



FLEMINGDON HEALTH CENTRE

Request for Proposals (RFP)

Development of FHC's Multi-Year Strategic Plan

Issued: June 8, 2026

Proposal Submission Deadline: June 26, 2026

Contact: executive_assistant@fhc-chc.com

Flemingdon Health Centre
10 Gateway Boulevard, Toronto, ON M3C 3A1
www.fhc-chc.com

INVITATION

Flemingdon Health Centre (FHC) invites qualified proponents to submit a proposal to provide subject matter expertise and facilitation services to support the development of a strategic planning process and the creation of FHC's Multi-Year Strategic Plan.

1. Introduction and Background

Flemingdon Health Centre (FHC) is a community-governed, not-for-profit Community Health Centre and a recognized leader among Toronto CHCs in delivering integrated, equity-focused primary health care and community services to socially vulnerable and medically complex populations. Guided by the social determinants of health, FHC provides interdisciplinary, culturally responsive care and works upstream to address the systemic and structural barriers that impact health and well-being. Serving highly diverse communities, including newcomers, refugees, seniors, uninsured individuals, and people experiencing multiple forms of marginalization, FHC is deeply committed to advancing health equity, strengthening community engagement, and ensuring accessible, trusted care. Its governance and organizational leadership reflect the diversity, lived experience, and strengths of the communities it serves.

FHC operates across three primary service areas (Flemingdon Park, Thorncliffe Park, and the Fairview Mall surrounding area) delivering an integrated model of care that combines primary health care, chronic disease prevention and management, mental health and wellness supports, health promotion, community development, and social care coordination. This model emphasizes prevention, early intervention, interdisciplinary collaboration, and coordinated pathways of care to improve health outcomes and respond to the evolving needs of the community. We play a critical role in supporting system navigation and reducing barriers to care for individuals and communities facing structural inequities within the broader health and social system.

FHC is a member of both East Toronto Health Partners and North York Toronto Health Partners Ontario Health Teams and is an active system partner in advancing integrated, community-based models of care. Through these collaborations, we contribute leadership in health equity, interdisciplinary primary care, population health, and community engagement, while supporting coordinated approaches to chronic disease management, mental health and addictions care, integrated home and community care, and improved system navigation for underserved populations. In alignment with our future directions, we are strengthening our role as a trusted, community-rooted leader in integrated care, evolving as a neighbourhood hub, system convener, and backbone organization within a complex and interconnected health and social care environment.

FHC is also an emerging leader in capital planning and community hub development, including the Thorncliffe Park Community Hub, a transformative initiative designed to create a safe, accessible, multi-service, community-centred space where residents can access integrated health, social, and community supports. In partnership with community partners, we successfully led innovative community-based models such as Health Access Thorncliffe Park and Health Access Taylor-Massey. These initiatives bring together health, social service, and

community organizations to deliver coordinated, culturally responsive, and wraparound supports that address both immediate health needs and the broader social determinants of health.

FHC now seeks a qualified consulting partner to support the development of its Multi-Year Strategic Plan, which will translate FHC's vision of becoming more structurally equipped, more connected across systems, and increasingly future-ready in how care is designed and delivered into a clear and actionable roadmap for the organization's future.

FHC's current mission, vision, values, and strategic plan are available on its website.

2. Scope of Work

The successful Proponent will work closely with FHC's Strategic Planning Committee to lead a comprehensive, inclusive, equity-centred, and future-focused strategic planning process. The successful Proponent will facilitate a structured and transparent process that results in a clear, actionable, and implementable Multi-Year Strategic Plan aligned with FHC's future-focused vision and evolving system context. FHC prefers not to pre-determine the timeframe of the Strategic Plan and expects the successful Proponent to provide recommendations on an appropriate planning horizon based on the strategic planning process and environmental context.

1. Project Leadership and Management

The consultant will be responsible for overall project design, coordination, and execution, including:

- Developing a detailed project workplan and critical path outlining key activities, milestones, deliverables, dependencies, governance decision points, and timelines to complete the Strategic Plan by December 2026.
- Establishing clear governance workflows, including decision-making and approval gates with the Committee and Board of Directors.
- Providing ongoing project management support, including status updates and presentations to the Committee, full Board of Directors, Management (as deemed necessary).
- Ensuring the process remains on track, responsive to emerging insights, and aligned with organizational priorities and system context.

