

Request for Proposals

Procurement of Service Providers

This opportunity is not open to currently contracted IES Service Providers with WCG

Integrated Employment Services Delivery

Contract Types: Generalist and Specialist

WCG Employment Ontario

Catchments: Peel | York | Ottawa | Toronto

Delivery Period

July 1st, 2026 – March 31st, 2027

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Issued:

Friday, April 24, 2026

Submission Deadline:

Monday, May 18, 2026, at 4:59:59 PM - Eastern Standard Time (EST)

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PART 1 – INVITATION AND SUBMISSION INSTRUCTIONS

1.1 Invitation to Proponents

1.1.1 Invitation

This Request for Proposals (the “RFP”) is an invitation by WCG International Consultants Ltd. (“WCG”) to prospective Proponents to submit proposals for ***Integrated Employment Services Delivery*** under Employment Ontario, as further described in the RFP Particulars (Appendix A) (the “Services”).

WCG brings over 30 years of experience in designing, implementing, and enhancing client pathways to employment across Canada. WCG plays a central role in Ontario’s Employment Services Transformation as a Service System Manager (SSM), responsible for delivering Integrated Employment Services (IES). Since 2020, WCG has managed IES in the Peel catchment, as part of the province’s prototype phase. Building on this foundation, WCG has since expanded its leadership role to the York, Ottawa, and Toronto catchments.

Across all catchments, WCG coordinates a network of more than 90 Employment Service Provider subcontractors, fostering a local ecosystem focused on achieving sustainable employment outcomes. The organization prioritizes support for individuals with complex employment barriers while also helping employers meet their workforce needs.

Through strategic partnerships, evidence-based practices, and a commitment to measurable outcomes, WCG aligns with the Ontario government’s vision for a modern, inclusive, and results-driven employment services system.

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1.1.2 Description of Services

WCG Services is seeking proposals from suitably skilled and experienced Organizations to deliver Integrated Employment Services (IES) in one or more of WCG's catchments.

This call is for new Service Providers to WCG.

Service Providers already contracted in one or more WCG catchments seeking to increase their contracts should speak with their Contract Manager or e-mail EOProcurement@wcgservices.com.

1.1.3 Proponents Must Be Single Entity

The Proponents must be a single legal entity that, if selected, intends to negotiate and enter into the agreement with WCG. The Proponents will be responsible for the performance of the Services.

1.2 RFP Contact

For the purposes of this procurement process, the "RFP Contact" will be:

Vaqqas Javaid EOProcurement@wcgservices.com

Proponents should only contact the RFP Contact where specifically instructed to in this RFP. All questions must be submitted in accordance with the instructions set out in "Appendix E."

Proponents and their representatives are not permitted to contact any employees, officers, agents, or other representatives of WCG, other than the RFP Contact, concerning matters regarding this RFP. Failure to adhere to this rule may result in the disqualification of the Proponent and the rejection of the Proponents' proposal.

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1.3 Contract for Services

1.3.1 Type of Contract

The selected Proponents will be requested to enter direct contract negotiations to finalize an agreement with WCG for the provision of the Services.

1.3.2 Term of Contract

The initial Contract Term shall be until March 31, 2027. WCG shall have the option to renew the contract for an additional term of one (1) year upon mutual agreement. Contract renewal will be based upon the continued need for the service, quality of service, mutual agreement and negotiations between the Successful Proponents and WCG. Each renewal period shall be awarded subject to the Terms and Conditions of the Agreement.

1.4 RFP Timetable

1.4.1 Key Dates

Milestone / Activity	Date
Issue Date of RFP	Friday, April 24, 2026
Deadline for Questions	Wednesday, May 6, 2026, at 11:59:59 PM - Eastern Standard Time (EST)
Deadline for FAQ Release	Monday, May 11, 2026, at 11:59:59 PM - Eastern Standard Time (EST)
Submission Deadline	Monday, May 18, 2026, at 4:59:59 PM - Eastern Standard Time (EST)
Evaluation Period	May 19, 2026 – May 26, 2026
Evaluation Outcome	Monday, June 1 st , 2026 (Week Commencing)
Contract Start Date	July 1 st , 2026

The RFP timetable is tentative only and may be changed by WCG at any time via addendum.

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1.5 Submission of Proposals

1.5.1 Proposal Submission Method

Proposals must be submitted electronically to EO Procurement at:
EOProcurement@wcgservices.com

Submissions by other methods will not be accepted.

In the event of any technical issues, Proponents should contact the RFP Contact.

1.5.2 Proposals to Be Submitted on Time

Proposals must be finalized and fully submitted electronically on or before the Submission Deadline. The time of receipt of proposals shall be determined by the system web clock. Late submissions will not be accepted and will be disqualified as late.

Proponents are cautioned that the timing of submission is based on when the proposal is received, not when a proposal is submitted by a Proponents. As transmission can be delayed due to file transfer size, transmission speed, or other technical factors, Proponents should plan to submit proposals well in advance of the Submission Deadline to avoid submitting late due to technical issues. Proponents submitting near the Submission Deadline do so at their own risk.

EO Procurement will send a confirmation email to the Proponent advising when the proposal was successfully received. If you do not receive a confirmation email, contact the RFP Contact immediately.

1.5.3 Proposals to Be Submitted in Prescribed Format

Proposal materials should be prepared and submitted in accordance with the instructions. Documents should not be embedded within uploaded files, as the embedded files may not be accessible or evaluated.

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1.5.4 Amendment of Proposals

Proponents may amend their proposals prior to the Submission Deadline. However, the Proponents are solely responsible for ensuring that the amended proposal is received by EO Procurement by the Submission Deadline.

1.5.5 Withdrawal of Proposals

At any time throughout the RFP process until the execution of a written agreement for provision of the Services, proponents may withdraw a submitted proposal. Prior to the Submission Deadline, Proponents may withdraw a submitted proposal through EO Procurement. To withdraw a proposal after the Submission Deadline, a notice of withdrawal must be sent to the RFP Contact and must be signed by an authorized representative of the Proponents.

[End of Part 1]

PART 2 – EVALUATION, NEGOTIATION AND AWARD

2.1 Stages of Evaluation and Negotiation

WCG will conduct the evaluation of proposals and negotiations in the following stages:

2.2 Stage I – Mandatory Submission Requirements

Stage I will consist of a review to determine which proposals comply with all of the mandatory submission requirements. The mandatory submission requirements are set out in Section C of the RFP Particulars (Appendix A).

