



December 28, 2017

REQUEST FOR PROPOSALS: (A) Regent Park Community Health Centre Strategic Plan & (B) Pathways Regent Park Comprehensive Program Review and Feasibility Study

The Regent Park Community Health Centre invites highly qualified consulting firms for an exciting opportunity to engage in strategic consulting services.

Main Office

465 Dundas Street East
Toronto, ON M5A 2B2

Switchboard

Phone: 416-364-2261
Fax: 416-364-0822

Clinical

Phone: 416-203-4507
Fax: 416-364-0822

Community Health

Phone: 416-203-4506
Fax: 416-364-0822

Dental

Phone: 416-364-7019

Pathways to Education

2nd Floor,
411 Parliament Street
Toronto, ON M5A 3A1
Phone: 416-642-1570
Fax: 416-642-1577

Parents For Better Beginnings

Upper Level
38 Regent Street
Toronto, ON M5A 3N7
Phone: 416-362-0805
Fax: 416-362-5899

Diabetes Education Program

409 Parliament Street
1st Floor
Toronto, ON M5A 3A1
Phone: 416-603-0336
Fax 416-603-8068

A. The first is an organizational wide three-year strategic plan for the Board of Directors of Regent Park CHC. *(Due May 30, 2018)*

B. The second is a program assessment and recommendation for our award-winning Pathways to Education program. *(Due March 30, 2018)*

It is expected that the two consulting services will take place simultaneously from January to May 2018, with some complementary and distinct deliverables and due dates. The budget for the two services are separate, at \$25,000 each.

We are open to a consortium of consultants that can engage in two projects simultaneously, *or separately*, based on expertise and relevant experience. We are also open to a lead consultant that has the capacity to coordinate among other consultants with unique specializations. The two projects should be interconnected, particularly for environmental scan and community engagement. It is expected that the preliminary results from Pathways' environmental scan will contribute and feed into the wider organizational environmental scan for the development of our strategic plan. All interested parties should state how they intend to synchronize the two projects as part of on-going organizational learning.

<p>Open Inquiry/Question Period Please submit all questions and clarifications by this date via email to the following contacts:</p> <ul style="list-style-type: none"> • RPCHC Three-Year Strategic Plan: Executive Director, Paulos Gebreyesus at Paulosg@regentparkchc.org • Pathways Regent Park Comprehensive Program Review: Director, Steven Chuang at StevenC@regentparkchc.org 	<p>By Jan 5, 2018 12:00 Noon</p>
<p>Final Submission</p> <ul style="list-style-type: none"> • One PDF document containing all the required information • Cover page to clearly indicate the consulting services which you are bidding for (see last page template): <ul style="list-style-type: none"> A. RPCHC Three-Year Strategic Plan B. Pathways Regent Park Comprehensive Program Review C. Both A and B 	<p>By January 22, 2018 12:00 Noon</p>
<p>Interviews and Selection</p>	<p>January 24-29, 2018</p>
<p>Final Selection & Work Commencement</p>	<p>January 30, 2018</p>

www.regentparkchc.org

Thank you for your interest!

Paulos Gebreyesus **Steven Chuang**
Executive Director Director, Pathways



A. Request for Proposal: Strategic Planning Consulting Services

Context

Regent Park Community Health Centre (Regent Park CHC) is a community-based health care centre in the downtown east end of Toronto delivering coordinated primary health care, harm reduction, health promotion, illness prevention, advocacy and community capacity-building services to priority populations who encounter barriers to high quality health care services. Regent Park CHC works from a Social Determinants of Health Framework and engages all individuals and families who have challenges in accessing healthcare and services in Cabbagetown, Moss Park, and Regent Park neighbourhoods.

Purpose

The Regent Park CHC Board of Directors is accepting proposals for consulting services to develop a three-year Strategic Plan for Regent Park CHC that will include measurable goals to guide the direction, priorities, and outcomes of the organization.

Scope of Services

The successful proponent will be responsible for providing expert advice and facilitation throughout the project with the following deliverables:

- A critical path with relevant timeframes for the development of the Strategic Plan
- An analysis of relevant needs assessments and environmental scans from partner agencies
- A process designed and delivered to gather input from Staff, the Board of Directors and Stakeholders
- A comprehensive Strategic Plan suitable for public review and presentation with measurable goals and a framework to report and evaluate the achievement of those goals to be delivered by the end of May 2017.
- Project coordination through regular meetings with the Board, Executive Director and Senior Management Team.

Consultant Requirements

It is expected that the successful proponent will have:

- Demonstrable recent experience and understanding of the non-profit sector in general and the community health sector specifically.
- Extensive strategic planning experience coordinating and facilitating the planning process to produce a suitable and comprehensive Strategic Plan.

