



**Gateway
Community
Health Centre**

Every One Matters.

STRATEGIC PLANNING REQUEST FOR PROPOSALS

Gateway Community Health Centre ('Gateway') is inviting proposals to assist the Board of Directors in developing the organization's next Strategic Plan.

ABOUT GATEWAY

- Established in 1990, Gateway is a non-profit, community-governed, health care organization located in Tweed, Ontario.
- Gateway's mandate includes working in a focused way to reduce systemic barriers to health services and health inequities faced by socially marginalized communities such as people living in poverty, Black, Indigenous peoples, people from racialized communities, people who are homeless, people living with mental health and/or addictions, and the LGBTQ2S+ communities.
- Programs and services include primary care, allied care, dental care, health promotion, advocacy, system navigation, and several community-based programs such as good food box and a youth music program.
- Gateway serves approximately 4,500 people for primary and allied care services, 3,000 in its dental clinic and an additional 2,500 through community-based programs.
- Gateway is the co-lead and Transfer Payment Agency for the Hastings Prince Edward Ontario Health Team (HPE OHT).
- Gateway's last strategic plan expired March 2020 and work on a new plan was delayed due to COVID-19.
- Gateway is looking to align the environmental scan, SWOT analysis with Belleville Quinte West Community Health Centre (BQWCHC) - the only other CHC in Hastings Prince Edward County. BQWCHC is currently in a strategic planning process and is the other co-lead for the HPE OHT.
- Gateway is interested in a planning process that reflects its values as an organization and the evolving environment.
- More information about Gateway can be found at www.gatewaychc.org, or by contacting Mayo Hawco at mhawco@gatewaychc.org



Ontario's Community
Health Centres

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SCOPE

We are accepting proposals for services to:

1. Engage staff, Board, clients, partners, and community members in a process that
 - reflects on our newly updated vision, mission, and values
 - considers the current operational and strategic environment
 - conducts a comprehensive SWOT analysis
 - produces a three-year Strategic Plan that includes key strategic priorities, goals, and measurable indicators of success
 - drafts a template for Gateway's annual operational plan.
2. Consultants will engage and keep current the Executive Director and Strategic Planning Committee through regular meetings and ad hoc discussions.
3. Provide reports on the process, data collected, and analysis.
4. Prepare a summary of the Strategic Plan for stakeholder engagement purposes.
5. Complete the process and deliverables by April 1, 2022.

DELIVERABLES

The following deliverables are to be completed in a timeline that ensures that Gateway has a Strategic Plan introduced by April 1, 2022:

- Regular progress reports to the Strategic Planning Committee through the Executive Director.
- Written report outlining the process, the data collected, and related analysis.
- Strategic Plan with priorities, goals, and indicators.
- Infographic summarizing the Strategic Plan.
- A tool/template to develop Gateway's annual operational plan.
- A separate memo outlining recommendations for implementation.
- Session(s) with the Senior Leadership Team to draft the 2022-2023 operational plan.

Proposals can be submitted via email to mbourdages@gatewaychc.org no later than **5:00 pm, November 24, 2021**.

Questions regarding the project can be forwarded via email to mbourdages@gatewaychc.org until **12:00 Noon, November 15, 2021**.

Addenda for responses to questions will be distributed to all bidders on **November 17, 2021**.

PROPOSED RFP SCHEDULE	
Issue date of RFP:	October 29, 2021
Bidder's deadline for questions:	November 15, 2021
Deadline for issuing addenda:	November 17, 2021
RFP Closing Date:	November 24, 2021
Period for which bids are irrevocable after RFP Closing Date:	November 26, 2021
Candidates advised of outcomes.	December 03, 2021
Interviews conducted with finalist candidates.	December 14, 2021
Submissions received after the RFP Closing Date will be deemed late and therefore disqualified.	
The proposed RFP schedule is tentative and may be changed by Gateway in its sole discretion at any time prior to the RFP Closing Date.	

Proposals are expected to include:

- An understanding of the project and risks or considerations that inform the proposal.
- An outline of overall approach to the project.
- A workplan outlining for the project including specific activities and anticipated outcomes, associated timeline.
- Background, qualifications, and relevant experience of all involved consultants.
- Detailed budget by key activity and hourly rate.
- 3 references from similar types of projects.
- 2 samples of work produced from similar types of projects.

MANDATORY REQUIREMENTS

- 3 relevant references
- 2 similar samples of work
- Timeline
- Budget
- Company Overview
- Information for all involved consultants
- Proposal submitted on or before deadline

CONDITIONS

- Gateway will not be liable for any costs incurred by firms in the preparation of their response to this proposal.
- Gateway will not consider proposals exceeding \$20,000, excluding HST.
- Proposals that fail to follow this format or are incomplete or unclear will be declared informed and be rejected.
- Gateway reserves the right to discuss any or all proposals, to request additional information, and to decline any or all proposals made. All proposals will be evaluated against mandatory requirements, rated requirements, and pricing. Gateway reserves the right to accept or reject any part of all proposals.
- Gateway has the expectation that any real or perceived conflict of interest would be declared in the proposal submission.