2.3 Stage II – Evaluation

Stage II will consist of the following two (2) sub-stages:

2.3.1 Mandatory Requirements

WCG will review the proposals to determine whether the mandatory technical requirements as set out in Section D of the RFP Particulars (Appendix A) have been met. Proposals that do not satisfy the mandatory technical requirements will be rejected.

2.3.2 Rated Criteria

WCG will evaluate each qualified proposal on the basis of the rated criteria as set out under Evaluation Criteria in Section F of the RFP Particulars (Appendix A).

2.5 Stage III – Ranking and Contract Negotiations

2.5.1 Ranking of Proponents

After the completion of Stage II, scores from Stage II will be used to rank the Proponents. Beginning with the top-ranked Proponents, the Proponents will receive a written invitation to enter into direct contract negotiations to finalize the agreement with WCG. Current performance will also be reviewed.

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The ranking of Proponents does not guarantee the allocation of volumes or contract award. Final allocations will be determined based on need, program capacity requirements and catchment area demand. Where there is no identified need for additional volumes within a given area, WCG reserves the right not to allocate volumes regardless of the Proponent's ranking.

2.5.2 Contract Negotiation Process

Any negotiations will be subject to the process rules contained in the Terms and Conditions of the RFP Process (Part 3) and will not constitute a legally binding offer to enter into a contract on the part of WCG or the Proponents, and there will be no legally binding relationship created with any Proponents prior to the execution of a written agreement.

2.5.3 Site Visit and Interview

WCG may, in its sole discretion, interview the selected Proponents and/or visit the Proponents' site during the negotiation process to be assured of readiness for service provision.

2.5.4 Time Period for Negotiations

WCG intends to conclude negotiations and finalize the agreement with the identified Proponents, commencing from the date on which WCG invites the Proponents to enter into negotiations. The invited Proponents must be prepared to meet the pre-conditions of award outlined in Section E of the RFP Particulars (Appendix A), provide all requested information in a timely manner, and conduct negotiations expeditiously.

2.5.5 Failure to Enter into Agreement

If the pre-conditions of award listed in Section E of the RFP Particulars (Appendix A) are not satisfied or if the parties cannot conclude negotiations and finalize the agreement for the Services, WCG may discontinue negotiations with that Proponent and invite the next-best-ranked Proponents to enter into negotiations. This process will continue until the agreement is finalized until there are no more Proponents remaining that are eligible for negotiations, or until WCG elects to cancel the RFP process.

PART 3 – TERMS AND CONDITIONS OF THE RFP PROCESS

3.1 General Information and Instructions

3.1.1 Proponents to Follow Instructions

Proponents should structure their proposals in accordance with the instructions in this RFP. Where information is requested in this RFP, any response made in a proposal should reference the applicable section numbers of this RFP.

A Proponent who submits conditions, options, variations, or contingent statements, either as part of its proposal or after receiving notice of selection, may be disqualified.

3.1.2 Proposals in English or French

All proposals are to be in English or French only.

3.1.3 No Incorporation by Reference

The entire content of the Proponent's proposal should be submitted in a fixed format, and the content of websites or other external documents referred to in the Proponent's proposal, but not attached, will not be considered to form part of its proposal.

3.1.4 Past Performance

In the evaluation process, WCG will consider the Proponent's performance or conduct on current and previous contracts with WCG, where applicable, as well as with other institutions and other funders.

3.1.5 Information in RFP Only an Estimate

WCG and its advisers make no representation, warranty, or guarantee as to the accuracy of the information contained in this RFP or issued by way of addenda. Any quantities shown or data contained in this RFP or provided by way of addenda are estimates only and are for the sole purpose of indicating to Proponents the general scale and scope of the Services. It is the Proponent's responsibility to obtain all the information necessary to wcgservices.com

prepare a proposal in response to this RFP.

3.1.6 Proponents to Bear Their Own Costs

The Proponents will bear all costs associated with or incurred in the preparation and presentation of its proposal, including, if applicable, costs incurred for interviews or site visits.

3.1.7 Proposal to be Retained by WCG

WCG will not return the proposal or any accompanying documentation submitted by a Proponent.

3.1.8 No Guarantee of Volume of Work or Exclusivity of Contract

WCG makes no guarantee of the value or volume of work to be assigned to the selected Proponents. The agreement to be negotiated with the selected Proponents may not be an exclusive contract for the provision of the described Services. WCG may contract with others for the same as or similar to the Services or may obtain such services internally.

3.2 Communication after Issuance of RFP

3.2.1 Proponents to Review RFP

Proponents should promptly examine all of the documents comprising this RFP and may direct questions or seek additional information in writing through EO Procurement on or before the Deadline for Questions. No such communications are to be sent or initiated through any other means. WCG is under no obligation to provide additional information, and WCG is not responsible for any information provided by or obtained from any source other than the RFP Contact. It is the responsibility of the Proponents to seek clarification on any matter it considers to be unclear. WCG is not responsible for any misunderstanding on the part of the Proponents concerning this RFP or its process.

3.2.2 All New Information to Proponents by Way of Addenda

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This RFP may be amended only by addendum in accordance with this section. If WCG, for any reason, determines that it is necessary to provide additional information relating to this RFP, such information will be communicated to all Proponents by addendum. Each Addendum forms an integral part of this RFP and may contain important information, including significant changes to this RFP. Proponents are responsible for obtaining all addenda issued by WCG.

3.2.3 Post-Deadline Addenda and Extension of Submission Deadline

If WCG determines it is necessary to issue an addendum after the Deadline for Issuing Addenda, WCG may extend the Submission Deadline for a reasonable period of time.

3.2.4 Verify, Clarify, and Supplement

When evaluating proposals, WCG may request further information from the Proponents or third parties in order to verify, clarify, or supplement the information provided in the Proponents' proposal. WCG may revisit, re-evaluate, and rescore the Proponent's response or ranking on the basis of any such information.

3.3 Notification and Debriefing

3.3.1 Notification to Other Proponents

Once the agreement is executed by WCG and the successful Proponents, the other Proponents may be notified directly in writing and will be notified by posting of the outcome of the procurement process.

