Canadian Council of Cardiovascular Nurses | Conseil canadien des infirmières et infirmiers en soins cardiovasculaires

Request for Proposal

Association Management Services

Issued by	Canadian Council of Cardiovascular Nurses (CCCN)
Date of issuance	September 28th, 2026
Proposal deadline	October 23rd, 2026 at 5:00 p.m. ET
Anticipated award	December 19th, 2026
Anticipated service start	January 1, 2027

1. RFP Overview

CCCN invites qualified Association Management Companies (AMCs) to submit proposals to provide association management services. CCCN is seeking a practical, responsive and strategically minded management partner that can strengthen day-to-day operations while helping the Board grow member value, financial sustainability, partnerships and national visibility.

This RFP is designed for a small national not-for-profit organization with a modest operating budget. Proponents should demonstrate how they can deliver meaningful value without unnecessary complexity or cost.

The Board will retain governance, professional/cardiovascular nursing expertise, strategic direction and fiduciary oversight. The AMC will provide the business, operational, financial, project-management, communications, membership, funding and event-management expertise needed to implement Board direction. The Board will work collaboratively with the AMC to further enhance the organization and achieve strategic goals.

2. About CCCN

CCCN is a national, not-for-profit organization. Its foundational pillars are health promotion and advocacy, professional education, research, and excellent membership services.

As an organization, CCCN serves approximately 300 members across Canada and works with local chapters, committees and partners in the cardiovascular and nursing communities. Current programming includes professional education, webinars, a virtual journal and an annual spring conference.

The vision of CCCN is “Advancing cardiovascular nursing through leadership, advocacy, research and knowledge translation.” Its mission is “Advancing Cardiovascular Nursing Excellence.” CCCN maintains Cardiovascular Nursing Standards associated with the Canadian Nurses Association cardiovascular certification program.

CCCN is currently managed by a volunteer Board and an AMC which provides a part time Executive Director (ED) and support staff. CCCN is seeking a new management arrangement to support growth, streamline operations, strengthen accountability and enhance member value.

3. Desired Management Model

- Provide an experienced lead Executive Director supported by appropriate AMC resources.

- The Executive Director does not need to be a nurse. The Board provides specialty nursing and cardiovascular expertise.
- Board retains governance, policy, strategic direction, budget approval, major organizational decisions and fiduciary oversight.
- AMC implements approved strategy, manages day-to-day operations and provides professional advice and recommendations.
- AMC is accountable for agreed deliverables, timelines, staffing, financial administration and reporting.
- Bring practical ideas for innovation, efficiency, revenue growth and member value.

4. Scope of Services

A. Strategic Leadership & Planning

- Translate the current five-year strategic plan (through 2029) into annual priorities, an operational plan and measurable objectives.
- Support an annual strategic review/update without requiring a full five-year planning exercise each year.
- Maintain practical key performance indicators (KPIs)/dashboard reporting and identify opportunities for growth, innovation and partnerships.

B. Governance & Board Support

- Coordinate Board meetings, agendas, reports, packages, minutes and follow-up.
- Support policy/bylaw maintenance, policy review schedules, committees and terms of reference.
- Maintain a clear Board/management responsibility matrix and escalate matters requiring Board decision.

C. Financial Management & Accountability

- Provide bookkeeping, accounts receivable/payable, monthly financial statements, budgeting and year-end/audit/tax support.
- Maintain appropriate financial controls and timely reporting of risks and variances.
- Track all billable/out-of-scope work, approved by the Board, by date, staff member, task, time and rate; clearly distinguish it from work included in the core fee.
- Demonstrate that core-fee services and required deliverables are being provided.
- Make recommendations to the Board to improve financial stability of the organization.

D. Membership & Member Value

- Manage membership administration, renewals, database/AMS and routine inquiries.
- Develop recruitment/retention strategies, report membership trends and results.
- Support surveys, volunteer recognition, early-career/student engagement, mentorship, networking, special interest groups and online communities with guidance from the Board.
- Strengthen and communicate the value of membership.
- Work with the Director of Finance ensuring transparency and accountability of all financials.

E. Communications, Technology & Transparency

- Maintain the website, newsletters, social media and routine communications as appropriate, in collaboration with the appropriate Board member.

- Consider implementation of a practical task-management platform (e.g., Asana, Monday.com, Todoist or similar) with owners, deadlines, status and barriers visible to appropriate Board/committee members.
- Ensure CCCN owns and can access its records, member data, website/domain, social accounts, mailing lists, financial records, contracts, templates and digital assets.
- Provide Board access to appropriate files/records and appropriate website review/editing access.
- Support role specific CCCN email addresses so members can reach Board/committee roles as needed.

F. Responsiveness & Communication

- Unless otherwise agreed upon by the Board, and alternatives arrangements have been, acknowledge Board questions within one to two business day and establish an agreed standard for substantive responses.
- Respond to routine member inquiries generally within two business days.
- Triage general inquiries, route matters to the appropriate Board/committee person and track open matters to resolution.
- Provide a concise monthly executive update covering decisions, progress, action items, owners, deadlines, risks/issues and items requiring Board attention.

G. Conference, Events & Scientific Planning

- In consultation with the appropriate Director/committee, provide end-to-end management for the annual spring conference (approximately 100 attendees), including venue, contracts, registration, speakers, audio visual, catering, room setup, signage, exhibitors, sponsorship fulfillment, on-site execution and post-event evaluation/reporting.
- Coordinate monthly webinars and other approved events.
- Assist scientific/educational planning, abstract administration, speaker communications, continuing professional development/accreditation administration where applicable, and evaluation.
- Board/appropriate committee retains decision-making authority over key conference events and scientific planning.