2. Environmental Scan and Strategic Analysis

The consultant will conduct a comprehensive environmental scan and situational analysis, including:

- Review of relevant internal documents, including the 2022–2027 Strategic Plan, operational reports, program evaluations, and other foundational materials.
- Analysis of external health system trends, including Ontario Health priorities, Ontario Health Teams (East Toronto Health Partners and North York Toronto Health Partners), primary care transformation, population health trends, digital health transformation, climate resilience, and health system integration.
- Completion of a structured SWOT and PESTLE analysis, or equivalent approach, to identify internal strengths and gaps, as well as external opportunities and risks.
- Development of key insights that will inform strategic priorities, system positioning, and future readiness.

3. Stakeholder Engagement and Co-Design Process

The consultant will design and implement a robust, inclusive, and accessible engagement process that reflects FHC's equity commitments and community-rooted approach. This will include engagement with:

- Board of Directors, leadership, and staff across all levels
- Clients, patients, caregivers, and community members with a focus on equity-deserving populations, including newcomers, refugees, seniors, uninsured individuals, and people experiencing multiple intersecting barriers (where possible)
- Community leaders, partner organizations, and system stakeholders

The engagement process must:

- Use innovative, participatory, and accessible engagement methods
- Ensure meaningful inclusion of lived experience and community voice
- Be designed to support co-creation of a shared vision for FHC's future

All engagement activities must be designed to ensure psychological safety, cultural responsiveness, and equity-centered participation.

4. Strategic Visioning and Plan Development

The consultant will facilitate a structured strategic visioning process that will:

- Revisit and refresh FHC's vision, mission, and values as required, ensuring they reflect current community needs and future system context.
- Translate FHC's "North Star" vision into clear strategic directions that reflect its role as a community hub, system convener, and integrated care leader.
- Develop strategic pillars, goals, and objectives that are focused, feasible, and aligned with FHC's capacity to deliver over the planning period.
- Ensure equity remains central and embedded across all strategic priorities, while also ensuring it is clearly and strategically articulated for funders, government partners, and system stakeholders.
- Support deliberate prioritization of strategic directions, ensuring the final plan avoids competing or overly broad priorities and instead focuses on the most impactful areas for FHC's future.
- Embed equity-centered outcomes and indicators across all strategic priorities to support accountability and measurement of impact.
- Incorporate scenario planning to assess future system, funding, demographic, and service delivery conditions, including implications for equity, access, and sustainability. Ensure the strategy reflects alignment with Ontario Health and system priorities, digital health transformation, climate resilience, Truth and Reconciliation, and broader system integration priorities.
- Include a structured assessment/pressure-testing exercise as part of the plan development process to assess FHC's readiness, alignment and practical feasibility to successfully implement the strategic plan.

The process must explicitly support the balance between an ambitious long-term vision and operational feasibility, including considerations of equity commitments, foundational infrastructure requirements, and the organizational capacity needed to deliver on strategic priorities effectively.

5. Implementation Planning and Operationalization

The consultant will develop a high-level implementation and operationalization framework, that supports the phased execution of the strategic plan, including

- A sequenced implementation roadmap with clear phases and priorities
- Assessment of organizational considerations which will support successful implementation, including feasibility considerations, dependencies, and sequencing requirements as necessary
- Key risks analysis and mitigation considerations
- Sustainability considerations within Ontario Health and broader system contexts

Note: FHC and the successful Proponent recognize that the implementation planning and operationalization frameworks are intended to provide strategic direction and structure, while detailed operational planning, sequencing, and resource allocation decisions will be further refined by FHC following approval of the Strategic Plan.

6. Performance Measurement and Evaluation Framework

The consultant will develop a robust performance measurement framework that includes:

- Key performance indicators (KPIs) aligned with strategic goals
- Equity-focused outcome measures and indicators
- A monitoring and evaluation framework that goes beyond volume-based metrics to include access, quality, equity, prevention, and community impact
- A mechanism for ongoing learning and adaptive strategy refinement

7. Communications and Knowledge Translation

The consultant will develop a comprehensive communications and knowledge translation plan that supports:

- Internal engagement and staff alignment
- External communication to funders, Ontario Health, government stakeholders, and system partners
- Community-facing communication in plain language formats
- A post-launch feedback mechanism to support early implementation learning and refinement
- A narrative that clearly articulates FHC's value, impact, and future direction

3. Deliverables

The successful Proponent will be responsible for providing the following deliverables:

- **Detailed project workplan, critical path, and governance structure** - including key activities, milestones, deliverables, dependencies, decision gates with the Committee and Board, equity/accessibility checkpoints, and timelines to complete the Strategic Plan by the target date.
- **Environmental scan and strategic analysis report** (SWOT/PESTLE or equivalent and system trends) - Report summarizing internal and external analysis, including sector trends, opportunities, risks, and key insights to inform strategic priorities and future readiness.
- **Summary report of all stakeholder and community engagement activities** - Summary of engagement activities, participation, key themes, diverse perspectives, and how stakeholder and community input shaped the Strategic Plan.