3.3.2 Debriefing

Proponents may request a debriefing after receipt of a notification of the outcome of the procurement process. All requests must be in writing to the RFP Contact and must be made within thirty (30) days of such notification. The RFP Contact will contact the Proponent's representative to schedule the debriefing. Debriefings may occur by way of conference call or other remote meeting format as prescribed by WCG.

3.3.3 Procurement Protest Procedure

Any Proponents with concerns about the RFP process is required to attend a debriefing wcgservices.com

prior to proceeding with a protest.

If, after attending a debriefing, the Proponents wishes to challenge the RFP process, it should provide written notice to the RFP Contact in accordance with applicable procurement protest procedures. The written notice must contain:

- (a) a clear statement as to which procurement the Proponents wishes to challenge;
- (b) a clear explanation of the Proponent's concerns with the procurement, including specifics as to why it disagrees with the procurement process or its outcome; and
- (c) the Proponents' contact details, including name, telephone number, and email address.

WCG will send an initial response to acknowledge receipt of the Proponent's notice and indicate the date by which WCG will provide the Proponents with a formal response.

3.4 Conflict of Interest and Prohibited Conduct

3.4.1 Conflict of Interest

For the purposes of this RFP, the term "Conflict of Interest" includes, but is not limited to, any situation or circumstance where:

- (a) in relation to the RFP process, the Proponent has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including, but not limited to:
 - (i) having or having access to confidential information of WCG in the preparation of its proposal that is not available to other Proponents;
 - (ii) having been involved in the development of the RFP, including having provided advice or assistance in the development of the RFP;
 - (iii) receiving advice or assistance in the preparation of its response from any individual or entity that was involved in the development of the RFP;

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- (iv) communicating with any person with a view to influencing preferred treatment in the RFP process (including, but not limited to, the lobbying of decision-makers involved in the RFP process); or
 - (v) engaging in conduct that compromises, or could be seen to compromise, the integrity of the open and competitive RFP process or render that process non-competitive or unfair; or
- (b) in relation to the performance of its contractual obligations under a contract for the Services, the Proponents' other commitments, relationships, or financial interests:
- (i) could, or could be seen to, exercise an improper influence over the objective, unbiased, and impartial exercise of its independent judgement; or
 - (ii) could, or could be seen to, compromise, impair, or be incompatible with the effective performance of its contractual obligations.

3.4.2 Disqualification for Conflict of Interest

WCG may disqualify a Proponent for any conduct, situation, or circumstances, determined by WCG, in its sole and absolute discretion, to constitute a Conflict of Interest as defined above.

An existing service provider of WCG may be precluded from participating in the RFP process in instances where WCG has determined that the service provider has a competitive advantage that cannot be adequately addressed to mitigate against unfair advantage. This may include, without limitation, situations in which an existing service provider is in a position to create unnecessary barriers to competition through the manner in which it performs its existing contracts, or situations where the incumbent fails to provide the information within its control or otherwise engages in conduct obstructive to a fair competitive process.

3.4.3 Disqualification for Prohibited Conduct

WCG may disqualify a Proponent, rescind an invitation to negotiate, or terminate a contract subsequently entered into if WCG determines that the Proponent has engaged in any conduct prohibited by this RFP.

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3.4.4 Prohibited Proponents Communications

Proponents must not engage in any communications that could constitute a Conflict of Interest and should take note of the Conflict-of-Interest declaration set out in the Submission Form (Appendix B).

3.4.5 Proponents Not to Communicate with Media

Proponents must not, at any time directly or indirectly, communicate with the media in relation to this RFP or any agreement entered into pursuant to this RFP without first obtaining the written permission of the RFP Contact.

3.4.6 No Lobbying

Proponents must not, in relation to this RFP or the evaluation and selection process, engage directly or indirectly in any form of political or other lobbying whatsoever to influence the selection of the selected Proponent(s).

3.4.7 Illegal or Unethical Conduct

Proponents must not engage in any illegal business practices, including activities such as bid-rigging, price-fixing, bribery, fraud, coercion, or collusion. Proponents must not engage in any unethical conduct, including lobbying, as described above, or other inappropriate communications; offering gifts to any employees, officers, agents, or other representatives of WCG; deceitfulness; submitting proposals containing misrepresentations or other misleading or inaccurate information; or any other conduct that compromises or may be seen to compromise the competitive process provided for in this RFP.

3.4.8 Service Provider Suspension

WCG may suspend a Service Provider from participating in its procurement processes for prescribed time periods based on past performance or based on inappropriate conduct, including, but not limited to, the following:

- (a) illegal or unethical conduct as described above;

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- (b) the refusal of the service provider to honour its submitted proposal or other commitments;
- (c) engaging in litigious conduct, bringing frivolous or vexatious claims in connection with the WCG's procurement processes or contracts, or engaging in conduct obstructive to a fair competitive process; or
- (d) any conduct, situation, or circumstance determined by WCG, in its sole and absolute discretion, to have constituted an undisclosed Conflict of Interest.

In advance of a decision to suspend a Service Provider, WCG will notify the Service Provider of the grounds for the suspension, and the Service Provider will have an opportunity to respond within a timeframe stated in the notice. Any response received from the Service Provider within that timeframe will be considered by WCG in making its final decision.

3.5 Confidential Information

3.5.1 Confidential Information of WCG

All information provided by or obtained from WCG in any form in connection with this RFP either before or after the issuance of this RFP:

- 3) is the sole property of WCG and must be treated as confidential;
- 4) is not to be used for any purpose other than replying to this RFP and the performance of any subsequent contract for the Services;
- 5) must not be disclosed without prior written authorization from WCG; and
- 6) must be returned by the Proponents to WCG immediately upon the request of WCG.

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3.5.2 Confidential Information of Proponents

A Proponent should identify any information in its proposal or any accompanying documentation supplied in confidence for which confidentiality is to be maintained by WCG.

The confidentiality of such information will be maintained by WCG, except as otherwise required by law or by order of a court or tribunal. Proponents are advised that their proposals will, as necessary, be disclosed, on a confidential basis, to advisers retained by WCG to advise or assist with the RFP process, including the evaluation of proposals. If a Proponent has any questions about the collection and use of personal information pursuant to this RFP, questions are to be submitted to the RFP Contact.