Proposal Submission

Interested proponents are asked to email a proposal of one PDF file no longer than ten (10) pages containing:

- Name of company, name of all consultants, and contact information
- A CV/resume/profile illustrating expertise and experience, including three to five examples of projects in similar size and scope to this project
- Three relevant references, including client name, contact person, phone number, project description, and results
- Full details describing the general approach or development strategy, work plan, critical path with timeframes, and explanation of how the RFP requirements will be achieved including suggested and needed human and support resources

- A description of the deliverable that will be provided to Regent Park CHC at the end of the project
- A fee quote for services that includes a detailed budget with a breakdown of expected hours and other expected costs
- Disclosure of any real or perceived conflict of interest that either presently exists or could reasonably be foreseen as arising in the future should the proposal be accepted.

NOTE: A conflict of interest will be evaluated on its merits and will not necessarily result in the exclusion of a response. You may supplement your proposal with any additional information you feel will strengthen your submission. Please keep total proposal to one PDF file of no more than 10 pages maximum.

Questions and Clarification

All interested proponents may seek clarification and ask questions by sending email to the Executive Director, Paulos Gebreyesus at Paulosg@regentparkchc.org. Telephone inquiries will not be answered.

Selection criteria

Final determination and selection by the Board of Directors will be based on the following criteria:

- Demonstrated understanding of the project.
- Clear description of elements of work including expected outcomes
- Identification of who will do the work and timelines
- Relevance of completed projects, experience, and references
- Education, training and subject expertise
- Thoroughness of proposal and ability to meet specifications.
- Proposals are to be concise, one PDF file of no more than ten (10) pages
- All Proposals will be evaluated against the above criteria, with a minimum score of 80% for consideration.

Project Costing: It is anticipated that the fees for this Strategic Plan project will not exceed \$25,000 (inclusive of HST).

Conditions

Regent Park CHC will not be liable for any costs incurred by a consultant in the preparation of their response to this proposal or attending to the presentation if required. Regent Park CHC reserves the right to ask for additional information and adjustments to any proposed response. Regent Park CHC will keep all information provided by the candidate as confidential. Information provided to the respondents is to be used for the sole purpose of responding to this RFP.

How to Apply

Please submit your proposal by email on or before Monday January 22, 2018 at 12 noon to Jan Milito, Executive Assistant, at janm@regentparkchc.org. We would like to thank all applicants for their interest; only those selected for interviews on January 23, 2018 will be contacted.

Regent Park CHC actively encourages applicants from all equity seeking groups – Indigenous Peoples, racialized and cultural minority groups, people with disabilities and LGBTQ and 2 spirit communities. Our Centre embraces diversity and is committed to creating an inclusive workplace. Our goal is to attract, develop, and retain highly talented employees from diverse backgrounds allowing us to benefit from a wide variety of experiences and perspectives. We thank all applicants and advise that only those selected for an interview will be contacted. In accordance with Ontario Human Rights Code and Accessibility for Ontarians with Disabilities Act, 2005, accommodation will be provided in all parts of the hiring process. Applicants need to make their needs known in advance.

B. Pathways Regent Park Comprehensive Program Review and Feasibility Studies

Project Summary

Pathways to Education is an award-winning program founded in 2001 by the Regent Park Community Health Centre. For over 16 years, the program has flourished into a national endeavour designed to support at-risk youth in priority neighbourhoods to complete high schools and transition into post-secondary, training, or career. The program works on the basis of its highly successful four-pillar framework: financial support, student-parent advocacy, social and academic initiatives.

As a community health agency, our primary mission is to advance social justice and health equity for everyone. To do so, we need to develop a set of strategic and operational plans that evolve with the neighbourhoods in which we serve. In order for us to evolve as a leader in our programming, it is essential for us as a non-profit agency to have a holistic understanding of the changing dynamics of our communities. To this end, Regent Park is midway into its large-scale revitalization project that has demographically and structurally affected the residents, families, partners and clients that we serve. A request for proposal is issued to qualified consulting firms that can assist Pathways Regent Park to:

- A. Conduct a multi-pronged environmental scan,
- B. Conduct a comprehensive program assessment review,
- C. Identify strengths, weaknesses, opportunities and gaps
- D. Recommendations for re-alignment of our existing programming, operations and staffing, including expansionary plans
- E. Plan for continual and sustainable funding to lead us for another promising 16 years

Key Project Objectives

1. As a matured Pathways Program, we aim to become the “Model Site” for our peers across Canada
2. To have a comprehensive understanding of the political, sociocultural, demographical, economic, technological, environmental, and legal forces that are shaping and re-shaping the community(ies) we serve
3. To evaluate our existing programming, staffing, and operational efficiencies
4. To develop a multi-faceted plan that incorporates feedback from our clients, parents, school boards, teachers, staff, community assets, partners, and the RPCHC as a whole
5. To renew, redesign and align our programming, operations and staffing so as to be responsive to the structural and demographic changes in our neighbourhoods
6. To reposition our Pathways Regent Park brand as a unique program that is interwoven into the urban fabric of Regent Park
7. To provide feasibility studies for expansionary plans to stabilize and grow our enrolment base.
8. To provide frameworks for self-evaluation and measurement to assess the on-going impact of our new implementation strategies, including synchronization with Regent Park CHC’s strategic and operational metrics

Timeline

The expected deadline for this project is March 30, 2018, with interim deliverable. Details of deliverable will be discussed with the selected consultant.