- **Draft and final Multi-Year Strategic Plan (public-facing and implementation-ready)** - draft and refine a polished Multi-Year Strategic Plan that is simultaneously public-facing and implementation-ready including vision, priorities, strategic directions, and actionable recommendations.
- **Executive summary (4–8 pages, plain language)** - A standalone, visually compelling plain-language 4–8-page summary highlighting the strategic context, key priorities, expected impacts, implementation approach, and measures of success.
- **Strategic Priorities and Performance Framework** - Strategic pillars, goals, KPIs, and equity-focused outcomes framework integrated into the plan or provided as a companion document.
- **Communications and knowledge translation plan** - Strategy and tools to communicate the Strategic Plan to staff, partners, community members, and other stakeholders.
- **Professional presentation materials** - Professionally designed presentation deck(s), speaker notes, and supporting materials tailored for Board, staff, and community audiences.
- **One-page posters design and layout for display** - Visually engaging one-page poster(s) summarizing key strategic priorities, commitments, and community impact.
- **Project Close-Out Report** - Summary of project outcomes, lessons learned, challenges, recommendations, and considerations for implementation and continuous improvement.

Writing and Layout Style

All deliverables must be developed in close, iterative collaboration with FHC, incorporate equity and accessibility reviews at key stages, and be delivered in both editable source formats (e.g., Word, PowerPoint, InDesign or equivalent) and final accessible PDF/print-ready versions.

Deliverables must be accessible (WCAG 2.1 AA compliant where digital, with alt text, logical structure, high contrast, tagged PDFs, and resizable text), culturally responsive, and designed for dual use: inspiring and shareable for public/community audiences while detailed and actionable for Board, leadership, and staff implementation.

To ensure deliverables are impactful, usable, and true to FHC's community-governed, equity-focused identity, the following standards apply (particularly to the Strategic Plan, Executive Summary, posters, presentations, and public-facing reports):

- Use plain, easy to understand language for public-facing materials.
- Adopt equity-centred, strength-based, and culturally responsive language
- Balance narrative and evidence: Ground the work in data, environmental scan insights, and engagement findings while telling an authentic story of FHC's journey, community strengths, and future aspirations.
- Where appropriate include anonymized quotes, stories, or themes from stakeholders and community members to humanize the plan.
- Create a cohesive, modern visual identity aligned with (or thoughtfully extending) FHC's brand
- Make deliverables multi-format ready
- Use strong data visualization and infographics where necessary

Strength in this area will be considered in proposal evaluation.

4. Project Timeline

The following timeline is expected:

Milestone	Date
RFP Issued	June 8, 2026
Question Submission Deadline	June 19, 2026 at 5:00 p.m. EDT
Proposal Submission Deadline	June 26, 2026 at 5:00 p.m. EDT
Oral Presentation Notification	July 2-6, 2026
Oral Presentations	July 7-10, 2026
Contract Award & Project Start	End of July 2026
Final Strategic Plan Completed	January 2027

The total project duration is approximately 6 months.

The RFP timetable is tentative only and may be changed by FHC at any time. Proposals submitted after the Proposal Submission Deadline may not be considered.

5. Consultant Qualifications & Experience

Proponents must demonstrate the following minimum qualifications and experience:

- Proven experience facilitating strategic plans for Ontario CHCs or similar multi-service non-profit/community health organizations (150+ staff preferred), including experience with conducting stakeholder consultations, gathering and analyzing data to inform decisions.
- Demonstrated expertise in health equity, anti-racism, community co-design, and inclusive facilitation (including virtual/hybrid methods).
- Strong knowledge of the Ontario health system, Ontario Health Teams, and government relations/knowledge translation.
- Knowledgeable about strategic planning tools.
- Familiarity with SWOT and PESTLE assessments and other approaches to strategic planning.
- Financial expertise and ability to balance ambitious vision with operational realities.
- Excellent facilitation and communication skills.

Proposals must identify the specific team members who will perform the work.

6. Proposal Submission Requirements

Proposals must be complete, concise, and include the following:

- **Technical Proposal:** A single technical proposal describing the Proponent's understanding of FHC, proposed methodology and approach, workplan and critical path,

team qualifications, and approach to equity, prioritization, and stakeholder engagement (maximum 10 pages).

- **Pricing Proposal:** A separate pricing proposal (**Appendix A**) setting out the all-inclusive fixed fee (maximum under \$50,000 CAD +HST), including per diem rates and estimated days per team member, where applicable.
- A minimum of three client references, preferably from Ontario CHCs or similar organizations.
- A minimum of two samples of previous strategic planning work.
- Any additional supporting documentation the Proponent considers relevant to demonstrate experience and qualifications may be submitted separately from the technical proposal and is optional.