3.6 Procurement Process Non-Binding

3.6.1 No Contract A and No Claims

This procurement process is not intended to create and will not create a formal, legally binding bidding process and will instead be governed by the law applicable to direct commercial negotiations. For greater certainty, and without limitation:

- (a) this RFP will not give rise to any Contract-A-based tendering law duties or any other legal obligations arising out of any process contract or collateral contract; and
- (b) neither the Proponents nor WCG will have the right to make any claims (in contract, tort, or otherwise) against the other with respect to the award of a contract, failure to award a contract, or failure to honour a proposal submitted in response to this RFP.

3.6.2 No Contract until Execution of Written Agreement

This RFP process is intended to identify prospective service providers for the purposes of negotiating potential agreements. No legal relationship or obligation regarding the procurement of any good or service will be created between the Proponent and WCG by this RFP process until the successful negotiation and execution of a written agreement for the acquisition of such goods and/or services.

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3.6.3 Cancellation

WCG may cancel or amend the RFP process without liability at any time.

3.7 Governing Law and Interpretation

These Terms and Conditions of the RFP Process (Part 3):

- (a) are intended to be interpreted broadly and independently (with no particular provision intended to limit the scope of any other provision);
- (b) are non-exhaustive and will not be construed as intending to limit the pre-existing rights of the parties to engage in pre-contractual discussions in accordance with the common law governing direct commercial negotiations; and
- (c) are to be governed by and construed in accordance with the laws of the province of Ontario and the federal laws of Canada applicable therein.

[End of Part 3]

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APPENDIX A – RFP PARTICULARS

A. THE SERVICES

Background and Program Overview

WCG invites new qualified organizations to apply for funding to deliver Integrated Employment Services (IES) under Employment Ontario across all catchments.

The program agreement will span from July 1, 2026, to March 31, 2027.

1. Vision

To deliver a locally responsive, client-centered employment services model that improves outcomes for job seekers, employers, and communities across Ontario.

2. Goals

The primary goals of the Employment Services system are to:

- Provide comprehensive employment services that lead to sustainable employment.
- Ensure employment services are responsive to local community needs.
- Increase labour market attachment for individuals receiving income support.
- Align employment services with the skills training system.
- Establish and maintain a competitive, accountable, and sustainable employment services system

3. Inclusion Groups

Services should be tailored to support:

- Indigenous persons
- Youth with higher support needs
- Newcomers
- Persons with disabilities (self-identified)
- Francophone
- Racialized clients

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4. Service Delivery Model and Service Expectations

WCG have developed the My EO Service Delivery Model to provide a client-centric approach to meet the needs of each client. It places the client at the centre of their journey focusing on ‘what clients can do’ rather than segregating services based on barriers. The model is based on the assessment of individual need to support the quickest route back to sustainable employment.

Our five phases of successful service delivery are an easy way to define and remember each phase of the client lifecycle. Our goal is always the most efficient pathway to sustainable employment.

<i>Service Delivery Phase</i>	Description
Engage	Service coordination and referrals into Integrated Employment Services across the region. The objective is to achieve the client volume commitments for each client stream and inclusion groups.
Explore	Standardized intake process, including the Common Assessment and the collaborative development of an individualized Employment Action Plan, which captures the activities, goals, and pre-employment services required to progress the client towards employment.
Progress	Services will be delivered through regular contact appointments. The focus is on improving the client’s job readiness for current labour market opportunities, progressing them towards their employment goal.
Start	This phase begins when the client secures employment and provides supports to transition into employment and manage barriers. A retention assessment is completed to ensure supports are in place to achieve employment milestones.
Succeed	Services to assist with succeeding in work, career development, and crisis response, when needed. Retention services include monitoring checkpoints and ongoing supports to achieve the next employment milestone.

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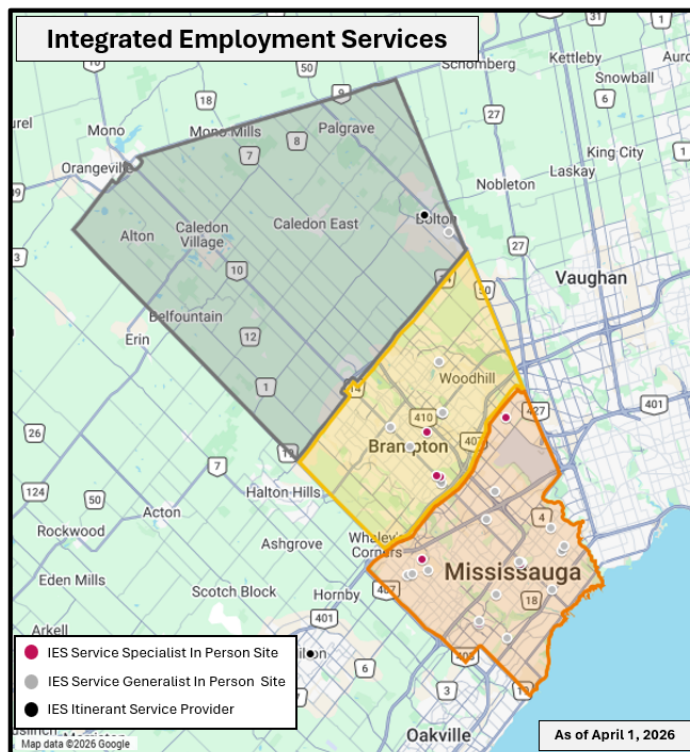
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5. Key Project Specific Requirements

Available Allocations by catchment FY 2026-2027

Catchment maps displaying all current Service Provider locations, with an overlaid heatmap indicating the distribution of available volumes across each catchment:

PEEL CATCHMENT				
Contract Type	Total	Mississauga	Brampton	Specialist Segmentation
Specialist	220	120	100	ODSP (137) / PWD (83)



