



**CITY OF TORONTO  
Request for Proposals for**

**Selection of Not-for-Profit (NFP) organization for Food Service Incubator**

**Introduction**

This RFP is an invitation by the City of Toronto (the “City”) to prospective suppliers to submit Bids for **Selection of Non-for-Profit (“NFP”) Organization for Food Service Incubator. The purpose is identifying BIPOC and Food Service-led organizations interested in and suitable for operating the Food Learning and Innovation Place (FLIP) Kitchens facility and project**

Invitation to submit a Bid, including participation in any pre-qualification, request for information or other similar process or exchange of information prior to the RFP, does not imply that a Supplier is automatically prequalified to meet the requirements of the RFP or that the factors which were examined during such process or exchange may not be re-examined or re-evaluated by the City during the consideration and selection process for this RFP. It will still be necessary for the Supplier to demonstrate its qualifications through the RFP process.

The selected Supplier will be required to enter into an agreement with the City for the provision of the Deliverables. It is the City's intention to sign the agreement with only one legal entity. The option to renew will be at the discretion of the City and will be subject to budget availability and supplier performance.

Event	Date /Time
Issue Date of RFP	<b>October 31, 2022</b>
Optional Site Meeting	<b>November 7<sup>th</sup>, 2022 10:00 am (local Toronto time) at 5210 Yonge St., North York, Ontario</b>
Deadline for Written Questions	<b>November 10<sup>th</sup>, 2022</b> at 12:00pm (local Toronto time). Questions received after the deadline may or may not be addressed at the discretion of the City. If the City chooses to respond to these questions, answers to any/all questions will be provided through an addendum
Deadline for Issuing Addenda	<b>Two business days prior to submission deadline</b>
Submission Deadline	<b>November 14<sup>th</sup>, 2022 at 12:00 pm.</b>
Anticipated Ranking of Top Suppliers	<b>November 18<sup>th</sup>, 2022</b>
Bid Validity Period	120 calendar days from submission deadline
Anticipated Award Date	<b>November 28, 2022</b>

The City reserves the right to, in the City's sole and absolute discretion, at any time:

- revise the RFP schedule, to accelerate, eliminate or postpone any of the dates or times set out in this RFP, including the Submission Deadline;
- to add to, delete or re-order any of the milestones set out in this RFP, at any time;

### **Optional Meetings**

- 1 All Suppliers are encouraged to attend an optional meeting to familiarize themselves with the required Deliverables. The optional site meeting will take place at 5210 Yonge St. Toronto local time on **November 7<sup>th</sup>, 2022 at 10:00 am**, Toronto. The meeting will not be available at any other times.
- 2 The City will be arranging for a safe site visit in accordance with the current physical distancing guidelines. Suppliers shall provide their own PPE as required. A City representative will tour the areas of work with the proponents' representatives. Once bidders confirm their interest in bidding to this project, they must RSVP to the City by NOON local time (EST) on **Wednesday November 9<sup>th</sup>, 2022**. Please contact Michael Wolfson to arrange for the site visit via email: **[Michael.wolfson@toronto.ca](mailto:Michael.wolfson@toronto.ca)**

- 3 Questions may be asked at the site meeting, however, they are not considered part of an official record and have no bearing on the terms of the contract unless they are submitted in writing to the City. A record of questions and answers from emails as deemed will be distributed in the form of an addendum to all interested parties by email.

### **Addenda**

- 1 The RFP may only be amended by Addendum. Prior to the Submission Deadline, the City may at any time or times modify the RFP in whole or in part through the issuance of an Addenda, if deemed necessary by the City. Each Addendum shall form an integral part of this RFP.
- 2 The City will make reasonable efforts to issue the final Addendum (if any) in a sufficient time prior to the Submission Deadline to allow Suppliers to submit their Bids. If any Addendum requires substantial amendments to the RFP, the City may, in its sole and absolute discretion, extend the Submission Deadline.