EVALUATION PROCESS				
Gateway will conduct the evaluation of proposals in the following four (4) stages. The following table shows a summary of the evaluation stages:				
Stages	Evaluation Stages	Maximum Score	Weight	Minimum Threshold Points
1	Mandatory Submission Requirements	Pass / Fail	NA	Pass
2	Rated Criteria Experience Qualifications Understanding of Project Scope Organizational Fit	10 points 10 points 20 points 10 points	50%	70%
3	Firm Demonstration	10 points	10%	N/A
	Total Evaluation (Stage 2 & 3)	60 points	60%	
4	Value for Money	40 points	40%	N/A
	Total Cumulative Score	100 points	100%	
Summary				
<ul style="list-style-type: none"> • Rated Criteria will constitute 50% of the Final Cumulative Score. • Firm Demonstration will constitute 10% of the Final Cumulative Score • Pricing will constitute 40% of the Final Cumulative Score. 				

Gateway reserves the right to cancel the RFP, or not to award the contract to any proponent.

RATED REQUIREMENTS

Proponents must score a minimum of 70% or 35 out of 70 points for the rated criteria in Stage 2 to continue to Stage 3 – Firm Demonstration and Evaluation of Pricing. The following rating scale will be used in the evaluation:

Excellent - response exceeds expectations and requirements; clearly demonstrates an understanding of the Deliverables and how services are to be provided.	5
Very good – response meets all requirements and clearly demonstrates with specificity an understanding of the Deliverables and how services are to be provided.	4
Good – response meets most requirements; with detail, demonstrating an understanding of the Deliverables and how the services are to be provided.	3
Fair – response meets a few key requirements but does not address most of the requirements, with no detail and does not demonstrate an understanding of the Deliverables and how the services are to be provided.	2
Marginal – response shows a limited understanding of the requirements without detail and does not demonstrate an understanding of how the Deliverables are to be provided.	1
Unacceptable – response demonstrates no understanding of the requirements; or the response is absent from the submission.	0

Item	Description	Points
1	The Proponent should provide a brief overview of their organization, organization chart, and the roles and responsibilities of its agents and employees who will be involved in this contract.	Max. 5 points
2	Experience of the firm working with charitable, not-for-profit organizations, government-funded agencies, and community-based health and social service agencies.	Max. 5 points
3	Relevant experience and qualifications of the personnel assigned to the engagement, and professional standards of the Proponent.	Max. 5 points
4	Reputation of the firm in the industry, and particular areas of expertise which may be of value beyond the creation of the strategic plan.	Max. 5 points
5	Quality of the proposal, presentation, ease of readability and compliance with proposal requirements.	Max. 5 points
6	Proponent’s understanding of the overall project scope	Max. 5 points
7	Degree of fit between the two organizations	Max. 5 points
8	Proponents are required to provide three (3) examples of services provided of similar scope and size as outlined in this RFP. Previous examples should include the following: <ul style="list-style-type: none"> • Community based health care • Social Services • Ontario Health Teams • Organizations like the above examples 	E.g. 1 = 5 pts E.g. 2 = 5 pts E.g. 3 = 5 pts
TOTAL		50 points

DEMONSTRATION

<p>Excellent - demonstration exceeds expectations and requirements; clearly demonstrates knowledge and understanding of strategic planning in values-based community health and social services sector; an understanding of the current challenges faced by health care agencies; the structure within which these agencies operate, including Ontario Health Teams; the current and emerging political climate; and scope of the client.</p>	10
<p>Very good – demonstration meets all requirements and clearly demonstrates knowledge and understanding of values-based community health and social services sector; an understanding of the current challenges faced by health care agencies, including Ontario Health Teams; and scope of client.</p>	7.5
<p>Good – response meets most requirements; with detail, demonstrating an understanding of values-based community health and social services sector; some pressures faced by health care agencies; and scope of client.</p>	5
<p>Fair – response meets a few key requirements but does not address most of the requirements; without detail and does not demonstrate an understanding of the community-based health and social services sector; pressures faced by health care agencies; nor scope of client.</p>	2.5
<p>Marginal – response shows a limited understanding of the requirements; without detail and does not demonstrate an understanding of the community-based health and social services sector; public sector; nor scope of client.</p>	1
<p>Unacceptable – response demonstrates no understanding of the requirements of community-based health and social services sector; public sector; and scope of client.</p>	0

REFERENCE FORM

Each Proponent is requested to provide three (3) references from clients who have received services of similar scope and size within the last five (5) years as those requested in this RFP.

Reference #1

Company Name:	
Company Address:	
Contact Name:	
Contact Telephone Number:	
Contact Email:	
Date Work Undertaken:	
Nature of Assignment:	

Reference #2

Company Name:	
Company Address:	
Contact Name:	
Contact Telephone Number:	
Contact Email:	
Date Work Undertaken:	
Nature of Assignment:	

Reference #3

Company Name:	
Company Address:	
Contact Name:	
Contact Telephone Number:	
Contact Email:	
Date Work Undertaken:	
Nature of Assignment:	