

South-East Ottawa
Community Health Centre



Centre de santé communautaire
du sud-est d'Ottawa

REQUEST FOR PROPOSALS

Strategic Planning Consultant(s)

August 2026

INVITATIONAL REQUEST FOR PROPOSAL

South East Ottawa Community Health Centre is seeking an innovative, dynamic consultant or consulting firm to support the Board of Directors with our strategic planning process within the current complex environment (major, rapid, unpredictable context changes). The work will involve a documentation review, process co-design meetings, community engagement and facilitation with key stakeholders and the development of a strategic framework that confirms the Centre's strategic goals and direction.

From:	South-East Ottawa Community Health Centre 1355 Bank Street, Suite 600 Ottawa, ON K1H 8K7
Issue date:	Wednesday August 19, 2026
Inquiries and Submissions:	Written proposals are due by: 5:00 p.m. EST on Friday, September 18th, 2026 Respond to RFP for Organizational Strategic Planning to: Ganise Clermont, Executive Assistant South-East Ottawa Community Health Centre 1355 Bank Street, Ste. 600 Ottawa, ON K1H 8K7 By email: office@seochc.on.ca Any proposals received after the stated time and date will not be considered.
Contract type:	Fixed Price Agreement. Payment schedule to be negotiated following award.
Budget:	Pricing should reflect not-for-profit financial capacity.
Selection process:	Although this process is open, an interview will be performed with selected candidates and the chosen vendor will adhere to the confidentiality requirements of South-East Ottawa Community Health Centre.
Anticipated start:	October 2026

ORGANIZATION INFORMATION

South-East Ottawa Community Services (SEO) operates under the name South-East Ottawa Community Health Centre (SEOCHC). SEOCHC is a community health centre in the province of Ontario. The Centre's core funding is provided by Ontario Health, through the Ottawa Ontario Health Team, and by the Ministry of Health. Additionally, the Centre receives funding from the City of Ottawa, United Way, and other funding organizations. The Centre was incorporated by Letters Patent on March 8, 1985, under the laws of the Province of Ontario as a non-profit charitable organization without share capital.

South-East Ottawa Community Health Centre works within the diverse community of South-East Ottawa, and with partners throughout the region, to provide and advocate for integrated, holistic primary health care, social services, community development and health promotion, in pursuit of our vision: health equity and wellbeing for everyone in the diverse communities we serve.

Our mission is to make a positive difference in the lives of people who face inequities, by providing accessible community health and social services and working together to build healthier communities. We do this to:

- Foster a healthy, welcoming, diverse and safe community
- Promote healthy development of individuals and families
- Enable community members to help one another

We envision a community that works together to ensure a safe, just and healthy life for all.

Our work is guided by five commitments: equity and social justice, whole-person health, community collaboration, heart-driven integrity, and evidence-informed excellence.

We are a non-profit, community-governed organization that provides a range of inter-professional services to clients, including primary care, health promotion, social services, community and resource development, home support and advocacy to address the social determinants of health. SEOCHC particularly responds to persons who face barriers to accessing health and social services and who live in South-East Ottawa. Our services and programs are designed to meet the needs of our community. Special attention is given to those who have additional needs because of income, language, culture, age, gender, family composition, disability or other factors.

Supporting the work of 100+ staff are over 300 volunteers and students from various educational institutions.

The Centre is managed by an incorporated non-profit community board made up of members of our community, and operates from multiple locations, though primarily from 1355 Bank Street, across from Billings Bridge Shopping Centre.

The SEOCHC catchment area is defined as the area bounded by the Rideau River and Industrial Avenue/Innes Road to the north, Highway 417 to the east, the Rideau River to the west, and Hunt Club Road to the south. That said, we also offer both city-wide and regional programs and support clients from outside this area.

GOVERNANCE OVERVIEW

The Centre's Board of Directors is comprised of 12 versatile and community based volunteers who have a vested interest in supporting access to comprehensive community based primary health care. The Executive Director and two staff member representatives are ex officio members of the Board. The Board meets 10 times a year and elects directors at the Fall Annual General Meeting. The Board has established numerous committees to ensure the fulfillment of the Centre's mission and vision and the Board's governance responsibilities.