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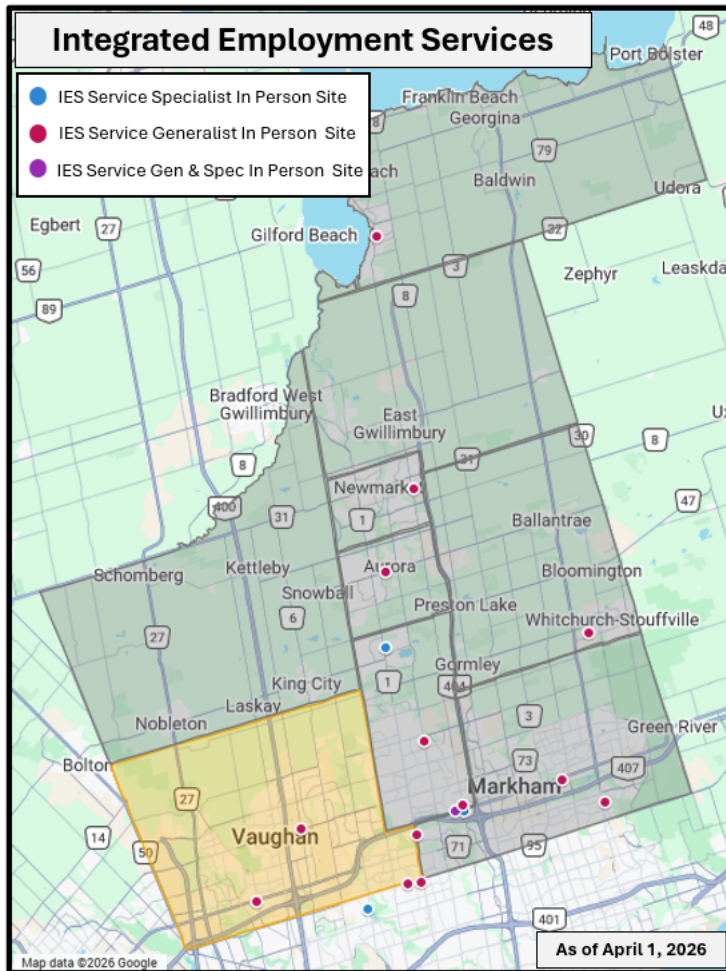
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YORK CATCHMENT

Contract Type	Total	Vaughan	Specialist Segmentation
Generalist	450	450	–
Specialist	123	123	ODSP (123)



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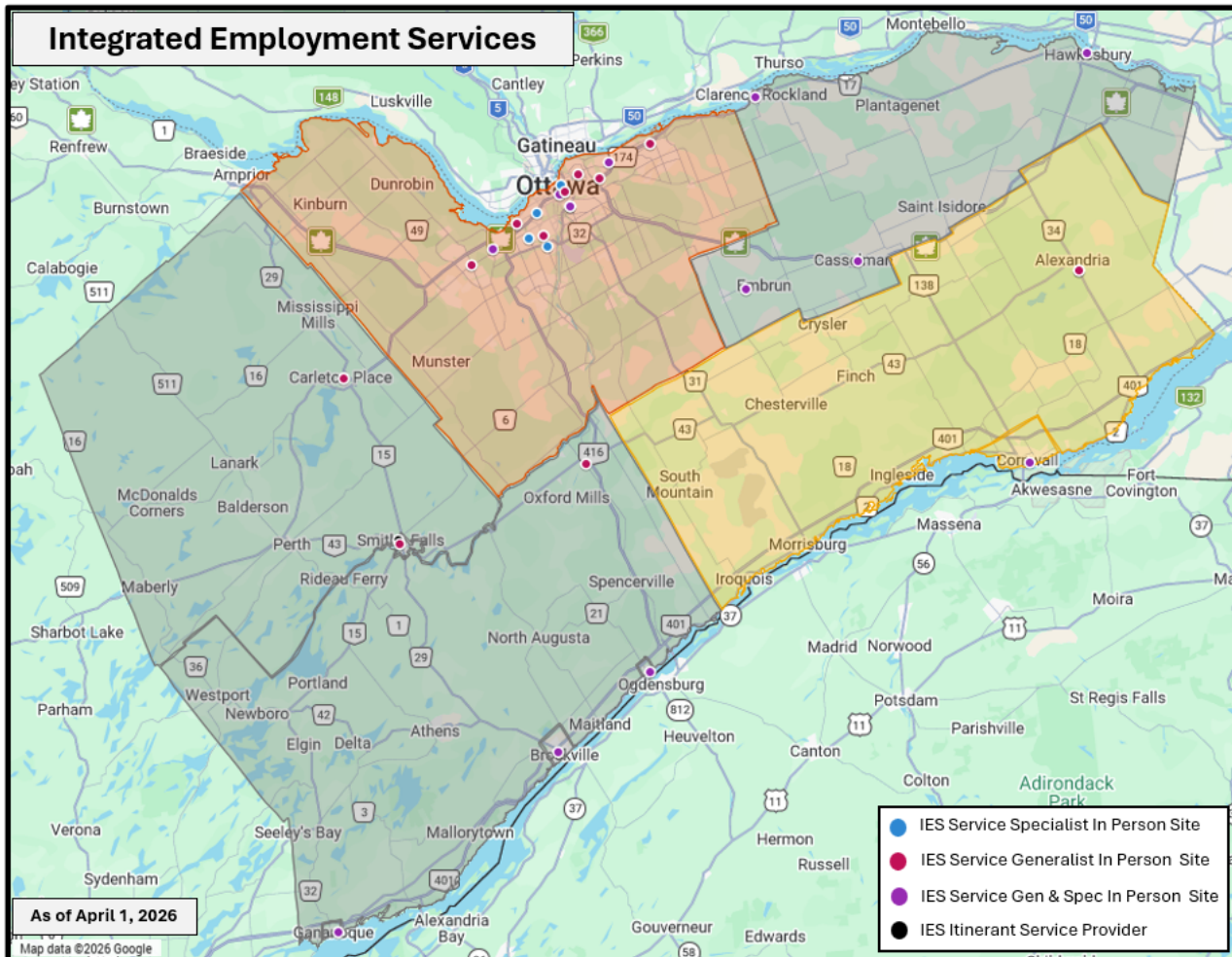
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OTTAWA CATCHMENT

Contract Type	Total	City of Ottawa	Stormont, Dundas and Glengary (SDG)	Specialist Segmentation
Generalist	2267	2267	-	-
Specialist	248	128	120	ODSP (124) / PWD (124)



