



2023
Feasibility Study
Request for Proposal

Odawa Native Friendship Centre
815 St. Laurent Blvd
Ottawa, ON K1K 3A7

February 2023

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OBJECTIVES

The Odawa Native Friendship Centre (“ONFC”) wishes to engage a consultant or consulting firm (the “Consultant”) for the purpose of a feasibility study, team and skills development, organization structure and management, development of products and/or services, capital raising, financial modelling, business planning, impact measurement, acquisition of equipment.

Produce two (2) Business Plans (the “Project”) for the ONFC. The main objective of the Project is to determine the needs to develop a Transportation and Social Enterprise system with the goal to become self-sufficient.

BACKGROUND

The ONFC was **incorporated on August 19, 1975 and became a member of the Ontario Federation of Indigenous Friendship Centres (OFIFC) on October 25, 1975.** The ONFC offers various programs and services to people of all ages requiring services.

MISSION

To enhance the quality of life for Indigenous people in the Capital region. To maintain a tradition of community, an ethic of self-help and development as well as to provide traditional teachings from our elders.

VISION

Guiding values are at the core of the ONFC’s operations. These values include maintaining a tradition of community, an ethic of self-help and development, and providing traditional teachings from elders. The ONFC promotes and reinforces these beliefs in all aspects of their operations.

PROJECT DESCRIPTION

1) Food Bank Operations

We are redesigning our food bank and developing new policies and procedures as well as a training manual for new volunteers and staff, outlining the duties and responsibilities of the food bank. This position needs to be self-sustaining through activities, fundraising, and partnerships. We are aiming to have this position 100% self-sustaining through partnerships, donations, fundraising and grants.

We would like to grow community access to food by increasing access, while growing the skills of our volunteers, staff and community with sustainability as our main goal. The Food Bank at the ONFC has always been run by volunteers as this position is unfunded. Staff

support the endeavor as well, and since the onset of the pandemic, food security has risen as an imminent need. Our statistics continue to grow, and the need is insatiable. We would like to increase our clients access to good food, by providing better choices, more involvement, education, sustainability and accessibility. We hope to achieve this by hiring a Food Bank Manager, who will play many roles with the end result being better food, better choices and more accessibility and health for our clients.

The Food Bank Manager would be responsible for four (4) major fundraisers throughout the year, as well as monthly take out Taco Sales. The Taco Sales will be used to generate income as well as provide community volunteers an opportunity to engage and learn some basic cooking and catering skills as well as retail skills. This will also satisfy a cultural need to share food and gather. It will give community members a place to go with a sense of belonging. They will also facilitate Safe Food Handling for all staff and volunteers, volunteer management, and partnerships that will lead to donated food for the Food Bank. They will coordinate and train volunteers, and staff and provide an ethic of self-help whenever possible. The Food Bank Manager will also develop systems and policies that reflect fairness and accessibility.

2) Transportation Services System

Develop a transportation system for the ONFC that is self-sustaining, allows for training of Indigenous Individuals and assists with the transportation needs of the ONFC as well as contracts for transportation and partnerships. We would like to develop a transportation system in conjunction with existing systems in the Ottawa region. We would like to alleviate staff who have had considerable pressures since the pandemic on assisting clients attending medical and other urgent appointments. In order to continue to keep clients safe, and mitigate the time constraints felt by staff who are trying to accommodate clients, we are hoping to either partner with an existing transportation company to train and develop a workforce to alleviate this problem, and to keep our clients safe and healthy, or to partner with an existing company where we subcontract the rides which are paid directly for services from our partner company. This would allow our staff to return to their pre-pandemic roles and partner to accomplish this piece of work that is a driving need since the onset of the pandemic.

The ONFC would benefit in many ways, by creating a partnership to satisfy a need, provide employment for Indigenous peoples and provide some income for the ONFC. Our partnership would also lead to less missed appointments, by our clients, leading to overall better health and less taxing of the medical system when rescheduling continually needs to happen due to the client's inability to get to the appointment.