## **THE DELIVERABLES**

### **1.1 Scope of Work**

#### **Food Incubator Tenancy Space at 5210 Yonge Street**

The Food Incubator Tenancy Space (FLIP Kitchens) is located on the northeast corner of the condominium building located at 5210 Yonge Street, which includes a 4,995 square foot food hall on the ground floor and 2,240 square feet of shared washrooms and mechanical room on the mezzanine floor. The food hall features 21 foot ceilings and over 200 feet of frontage onto Yonge Street. The Food Incubator Tenancy Space has been conveyed to the City as part of the Section 37 benefit related to the development of 5200 Yonge Street. The layout of the Food Incubator Tenancy Space is included in Appendix "C".

The location at 5210 Yonge Street is two (2) blocks north of the City's North York Civic Center and Toronto Transit Commission North York Centre Subway Station, and less than five (5) minutes to Highway 401 by automobile. The building itself has underground access to the subway station. There are 374 residential units above the Food Incubator Tenancy Space within the building, as well as 38,500 square feet of office space. In the local area, there is approximately eight (8) million square feet of office space, three (3) theatres, numerous restaurants and large format retailers. The location provides great access to condo residents and street traffic.

The Food Incubator Tenancy Space (FLIP Kitchens) consists of three (3) major areas:

### **i) Area One - The Food Stations**

Within the 4,995 square foot food hall, there are four (4) commercial grade food preparing stations and display areas (the "Food Stations"), which will allow four (4) tenants the ability to run their own food service operation in order to prove concept. Each station ranges from 200 to 290 square feet and includes commercial grade kitchen equipment, which has been conveyed to the City along with the property.

### **ii) Area Two - the Food Learning, Innovation Place ("F.L.I.P.")**

The F.L.I.P. is a 425 square foot space located at the front of the hall and includes a full kitchen plus large pizza and hearth oven.

### **iii) Area Three - the Common Areas**

Common areas include common seating area, shared cleanup and dishwashing station, and dedicated washrooms with a MEWS patio area to the north side of the building.

The common seating area will offer food court style tables and chairs to be shared by all the tenants. A shared clean up and dishwashing station located in the middle of the food hall will also be provided for all the tenants. The dedicated washrooms are located on the mezzanine level directly above the food hall.

## **1.2 The Response must be in three parts:**

Part 1. Existing Organizational Capacity

Part 2. FLIP Kitchens Operator Proposal Summary

Part 3. Potential Partnerships (if relevant)

### **PART 1: Existing Organizational Capacity**

Please provide information on the organization's background and experience related to the proposed FLIP Kitchens operator role, specifically:

- a) Provide an organizational profile and summary of history (for lead organization and all partner organizations);

- b) Describe the governing body of the organization/partnership and its responsibilities;
- c) Provide the names, biographies (including innovation and entrepreneurial experience), self-disclosed BIPOC heritage and term of office (if appropriate) of all current decision-makers on the governing body;
- d) Describe the organization/partnership's experience in working with food production and food service innovators and entrepreneurs;
- e) Describe the organization/partnership's property management experience;
- f) Demonstrate organization/partnership's ability to raise funds through sponsorships, partnerships, economic activities, and other actions.
- g) Describe any past work with the City of Toronto.
- h) Attach audited financial statements for the last three fiscal years for lead and partner organizations.

## **PART 2: FLIP Kitchens Operator Proposal Summary**

Please address the following questions related to how your organization/partnership would operate the FLIP Kitchens:

- a) Provide an overview of your proposed approach and philosophy to fulfilling the FLIP Kitchens operator role, including supporting BIPOC food entrepreneurship and incubation services.
- b) Describe how your organization/partnership would organize and utilize the available space, including the activation of the F.L.I.P front kiosk area and kitchen.
- c) Provide an overview of the business model your organization/partnership would explore to operate and sustain the FLIP Kitchens.
- d) Describe what you see as the main risks to your organization/partnership of taking on an operator role, and how would you address these risks?
- e) Describe how your organization/partnership would balance resource requirements for supporting its existing operations with requirements for

developing the FLIP Kitchens operations.

- f) Describe how your organization/partnership would engage with BIPOC and 2SLGBTQ+ innovators and entrepreneurs
- g) Describe any potential conflicts of interest if your organization/partnership would take on the role of FLIP Kitchens operator.