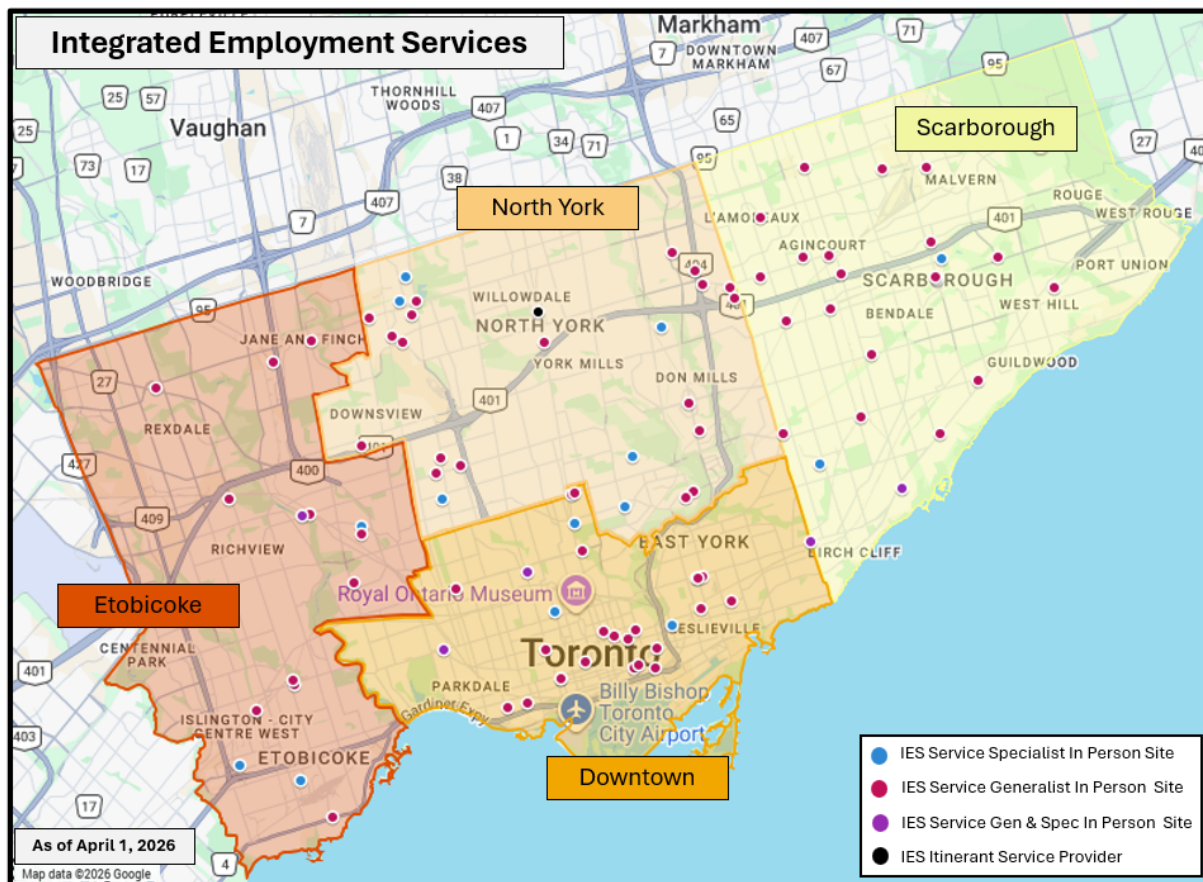
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TORONTO CATCHMENT						
Contract Type	Total	Downtown	Etobicoke	North York	Scarborough	Specialist Segmentation
Generalist	7548	2500	3500	1548	-	-
Specialist	721	521	100	-	100	ODSP (671) / PWD (50)



Notes

- Specialist allocations are further segmented into **ODSP (Ontario Disability Support Program)** and **PWD (Persons with Disabilities)** streams to reflect targeted service delivery requirements within the specialist caseload.
- Allocation volumes are indicative for RFP purposes and may be adjusted based on final contracting and operational requirements.

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Important Information:

- *Review Mandatory Requirements (Sections C1 & C2) & (C3) for minimum volume expectations.*
- *See **APPENDIX (C)** and **APPENDIX (D)** for the Funding Modelling Tool(s).*
- ***APPENDIX (G):** To submit Questions*

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B. MATERIAL DISCLOSURES

The material disclosures that apply to this RFP, if any, are set out below.

WCG will provide the Proponents with all reasonably available records and information including, but not limited to, the following:

- Map of current provider locations
- Heatmap of available volumes by catchment
- Employment Ontario Integrated Employment Services Guidelines
- Funding modelling tool(s)
- Sample Service Provider Agreement

C. MANDATORY SUBMISSION REQUIREMENTS

1. Submission Form (Appendix C)

Proponents should refer to the instructions attached to the solicitation for Appendix C – Submission Form requirements and ensure all required information is provided in accordance with those instructions. Please indicate in your submission if applying for more than 1 (one) catchment and specify the location(s) of intended delivery.

2. Other Mandatory Requirements:

Proponents must meet all Mandatory Requirements in order for their Proposal to be considered.

a. Corporate Status and Legal Standing

The Proponent shall be an Ontario-based organization legally incorporated in Canada and shall maintain good standing with all applicable corporate, regulatory, labour, and environmental laws for the duration of the Agreement.

b. Tax Compliance

The Proponent shall provide verification of compliance with applicable provincial and federal tax laws, including submission of a Canada Revenue Agency Filing and Balance Confirmation Letter at the time of contract execution.

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c. Experience

The Proponent shall have a minimum of three (3) to five (5) years demonstrated experience delivering employment services or comparable programs.

d. Performance History

The Proponent shall demonstrate evidence-based high performance on current and/or prior contracts, including measurable outcomes and compliance with contractual performance obligations.

e. Delivery Capacity

The Proponent shall demonstrate the operational capacity, infrastructure, and resources necessary to deliver in-person services within the designated catchments.

f. Insurance Requirements

The Proponent shall maintain, at a minimum, the following insurance coverage for the duration of the Agreement:

1. Commercial General Liability Insurance of not less than \$5 million per occurrence; and
2. Cyber Security / Cyber Liability Insurance of not less than \$2 million per occurrence.

g. Funding Modelling Tools and Submission Requirements

The Proponent shall submit, together with **Appendix C – Submission Form**, the applicable Funding Modelling Tool(s), as follows:

- **Appendix D** – Funding Modelling Tool (Generalist); and/or
- **Appendix E** – Funding Modelling Tool (Specialist).
- Each submitted Funding Modelling Tool must clearly identify the requested number of volumes. Where a Proponent submits a Proposal for more than one (1) catchment, a completed Funding Modelling Tool must be submitted for each applicable catchment.
- Where a Proponent applies for both Service Types, both Funding Modelling Tools must be completed and submitted.