BACKGROUND INFORMATION

As a Community Health Centre, health equity is at the core of our mandate — we exist to ensure that all members of our community, particularly those facing barriers to care, can lead healthy lives. Over the past years, the Centre has worked collaboratively with other Community Health Centres and Community Resource Centres in Ottawa to advance health equity and wellbeing for all. We identified three strategic priorities aimed at supporting more people with complex needs in accessing the CHC model of health and wellbeing. Together, we also became foundational members of the Ottawa Health Team – Équipe Santé Ottawa, which is transforming how people access health services and supports in Ottawa, in particular by enhancing access and attachment to primary care and supportive attachment hubs. Guided by the quintuple aim — improving population health, enhancing the patient/client experience, reducing per capita cost, supporting the wellbeing of our providers and staff, and advancing health equity — we are working together to create the conditions for people to get care and support when and where they need it, in the communities where they live.

Today, we continue this work amid a landscape of unprecedented change and unanticipated circumstances that have called into question the basic assumptions and mechanistic models underlying traditional strategic planning. We are navigating factors that are increasingly difficult to predict or control. In response, the Centre is working to confirm and reaffirm our organizational strategic goals and priorities, and to build a framework that allows us to advance our mission with resilience and adaptability within a complex and continually evolving environment.

SERVICE REQUIREMENTS

Consultant Qualifications

The individual consultant and/or supporting team members who collaborate in the submission of an RFP should have the following qualifications:

1. Demonstrated experience in leading strategic planning and designing strategic frameworks
2. Experience in co-design and implementation of change management strategies in the not for profit sector
3. Demonstrated experience in facilitation and stakeholder engagement
4. Familiarity with the community health centre model of care, Ontario Health Teams and complexity theory
5. Willingness to be innovative and flexible, open to input from staff at the centre

Deliverables

1. Working with our Manager of Organizational Effectiveness, co-design and implement a process to establish the South East Ottawa Community Health Centre strategic framework to best meet the needs of our community
2. Prepare and present to the Board of Directors and Executive Director a concise report which outlines:
 - a. The strategic planning process
 - b. Results of document review
 - c. Results of stakeholder engagements
 - d. Recommendation and presentation of a strategic plan/framework
3. Preliminary Implementation Plan

Scope of Work

The consultant will gather information through the following mechanisms:

- Review previous strategic planning documents and other background information
- Communication with the Board of Directors, Senior Leadership team including the Executive Director, Directors, Managers, Program Coordinators, and staff
- Community engagement and facilitation of community members, clients, partners, etc.

PROPOSAL CONTENTS

Applicants should include as a minimum the following information:

Applicant Background

- Firm structure and size
- Qualifications vis-à-vis requirements
- Composition of clients similar to SEO
- Two (2) references that can be contacted as required by SEO

Project Staff

- Team organization structure and roles of supporting personnel

Proposed timeline

- Schedule of availability
- Details of availability and description of process and tasks
- Description of deliverables

Proposed budget

- Details including hourly or project rates, estimated hours and estimated additional expenses

Conflict of Interest

- Disclosure of any conflicts of interests of team members, and a provision of a plan to manage conflicts.

RFP SUBMISSION DETAILS

- Only emailed proposals will be accepted.
- Proposals will be accepted up to **5:00pm on Friday, September 18th, 2026**

APPENDIX 1: CONFLICT OF INTEREST FORM

Conflict of Interest Form

If the box below is left blank, the Vendor will be deemed to declare that: (1) there was no Conflict of Interest in preparing its submission; and (2) there is no foreseeable Conflict of Interest in performing the contractual obligations contemplated in the Request for Proposal.

Otherwise, if the statement below applies, check the box.

The Vendor declares that there is an actual or potential Conflict of Interest relating to the preparation of its submission, and/or the vendor foresees an actual or potential Conflict of Interest in performing the contractual obligations contemplated in the Request for Services.