### **PART 3: Potential Partnerships (if relevant)**

If submitting an RFP as a partnership:

- a) Describe why a partnership of two or more organizations would be beneficial to the operator function;
- b) Describe the division of roles and responsibilities (including which organization would serve as lead), and how your partners would ensure coordinated implementation of the work; and
- c) Describe the governing body of the partnership, and how decisions would be made among the partners.
- d) Provide Letters of Intent to partner.

### **1.3 Service Requirements**

1. The City of Toronto is requesting proposals from a food focused Not-For-Profit (NFP) organization or a partnership of organizations to undertake the governance and operations of the FLIP Kitchens. The desired operator's key responsibilities will include, but are not limited to:

- The overall management of operations of the FLIP Kitchens;
  - The delivery, either directly or in partnership with other entities, of programs and services supporting food service innovators and entrepreneurs, including the FLIP kitchen users / tenants;
  - The allocation and use of space by FLIP Kitchens users/tenants, ensuring that the recruitment of start-ups for the next cohort of

tenants are no less than 50% of FLIP kitchen tenants are BIPOC owned and operated;

- Developing and implementing a business plan for the FLIP Kitchens;
  - The overall operation of leased premises
    - Utilization of leased space - as the head tenant in the food hall the NFP may lease the front production kitchen of the Food Learning and Innovation Place (FLIP) food hall to small scale entrepreneurs, academic institutions, or community groups or choose to directly use and operate this space itself.
    - Generating revenue to sustain operations, either through sales of food items, partnerships, grants, sponsorships, fees for service, fees for space or other means; and
2. To be eligible as a potential operator of the FLIP Kitchens, Organizations must meet the following requirements:
- Be a not-for-profit entity, meaning it operates for public benefit and without financial gain for its members or directors.
  - Be led by a governing body of individual decision-makers made up of a Board of Directors or Steering Committee that is able to make independent decisions
  - Be in good standing with the City of Toronto, meaning that the organization has honoured any past agreements and/or contracts with the City and has no outstanding claims against the City or vice-versa.

The desired operator will have the following attributes:

1. Reflects an understanding of equity, diversity and cooperation in its decision-making and reflects a diversity of BIPOC and Indigenous communities among its decision-makers.
2. Has considerable experience providing training and support services to, and facilitating business opportunities for, food production and food service innovators and entrepreneurs.

3. Has experience managing the space and/or operations of a large property or facility, including preferably a food production or serving facility and/or a facility with multiple tenants.
4. Has the organizational capacity, or demonstrates the ability to develop the necessary organizational capacity, to establish and successfully operate the FLIP Kitchens.
5. Demonstrates understanding of the challenges faced by start-up food service innovators and entrepreneurs, and has credible ideas and experience to address these challenges and create economic opportunities.
6. Has a track-record of effectively partnering with other food service, academic and not-for-profit organizations with a focus on diversity, equity and food specific issues.
7. Has a track-record of building strong networks that link BIPOC and/or 2SLGBTQ communities with resources.
8. Demonstrates an ability to raise funds through sponsorships, partnerships, economic activities, and other actions.
9. Is able to strategically manage the resources required to activate the F.L.I.P kiosk and produce food products for sale to the public from various partner organizations and micro start-up individuals participating in a pop-up setting.

#### **1.4 Further Requirements of Not-for-Profit (“NFP”) Entity**

1. The NFP organization must supply the City of Toronto with a copy of their NFP incorporations documents, governance model, and a full list of their Board of Directors.
2. The NFP must supply the City of Toronto a full operating plan for the FLIP Kitchens along with the names of staff and or partner organizations that will be responsible for specific parts of the deliverables.