TIMEFRAME

The Project will begin within four (4) weeks of this RFP's closing date and will be completed by December 31, 2023.

SCOPE OF WORK

A) Food Bank

- Create a business plan that provides a step-by-step guide to all processes related to managing, training, stocking and facilitating a food security-based program.
- Study and develop a Food Bank Manager position which is self-sustaining
- Study current Food Bank operations and incorporate ideas and solutions for managing, securing products and distribution.
- Develop partnerships and Fundraising opportunities for the Food Bank Manager to carry out. Example: Indigenous Food Cooking workshops, partnerships with current ONFC Programs.
- Develop a catering division attached to the foodbank which will generate income for The ONFC.
- Develop and seek out funding opportunities to resource food bank.
- Develop policies and procedures for tracking volunteer credentials, training and role assignment.

B) Transportation

- Work with the existing ONFC vehicles and personnel to seek out partnerships and transportation opportunities.
- Seek out partnerships that allow The ONFC to profit from use of our vehicles and personnel for transportation.
- Partner with a current driver training program, to provide an all-Indigenous driver training program which will generate employable Indigenous people with driving skills (i.e. Roxborough Bus Lines).
- Develop partnership strategies that are sustainable, provide income for The ONFC and increase the skill level of Indigenous attendees.
- Organize training and training space for 10 program participants for licensing.

DELIVERABLES

A) Food Bank

Detailed business plan for Food Bank, including:

- Detailed work plan for Food bank manager
- Detailed budget
- Detailed job description
- Policies and procedures
- Deliver a minimum of four fundraising endeavors, with budgets and all deliverables.
- A minimum of four approved partnerships, supporting The ONFC with either food donations, in-kind or other approved contributions.

B) Transportation

Develop a business plan that encompasses the following:

- Develop and overall analysis of The ONFC's current transportation resources and needs and develop a plan for fleet management.
- Organize training with partnerships for ten Indigenous participants.
- Criteria and recruitment of participants for training program.
- Develop a sustainable transportation management system.
- Confirmed transportation contracts along with budgets.
- Develop transportation partnerships that either employ Odawa transportation graduates OR increase revenue for The ONFC by providing ride contracts.
- Develop a maintenance recovery plan for vehicles.

IMPLEMENTATION

Project Implementation Steps:

- 1) Engage with elders and community members to garnish feedback on the feasibility study.
- 2) Hold community focus and information sessions.
- 3) Prepare feasibility study to develop two business plans for:
 - a. Food Bank
 - b. Transportation
- 4) Seek out and firm up partnerships.
- 5) Present plan to community and committee.
- 6) Implement information and commence planning.

The incumbent will submit their proposal outlining the following:

- 1) Consultation Fees
- 2) Timelines of project to meet the "Project Implementation Steps"
- 3) Costs to engage elders and community with three (3) feasibility studies
- 4) Costs to hold community focus and information sessions (i.e. food, space, equipment)
- 5) Costs to prepare and disseminate study meeting with community, Board and Elders to endorse the plan.

PROPOSAL CONTENTS

Your proposal should include at a minimum:

Proposed Methodology: Describe the proposed approach, and the methods and procedures to achieve the Project's objective, scope of work, and deliverables within the Project timeframe.

Proposed Project Plan and Timeline: Provide a description of the work to be performed (organized by the tasks/procedures enumerated above), work location, and a timeline that sets out proposed timeframes and milestones for performing and completing the work.

Consultant Qualifications and Experience: Identify all members of the Project Team, their role(s), qualifications, experience, and planned level of effort on the Project. Provide a description of the Consultant’s capabilities, any relevant physical facilities and equipment, any time constraints, and experience in facilitating and preparing strategic plans and/or similar projects.

Prepare an itemized Project budget spreadsheet in Microsoft Excel format that shows the anticipated level of effort and fees to complete the work described in the Project Plan.

Indicate, separately, any anticipated disbursements and any other expenses that you anticipate incurring in the performance of the work, excluding travel, engagement and consultation, and translation disbursements.

References: Three client references should be listed along with descriptions of the work performed for each, and with written permission to contact the references.