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3. MANDATORY SERVICE REQUIREMENTS

Contract Type	Application Scenario	Site Type	Minimum Volume Application Requirement
Generalist	Applying for <i>Generalist</i> volumes	New	Minimum 120 volumes
Specialist	Applying for <i>Specialist</i> volumes	New	Minimum 120 volumes
Generalist and Specialist	Applying for both Generalist and Specialist volumes	New	Minimum 120 Volumes Generalist Minimum 50 Volumes Specialist

D. PRE-CONDITIONS OF AWARD

1. Workplace Safety and Insurance Board (WSIB)

The Service Provider certifies that it is in full compliance with the Workplace Safety and Insurance Act. Proponents are required to provide WCG with a valid WSIB Clearance Certificate with the executed Agreement. Clearance Certificates should be renewed every ninety (90) days (minimum) during the course of the Agreement as applicable by law.

2. Insurance

All service providers will be required to provide a certificate of insurance meeting the insurance requirements outlined within the executed Agreement.

3. Accessibility For Ontarians with Disabilities Act, 2005 (AODA)

Service providers that WCG has contracted to provide Services must ensure that their employees and agents are trained on providing accessible customer service. All Service Providers will be required to submit an attestation confirming training has been completed with the executed Agreement.

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E. EVALUATION CRITERIA

The following sets out the categories, weightings, and descriptions of the rated criteria of the RFP.

An evaluation team will evaluate all proposals received using an average scoring approach from all evaluations completed by the proposal evaluation committee. Each response will be evaluated based on its relevance to the question posed and the completeness of the information provided. The evaluation matrix has been developed to assign weighted scores to each criterion, ensuring a balanced and transparent assessment process. Responses must be clear and unambiguous; evaluators will assess submissions as presented, without making assumptions or interpretations beyond the submitted material.

In the evaluation process, WCG will consider the Proponent's performance or conduct on current and previous contracts with WCG, where applicable, or other institutions and funders.

Criterion	Weight
SECTION 1 – SERVICE DELIVERY, CLIENTS, EXPERIENCE AND CAPACITY	50%
1.1 Geographic Coverage and Service Delivery Model	5%
1.2 Program Areas and Services Offered	5%
1.3 Client Populations Served	5%
1.4 Past Experience and Key Achievements Against Targets	20%
1.5 Referral Generation, Conversion and Performance Target Delivery	15%
SECTION 2 – ORGANIZATIONAL CAPACITY	30%
2.1 Staffing Structure and Capability	10%
2.2 Facilities and Service Delivery Locations	5%
2.3 Operational Capacity	10%
2.4 Technology and Data Management	5%
SECTION 3 – RISK MANAGEMENT	20%

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3.1 Operational and Strategic Risks	5%
3.2 Contingency Planning and Adaptive Practices	5%
3.3 Risk Management Policies	5%
3.4 References / Testimonials	5%
TOTAL	100%

The Evaluation Team will score each proposal in the following manner:

1. All criteria will be scored out of 5 for simplicity and consistency (irrespective of the actual score/weight of the particular criterion).
2. For consistency, the following table describes the characteristics attributable to particular scores between 1-5.

Score	
1 – Does not meet requirements	Insufficient response: criterion not addressed.
2 – Limited response	Partial coverage with significant omissions or weak evidence.
3 – Adequate response	Meets minimum expectations but lacks depth or supporting detail.
4 – Strong response	Fully meets expectations with clear and relevant evidence.
5 – Outstanding response	Exceeds expectations with strong evidence, clarity, and added value.

Section	Word Allocation
Section 1 – Service Delivery and Performance Capability	3,500 words
Section 2 – Organizational Capacity	2,500 words
Section 3 – Risk Management	1,500 words
TOTAL	7,500 words

SECTION 1 – SERVICE DELIVERY AND PERFORMANCE CAPABILITY (50%)

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1.1 Geographic Coverage and Service Delivery Model (5%)

Describe your current geographic footprint for employment services delivery, including:

- Catchment areas currently served
- Urban, rural, and/or regional coverage
- Service delivery model(s) (in-person, hybrid, virtual, mobile, outreach)
- Experience delivering across multiple sites or areas

1.2 Program Areas and Services Offered (5%)

Describe the employment-related programs and services you currently deliver, including:

- Core employment services and supports
- Specialized or integrated service offerings
- Employer engagement / job development services
- Wraparound or complementary supports

1.3 Client Populations Served (5%)

Describe the client groups you currently serve, including:

- Priority and accessibility-focused populations
- Barriers to employment addressed (e.g., disability, newcomer, youth, Indigenous, etc.)
- Equity, diversity, and inclusion approaches in service delivery
- Adaptations made for accessibility and complex needs

1.4 Past Experience and Key Achievements Against Targets (20%)

Demonstrate relevant service delivery experience (minimum 3–5 years), including:

- Performance outcomes (e.g., clients served, job starts, sustained employment/retention, employer satisfaction, client satisfaction)
- Scale of service delivery
- Experience delivering high-volume operations
- Evidence of scaling services, managing transitions, or implementing change at pace
- Multi-site or multi-program delivery experience
- Demonstrated ability to meet or exceed contractual targets

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1.5 Referral Generation, Conversion and Performance Target Delivery (15%)

Demonstrate how you will generate referrals, convert clients into Integrated Employment Services (IES), and achieve contractual performance outcomes, including:

- Referral generation strategy (Employment Ontario pathways, community partners, employer networks, self-referrals)
- Conversion approach from referral to active IES participation (intake, assessment, engagement, onboarding)
- Approach to achieving performance outcomes, including:
 - Clients served
 - Job starts
 - Sustained employment / retention
 - Employer satisfaction
 - Client satisfaction
- Performance management approach to monitor flow from referral through to employment outcomes
- Use of data, forecasting, and performance tracking to manage pipeline and mitigate underperformance risk