3. The NFP shall manage the common areas of the FLIP Kitchens food hall in a manner conducive to the safe and lawful operation of a shared use food retail complex, while supporting to the extent possible the ability of the incubator tenants (i.e. micro food businesses operating the four kiosk spaces) to be commercially successful.
4. The NFP will act as a head tenant in the food hall by leasing the Food Learning and Innovation Place (FLIP) kitchen front kiosk, activating the space for retail sales of products not in competition with other vendors and manage the common areas. The NFP will provide management services in the operation of the food hall that includes opening/closing procedures, food safety procedures, program delivery, communications with property management, and scheduling shared use spaces within the food hall on an equitable level for all member groups.
5. As the head tenant in the food hall the, he NFP may lease the front production kitchen of the Food Learning and Innovation Place (FLIP) food hall to small scale entrepreneurs, academic institutions, or community groups or choose to directly use and operate this space itself. The kitchen may be utilized for other purposes during non-operating hours or at such time as the NFP or its partner organizations are conducting demonstrations, teaching classes, food production for outside events, or other food related functions. During food hall public hours the kiosk should not remain empty and non-operational.
6. As the head tenant in the food hall, when the existing tenants of the four kiosks vacate the space (i.e. either because they choose to leave or because their existing or extended lease expires), the NFP will be responsible for selecting new micro food entrepreneurs to operate the vacated kiosk space and entering into sub-lease agreements with them, on terms and conditions allowable under the terms of the NFPs operating and/or lease agreement with the City of Toronto.
7. As the head tenant in the food hall, the NFP will manage the common areas usage for kiosk tenants, act to connect them to industry representatives, foster collaboration within the food hall, develop programming with other industry and academic stakeholders; and identify and support opportunities to advance the principles of diversity and inclusion in the food services sector.

8. The NFP will manage all shared premises requests and issues brought forward by the kiosk tenants of the food hall in a timely fashion and will direct any common space issues raised to the attention of property manager or CREM representative for resolution.
9. The NFP will provide incubation services aimed at assisting start-up food entrepreneurs with programming and industry connections.
10. The NFP will provide food safety oversight to the food hall and advise the tenants of any production issues that may arise that could cause non-compliance issues to the food hall. They will also work with the 4 private sector tenants to connect them to industry representatives, strengthening collaboration within the food hall, and helping the private sector tenants build successful businesses.
10. The NFP will provide a schedule of any educational and mentoring opportunities in the food hall on a regular basis to all vendors and kiosk accelerator clients using the food hall so that everyone is clear about what is happening in the food hall at all times.
11. The NFP will provide a schedule of any seminars and demonstrations arranged in the food hall on a regular basis to all vendors and accelerator clients using the food hall so that everyone is clear about what is happening in the food hall at all times.
12. The NFP may work with partners in order to create and deliver practical and entrepreneurial academic programming to students.
13. The NFP may work with academic institutions in Toronto that specialize in culinary activities in order to promote entrepreneurship with graduates from those programs and may use the (front) kitchen kiosk for pop up activations from time to time.
14. Within its scope of responsibilities, the NFP will develop clear operational policies for all tenants, other vendors and users of the food hall. Tenants of the food hall shall be consulted in the development of these policies.

15. The NFP may develop a steering committee made up of academic and industry experts and diverse entrepreneurs to help guide the selection of new kiosk accelerator tenants when vacancies arise from time to time.
16. The NFP may provide professional network sharing, management support, skilled mentorship & coaching for the four vendors in the facility.
17. The NFP will, from time to time, use the food hall space to test ways to make the food sector industry more sustainable, including (at the City of Toronto's discretion) working with the City of Toronto to test Single Use Take-out Packaging Initiative (SUTI) protocols and sustainable packaging and/or delivery materials.
18. The NFP will collaborate with the City of Toronto and, as appropriate, other food and beverage incubators to collect and share data on the food and beverage start-up community and the food hall's operations. (ie sales data, operating hours, employment data etc)
19. The NFP to act as head tenant in the food hall and liaise with kiosk tenants to create a smooth dialogue between City staff and all the tenants of the food hall and also to work with City Real Estate Management (CREM) to ensure that rules and regulations for the food hall are approved by the landlord (CREM) that work for all tenants holding the lease agreements with the City.
20. The NFP shall pursue financial self-sustainability through seeking reliable, long-term funding and developing and implementing a realistic business plan.
21. The NFP shall provide City of Toronto a 6 month operating budget bi-annually.
22. The NFP may work with the City of Toronto Economic Development and Culture division to create a marketing plan, brand and social media presence for the food hall. A communications protocol will be developed between the NFP and the City to ensure that the Food Hall is promoted in a manner that is

generally consistent with City of Toronto communications and social media requirements.