Stakeholders

We are a non-profit community-based organization. As such, we strive to serve the members of the community in collaboration with our partners and clients. The following is a list of stakeholders to be consulted, but not limited to:

Program-Based

- Parents & Students
- School council
- School Boards
- Teachers and Guidance Counsellors
- Principals and Vice Principals
- Student Ambassadors
- Pathways Regent Park Staff
- Pathways Canada
- RPCHC Board
- RPCHC Staff
- Pathways Alumni

Community Assets

- TCHC
- Partner Organizations
- Regent Park Community Advocacy Groups
- Other youth-based programs
- Peer Pathways programs
- City of Toronto
- Funders
- Donors

Project Budget

It is anticipated that the fees for this Program Review will not exceed \$25,000 (inclusive of HST).

RFP Bidding Submission Requirements

Required Qualifications

- Demonstrable experience in conducting comprehensive program review, preferably in youth education
- Significant experience conducting community-based environmental scan for a non-profit agency based on health equity model
- Knowledge of elementary, high school and post secondary educational system in Ontario
- Knowledge of Regent Park and the City of Toronto

Required Submittal Package

1. Company name, including names, biographies and qualifications of consultants to partake in this project
2. Personnel resumes illustrating the skill-set deemed relevant for the said project
3. Minimum 3 examples of past projects of comparable scope
4. Contacts of 3-5 references, including clients, project description and results
5. Your Proposal as to how to accomplish the program review by March 30, and the required human and support resources needed
6. A description of the deliverable that will be provided at the end of the project
7. A fee quote for services that includes a detailed budget with a breakdown of expected hours and other expected costs
8. Disclosure of any real or perceived conflict of interest that either presently exists or could reasonably be foreseen as arising in the future should the proposal be accepted.
 - NOTE: A conflict of interest will be evaluated on its merits and will not necessarily result in the exclusion of a response.

9. You may supplement your proposal with any additional information you feel will strengthen your submission. Please keep proposal to one PDF file.

Evaluation Criteria

<i>Criteria</i>	<i>Weighting</i>
Demonstrated Experience of comparable project size, complexity, and topic	20%
Solid understanding of educational school systems in Ontario	10%
Understanding of City of Toronto and preferably Regent Park	10%
Understanding the framework of a health-equity model	10%
Personnel Expertise, Qualifications, Education, and Relevant Skills	20%
Your proposal – critical path, work plan, approach, deliverable and overall project plan	30%
Total	100%
<i>Minimum Score Needed for Consideration</i>	80%

RFP Submission

Interested applicant will submit their completed proposal to Director, Steven Chuang, StevenC@regentparkchc.org, by Monday January 22, 2018, 12 noon. Only shortlisted candidates will be contacted. We thank you all for your interests.

Disclaimer: Regent Park CHC will not be liable for any costs incurred by a consultant in the preparation of their response to this proposal or attending to the presentation if required. Regent Park CHC reserves the right to ask for additional information and adjustments to any proposed response. Regent Park CHC will keep all information provided by the candidate as confidential. Information provided to the respondents is to be used for the sole purpose of responding to this RFP.

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In accordance with Ontario Human Rights Code and Accessibility for Ontarians with Disabilities Act, 2005, accommodation will be provided in all parts of the hiring process. Applicants need to make their needs known in advance.

REQUIRED COVER PAGE FOR SUBMISSION

<p>COMPANY / INDIVIDUAL NAMES</p>	
<p>CONTACT INFORMATION & Postal Address</p>	
<p>CONSULTING SERVICES APPLYING FOR (CIRCLE ONE)</p>	<p>A. Regent Park Community Health Centre Three-Year Strategic Plan (due May 30) <i>Submit proposals to Jan Milito, Executive Assistant, janm@regentparkchc.org</i> <i>Proposal Due by: Monday January 22, 2018 Noon</i></p> <p>B. Pathways Regent Park Comprehensive Program Review (due March 30) <i>Submit proposals to Steven Chuang, Director, stevenc@regentparkchc.org</i> <i>Proposal Due by: Monday January 22, 2018 Noon</i></p> <p>C. Both A and B</p>
<p>DISCLOSURE OF CONFLICT OF INTEREST</p>	<p align="center">Yes No</p> <p align="center"><i>Disclosure of any real or perceived conflict of interest that either presently exists or could reasonably be foreseen as arising in the future should the proposal be accepted</i></p>
<p>PREVIOUSLY WORKED WITH RPCHC</p>	<p align="center">Yes No</p>
<p>OTHER COMMENTS</p>	
<p>DATE/TIME OF SUBMISSION</p>	

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Applicants need to make their needs known in advance.*