SECTION 2 – ORGANIZATIONAL CAPACITY (30%)

2.1 Staffing Structure and Capability (10%)

Describe staffing model including:

- Organizational / Board structure and key roles
- Staff qualifications and competencies
- Supervision and governance model
- Recruitment and retention strategy
- Ability to increase staffing levels in response to demand

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2.2 Facilities and Service Delivery Locations (5%)

Describe your planned IES physical service infrastructure, including:

- Service delivery sites and the availability or set-up of in-person workshops and job search supports across these locations
- Accessibility features (physical, digital, linguistic, cultural)
- Compliance with accessibility standards
- Use of community-based, co-located, or partner sites
- Remote and digital delivery capability

2.3 Operational Capacity and Service Scaling (10%)

Demonstrate your operational ability to deliver employment services at scale, including:

- Systems and processes enabling consistent high-volume delivery
- Experience managing fluctuating or peak demand environments
- Operational governance and performance oversight structures
- Readiness to deliver against specified contract volumes
- Service consistency across multiple sites or channels

2.4 Case Management Systems and Data Management (5%)

Describe your approach to case management and data governance, including:

- Case management platforms and tools used
- Reporting and performance tracking systems
- Data quality assurance processes
- Privacy, security, and confidentiality safeguards

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SECTION 3 – RISK MANAGEMENT (20%)

3.1 Operational and Strategic Risks (5%)

Identify key risks associated with delivering IES services and describe:

- Likelihood and impact of identified risks
- Mitigation strategies in place
- Governance oversight for risk management
- Experience managing similar risks in delivery environments

3.2 Contingency Planning and Adaptive Practices (5%)

Describe business continuity and adaptive delivery approach, including:

- Continuity of service during disruptions (staffing, systems, external factors)
- Resource reallocation during periods of increased demand
- Adaptive delivery models in response to changing conditions
- Lessons learned from previous disruptions or system transitions

3.3 Risk Management Policies (5%)

Describe your organisational risk management framework, including:

- Health, safety, and workplace policies
- Privacy, data protection, and confidentiality policies
- Regulatory compliance systems
- Internal audit or quality assurance mechanisms

3.4 References and Performance Validation (5%)

Provide at least two funder references with performance confirmation of employment services or similar confirming:

- Delivery of employment or comparable publicly funded services
- Performance against contractual targets and obligations
- Service quality and funder satisfaction
- Ability to deliver in complex, multi-site or scaled environments

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Reference information must be included as part of the submitted proposal. Where requested, Proponents may be required to facilitate direct reference checks or provide supplementary documentation.

Supplementary Information – Submissions may include up to 10 total pages of attachments. Examples may include:

- An organizational chart
- Diagrams to display a response
- Marketing materials
- Workshop timetables
- Letters of support
- References

Ensure that all attachments are relevant and enhance your submission by clarifying your response without introducing any new information. Attachments should be appropriately referenced within the corresponding section of your response.

Maximum Supplementary Pages: 10 (e.g., org chart, letters of support, workshop timetable). These should supplement responses to validate evaluated criteria.

F. SUBMISSION INSTRUCTIONS - ACCESS TO APPENDICES

The following Appendices (B–F) are not included in this Request for Proposals (RFP) and shall be made available to Proponents upon formal written request only.

To obtain access, Proponents must submit a written request to the designated procurement email address: **eoprocurement@wcgservices.com**, accompanied by a signed **Employment Ontario Confidentiality Agreement**. Requests submitted without the required Confidentiality Agreement will not be processed.

Each request must clearly identify the following information in both the email subject line and body:

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- **Subject Line:** Request for RFP Appendices – (Organization Name)
- **Primary Contact Name:** (Contact Name)
- **Catchment(s):** Peel, York, Ottawa, Toronto (as applicable)
- **Contract Type:** Generalist and/or Specialist

Only complete requests submitted in accordance with the above requirements will be considered for release of Appendices.

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Appendix B - Integrated Employment Services Guidelines

Appendix B contains the current Integrated Employment Services Guidelines and is provided for the purpose of informing Proponent submissions. These guidelines may be updated prior to the commencement of service delivery. The successful Proponent(s) shall be required to comply with the final version of the guidelines and will receive training prior to service commencement.

Appendix C – Submission Form

Proponents must complete and submit Appendix C in accordance with the instructions set out in this RFP. Failure to provide all required information may result in the Proposal being deemed non-compliant.

Appendix D – Funding Modelling Tool | Generalist

The Funding Model Tool will support your responses to staffing and volume-related inquiries. This tool is intended to serve as a guide for illustrative purposes, based on a set of assumptions. It should not be considered a substitute for your organization’s internal financial modeling, budgeting processes, or strategic priorities. Final funding allocations may differ slightly due to adjustments by Stream and rounding. The provided funding model applies to the current fiscal year, with funding for future fiscal years to be determined on an annual basis.

Appendix E – Funding Modelling Tool | Specialist

The Funding Model Tool will support your responses to staffing and volume-related inquiries. This tool is intended to serve as a guide for illustrative purposes, based on a set of assumptions. It should not be considered a substitute for your organization’s internal financial modeling, budgeting processes, or strategic priorities. Final funding allocations may differ slightly due to adjustments by Stream and rounding. The provided funding model applies to the current fiscal year, with funding for future fiscal years to be determined on an annual basis.

Appendix F - Sample Service Provider Agreement

The Sample Service Provider Agreement is provided for reference purposes only to assist Proponents in understanding the anticipated contractual terms and conditions associated with service delivery under this procurement.

Appendix G – Frequently Asked Questions (FAQ)

Proponents may submit questions related to this RFP by following the link provided below:

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[EO WCG Request for Proposal - Questions Form 2026 – Fill out form](#)

Deadline for Submission of Questions:

Friday, May 8, 2026, at 11:59:59 PM - Eastern Standard Time (EST)

Deadline for FAQ Release

Wednesday, May 13, 2026, at 11:59:59 PM - Eastern Standard Time (EST)

Note: All questions must be submitted through the designated link by the stated deadline. Responses to questions, including any clarifications or modifications to the RFP, will be issued via addenda.

<END>

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