

Request for Proposal (RFP)



Production of a Feasibility Study/Business Plan to Guide Development, Operation and to Secure Funding for a Safe Home on Wasauksing First Nation

1. Summary

This RFP is to identify a consultant who will examine the feasibility of developing a Safe Home on Wasauksing First Nation and then develop a compelling business plan to help guide operations and secure funding.

2. Background

Wasauksing First Nation (WFN) is located on the eastern shore of Georgian Bay in Lake Huron, approximately 5 km off highway 69 and 3 kilometres southwest of Parry Sound. Parry Island is the second largest island on Lake Huron with a land base of 7,874 hectares (19,457 acres). The Ojibway/Potawatomi community has approximately 1,200 community members with approximately 400 members living on-reserve. WFN is also in close proximity to several other First Nations.

A possible Safe Home has been identified by the community as a priority project through recent community engagement sessions. It is felt that a Safe Home is urgently required by WFN and other area First Nations due to the lack of available services for homeless women, youth or men and/or for those in transition between homes. The construction and operation of a Safe Home on WFN could help to play a critical role in helping to address this service gap. A potential Safe Home would be a place for youth, men or women that have no safe place to go and are in need of shelter on an emergency and short-term basis. The Safe Home could also act as an important entry point for additional support services that may be required.

3. Scope of Work

It is envisaged that the project will be structured as follows:

- I. **Determine the Need**
 - a. Identify First Nation transition or homelessness population segments and issues in the area;
 - b. Identify the market and demand for safe home transition spaces/beds for each population segment within WFN, surrounding First Nations and the Parry Sound region;
 - c. Identify the number of beds or spaces that are required to adequately service local First Nation populations;
 - d. Examine local shelter data, trends and service gaps. Identify any overflow needs that could be serviced by a Safe Home on WFN;
 - e. Consider length of stay needs and options;
 - f. Identify any additional services required by target groups.

II. Develop Facility Options

- a. Identify several facility options and the estimated capital and operational costs for each option;
- b. Identify and overview potential funding sources (both capital and operating);
- c. Identify development, design and service considerations (space requirements, future growth needs/other service needs, potential impact on the community, the physical environment and proximity to other services);
- d. Overview other successful and operational First Nation Safe Home's (best practices, funding sources, challenges, etc);
- e. Conduct an analysis of the facility options and make a recommendation on the best available option.

III. Presentation of Need and Facility Option Research to the WFN Leadership and the Community

- a. Provide an overview of the background and need research to check for commonality of view;
- b. Provide overview of facility options, challenges, risks and costs;
- c. Provide overview of operational options, challenges, risks and costs;
- d. Include cost / benefit analysis: immediate such as employment, benefits and costs to the community;
- e. Recommend the best available viable option.

***** Please note that this is a project checkpoint. If there is no viable option or insufficient evidence of need or insufficient funding options, the project will not move forward to the business planning stage.***

IV. Develop Business Plan To Guide Development, Operations and to Secure Funding

- a. Executive Summary. A clear and concise overview of the project and plan;
- b. Detail feasibility and cost / benefit of the proposed facility;
- c. Marketing Strategy to raise awareness amongst the community and to get acceptance for the project before it is implemented. Which target markets will the facility service?
- d. Outline an operational plan. Once the facility is developed, how will it be operated? Management, governance, staffing and training, spacing, regulatory requirements, furnishing and equipment requirements, who will determine and implement facility operating procedures, identify health, safety and security requirements, maintenance, services required (eg power, water/sewer);
- e. Full financial plan; develop pro-forma cash-flow, income statement and balance sheet for the facility operated as a discrete business unit. Projections should include all costs, expenses and revenues, and the plan should commence at the point at which project implementation starts and be for a minimum of 3 years or a year beyond cash-flow positive and breakeven, whichever is the latest. Provide an annual cash flow projection summary for the length of the building mortgage or project operating agreement to demonstrate that any debt can be serviced. Provide a Source and Use of Funds table or summary;
- f. Assessment of risk – with mitigations and contingencies;
- g. Outline an implementation plan, which is to include timelines, capital project costs and project management, major work costs and dependencies and assumptions;

