



# REQUEST FOR PROPOSAL – STRATEGIC PLANNING

Eva's Initiatives for Homeless Youth is seeking a strategic planning consultant or consultants to facilitate a process to create our next three-year Strategic Framework. This Strategic Framework will highlight emerging needs and challenges facing the organization and outline how Eva's can effectively respond through our work in the coming years. The Strategic Framework will also be designed to be used as an engagement tool to expand Eva's reach and more effectively connect to its stakeholders.

**SUBMISSION DEADLINE: SEPTEMBER 19, 2022**

RFP will be posted until filled.

## 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 area of youth homelessness. Eva's provides safe shelter, supportive 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 2022-2023 budget is \$13 million, with over 160 staff over 7 sites, four of which are 24x7 operations. We have 8 members of the board, two honorary board members and 9 positions 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 as 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 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/>

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 guiding organizations through the development of a Strategic Plan. Specifically, we are inviting firms and consultants who also bring a deep specialty in Anti-Black Racism. 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.

## DESCRIPTION/SCOPE OF WORK

Eva's Initiatives is seeking a strategic planning consultant or consultants to facilitate a process to create our next three-year Strategic Plan. This Strategic Plan will highlight emerging needs and challenges facing the organization and outline how Eva's can effectively respond through our work in the coming years. The Strategic Plan will also be designed to be used as an engagement tool to engage staff and service users as well as expand Eva's reach and more effectively connect to its stakeholders.

We anticipate work will be conducted over approximately four (4) months beginning January 2023.

The successful vendor will be required to develop a three-year strategic framework that identifies strategic directions, goals, and priorities to guide the work of the organization to include the following:

- Revision of the current, mission, guiding principles and vision
- Alignment with the Equity Audit and Board Governance Review – both conducted in 2022
- Consultants will engage and keep current the Executive Director and Strategic Planning Committee through regular meetings and ad hoc discussions.
- Provide reports on the process, data collected, and analysis.
- Profile and situational assessment (assessment of current state and key issues facing Eva's)
- Active engagement of Eva's staff, service users and community partners
- Environmental scan of other similar organizations in Canada

## OUTCOMES

- Revision and update of organizational mission, guiding principals, vision, priorities, goals, and outcome measures
- Set strategic, expansion, advocacy, and policy priorities for the next three years
- Creation of a community/member outreach framework to ensure effective engagement with partners, key stakeholders, members, and the broader community
- New Strategic Plan is developed for the next three years
- Draft template for Eva's annual operational plan



## PROPOSAL REQUIREMENTS

The proposal should include the following and be electronically submitted to the email address below:

- Detailed description of deliverables and outcomes with a timeline and estimated costs
- Experience providing consulting services, including Strategic planning competency with a specific focus on anti-Black-racism
- Experience and philosophy regarding your work as part of a multicultural/multiracial team
- 2 samples of work produced from similar types of projects
- Contact information for a minimum of three (3) relevant references

## MANDATORY REQUIREMENTS

- 3 relevant references
- 2 similar samples of work
- Timeline
- Budget
- Company Overview
- Information for all involved consultants
- Proposal submitted on or before deadline
- The firm shall certify that they are an equal employment opportunity employer in compliance with all current applicable laws.

**Proposal should be limited to 4 pages (excluding supplemental attachments).**

## BASIS OF AWARDING SELECTION

Eva's Board Executive Committee and Executive Director will review applications and notify successful firm/consultant by September 30, 2022.

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

- Experience in Strategic Planning work with specialization in anti-Black racism, Equity, Diversity and Inclusion work.
- Fulsome response to proposal requirements.
- Assessed capacity to complete the required work within the timeframe.

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 four-month (4) term. 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](mailto: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.