents shall adhere to all applicable bylaws and regulations, and shall obtain all required permits and approvals prior to commencing any work related to the construction process.
- d. Participate in regular audits of the building condition of the facility.
- e. Support TSSS in conducting state of good repair work, as required.

5.5 Staffing Requirements

- a) Staffing model (minimum requirement):
 - i. **Manager:** Minimum 1 full-time equivalent (FTE) for the site.
 - ii. **Supervisor(s):** Minimum 1 FTE for case workers, in addition to other supervision for other staff and operations, as required.
 - iii. **Frontline staff:** On site for all operating hours (24 hours a day, 7 days a week, 365 days a year).
 - iv. **Community Relations & Client Programming:** Minimum 1 FTE.
 - v. **Housing workers/caseworkers:** FTE depends on program size.
 - vi. **Maintenance staff:** Minimum 1 FTE.
- b) The following may be part of your staff complement, or you may subcontract these services. If you are selected as a 'Prospective Proponent', you will be required to provide details on these supplemental staff roles as part of the Phase 4 of the Evaluation (see [section 7.2 \(d\)](#) for more details).
 - i. Cleaning staff.
 - ii. Catering or food preparation staff.
- c) Staff must be adequately trained in a broad range of client service approaches and methods, including, but not limited to, anti-racism/anti-oppression approaches, cultural competence (e.g., training to provide quality services to people who are Indigenous, belong to racialized communities, belong to 2SLGBTQI+ communities, are newcomers to Canada, have disabilities, have experienced trauma) and are trained to deliver services that meet a Housing First approach, customer service standards, harm reduction strategies, and adheres to health and safety regulations.
- d) All frontline staff must be paid an appropriate wage consistent with the existing sector average of \$59,000, based on 2025 figures.

6.0 Budget

Proponents are required to provide budgetary information over up to two distinct stages (see section 7.2(a) and 7.2(d) for more details). This aims to minimize the administrative burden for Proponents in preparing their Medallia applications, so that detailed budget projections are only

required for Prospective Proponents in a later stage.

This includes:

1. **Stage 1:** Via the initial Medallia application, all Proponents are required to provide basic details on their financial and organizational health. This includes providing a recently audited financial statement, annual operating spending values, current unrestricted reserve fund values, and basic details on the organization.
2. **Stage 2:** Prospective Proponents provide more detailed budgets which may include, but is not limited to, details on additional funding sources and the associated values, projected revenue, long-term debt, legal disputes and/or liability cases, and liquidity.

Combined, these two budget stages provide TSSS with enough information to effectively assess the financial health, operational forecast, and reserve funding to select a Successful Proponent.

7.0 Evaluation Criteria and Selection Process

7.1 Evaluation Committee

TSSS established a dedicated Evaluation Committee that is comprised of a diverse 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. The Evaluation Committee will add successful proponents to each of the five sector-based “Qualified Lists”, where applicable. An additional qualified list will be developed for the Micro Shelter Pilot program. See section 7.3 for more details.

Phase 3 - Review of Land Option: TSSS will review the land option proposed by the Proponent. This component of the application will not be scored but will be assessed as a Pass/Fail. As part of the secondary review, TSSS will:

- Verify that the address complies with all applicable zoning and bylaw conditions.
- Verify that the address complies with all applicable standards to function as an Emergency Shelter.
- Conduct a site visit to verify the information provided in this Application.
- Review the lease or deed information confirming the Proponent's access to the site and any conditions on their use of the site.
- Conduct additional reviews and inspections, as necessary.

TSSS reserves the right to request additional documentation and conduct further review, as needed, including but not limited to confirmation from a consultant on any proposed plans/changes to the property, including obtaining necessary change of use permits.

An approved land option is a requirement for the selection of a Successful Proponent for Micro Shelter Operator EOI Guidelines

the Micro shelter pilot. In instances where a proposed land option does not meet inspection or compliance requirements, the Proponent shall not be selected for pilot but may be placed on a Qualified Proponents List for consideration in future opportunities.

- c) **Phase 4 – Review the Prospective Proponent:** The Evaluation Committee will invite the Prospective Proponent to participate in the second stage application.
- If the Prospective Proponent declines, TSSS will return to phase 3 to select a new Prospective Proponent.
 - If the Prospective Proponent accepts, TSSS will provide them with a link to the second stage application, which can include, at the discretion of the Evaluation committee:
 - i. **An expanded budget submission**, which allows the Evaluation Committee to further review detailed information from the Prospective Proponent regarding its projected budget and financial health.
 - ii. **A proposed program model** for the site.
 - iii. **Site visits**, which may be applicable to (1) gain a better understanding of the Prospective Proponent's current operations, and/or (2) if the Prospective Proponent is proposing to use its own land, to verify that the land meets all applicable standards.
 - iv. **Review of recommended construction partner**, to ensure the proposal aligns with relevant City by-laws and assess costs.
 - If the Evaluation Committee **is satisfied** with the Prospective Proponent's responses in Phase 4, the Evaluation Committee will proceed to Phase 5.
 - If the Evaluation Committee **is not satisfied** with the Prospective Proponent's responses in Phase 4, the Evaluation Committee will return to Phase 3 to identify a new Prospective Proponent.
- d) **Phase 5 – 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 the needs of a shelter site.

