



Request for Proposals:

Communications and Public Affairs for Inclusive Local Economic Opportunities

1. Invitation

United Way Greater Toronto (UWGT) is inviting qualified communication and public affairs firms with experience and knowledge in cross-sector social change and collective impact initiatives to develop and help implement the 2022-2023 strategic communications plan of the [Inclusive Local Economic Opportunities \(ILEO\) initiative](#).

2. Context Background

Launched in 2018, ILEO is a collective impact initiative that galvanizes the strengths and levers of all sectors and industries to drive economic opportunity at the neighbourhood level.

Convened by United Way Greater Toronto and BMO, the ILEO Initiative has evolved significantly since its inception in 2018 when it brought together a group of business leaders to shape a new approach to create more inclusive economic opportunities in the Greater Golden Mile.

Over the past four years, ILEO has been developing a deliberate place-based approach to inclusive economic opportunity in collaboration with executive leadership from community service organizations, municipal government, and corporate institutions. In 2019, the Greater Golden Mile was selected as the first neighbourhood to test the ILEO approach for building economic opportunity for low-income people in vulnerable communities impacted by transit development and neighbourhood transformation. With United Way playing a crucial backbone role, ILEO engages a diverse range of partner and participating organizations to catalyze concrete

opportunities for community to share in the benefits of the large redevelopment of the Golden Mile.

The [Golden Mile Community Benefits Framework](#) is foundational to ILEO's work. This framework is a community-informed response to the anticipated large-scale, transit-oriented development precipitated by the construction of the Eglinton Crosstown Light Rail Transit. This document builds on years of local efforts to advance the community's vision for inclusive development and is intended for investors, local property owners, political representatives, community advocates and other interested stakeholders to ensure private investments yield social, economic, and other benefits for residents in the area.

Since 2020, the ILEO Initiative has launched 5 pilot projects in the areas of inclusive employment, supporting entrepreneurship, and social procurement. As we enter our fourth year of the initiative, we are actively developing a fifth pilot specifically focused on affordable housing. United Way and the ILEO partners have been telling the ILEO story and engaging audiences via set of foundational communication assets: [website](#), [social media](#) and various earned media pieces, such as [this](#).

3. Purpose

As we ramp up activity and urgency for impact of the initiative, United Way Greater Toronto is looking for a communications and public affairs agency to develop and help implement a multifaceted communications and public affairs strategy based on the below overarching objectives and key audiences.

1. New Stakeholder Engagement

Objective: Expand ILEO's innovation and thought-leadership reputation among targeted stakeholder groups (potential partners, participants and collaborators) who will be key to ILEO's impact in the coming years. Potential partners should be so intrigued that they want to participate

Main audiences

- a. Corporate
- b. Government (i.e. City Planning, Affordable Housing Office, Ontario Procurement, etc.)
- c. Community Orgs
- d. Other related orgs (i.e. BCC, Toronto Board of Trade etc.)

Note: This objective and audience are the main priority of this RFP.

2. Existing Stakeholder Engagement

Objective: Strengthen existing stakeholders' sense of pride for being part of ILEO. ILEO partners, collaborators and participants in pilot projects should feel strongly connected to ILEO and that ILEO is connected to the world

Current Channels and Assets

- a. Newsletter
- b. ILEO Resource Hub
- c. Current ILEO Webpages
- d. Blog Posts and Case studies
- e. Co-chair communications

Note: United Way has a detailed database of current government, corporate and stakeholders and an existing engagement process.

3. Greater Golden Mile Resident Engagement

Objective: Ensure that residents feel connected to ILEO and that they are aware of and having a voice in the massive redevelopment taking place in the Golden Mile. We want the community to feel that they are a part of the ILEO initiative and are helping shape its activities.

As a result, residents should be aware of the scale of the development in their neighbourhood, understand its impact and take part in the opportunities available through ILEO.