23. The NFP will be entitled to use the FLIP Kitchens logo and brand in order to promote the facility and programming to the public. The NFP acknowledges that the City of Toronto has ownership of the logo and brand and once the agreement between the NFP and the City of Toronto expires the use of said brand and logo will be returned to the City of Toronto.
24. The NFP may develop marketing and promotional events which highlight the food service sector and create innovative and educational opportunities for equity seeking youth and other individuals.
25. The NFP will have certain deliverables which will be evaluated annually by Economic Development and Culture. Success of this project will be directly evaluated on number of clients that graduate from the food hall and open their own food service business. # of employees hired by all the vendors and participants within the project
26. The NFP will be responsible to provide sales figures for all the vendors of the FLIP Kitchens food hall, including their own sales and food hall revenues on a monthly basis so that the City staff can evaluate progress.
27. The NFP may organize and execute work-based learning opportunities to provide students with information about career path opportunities in food services, and the education, experience, and technical and soft skills employers seek.
28. From time to time, the City of Toronto may request the NFP to identify issues that impact the food service industry's inclusiveness, ability to grow or the City's competitiveness or reputation more generally.
29. The NFP may work with outside arts and culture organizations in order to animate the space and develop community engagement that will see events and functions take place in the outside MEWS area during summer months with the intention of drawing people to the FLIP Kitchens food hall.

## **SECTION 2 – INFORMATION FOR SUPPLIERS**

### **2.1 Background**

The creation and capital financing of a food service operation can be daunting for new entrants to the industry. Both equipment and infrastructure costs make it challenging for new and diverse entrepreneurs wishing to build a food business. The failure rate for new restaurants in the first three (3) years of operation approximately 20 percent. Not having to take on excessive financial risk on a food service venture will allow those individuals with a modest investment to attempt to pursue this lifelong dream and positively contribute to the economic, social and cultural well-being of many Toronto communities. Profitability of the food service industry is quite low with most independent operators achieving a three (3) to four (4) percent net profit. Most, as the COVID-19 pandemic proved, cannot survive small business interruptions or economic downturns.

### **2.2 City of Toronto Supplier Performance Evaluation**

The City of Toronto follows a Contractor Performance Evaluation (CPE) procedure which provides guidance to City staff on creating and maintaining an evaluative record of a Supplier's performance on City projects.

## **TECHNICAL PROPOSAL AND QUALIFICATIONS**

### **1. SECTION 1 – MANDATORY TECHNICAL REQUIREMENTS**

- (a) A mandatory technical requirement is a minimum need that must be met by the Respondent. This technical requirement is providing the bid samples for each category on the scheduled date and time. The City will eliminate from the evaluation process any Respondent not fulfilling the mandatory technical requirements. Failure to meet mandatory technical requirements is grounds for a submission to be declared non-compliant and disqualified.
- Be a not-for-profit entity, meaning it operates for public benefit and without financial gain for its members or directors.
  - Be led by a governing body of individual decision-makers made up of a Board of Directors or Steering Committee that is able to make independent decisions
  - Be in good standing with the City of Toronto, meaning that the organization has honoured any past agreements and/or contracts with the City and has no outstanding claims against the City or vice-versa.

**1.2 Technical Proposals should preferably be limited to 10 pages, 11 point font, with unlimited appendices.**

**2.1 Technical Proposal Content**

**1 Letter of Introduction Include in proposal**

- (i) Attach a letter introducing the Supplier and signed (or electronically signed) by the person(s) authorized to sign on behalf of and to bind the Supplier to statements made in response to this RFP. This should be the same authorized signing officer of the Supplier who is indicated in the submission form (Form A of Part 4).

**2 Subsection 1 – Executive Summary**

- (i) The Supplier should provide a summary of the key features of the Technical Proposal.

