



Promoting excellence and innovation  
in HIV research and care

# REQUEST FOR PROPOSALS (RFP)

## Development of a 3-Year Strategic Plan for the Ontario HIV Treatment Network (OHTN)

**Issue Date:** January 26, 2026

**Proposal Deadline:** February 16, 2026

**Project Duration:** March 2026 – August 2026 (6 months)

### 1. Introduction

The **Ontario HIV Treatment Network (OHTN)** is seeking qualified consultants or consulting firms to lead the development of our **2027–2030 Strategic Plan**. The plan will guide OHTN’s mission, programs, partnerships, and investments for the 3-year period beginning in 2027.

This new strategic plan must:

- Build on and extend the priorities, commitments, and organizational directions outlined in OHTN’s **current Strategic Plan**
- Align explicitly with **Ontario’s HIV Action Plan to 2030**.
- Engage meaningfully with OHTN interest holders, partners, clients, researchers, clinicians, community organizations, funders, and people living with HIV across Ontario.

### 2. About the Ontario HIV Treatment Network (OHTN)

The OHTN is a provincially funded, research-driven organization that works to improve the health and well-being of people living with and affected by HIV in Ontario. The organization advances high-impact HIV research, supports evidence-informed programs, leads surveillance and data analytics, funds targeted initiatives, and collaborates with service providers, clinicians, researchers, and policy partners to strengthen Ontario’s HIV response.

### 3. Purpose of the RFP

OHTN is seeking a consulting partner to:

- Design and execute an inclusive and evidence-based strategic planning process.
- Assess the current environment, emerging issues, and future needs across Ontario’s HIV sector.
- Facilitate engagement with OHTN’s Board of Directors, staff, leadership, and a broad set of external interest holders.
- Produce a clear, actionable, and measurable **2027–2030 Strategic Plan** aligned with provincial priorities and OHTN’s organizational evolution.



*Promoting excellence and innovation  
in HIV research and care*

## 4. Scope of Work

The successful proponent will be responsible for the following:

### 4.1 Project Planning & Management

- Develop a detailed project plan with milestones, timelines, deliverables, communications, and interest holder engagement approaches.
- Maintain regular check-ins with OHTN's project lead and Steering Committee throughout the development of the plan.

### 4.2 Environmental Scan

- Review OHTN's current Strategic Plan and organizational priorities.
- Integrate and align with Ontario's **HIV Action Plan to 2030**.
- Conduct internal and external analyses (e.g., SWOT, system-level needs assessment, trend analysis, policy scan).
- Identify strengths, gaps, opportunities, and emerging issues affecting Ontario's HIV response.

### 4.3 Interest Holder Engagement

Create and execute a comprehensive engagement strategy, which may include:

- Interviews and focus groups with OHTN staff, leadership, and Board members.
- Consultations with people living with HIV, community organizations, clinicians, researchers, policymakers, and funders.
- Surveys and regional consultations (in-person or virtual).
- Focus on equitable engagement of marginalized communities most affected by HIV.

### 4.4 Strategic Framework Development

- Develop strategic priorities, goals, and outcome areas.
- Review current vision, mission, and values.
- Integrate measurement indicators, evaluation frameworks, and reporting structures.
- Ensure alignment with provincial and national HIV strategies and OHTN's mandate.

### 4.5 Final Strategic Plan

- Provide a full strategic plan (2027–2030) including:
  - Strategic priorities and goals
  - Implementation roadmap
  - Performance measurement framework
  - Resource implications (high-level)



*Promoting excellence and innovation  
in HIV research and care*

- Partnership strategy
- Prepare an accessible public-facing version and a detailed operational version.

## 4.6 Presentation & Approvals

- Present draft and final plans to:
  - OHTN Strategic Plan Board Committee
  - OHTN Board of Directors
  - OHTN Leadership Team

## 5. Deliverables

- Workplan & engagement plan (within first 4 weeks)
- Environmental scan report
- Interest holder engagement summary
- Draft strategic framework & priorities
- Draft strategic plan
- Final strategic plan (2 versions: public-facing and operational)
- Final presentation deck

## 6. Project Timeline

Milestone	Deadline
Contract start date	March 1, 2026
Workplan & engagement strategy approval	March-April 2026
Environmental scan completed	May 2026
Interest holder engagement completed	July 2026
Draft strategic plan	August 2026
Final strategic plan	August 31, 2026
(OHTN reserves the right to adjust timelines as needed.)	



*Promoting excellence and innovation  
in HIV research and care*

## 7. Proposal Requirements

Proposals must include:

### 7.1 Consultant Profile & Qualifications

- Overview of the firm and team members
- Relevant experience with strategic planning, HIV sector, health systems, community-based organizations, or public health initiatives
- Examples of similar past work

### 7.2 Approach & Methodology

- Proposed methodology for environmental scan, engagement, and plan development
- Engagement strategy (including equity and inclusion principles)
- Project management approach

### 7.3 Work Plan & Timeline

- Detailed schedule and key milestones
- Roles and responsibilities

### 7.4 Budget

- Total cost (including all fees, expenses, and taxes)
- Breakdown by activity
- Hourly rates of staff

### 7.5 References

- At least 2-3 client references from similar projects

## 8. Evaluation Criteria

Criteria	Weight
Relevant experience & expertise	30%
Quality and clarity of methodology	30%
Equity-centered and interest holder-focused approach	15%
Feasibility of timeline & work plan	10%
Cost-effectiveness & value	15%



*Promoting excellence and innovation  
in HIV research and care*

## 9. Submission Instructions

Proposals must be submitted electronically to:

**Diavin Miller**, Senior Director, Strategic Operations and Corporate Services  
**Ontario HIV Treatment Network (OHTN)**

**Email:** [dmiller@ohtn.on.ca](mailto:dmiller@ohtn.on.ca)

**Subject Line:** *RFP – OHTN 3-Year Strategic Plan Proposal*

**Deadline:** February 16, 2026 at 5:00 pm ET

Late submissions may not be considered.

## 10. Terms & Conditions

- OHTN reserves the right to accept or reject any proposal.
- OHTN may request additional information or interviews.
- All materials produced become the property of the OHTN.
- The consultant must comply with OHTN privacy, data, and confidentiality requirements.

## 11. Contact for Questions

All questions about this RFP must be submitted in writing to:

**Diavin Miller** at [dmiller@ohtn.on.ca](mailto:dmiller@ohtn.on.ca)