H. Research, Knowledge Translation & Mobilization

- Support research, publications, position statements, knowledge translation/mobilization and practical educational products as directed.

I. Advocacy, Partnerships & Funding

- Working with the Board, develop an annual funding and partnership strategy with measurable targets.
- Pursue corporate partnerships, grants, unrestricted funding and other appropriate revenue sources with Board support as required.
- In collaboration with the Board, develop sponsorship opportunities beyond the annual conference, including webinars, education series, toolkits, campaigns and special initiatives.
- Build relationships with healthcare, government, industry, patient, academic and professional organizations.
- Maintain a funding/sponsorship pipeline and support multi-year opportunities where appropriate.
- Support an advocacy plan aligned with Board priorities.

5. Required Deliverables & Reporting

The final management agreement will turn these expectations into a mutually agreed performance schedule. Proponents should identify any proposed changes.

Monthly executive update	Decisions, priorities, actions, owners, deadlines, risks and Board attention items.
Monthly financial package	Statements, budget-to-actuals, cash position, significant variances and recommended actions.
Project dashboard	Active projects, owner, deadline, status, barriers and next steps.
Quarterly KPI report	Strategic/operational progress, membership, revenue/funding and major initiatives.
Annual operational plan	Priorities, activities, owners, timelines, resources and measures.
Annual membership report, and monthly snapshots	Trends, recruitment/retention, engagement, feedback and recommendations.
Funding/sponsorship pipeline	Prospects, grants, asks, commitments, value, next steps and relationship owners.
Conference report	Attendance, financials, sponsorship, evaluation, lessons learned and recommendations.
Policy review schedule	Status and recommended review/update dates.

6. First 90 Days & Transition

- Days 1–30: meet Board members and key stakeholders; review finances, contracts, membership, technology, strategic plan, funding pipeline and active projects; establish communication and access protocols. Transition from previous AMC as required
- Days 31–60: complete an operational assessment; establish the project-management system; develop initial funding/revenue and member-engagement priorities; identify quick wins.
- Days 61–90: present a 12-month operational plan, KPI framework, funding/revenue plan, membership priorities, annual calendar and Board dashboard.
- Protect continuity of member service, financial records, website/data access, event planning (including Spring Conference), contracts, sponsorships and active work during transition.

7. Proposal Requirements

- Company profile: legal/business name, location, website, year founded, ownership and staffing.
- Relevant experience with comparable small national/professional/healthcare associations.
- Proposed CCCN service model and explanation of how it will remain practical and cost-conscious.
- Named Executive Director and account team, qualifications, roles, expected allocation and backup coverage.
- Approach to strategy, governance, financial accountability, membership, communications, technology, funding and conference management.
- Technology/AMS/financial/project-management/meeting platforms and approach to cybersecurity/data ownership.
- Transition plan and approach to working with the outgoing management arrangement.
- Current/recent client reference(s), preferably associations of similar scale.

8. Cost Proposal

- Fixed monthly or annual core management fee, with a clear list of services included.
- Additional out-of-scope services and hourly rates, one-time fees and/or direct reimbursable expenses that would require Board approval.
- Conference/event costs: clearly state whether included, capped, or separately priced.
- Describe the approval process for out-of-scope work and how CCCN will verify billable time.

CCCN prefers a transparent fixed-fee model for core services. Cost will be considered alongside quality, fit, accountability and value; CCCN is not required to select the lowest-priced proposal.

9. Proposal Evaluation & Selection

A Board-appointed Selection Committee will manage the evaluation process and make a recommendation to the Board. The Board will make the final award unless it formally delegates that authority.

Understanding of CCCN and proposed approach in addition to relevant association/healthcare experience	25%
Proposed Executive Director and team	20%
Strategic leadership, funding and growth approach and operational/governance capacity	20%
Financial accountability and transparency, technology, data ownership and security	20%
References	5%
Cost/value	10%

The Selection Committee may request clarification, conduct finalist interviews and complete reference checks. Joint submissions will be considered. CCCN reserves the right to reject any or all proposals, request additional information, or cancel the RFP, subject to applicable legal and governance requirements.

10. Management Relationship & Accountability

- The AMC will designate one Executive Director as the primary relationship lead.
- CCCN expects accessibility, responsiveness, follow-through, open-minded leadership and a willingness to support change.
- The AMC will advise the Board when a request, risk, opportunity or decision falls outside the agreed authority of management.
- CCCN expects transparency in financial administration, workload, deliverables, technology access, project status and organizational records.
- All CCCN records and organizational data remain the property of CCCN. The management agreement will include appropriate confidentiality, privacy, security, insurance, termination and transition provisions, subject to legal review.

11. RFP Timeline & Submission

- RFP issued: September 28, 2026
- Proposal deadline: October 23, 2026 at 5:00 p.m. ET
- Rolling interviews: November 1–20, 2026
- Contract award: December 1, 2026
- Transition/service start: January 1, 2027

Submit proposals electronically in PDF format to [president@cccn.ca]. Questions should be directed to [Chris Kuttnig, CCCN President, president@cccn.ca]. Use the subject line: “RFP Response: Association Management Services – [Company Name]”. Late submissions may not be reviewed.