Current assets:

- Resident Facebook Page
- Partner community organizations
- Golden Mile Impact Network

A critical aspect of the communication and public affairs strategy is ILEO's relationship to community and needed coordination of government and corporate engagement efforts – especially with Golden Mile Impact Network, a group of 20 community-based organizations and resident leaders that brings community voice and active participation

in the process and work related to the Greater Golden Mile redevelopment. This group authored the Community Benefits Framework, with United Way support, and will have a critical role in implementing the communications and public affairs strategic plan.

4. Scope of Work

The communications and public affairs firm team will be work closely with the United Way ILEO team to understand the initiative’s mission, work and its diverse range of stakeholders that are consequential to our targeted community impact in the Golden Mile.

Expected Deliverables:

Deliverable	Description
Refined Communications and Public Affairs Brief	<p>A detailed document to be produced by the agency based on United Way’s agency brief reflecting the firm’s understanding of the ILEO initiative, pilots, targeted objectives, and key audiences. Upon agreement on this document the firm will proceed to communications and public affairs strategy and plan development.</p> <p>Activities: Conduct interviews with ILEO team members and BMO team (the co-convener and key partner in the initiative) in order to inform this document. The brief should include a detailed audience mapping and analysis, and prioritization of key stakeholders.</p>
Communications and Public Affairs Strategy Document	<p>A high-level document presenting the firm’s strategic recommendations and proposed measurement to meet the set objectives for 2022-2023. Upon agreement on the key strategies and success measures, the firm will proceed with detailed plan development.</p>
Communications and Public Affairs Plan	<p>A detailed document presenting the plan: communications and public affairs tactics, media and /or outreach plan and associated budget.</p>

Implementation support	Ongoing support to the ILEO backbone team and community partners throughout the year to implement the agreed plan and adjust tactics according to changing context, as needed.
Evaluation Support	Process to take stock of progress on a quarterly basis. Evaluation and analysis of results at the end of the one-year period.

5. Budget

The maximum budget for this project is \$75,000 for May 2022-May 2023.

6. Firm’s Role and Relationship with UWGT

The firm will designate a main contact that will report to Tasleem Thawar, Director, Strategic Initiatives, who will have direct management responsibility for this project.

7. Proposal Requirements

The Proposal shall not exceed 2,000 words in total, including details on how the budget will be used. Type size should be 12 pt. The following specific content should be included in the proposal:

- a. Name and contact information
- b. Experience and references:
 - Description of the applicant’s work, including experience with projects involving the community and public benefit sector supported by a min. of 3 case studies. Attach a separate portfolio of relevant work/campaigns and clients.
 - Demonstrated organizational commitment to reconciliation, equity, and inclusion in terms of values, staffing, and expertise engaging people with lived experience.
 - Names and contact information of at least two client references for whom the applicant has completed relevant projects.

c. Proposal

- Overview of the applicant’s understanding of the scope and requirements of the project, and the approach that the applicant will take relative to their strengths and the three objectives.
- A high-level work plan that considers the deliverables and one year implementation timeline.
- A breakdown of the tasks, timelines, and approximate number of hours per task. Clear prioritisation of budget allocation vis-à-vis the three objectives and audiences.
- A description of the agency team who will work on the project - inclusive of titles, experience, and role (include approx. time allocation for each staff)
- A brief description of how the applicant will work with stakeholders.

d. Budget:

- The total cost of the work, including all personnel, materials, and other expenditures.

8. Timelines

RFP released	March 11, 2022
Proposal submission date	March 31, 2022
Submission review (submitted proposal and 1h presentation to be scheduled upon proposal review)	April 1-6, 2022
Selection and awarding of the contract	April 8, 2022

9. Application Deadline

Please submit one (1) electronic copy of your proposal before 5 pm ET on March 31, 2022, to Tasleem Thawar at TThawar@uwgt.org

10. Questions/Inquiries

Please contact Tasleem Thawar at TThawar@uwgt.org by end of day March 30, 2022 if you have any questions regarding this RFP.