**3 Subsection 2 – Supplier Profile**

**Suppliers should have staff, organization, culture, financial resources, market share and an installed base adequate to ensure their ongoing ability to deliver and support the proposed total Solution throughout the system’s useful lifetime, including the ability to provide timely response and service to the City over the period of the contract.**

- (i) To permit the Supplier to be evaluated fully as a viable and sound enterprise, include the following information with respect to the Supplier, and if applicable, for each Joint Venture member.

(A) A profile and summary of corporate history including:

- date company started;
- products and/or services offered;
- total number of employees;
- major clients; and
- business partners and the products/services they offer.

(B) a profile and summary of corporate history of any parents or subsidiaries and affiliates and the nature of the

Supplier's relationship to them (i.e., research, financing and so on).

- (C) a copy of the Supplier's and if applicable for each Joint Venture member, Corporate Profile Report(s) (Ontario), or equivalent official record issued by the appropriate government authority
- (ii) If the Supplier is a member of a Joint Venture, provide a description of the relationship(s) between Joint Venture members. Please note Part 1 – Section 3.14 regarding Joint Venture Bids.
- (iii) The Supplier should demonstrate its commitment to diversity in its organization by providing:
  - a company-approved supplier diversity policy that details the Supplier's commitment to an active supplier diversity program and describes a commitment to providing equitable access to subcontracting opportunities for diverse suppliers and demonstrated results of the policy; and
  - a company-approved diverse hiring policy describing the Supplier's commitment to a pro-active employment diversity program and demonstrated results of the policy.
- (iv) Diverse Supplier: If the Supplier is certified by a Supplier Diversity Organization, the Supplier should provide evidence of such certification.

#### **4 Subsection 3 – Experience and Qualifications of the Supplier**

It is important that the work be undertaken by a Supplier who can demonstrate specific knowledge of, and experience in performing similar work for projects of comparable nature, size and scope.

Please note that where the skills/expertise/experience are being provided by a subcontractor or other legal entity apart from the Supplier, a Technical Proposal that does not include the information requested in this Subsection 3 for each such subcontractor or other entity will not be awarded full marks during the evaluation process.

In particular, the Supplier should demonstrate the following:

- (i) Experience of the Supplier with other similar projects
- (ii) Necessary skills, experience and expertise in the design and delivery of the proposed total Solution, and, based on these skills, experience and expertise, how they will ensure that the proposed

goods and services are appropriate for the use to be made of them as set out in this RFP.

- (iii) Preferably provide a minimum of three (3) references for the purpose of evaluating the Supplier's experience and track record of success. Note that the City prefers references for solutions that are similar to the solution being proposed in response to this RFP. For example, solutions for the municipal/public sector, using the same or similar products proposed, projects of similar size, scale and complexity. Each reference should include:
- the identity of the reference client organization;
  - a contact name and title, address and telephone number;
  - the size and nature of the client's business;
  - the number of years dealing with the client;
  - a description of the project;
  - the timing and duration of the Supplier's involvement in the project;
  - the services that were provided by the Supplier (i.e. installation, support, training and/or project management);
  - date of the project;
  - details regarding the scale of the project; and
  - client's URL address.
- (iv) In providing references, Suppliers agree that the City can contact the individuals provided as part of the evaluation process. The City will make its own arrangements in contacting the references. Substitution of references will not be permitted after the close of the RFP.
- (v) References and Past Performance - The City's evaluation may include information provided by the Supplier's references and may also consider the Supplier's past performance on previous contracts with the City or other related Agencies, Boards or Commissions of the City.

## **5 Subsection 4 – Proposed Staff Team and Resources**

It is important that the work be undertaken by a team who can demonstrate specific knowledge of, and experience in performing similar work for projects of comparable nature, size and scope.

It is important that key project individuals (i.e. major areas of responsibility) be named, with accompanying indication of guaranteed availability. Continuity of key personnel will be required, with a contractual obligation for substitutions only with full written approval of the City.

In particular, the Supplier should provide the following:

- (i) A list of key staff that the Supplier would propose to use for this work together with their professional qualifications, related project experience and an indication of their duties and responsibilities on this particular project.
- (ii) Include strategies and individuals that can fulfill the roles and responsibilities for any unforeseen events requiring replacement of team members.
- (iii) Attach resumes for proposed individuals
- (iv) Provide a statement of any conflict of interest, if applicable. Refer the Supplier Code of Conduct for information relating to conflicts of interest.
- (v) The Supplier should attach signed consent forms authorizing the disclosure of personal information to the City, or its designated agent(s), for any resumes that are submitted; however, the Supplier will accept all liability if signed consent forms and resumes are not disclosed to the City.