Questions regarding this RFP may be submitted to executive_assistant@fhc-chc.com no later than June 19, 2026 at 5:00 p.m. EDT. Responses to questions received will be shared with all interested Proponents.

Proposals must be submitted by email to executive_assistant@fhc-chc.com no later than June 26, 2026 at 5:00 p.m. EDT.

7. Evaluation Criteria & Scoring

Proposals will be evaluated based primarily on the quality of the proposed methodology and approach (40%), followed by the qualifications and experience of the proposed team (25%) and the financial proposal, with an emphasis on value for money (20%). Additional consideration will be given to the Proponent’s understanding of FHC’s context (10%) and any value-add or innovative elements included in the proposal (5%). Overall, the evaluation places the greatest emphasis on the Proponent’s ability to deliver a strong, practical approach supported by relevant experience and competitive pricing.

Proposals will be evaluated in accordance with the following criteria:

Criterion	Weight
Methodology & Approach	40%
Qualifications & Team Experience	25%
Understanding of FHC Context	10%
Financial Proposal (value for money)	20%
Value-Add / Innovation	5%

FHC reserves the right to consider reference checks, interviews, and presentations in its overall evaluation and selection process.

8. Terms and Conditions

8.1 Selection Rights

FHC reserves the right to accept, reject, or decline any proposal, in whole or in part, and is not required to accept the lowest-priced proposal. FHC may cancel, amend, or re-issue this RFP at any time.

8.2 Proposal Costs and Confidentiality

All costs related to the preparation and submission of a proposal are the sole responsibility of the Proponent. Proposal materials submitted to FHC become the property of FHC, subject to any portions clearly identified by the Proponent as confidential.

8.3 Contract Terms

The successful Proponent will be required to enter into a fixed-fee, milestone-based contract in a form satisfactory to FHC. Standard contract provisions will apply, including warranties, indemnification, WSIB and workplace safety obligations, compliance with applicable laws, and termination rights.

8.4 Privacy and Regulatory Compliance

The successful Proponent must comply with all applicable privacy, confidentiality, and health information laws and regulations, including PHIPA, FIPPA, and FHC's applicable privacy, confidentiality, information security, infection prevention, and workplace safety requirements. The successful Proponent must immediately notify FHC of any actual or suspected unauthorized access to confidential information or personal health information.

8.5 Insurance and Indemnity

The successful Proponent must maintain Commercial General Liability insurance and Professional Liability insurance of not less than \$5 million per occurrence, naming FHC as an additional insured, and cyber insurance of not less than \$5 million per occurrence where applicable. Proof of insurance must be provided upon request. The successful Proponent will indemnify and save harmless FHC from claims, losses, damages, costs, and liabilities arising from the Proponent's acts, omissions, negligence, or wilful misconduct.

8.6 Intellectual Property

All deliverables, materials, and intellectual property provided by FHC or created for FHC under the contract will be the sole property of FHC. The successful Proponent shall not include any restrictive material in the deliverables that would limit FHC's use, modification, or further development of them.

8.7 Conflict of Interest and No-Collusion

By submitting a proposal, the Proponent represents that it has disclosed any actual or potential conflict of interest and that its proposal has been prepared independently, without collusion, consultation, communication, or agreement with any other proponent or competitor for the purpose of restricting competition.

8.8 Freedom of Information

All proposals and related information submitted to FHC are subject to the Freedom of Information and Protection of Privacy Act (FIPPA).

9. Appendices

- Appendix A – Pricing Template
- Appendix B – Evaluation Scoring Sheet
- [Current 2022–2027 Strategic Plan](#)

Appendix A – Pricing Template

Consultants must prepare pricing using the following template.

Timeline	Work Deliverable / Outcome	Consultant Work Effort (Hours)	Consultant Hourly Rate	Cost Sub-Total	Tax	Total Contract Price
Sub-Total						
					TAX	
TOTAL Contract Price						

Appendix B – Evaluation Scoring Sheet

This scoring sheet may be used by evaluators to assess proposals against the evaluation criteria set out in Section 7. Evaluators should assign a raw score for each criterion, calculate the weighted score, and provide brief comments to support the assessment.

Criterion	Weight	Raw Score	Weighted Score	Evaluator Comments
Methodology & Approach	40%			
Qualifications & Team Experience	25%			
Understanding of FHC Context	10%			
Financial Proposal (value for money)	20%			
Value-Add / Innovation	5%			
Total Weighted Score			/ 100	

FHC appreciates the interest of all proponents and looks forward to receiving proposals.