- h. Assessment of Facility Success and Exit Strategy: Gated decision points for next-phase spending leading up to operation, assessment criteria for facility success and exit strategy should the facility be unsuccessful once under way.
- i. Environmental Issues. These need to be assessed at a high level, and any costs associated with detailed studies and / or issue resolution need to be identified. An Environmental Screening Form is required by some funding providers. WFN will arrange for the Screening form to be produced and for an environmental consultant to carry out any required environmental assessment; however, the consultant will be required to provide relevant business and project information and should be considered part of this remit.

V. Present Business Plan and Overall Findings / Recommendations

4. Deliverables and Outcome

This project is seen to be a collaborative venture between the consultant's team and the First Nation. The initial main, and day-to-day, contact will be Craig Brown, Chief Executive Director.

Deliverables will include at least two or three (in-person) presentations to WFN as well as production the Business Plan document itself. The document should be accompanied by all supporting material in such a manner that WFN can take ownership of the Business Plan and carry on with its development as time progresses and circumstances change.

Documentation should be delivered in MS Office format (.docx .xlsx .pptx) using Wasauksing formatting and branding; the document may say 'Prepared by 'Your Company'

5. Insurance

The consultant is responsible for deciding if insurance coverage is necessary to fulfil its obligations under the Contract and to ensure compliance with applicable law. Any insurance acquired or maintained by the consultant is at its own expense and for its own benefit and protection. It does not release the consultant from or reduce liability under the Contract.

6. Application and Selection Process

The RFP competition will close at **17:00 EDT on Thursday May 28, 2015**. All Proposals should be submitted electronically; all applications will be acknowledged. Unsuccessful bidders will also be notified.

During the consideration phase, the selection committee may contact bidders to gain further understanding of their proposal contents; inability to respond in a timely manner may impact the overall decision of the committee.

Once a successful bid has been selected, a contract will be issued in accordance with the proposal. Work on the project should start as soon as possible and/or once funding has been secured to cover the cost of the project.

Should you wish to consider submitting a proposal, we recommend that you inform us. You may then ask us questions for which we will provide clarification.

7. Project Execution and Payment

It is envisaged that the project will be completed within 10 to 12 weeks at which point the final report / business plan and supporting documentation will be delivered and presented to WFN. The involved / appropriate members of the WFN will do all possible to make themselves available to ensure that this time line can be met.

The price quoted as part of the proposal should include all anticipated costs including travel and accommodation. However, travel and accommodation should be listed separately and will only be refunded should the travel be carried out.

Please note that we reserve the right not to proceed with this project and that the successful bidder may not necessarily be the lowest bidder. We are looking for a consultant that we can be confident of delivering what we need.

8. Contractual Terms and Conditions

We have a standard service contract format that we use for contracts; however, we are also happy to consider contract formats supplied by individual contractors.

9. Requirements for Proposal Preparation

The proposal should be prepared in MS Word (.docx) or .pdf. We will be looking at the proposal as an indication of the bidder's ability to get the relevant and important information across succinctly and accurately. At minimum, the structure of the proposal should be as detailed in Annex A.

10. Proposal Evaluation

The assessment and selection will be both objective and subjective:

- Objectively, we will be looking to see that the proposal has addressed all of our points and requirements;
- Subjectively, we will be looking to see that it demonstrates an understanding of our issues and objectives from an organizational, community, geographical and cultural perspective and that the consultant has the experience, capacity and ability to meet or exceed our requirements.

While price will be an important consideration, we will be looking for overall value and so the lowest bid will not necessarily be the successful Proposal.

Our decision will be final and once made, will not be open to discussion.