## **6 Subsection 5 – Proposed System/Solution**

The Supplier should provide the following:

- (i) Provide a statement of the Supplier's understanding of the goals and objectives of the project.
- (ii) Provide a detailed description of how the Supplier intends to achieve the goals and objectives of the project including:
  - a brief description outlining why the specific Solution/System has been recommended;
  - the detailed functions/characteristics/specifications of the goods/services;
  - the deliverables/outcomes that will be provided as part of the project; and
  - a summary of risks/problems/issues associated with the work and how they will be mitigated.

- (iii) Provide a statement confirming that the Supplier has the right to represent, sell, license, deliver, install, train in the use of, service, maintain and support the products proposed, including any documentation to be provided in relation thereto.
- (iv) Provide a statement confirming that the Supplier has the right to provide to the City any required ownership, license rights, pass-through warranties and other ancillary rights for all proposed goods and services and that the provision of such products and services will not infringe or otherwise violate the rights of any third party.

## **7 Subsection 6 – Work plan and Deliverables**

It is important that the project is started and completed in an efficient and effective manner. The Supplier is requested to provide:

- (i) A detailed work plan indicating the project method, schedule, Gantt chart, tasks, and deliverables.
- (ii) An estimated overall timeline of the project, including an indication of how soon you could commence work.
- (iii) Key dates for major deliverables should be clearly defined in the Supplier's detailed work plan.
- (iv) For each deliverable provide sufficient detail for the reviewers to evaluate the value of the effort expended.
- (v) Proposed project staffing over the assignment period should include numbers by “classification” for key staff as well as all other staff.
- (vi) State assumptions regarding roles and involvement of City staff and the estimated amount of their time involvement.

## **2. SECTION 3 – RATED CRITERIA**

### **3.1 Evaluation Table**

The following sections set out the categories, weightings and descriptions of the rated criteria for the RFP. Suppliers who do not meet a minimum threshold score for a category will not proceed to the next stage of the evaluation process.

### **3.2 Interview and Presentation Conducted via remote WebEx**

A Proponent whose written Proposal has received a high ranking may be invited to make a short presentation and be interviewed by members of the Selection Committee.

Proponents will be short-listed for a presentation/interview based on the process described Part 1 Section 2 –Evaluation, Acceptance and Execution .2 Mandatory Technical Requirements and Rated Evaluations).

The Selection Committee may interview any Proponent(s) without interviewing others, and the City will be under no obligation to advise those not receiving an invitation until completion of the evaluation and selection process.

A final selection will be made on the basis of the combined proposal and interview evaluation scores, using the Evaluation Table below

The Proponent’s representatives as designated by the Selection Committee must attend any interview scheduled as part of this evaluation process. Short-listed Proponents will be advised seven (7) calendar days prior to the interview date if selected for an interview.

The representatives designated by the Selection Committee in its invitation to the Proponent must attend any interview scheduled as part of this evaluation process unless the City agrees otherwise in writing and at its sole discretion.

The representative of a Proponent at any interview scheduled is expected to be thoroughly versed and knowledgeable with respect to the requirements of this RFP and the contents of its Proposal, and must have the authority to make decisions and commitments with respect to matters discussed at the interview, which may be included in any resulting Agreement.

No Proponent will be entitled to be present during, or otherwise receive any information regarding, any interview with any other Proponent.