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If the Vendor declares an actual or potential Conflict of Interest by marking the box above, the Vendor must set out below details of the actual or potential Conflict of Interest:

Name: Signing Authority of Company

Title:

Signature:

Date:

APPENDIX 2: TERMS AND CONDITIONS

RFP Terms and Conditions

Communication after Issuance of RFP

The Client Representative is: Wendy Stewart, Executive Director, wendys@seochc.on.ca

Vendors are prohibited from contacting any staff to obtain any information pertaining to this RFP, RFP Process, or to demonstrate or justify the Vendor's services or relay other benefits of doing business with SEOCHC. It is inappropriate for the Vendor to initiate contact with any member of the Client Representative or any other staff unless specifically requested to do so by the Client Representative. Please note that it is inappropriate for the Vendor to engage in any entertaining of any staff member connected with this RFP. Any Vendor who fails to comply with this requirement will be disqualified from the bidding process.

Reservation of Rights of South-East Ottawa Community Health Centre

In addition to any other express rights or any other rights which may be implied in the circumstances, without liability, cost or penalty to SEOCHC, SEOCHC may at any time prior to or after the RFP Closing Date:

- (a) Waive formalities and accept proposals that substantially comply with the requirements of this RFP;
- (b) Waive irregularities in any vendor's proposal;
- (c) Check references other than those provided by a vendor;
- (d) Disqualify a vendor whose proposal contains misrepresentations or any other inaccurate or misleading information;
- (e) Disqualify a vendor or the proposal of a vendor who has engaged in conduct prohibited by this RFP;
- (f) Accept or reject a proposal if only one proposal is submitted;
- (g) Select any vendor other than the vendor whose proposal reflects the lowest pricing;
- (h) Cancel this RFP process at any stage;
- (i) Cancel this RFP and issue a new RFP for the same or similar services;
- (j) Discuss with any vendor different or additional terms to those contemplated in this RFP or in any vendor's proposal;
- (k) Accept a vendor's proposal as is, or negotiate with any vendor any new requirements or terms, or changes that may be deemed necessary by SEOCHC; and
- (l) Reject any or all proposals in the absolute discretion of SEOCHC.

Any amendment or supplement to this RFP will be communicated to interested parties in the same manner in which this RFP was issued.

Any reference to RFP in this document will mean this RFP and all addenda, amendments or supplements, if any.

Costs of proposals

SEOCHC assumes no responsibility for any Vendors' costs associated with the preparation and presentation of its proposal.

Confidentiality

All information distributed in connection with this RFP is confidential, and is to be used for the sole purpose of completing submissions and are to be used for no other purpose unless prior written consent has been provided by SEOCHC. All material and information distributed will remain the property of SEOCHC to be used at their discretion.

All candidates electing not to submit a proposal will dispose of any and all confidential information within a responsible manner.

Governing Law

The RFP, the vendor's proposal and every document that will be required to be executed by the parties pursuant to the RFP will be governed by the laws of Ontario and the laws of Canada applicable therein, without reference to their respective conflict of laws principles.

Requirements for Completion

The following is a list of items to be included in the proposal:

- (a) A Cover Letter: An introduction to the vendor or vendor's organization and a clear statement that the Terms and Conditions of this RFP have been read, understood, and agreed to in their entirety and confirming that the information provided in the proposal is accurate. The letter must also be signed by the vendor or by an authorized representative from the vendor's organization and include a clear statement noting that the individual signing the proposal has the authority to bind the vendor's organization.
- (b) Vendor Profile: A description of the vendor's business and contact details including:
 - (i) The full legal name of the vendor's organization;
 - (ii) Any other relevant name under which the vendor's organization carries on business;
 - (iii) The address, telephone, website and facsimile numbers for the vendor's organization for all questions and clarifications arising from the RFP;
 - (iv) The proposed start and completion date for performing the services for SEOCHC which would not exceed the identified timeframe for implementation.
- (c) Implementation Plan: Describe how the vendor plans to perform and complete the requested services.
- (d) Conflict of Interest Form: Review and attach the signed original Conflict of Interest Form included in Appendix 1.
- (e) References: Identify two (2) current client references. Reference should be from clients that have used the services of the vendor to meet their needs. Provide the name, title, organization, telephone number and e-mail for each reference.

