

East York East Toronto Family Resources

Request for Proposals

Strategic Planning Consultant

Organizational Profile

East York East Toronto Family Resources (EYET) is a charitable, non-profit organization that has been enriching the lives of east end Toronto families for the past 35 years. EYET is a multi-service agency whose mission is "...to provide programs, services and resources that increase the well-being of individuals and families by engaging their strong and compassionate voices in developing and building the strength of our communities". As part of this mission, we believe that every person should be valued and empowered to pursue their dreams. Our governance framework encompasses the following values:

- Sharing
- Teamwork
- Exchange
- Collaboration
- Support
- Trust
- Success

EYET offers a variety of services to the community with a strong emphasis on:

- a) **Family Support** – EYET family support programs provide a welcome and safe environment offering prenatal education and early years support to families with children from 0-6 years.
- b) **Newcomer Support** - EYET engages newcomer families in becoming better informed and involved in Canadian society
- c) **Licensed Child Care** – EYET operates four licensed child care centres for children from infant to school age, depending on the centre. These centres provide a caring, stimulating and creative environment where children can experience physical, emotional, social and intellectual growth.
- c) **Housing Help** – Through its East York Housing Help Centre, EYET helps people find and keep their housing and prevent eviction, by offering housing access, housing stabilization and financial assistance programs.

Invitation

EYET is seeking proposals from qualified industry consultants to assist and guide in the development and definition of a new strategic plan which will set the course for the next 3 years. The successful proponent should have a strong working knowledge of the Toronto community and non-profit organizations. Additionally, the consultant must have extensive strategic planning

experience including the ability to conduct research, facilitate the planning processes, engage internal and external stakeholders and distill a plan that is clear, inspiring, innovative and with measurable and attainable goals. They must be able to work collaboratively with members of a Board Strategic Plan Committee and the agency's Executive Director.

Scope

The purpose of this RFP is to develop an organizational strategic plan that will set the course for EYET over the next 3 years. The plan must define the long-term vision for EYET, incorporate current conditions, goals and objectives and demonstrate an understanding of the anticipated changes and challenges during this timeframe. The plan should demonstrate how EYET will continue to provide the highest quality services and achieve targeted growth according to the organization's defined goals/objectives while embodying our vision and mission.

The strategic plan proposal should include methods for establishing strategic direction including:

- A reaffirmation of the organization's mission, vision and values
- An understanding of current government legislation, policies and regulatory requirements that impact the agency's primary areas of service delivery
- An understanding of the local community systems in which EYET works (including geographic and demographic requirements of the community)
- A process for engaging internal and external stakeholders
- Board/senior staff engagement, facilitation and review of the directions developed

Key Deliverables

Specifically, the consultant will be responsible for providing expert advice and facilitation throughout the project and for the following deliverables including, but not limited to:

- Project coordination including planning, coordinating, and documenting of stakeholder engagement sessions
- Completion of an external environmental scan and summary report that will allow for evidence-informed decision-making in the planning process
- Completion of an internal review and summary report of current state of governance and operations at EYET, identification of gaps and implications for EYET as a result of the comparison of external needs vs. internal services provided
- SWOT analysis, or similar framework, for engagement, analysis and strategic direction development
- Planning, facilitation and outcome analysis of strategic planning workshops for relevant EYET stakeholder participants including, but not limited to:
 - Review of mission, vision, values
 - Strategic visioning and imperatives
 - Goal and priority-setting
- Plan documentation including development of an interim and final report and an executive summary

- Development of Key Performance Indicators (KPIs) that are measurable

Proposal Requirements

Proposals are to be sent by email, in Acrobat (.pdf) format to the attention of Caroline Ball, Executive Director (stratplan@eyetfrp.ca) **no later than 4:30 p.m. on Friday, November 19, 2021.** Proposals should not exceed 10 pages as the main body of the proposal with a maximum of an additional 15 pages as appendix material. **Please submit all questions to the above noted contact by November 10, 2021.**

Proposal documents should be organized to include:

- Executive summary
- Scope, approach, methodology
- Project management approach, work plan and timeline
- Overview of skills, experience, and qualifications
- Pricing and cost schedule
- Three references familiar with the consultant's recent work on similar assignments

Evaluation

Proposals will be evaluated using the following criteria:

- Experience / skills / qualification of the consultant (15%)
- Demonstrated understanding of the objectives (15%)
- Strategy/approach and knowledge of the community in which we operate (25%)
- Quality and reasonableness of work plan / schedule (25%)
- Price (20%)

We thank all proponents for their submissions. However, only those shortlisted for formal interview will be contacted.