<b>STAGE 1-MANDATORY TECHNICAL REQUIREMENT</b>	<b>PASS/FAIL</b>
<ul style="list-style-type: none"><li>• Be a not-for-profit entity, meaning it operates for public benefit and without financial gain for its members or directors.</li><li>• Be led by a governing body of individual decision-makers made up of a Board of Directors or Steering Committee that is able to make independent decisions</li></ul>	

<ul style="list-style-type: none"> <li>• Be in good standing with the City of Toronto, meaning that the organization has honoured any past agreements and/or contracts with the City and has no outstanding claims against the City or vice-versa.</li> </ul>	
<b>STAGE 2 (A) – WRITTEN TECHNICAL EVALUATION</b>	<b>Weighting (Points)</b>
<b>Subsection 2 – Supplier Profile</b> <ul style="list-style-type: none"> <li>• Supplier Profile demonstrates the Supplier has the staff and organization to ensure their ability to deliver and support the proposed project [3 points]</li> <li>• Company’s commitment and related policies to supplier diversity and employee diversity and evidence of being a certified diverse supplier [2 points]</li> </ul>	[5 points]
<b>Subsection 3 – Experience and Qualifications of the Supplier</b> <ul style="list-style-type: none"> <li>• Demonstrated experience of the Supplier with other similar projects, including references [3 points]</li> <li>• Supplier demonstrates necessary skills, experience and expertise in the design and delivery of the proposed total Solution, and, based on these skills, experience and expertise, how the Supplier will ensure that the proposed goods and services are appropriate for the use to be made of them as set out in this RFP. [7 points]</li> </ul>	[10 points]
<b>Subsection 4 – Proposed Staff Team and Resources</b> <ul style="list-style-type: none"> <li>• Key staff proposed for this work including their professional qualifications, related project experience and their duties and responsibilities on this particular project [10 points]</li> <li>• Strategies and individuals that can fulfill the roles and responsibilities for any unforeseen events requiring replacement of team members. [10 points]</li> </ul>	[20 points]
<b>Subsection 5 – Proposed System/Solution</b> <ul style="list-style-type: none"> <li>• Supplier’s understanding of the goals and objectives of the project [10 points]</li> <li>• Proposed approach for achieving the goals and requirements of the project [15 points]</li> </ul>	[25 points]
<b>Subsection 6 – Work plan and Deliverables</b> <ul style="list-style-type: none"> <li>• Detailed work plan that includes stated objectives and deliverables with appropriate and adequate allocation of team members and staff to complete the project within specified timelines [20 points]</li> <li>• Suitability of the overall timeline of the project, including an indication of how soon Supplier could commence work. [10 points]</li> </ul>	[30 points]

<b>TECHINICAL SUBTOTAL</b>	90 Points
<b>Notes: The technical proposal must score a minimum of 75% (67.5 out of 90 points) to be further considered for Interview.</b>	
<b>STAGE 2 (B) Interview/Demonstration (See Part 1 section 2.1.2 for details)</b>	[10 Points]
<b>Pricing (See Part 5 for details)</b>	NA
<b>Total Points</b>	[100 points]

## APPENDIX B: SCORING SCALE

Scoring	Rating	Detailed Description
10	Excellent	Exceeds all elements of the requirement in a very desirable way with distinct value added to the City
9	Very Good	Meets or exceeds all elements of the requirement
8	Good	Fully meets all elements of the requirement.
7	Somewhat Good	Adequately meets all elements of the requirement. May be lacking in some areas that are not critical
6	Average	Adequately meets most of the elements of the requirement. May be lacking in some areas that are not critical
5	Below Average	Barely meets all the elements of the requirement a minimally acceptable level. May be lacking in some areas that are not critical
4	Somewhat Weak	Barely meets most of the elements of the requirement a minimally acceptable level. May be lacking in some areas that are not critical

3	Weak	Minimally meets most of the elements of the requirement, but lacking in critical areas
2	Poor	Minimally addresses some, but not all the elements of the requirement. Lacking in critical areas
1	Very Poor	Does not meet critical elements of the requirement. Would be difficult or impossible to implement
0	Unacceptable	Does not satisfy the elements of the requirement in any manner. Blank response also score at this level

**There is no pricing component for this RFP. The City of Toronto shall have no obligation whatsoever to pay the supplier any fee or disbursements of funds for the provision of the services for this RFP. The space and equipment of the FLIP Kitchen is being supplied to the winning proponent at below market rates based on a cost recovery basis for the space. The winning proponent will be provided a lease agreement from the City of Toronto for the amount of the cost recovery.**