Certification: The proposal should contain statements:

- Confirming that the proponent carries sufficient errors and omissions and liability insurance and that if successful, will provide a certification of insurance to the ONFC before beginning any work; and
- certifying its completeness and veracity and be signed and dated by an authorized representative of the Consulting firm.

PROPOSAL EVALUATIONS

Proposals that do not meet the minimum “Proposal Contents” requirements will be rejected and not reviewed.

Proposals will be reviewed by the ONFC Planning Committee (the “Committee”). The Committee will evaluate proposals, ensure that all Proponents are treated fairly, and ensure that the ONFC procurement activities comply with its’ Financial Policy.

Experts may also be asked to review and evaluate proposals, and provide comments and/or make recommendations for awarding a contract at the discretion of the Committee. An interview, or a request, for additional information or data may be required to clarify proposal details and/or to facilitate the proposal review and evaluation process.

Proposals will be evaluated according to the following factors:

Evaluation Component	Criteria	Maximum Points
Proposed Methodology	<ul style="list-style-type: none"> ● Proponent demonstrates understanding of the Project and the ONFC. ● Methodology and Project Management Approach meet the needs of the ONFC. ● Innovation, quality of methodology and approach. ● Quality assurance features. ● Clarity, logic, understandability. 	30
Proposed Project Plan and Timeline	<ul style="list-style-type: none"> ● Project plan and timeline are consistent with the Proposed Methodology and sufficient to achieve the Project objective. ● Realistic. ● Flexibility. 	10
Consultant Qualifications and Experience	<ul style="list-style-type: none"> ● Qualifications and experience of individuals sub-contracted or assigned to the Project. ● Proponent's experience, resources, and depth in relation to feasibility studies and business plan development. ● Extent of Indigenous involvement in the Proponent's organization and/or in the Project. 	30
Proposed Fees and Disbursements	<ul style="list-style-type: none"> ● Level of detail and transparency ● Value 	10
Overall Professionalism of Proposal	<ul style="list-style-type: none"> ● Organization ● Clarity ● Understandability ● Conciseness ● Readability 	10
Indigenous Inclusion	<ul style="list-style-type: none"> ● Indigenous owned companies ● Indigenous partnerships ● Experience working with Indigenous Organizations 	30

RFP PROCESS TERMS AND CONDITIONS

Schedule

Description	Deadline Dates
RFP Issue date	February 13, 2023
Deadline for questions and additional information requests	March 10, 2023
Proposal Submission Deadline	March 21, 2023
Contract Awarded	April 4, 2023
Kick-off Meeting	April 24, 2023
Interim progress meeting	August 10, 2023
Project final report due	December 31, 2023

The timetable is tentative and can be changed by the ONFC at any time.

Proposal Requirements

Proposals must include the minimum contents as outlined in “Proposal Contents” Proposals must be prepared in English.

Consultants shall bear their own costs of preparing and submitting their proposal, including any disbursements.

Intellectual Property

The ONFC will hold ownership of all copyrights produced from the Project. The Consultant will not hold or retain any copyright, title, or interest associated with all content developed by, or for, the Consultant for this Project.

Questions & Additional Information

Consultants may ask questions or seek additional information by submitting an email to the ONFC at earlyyears@odawa.on.ca.

It is the responsibility of consultants to seek clarification from the ONFC on any matter it considers to be unclear. The ONFC will not be responsible for any misunderstanding on the part of the Consultant concerning this RFP or its process.

Contact with the ONFC’s Board members or the ONFC’s staff about this RFP is prohibited and may be considered as grounds for disqualification from the selection process.

The ONFC is under no obligation to provide additional information or post any addendums but may do so at its sole discretion.

PROPOSALS TO BE RETAINED BY THE ONFC

The ONFC will not return the proposal or any additional information submitted by the Proponent.

PROPOSAL SUBMISSION

Proposals will be accepted only in the form of electronic PDF files, attached to email sent to rmayes@odawa.on.ca.

Submissions must be received by 11:59 pm on March 21, 2023.