



REQUEST FOR PROPOSAL – GOVERNANCE STRUCTURE REVIEW SERVICES

Eva's Initiatives for Homeless Youth is requesting proposals from firms and consultants who are able to provide Board Governance Reviews. This request for proposal (RFP) is open to firms/consultants with qualified personnel who have extensive experience in providing non-profit board governance review services as per the below Scope of Work. The ability to apply an equity lens is ideal. RFP will be posted until filled.

SUBMISSION DEADLINE: MAY 7TH, 2021

ORGANIZATION

Our founder is the heart of our organization, Eva Maud Smith (1923-1993), was a Jamaican immigrant, Toronto-based, Black community leader who shed light on hidden youth homelessness. She dedicated her life to youth, education, immigration issues and community empowerment. Her trailblazing advocacy resulted in the opening of Eva's Place in 1994.

The legacy of Eva Smith is alive today in our long and trusted reputation as an innovator in the youth homelessness sector. Eva's provides safe shelter, supportive housing services and long-term solutions to youth homelessness, with the belief that all young people deserve safe, affordable housing, great support and access to the resources to meet their potential.

Eva's 2021-2022 budget is \$13 million, supporting 162 staff operating out of 7 sites, three of which are 24/7 operations. Our board consists of 15 members of the board and 8 staff on the Senior Leadership Team.

The organization is a not-for-profit organization incorporated under the laws of the Province of Ontario on November 30, 1989. Eva's is a corporation without share capital and is generally exempt from income taxes as a registered charitable organization under the Income Tax Act (Canada).

Mission

Eva's is an award-winning organization that provides shelter, transitional housing, and programming to help young people build brighter futures free of homelessness.

Guiding Principles

Eva's is a Reflective, Learning Organization

Eva's puts Young People at the Centre

Eva's is Relationship Focused

Eva's Approach is one of Justice Doing

<https://www.evas.ca/about-us/>

OVERVIEW

Eva's invites experienced firms and consultants who can demonstrate their ability to perform, and who have personnel with a proven record of success in providing governance structure reviews. Working in partnership with the Board and Senior Team, they must be able to facilitate a process to determine clear areas of authority and decision-making procedures. This will likely involve a clear set of practical strategies, tools and recommendations to improve the process, decision-making, and outputs of the board and senior management team.

Specifically, Eva's requires services to reexamine its membership structure, by-laws, board role, board composition, governance approach or model, and organizational policies to ensure that the goals of good governance and accountability to stakeholders are met.

Ideally, the firm chosen for services has a deep understanding of Equity-led Governance and can bring this lens to the project so that equity is embedded in the revised governance framework.

Proposals must demonstrate that the firm/consultant meets the preferred qualifications to be eligible for consideration as well as a clear understanding of Eva's as a legacy organization rooted in the Black community of Toronto.

Each partner/consultant assigned to this contract must have a minimum of seven (7) years' experience in their respective area(s) of expertise. All other assigned professionals must have a minimum of five (5) years of experience in their respective area(s) of expertise.

DESCRIPTION/SCOPE OF WORK

Eva's seeks a firm or consultant to conduct a governance review and, in partnership with the Board and Senior Team, can facilitate a process resulting in a refreshed governance model and a clear set of practical strategies, tools and recommendations to improve the process, decision-making, and outputs of the Board and Senior Team.

We anticipate work will be conducted over approximately three (3) months beginning June 2021.

In partnership with the Board and Senior Team, defining a non-profit governance model and structure for Eva's and the relationships between its component parts that can create an effective and efficient organisation that meets modern governance and legislative requirements and allowing us to meet our objectives.

- Assessing where Eva's is at in the organizational lifecycle and the future goals of Eva's through:
 - document review,
 - 360 interviews,
 - facilitated sessions,
 - attending board meetings, and committee meetings, and
 - conducting an in-depth assessment of current processes, decision-making, roles and responsibilities, etc.
- Producing an assessment/overview

- Sharing options for industry-appropriate models, best practices, emerging practices, considerations, with a particular focus on recommendations that will centre equity in Eva's governance model
- Propose ways in which Eva's can better connect to and be accountable to the community it serves
- Propose how Eva's can be best managed
- Determine the structure, role and responsibilities across all functions of the board and between the board and the senior management team
- Define the skills and experience required of members of the board
- Define a process for selecting members of the board
- Define a performance regime for Eva's, including the board.
- Work with the board and the senior management team to develop the path forward, including a process and a timeframe for moving to a refreshed governance structure
- Build the necessary documentation, processes, tools, etc.,

PROPOSAL REQUIREMENTS

The proposal should not be longer than four (4) pages, must be submitted electronically to the email address below, and must include the following:

- A work plan describing methodologies, approaches, and roles and responsibilities for how the work will be completed
- A detailed description of deliverables and outcomes
- Timeline
- Estimated costs
- An estimated cost of professional fees and expenses for the project with the actual cost not to exceed five (5) percent of the total estimated fee;
- Experience providing consulting services, including governance structure reviews with a specific focus on equity
- Relevant experience in the association/nonprofit and philanthropic sectors
- Professional training and short bios of the proposed project team members, including identifying the lead consultant
- A sample list of past and current clients
- Contact information for a minimum of four (4) relevant references
- The firm shall certify that they are an equal employment opportunity employer in compliance with all current applicable laws.

The proposal should be limited to 4 pages (excluding supplemental attachments).

BASIS OF AWARDED SELECTION

Eva's Nominations and Governance Committee will review applications and notify the successful firm/consultant by May 31st 2021.

An engagement letter will be signed between Eva's and the firm/consultant who is determined to be the most suitable to meet the requirements of Eva's. Evaluation criteria:

- Experience in governance structure review work, with particular specialization in equity
- Fulsome response to proposal requirements

- Assessed capacity to complete the required work within the proposed timeframe
- References from organizations that have clearly progressed in governance effectiveness

The selection of the successful proposal is within the sole discretion of Eva's and Eva's reserves the right to waive any defects or informalities in any proposal, to reject any or all proposals, to take any or all proposals under advisement, to request new or additional proposals or to accept any proposal as may be deemed to be in Eva's interest in meeting the standards of suitability, quality, price & value.

Eva's reserves the right to terminate the agreement with 30 days' written notice to the firm. The agreement may be terminated immediately in the event of the firm's failure to perform in accordance with specified service requirements expected by Eva's.

TERMS OF CONTRACT

The term of the contract is a three-month (3) term commencing in June 2021.

The contract will require all consultants to sign a Non-Disclosure Agreement.

QUESTIONS AND SUBMISSION

Participants may submit questions and their final proposal via email to rfp@evas.ca.

CONFIDENTIALITY

All submissions will be treated as confidential between Eva's Initiatives for Homeless Youth and each participant. Eva's Initiatives for Homeless Youth will not disclose contents to other participants or the general public. Eva's Initiatives for Homeless Youth reserves the right to discuss submissions with its consultants and related parties.