



Request for Proposals (RFP)

Strategic Planning Consultant:

Housing Strategy, Strategic Plan, Operational Plan and Performance Framework

1. Overview

Support House is seeking proposals from qualified consultants or consulting firms to design and facilitate a comprehensive strategic planning process that will help define the organization's future direction and priorities. Support House is seeking a consultant who can guide strategic discussions, engage key stakeholders, provide objective analysis, and deliver practical planning tools that support implementation and accountability.

The selected consultant will be responsible for recommending and leading an appropriate planning process and methodology to achieve the desired outcomes described in this RFP..

2. About Support House

Support House is a community health centre serving Halton Region through integrated housing, health care and social support services. Current services include supportive housing, community outreach, peer support and interprofessional primary care services. The organization has experienced significant growth and evolution, particularly through the expansion of its Community Health Centre and integrated health and social support programs.

Support House's vision is centred on the delivery of housing, health care and social supports. As the organization continues to evolve, it seeks a strategic planning process that examines both its future role in housing and its overall organizational direction.

3. Project Purpose

The strategic planning process should assist Support House in addressing two interconnected questions:

Housing Strategy: What should Support House's role in housing be over the next five to ten years?

Organizational Strategy: What organizational strategy is required to achieve Support House's vision and maximize its impact over the next three to five years?

The Housing Strategy is expected to inform and support the broader Organizational Strategic Plan.



The Board is seeking a process that results in clear strategic decisions, practical implementation planning, measurable outcomes, and a sustainable framework for ongoing monitoring and accountability.

4. Required Outcomes

Support House is not prescribing a specific planning methodology. Proponents are encouraged to recommend an approach that they believe will best achieve the following outcomes.

1. Housing Strategy

Development of a Housing Strategy that assists the Board in determining:

- Support House's future role in housing
- Opportunities and priorities for future housing development, redevelopment, ownership or partnerships
- Strategic considerations related to existing housing assets
- Organizational capacity requirements
- Funding, financing and sustainability considerations
- Key decisions and future directions requiring Board consideration

2. Board Strategic Planning and Decision-Making

Facilitation of strategic discussions that enable the Board and Executive Leadership Team to:

- Consider strategic opportunities and risks
- Evaluate options and trade-offs
- Establish priorities
- Confirm strategic direction
- Make informed decisions regarding future organizational and housing priorities

3. Organizational Strategic Plan

Development of a three-to-five-year Strategic Plan that:

- Aligns with Support House's recently updated vision and mission
- Articulates strategic priorities and desired outcomes
- Reflects community needs and emerging opportunities
- Supports organizational sustainability and impact
- Integrates housing, health care and social supports into a coherent strategic direction

4. Operational Plan

Development of an implementation framework that supports execution of the Strategic Plan, including:

- Strategic initiatives
- Existing projects
- Key milestones
- Accountability structures
- Resource considerations
- Annual planning requirements

5. Performance Measurement and Reporting Framework

Development of a performance measurement approach that enables the organization and Board to monitor progress toward strategic objectives through:

- Strategic outcomes
- Success indicators
- Performance measures
- Reporting and governance mechanisms
- Continuous improvement processes

6. Executive Director Strategic Performance Framework

Development of recommendations regarding alignment between organizational strategic priorities and Executive Director performance objectives and evaluation processes.

5. Consultant Responsibilities

The successful consultant will be expected to:

- Recommend an overall methodology and project approach
- Design and manage the planning process
- Conduct relevant research and environmental scanning
- Design and facilitate stakeholder engagement activities
- Facilitate Board and leadership discussions
- Synthesize findings and recommendations
- Prepare planning documents and final deliverables
- Present findings and recommendations to the Board

The consultant will be responsible for recommending the most appropriate stakeholder engagement approach.

Potential stakeholder groups may include:

- Board of Directors
- Executive Leadership Team

- Staff
- Clients and people with lived experience
- Community partners
- Municipal and regional partners
- Funders and health system partners
- Other stakeholders identified through the planning process

6. Deliverables

At a minimum, the engagement should result in the following deliverables:

1. Project Workplan and Planning Framework
2. Housing Strategy and Board Recommendations
3. Two Facilitated Board Strategic Planning Sessions (Housing and Strategic Planning)
4. Three-to-Five-Year Organizational Strategic Plan
5. Strategic Implementation Roadmap (Operational Plan)
6. Performance Measurement and Reporting Framework
7. Executive Director Strategic Performance Recommendations
8. Final Board Presentation and Approval Package

Proponents may recommend additional deliverables where they believe they add value to the project.

7. Desired Qualifications

Support House is seeking consultants with demonstrated experience in:

- Strategic planning and strategic facilitation
- Board governance and Board-level planning processes
- Organizational transformation and change management
- Community-based health and social service organizations
- Stakeholder engagement and facilitation
- Development of implementation-focused strategic plans
- Performance measurement and organizational accountability frameworks

Preference may be given to proponents with experience in:

- Community Health Centres
- Health and social service integration
- Homelessness and supportive housing
- Housing development, redevelopment, or asset planning
- Ontario's health and social service sectors

Where specialized housing expertise is required, proponents should identify how that expertise will be incorporated into the proposed project team.

8. Proposal Requirements

Proposals should include:

- Organizational Background
- Understanding of the Assignment
- Proposed Approach
- Project Team
- Relevant experience
- Relevant Project Experience
- References
- Workplan
- Pricing

10. Anticipated Timeline

Support House anticipates the following timeline:

Milestone	Target Date
RFP Issued	September 18 2026
Proposal Submission Deadline	September 30, 2026
Consultant Selection	October 2 2026
Project Initiation	October 2026
Strategic Planning Process	Fall 2026
Final Strategic Plan Approval	January 2027

Support House welcomes recommendations regarding project sequencing, milestones and overall timeline.

11. Submission Instructions

Proposals must be submitted electronically in PDF format no later than:

September 30, 2026 5:00 PM

Submit to: Heather Albertson, Manager, Strategic Initiatives and Governance
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