7.3 Evaluation Criteria and Scoring

Evaluation Criteria	Value
Section 1: Eligibility Verification	Pass / Fail
Section 2: Service Delivery Interests	Not scored - used to match Proponents with HSCIS sites
Section 3: Financial and Organizational Health Verification	14% of total
Section 4: Service Experience	72% of total
Section 5: Partnerships and Community Relations	14% of total
Section 6: Optional: Land Assessment for the Micro Shelter Pilot	Pass / Fail
Section 7: Optional: Construction Partner Proposal	Not Scored
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 shelter services to the respective sector, in alignment with these Guidelines and applicable standards.

Proponents that achieve at least **60/100** in the applicable sector-based category, as defined by TSSS, will be added to the corresponding sector-based “Qualified List”. This means that they are deemed qualified by TSSS to provide services to that respective demographic and shall be **considered** to be selected as a Prospective Proponent for an upcoming HSCIS shelter site(s), pending the remaining Phases of the evaluation.

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 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 its Application for a future cycle of the 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 the 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 its completed Application for consideration by the Evaluation Committee, as indicated on TSSS’s [EOI webpage](#).

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 who is in receipt of any kind of support services provided by a shelter. 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.

Micro Shelter: A micro shelter is a small, purpose-built, non-permanent structure fitted with a bed, storage, electricity, and heating/cooling capacities. A micro shelter is designed to provide private, secure, and weather-protected accommodation for individuals experiencing homelessness. Micro shelters are typically modular units and are supported by on-site services and communal amenities (e.g. washrooms, showers, laundry, etc.).

Evaluation Committee: A dedicated TSSS committee that is comprised of a diverse 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 select Micro shelter operators to operate Emergency Shelters at sites developed according to the HSCIS, as described in these Guidelines in its entirety, inclusive of all Appendices and Addenda that may be issued by TSSS. This process is designed to ensure that Applications are received through an open process and that Proponents receive fair and equitable treatment in the solicitation, receipt, and evaluation of its Applications, based on criteria as determined 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 align with treatment-based 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.

Housing Services Capital Infrastructure Strategy (HSCIS): A 10-year capital infrastructure strategy designed to proactively inform TSSS’s shelter-related capital spending decisions over 2023-2033. Visit [here](#) for more information.

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: There are three (3) designations of Proponents, as part of this EOI, including:

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

2. **Prospective Proponent:** A Proponent that is selected by the Evaluation Committee to participate in the Phase 4 evaluation for a specific HSCIS site.
3. **Successful Proponent:** The Proponent whose Application best meets TSSS's requirements, as determined exclusively by the Evaluation Committee.

Qualified Lists: The Evaluation Committee maintains four (4) distinct sector-based Qualified Lists (single adults, youth, families, seniors) of Proponents that it has deemed eligible for **consideration** to be selected as the Prospective Proponent for an HSCIS site of the corresponding sector, based on TSSS's determination of best fit. An additional Qualified List will be developed for the Micro Shelter pilot. Placement on the Qualified List does not guarantee that a Proponent will be selected as the Prospective or Successful Proponent.

Shelter Operator: Either (1) a not-for-profit organization/association that provides shelter services on behalf of the City or (2) TSSS directly providing shelter services in Directly Operated Service (DOS) shelters.

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 partnerships 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 Design and Technical Guidelines: A document that provides best practices to assist those designing and building shelters or undertaking major shelter renovations in Toronto. The Guidelines are intended to respond to the evolving needs of those experiencing homelessness, and enhance positive outcomes for all shelter users, staff, visitors, and the surrounding community in new and renovated shelters.

Recommendations in the Technical Guidelines span a broad range of areas from design principles to functional components of the building, environmental design, and materials and finishes. Visit [here](#) for more information.

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

TSSS intends to allocate **one (1)** micro shelter pilot site to a successful organization, however this is subject to change over the lifespan of the strategy and may vary depending on the number of interested and qualified candidates.

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

TSSS shall not be obliged to accept any response to this EOI. TSSS may, without incurring any liability or costs whatsoever from the City to any Proponent:

- 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 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.

8.3 Proponent's Responsibility

It shall be the responsibility of each Proponent to:

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

It shall be the responsibility of each Successful Proponent to:

- Execute an Operating Agreement with the City, as directed by TSSS.

8.4 Confidentiality

Proponents acknowledge that its Application, including associated documentation, attachments, correspondence (e.g., email), and evaluation details, in connection with or arising out of this EOI, once received by TSSS, is under the custody and control of the City and may be appended to an Operating Agreement, and/or any additional agreements with the Successful Proponent.

A proponent should not include any personal information in its Application. Any confidential information submitted to the City in an Application is a record in the custody or under the control of City and may be subject to a FOI request.

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 ShelterEOI@Toronto.ca no later than the deadline for submitting questions, as listed on TSSS's [EOI webpage](#).

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's [EOI webpage](#). **It is the responsibility of the Proponent to regularly check this website for updates.** Proponents should monitor TSSS's [EOI webpage](#) to inform itself of any addenda until the deadline. 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 deadline for addendums (see on TSSS's [EOI webpage](#)). 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 its Application. TSSS will make reasonable efforts to issue the final addendum (if any) in a sufficient time prior to the closing deadline to allow Proponents to apply.

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 the process for the negotiation 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

A Proponent can amend its Application as often as is required prior to the Application Deadline. No notification of the changes is required to TSSS.

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

8.10 Verification

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.

8.11 Conflicts of Interest

Proponents must disclose to TSSS any potential conflict of interest as part of its Application. 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 member or staff, 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's satisfaction.