11. Proposal Communication

All communication regarding this RFP and the subsequent submission of your proposal should be directed to:

Craig Brown
Chief Executive Director
ced@wasauksing.ca (e-mail is the preferred means of communication)
1-705-746-2531 Ext 2235

Wasauksing First Nation
PO Box 250
Parry Sound
ON P2A 2X4

Annexes:

- A. Template for Proposal

Proposal *for*

Feasibility Study/Business Plan

to

Guide Development, Operations and to Secure Funding for a Safe Home on Wasauksing First Nation

1. Firm's Information

- | | | |
|-----|--|---|
| 1.1 | Firm's Legal Name | xxxx |
| 1.2 | Firm's Contact Information | Suite xx, xxxx Road
City, ON, A1A 2B2 |
| | Main Phone: | 1-xxx-xxx-xxx |
| | Website: | www.yourcompany.com |
| | Main contact and signing authority | Your Name – Your Title/ Position
your.name@yourcompany.com
Best contact phone number (cell / work-ext) |
| 1.3 | Legal Status | Incorporated under the laws of xxx
Incorporated dd MMMM YYYY
For Profit |
| 1.4 | Ownership of Your Company | Who owns your company |
| 1.5 | No of Employees | X |
| 1.6 | Other Contact Information
that could answer questions
regarding this Proposal | Their Name – Their Title/ Position
their.name@yourcompany.com
Best contact phone number (cell / work-ext) |

2. Project Information

- | | | |
|-----|------------------------------------|--|
| 2.1 | Project Duration | The project will commence on dd MMMM YYYY and will run for x weeks (approximately) |
| 2.2 | Project Title | Wasauksing First Nation Safe Home Feasibility Study/Business Plan |
| 2.3 | Project Context and Summary | |

Your understanding of the context, issues and outcome associated with the project.

2.4 **Project Objectives**

What you will deliver as part of the project (not just the physical artifacts, but the value to be derived by WFN as a result of the engagement).

2.5 **Plan of Work**

How you will go about delivering the project: communications, meetings, timelines, surveys, information you will need from us etc.

2.6 **Intellectual Property**

All information provided in the proposal under the Project Information section of this proposal shall be deemed to have been given to Wasauksing First Nation with no restrictions on its use.

2.7 **Ethics**

At no point during the project will there be any ethical issues involving either human or animal subjects or environment.

3. **Consultant, Company Information and References**

3.1 **Consultants.**

List the main / primary consultants that will be involved in the execution of the project. A short bio of each should be provided as an attachment to the Proposal. These are the people that we will work / interface with and so it is important for us to know who they are.

Please indicate if any of the work will be subcontracted and if so, how you will ensure quality and timeliness of their contribution.

3.2 **Support.**

Please identify any support people that may be involved in the project – such as researchers. We would like to know who else we may end up talking with.

We do not need additional information about these people unless you believe it supports your proposal

3.3 **Company Experience and Expertise**

Please outline your company's experience and expertise that will provide indication to us that you can and will deliver this project as we need it. Please ensure you highlight past work on similar projects, including results achieved.

4. Pricing

4.1 Consulting Fees

Fees to deliver the project showing appropriate milestones.

4.2 Other Costs

Proposals should include an estimate of 'out of pocket' costs such as travel and accommodation, purchased reports etc. It is understood that these may change as the project progresses. These items must be individually approved prior to being undertaken. These items will be refunded at cost.

5. Additional Information

Anything else that you think will be useful for us to know as we consider your Proposal. What other value could you bring to the project?

6. Declaration

I understand that if this proposal is approved/accepted:

- This firm will enter into and sign a contract / legal agreement with Wasauksing First Nation after which we will be bound by the Conditions therein.
- The Wasauksing First Nation may publish and make available to the Wasauksing First Nation members information about this company and the project.
- The individuals listed as Consultants are available to execute this project during forecast time period.

I declare that all information provided to the Wasauksing First Nation related to this project proposal is true and correct and that I am not withholding any information that may materially affect the proposal.

I understand that the submission of false or misleading representation of information is grounds for immediate termination of this proposal.

Authorized Signature:

Date: _____

Your Name – Position / Title
Your Company