- (f) Pricing Information: Identify rates for the proposed vendor resource and a total cost for the delivery of services (overview of deliverables).
- (g) Submission should not exceed 20 pages in length using 12 font, Arial, single space and letter size.

Product requirements

Vendor must indicate clearly how the proposed solution meets SEOCHC's assurance and financial reporting needs. In your proposal, please provide:

- a process for executing the requirements;
- a description of the services to be provided including a detailed breakdown of the work to be done;
- suggested timelines required for deliverables;
- your cost to complete the service deliverables;
- if the execution of work to be delivered under your RFP requires sub-contractors, this must be clearly stated in the proposal. The sub-contractors must be identified and the work that they will perform be identified;
- brief, one-page biography, highlighting your recent relevant experience;
- minimum of 2 examples of your past work with current client contact information to be used as references; and
- proposals should not exceed 20 pages in length.

Evaluation of Proposals

RFP Evaluation Process

The evaluation of the proposals will be conducted by the SEOCHC RFP committee. A proposal must meet the requirements of each applicable stage to proceed to the next stage.

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| Stage 1 | consists of evaluating the knowledge / experience profile, and implementation plan. SEOCHC's RFP committee will select the eligible proposals to move on to the next stage; |
| Stage 2 | consists of evaluating the pricing information. SEOCHC's RFP committee will evaluate eligible proposals, shortlisted in Stage 1 based on reviewing pricing details contained in the proposal; |
| Stage 3 | consists of interviewing short-listed vendors. SEOCHC's RFP committee will invite vendors with eligible proposals to participate in an interview / meeting, as applicable at discretion of evaluation team; and, |
| Stage 4 | consists of verifying reference information. SEOCHC's RFP committee will contact the listed references of the selected candidate for verification. |

The points allocated to each stage of the evaluation process are as follows:

Stage	Evaluation Process	Points	Minimum Score
1	Service Requirements - knowledge / experience profile - implementation plan	25	20 points
2	Pricing Information	20	12 points
3	Vendor Meeting	15	10 points
4	Reference Verification	Pass / Fail	Pass

Each stage is evaluated separately and in sequential order. Eligible vendors must achieve a score higher than the minimum score in each stage to participate in the next stage. Two (2) eligible Vendors with the highest combined score in Stages 1 and 2 will be invited to participate in Stage 3. This number may vary in case of a tie score between vendors.

SELECTION OF VENDOR

Evaluation Criteria

SEOCHC will make the award to the successful VENDOR. Final selection of a VENDOR may be based on, but not be limited to, a number of criteria. More points will be given to proposals that demonstrate the knowledge, experience and outcomes listed below:

- Clear understanding of the mission values and objectives of Community Health and Resource Centres, primary care and community and social health issues and drivers;
- Experience providing the required services for organizations (see Service Requirements above);
- Alignment of business philosophy with SEOCHC and community health objectives;
- Professionalism;
- Service availability; and
- Overall value for services.

Contract Award

SEOCHC will make the award to the successful vendor that can meet the specified requirements of the RFP. The selected vendor's entire proposal will be evaluated on the basis of the response to all information requested in this RFP. The successful vendor will be invited in writing to enter into an Agreement with SEOCHC.

Failure to Enter into Agreement

If a selected vendor fails to execute the Agreement within a period of 15 days of notice of selection, SEOCHC may, in its sole and absolute discretion and without incurring any liability, rescind the selection of that VENDOR.

Notification to Other Vendors

Once an Agreement is executed by the successful vendor and SEOCHC, the other VENDORS will be notified by SEOCHC in writing of the award of the contract to the successful vendor.