

# National Farmers Union, Local 316

454 North Shore Road, RR#4 Gananoque, ON

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## REQUEST FOR PROPOSALS CONSULTANT TO PROVIDE BUSINESS PLAN FOR POULTRY ABATTOIR

### 1. Background Information

In September 2009 the first Integrated Community Sustainability Plan (ICSP) was adopted in Frontenac County. The lead document, *Directions for Our Future*, establishes principles and decision-making policies that encourage, guide, and promote sustainable behaviour throughout the County. The community-driven Plan has a fifty-year vision in making this large geographic area sustainable over the long term. Details of the plan are available at [www.directionsforourfuture.ca](http://www.directionsforourfuture.ca). A secondary document, *Sustainable Actions*, was updated in November 2010 and serves as the guiding implementation document. It contains a list of about forty initiatives that were identified and assessed on the basis of their contribution to the sustainability of the County both now and into the future.

One project identified in *Sustainable Actions* was the development of a poultry abattoir in the County of Frontenac. This study is being undertaken as a collaborative project with the involvement of a broad representation of the community. It is being coordinated by the National Farmers Union, Local 316. The successful proponent will be selected by and report to a Review Committee.

The National Farmers Union (NFU) Local 316 (Frontenac and Lennox and Addington Counties) has actively promoted the strengthening of the local food system in the Kingston area for several years. Its current project, The New Farm Project, assists farmers to increase their abilities to produce for the local markets in the Kingston area. The project won a Premier's Award for Innovation in Agriculture in 2009.

The market for local sustainably produced food has boomed in recent years in the Kingston region and farmers have responded by increasing their production for local markets. Most of the poultry producers in Frontenac County are small scale operating outside of the quota system. The market for local poultry seems also to be expanding but the distance from producers to poultry abattoirs is an impediment to expanding production in Frontenac County.

### 2. Intent of the Proposal

#### 2.1 Scope and Deliverables

The initial step in assessing the viability of the concept of a poultry abattoir in the County of Frontenac is the research and development of a comprehensive business plan.

The components of the business plan will include:

1. Executive Summary
2. Industry Overview – environmental scan: legislative factors, including but not limited to, regulations related to combined red meat/poultry operations and mobile abattoir regulations; trends affecting the industry; long term outlook; regional/local industry overview; etc.
3. Market Assessment – competitors and market share; barriers to entry

Operations:

4. Proposed Locations
5. Resource Requirements – services, technology, human resources and their availability
6. Innovative Approaches to this business operation
7. Governance or Business Structure

Marketing Plan:

8. Identify Target Market and Competitive Advantages

Financial Plan:

9. Pricing Strategy
10. Financial Modeling – 5-year pro forma income statement, balance sheet and cash flow identifying funding sources, debt requirements and specifying underlying assumptions

General:

11. Critical Success Factors
12. Risk Assessment
13. Conclusions and Recommendations

## **2.2 Timing**

A draft report will be completed by March 31, 2011, with the final report to be presented May 30, 2011.

## **2.2 Objectives**

- Complete the project within the defined timeline
- Complete the project within the prescribed budget

## **3. Proposal Structure and Content Requirements**

### **3.1 Proposal Submission Structure**

The proposal document should be structured in sections that refer to the headings addressed in the Proposal Content Requirements of this section and should be numbered and tabbed accordingly.

### **3.2 Proposal Content Requirements**

The Review Committee is seeking proposals from proponents who are both interested in and capable of undertaking the assignment. The onus is on the proponent to demonstrate its knowledge, understanding and capacity to conduct the project. The detail and clarity of the written submission will be indicative of the proponent's expertise and competence.

#### **3.2.1 Applicable Expertise and Resources**

Describe the expertise you will bring to the project including but not limited to:

- Project management
- Results orientation
- Demonstrated expertise in the preparation of business plans
- Working with multiple stakeholders and levels of government

Provide resumes of all individuals who may be involved:

- a) A list of professionals to be utilized on this assignment, including curriculum vitae (maximum 1 page per resume) for the key members involved.
- b) Resumes must demonstrate your personnel's technical knowledge, experience, as well as organizational and managerial competency to perform effectively the required tasks associated with this project.

### **3.2.2 Team Strength**

Outline the working relationship between team members i.e. which individual will be responsible for which aspect. Please note that individuals proposed for the project team cannot be changed without approval from the Review Committee.

### **3.2.3 Project Experience**

Provide examples of recent projects, which are similar in nature and size. Include details on project budgets, final costs and schedules. The Review Committee may use this list as a further reference. Please restrict this list to **three** examples.

### **3.2.4 Project References**

Also provide a list of references, whom the Review Committee may contact, complete with telephone numbers and email addresses to supplement this information. Please restrict this list to **three** references.

### **3.2.5 Understanding of the Requirements**

Outline your understanding of the project needs.

### **3.2.6 Methodology**

Please separately outline in detail how you will undertake this assignment as outlined in the section entitled Scope and Deliverables. Describe how you would insure that the Review Committee is informed of your activities. Please indicate the number of hours/days you are including in your work plan for each phase of the project.

### **3.2.7 Budget**

A budget summary shall be provided and shall include all costs associated with the project including an estimate for expenses. The budget shall include a maximum amount that cannot be exceeded. The successful candidate will be asked to sign a **Maximum Upset Limit** type contract and will report to the Review Committee on a monthly basis to advise on expenditures to date.

Hourly charge rates for individuals, which shall apply for the duration of the contract, must be provided as part of the Budget proposal.

### **3.2.8 Corporate Information**

- a) Proponent's complete name, address (postal, e-mail and Internet), telephone and fax number and the name of the contact for this bid submission.
- b) Philosophy on customer service and quality assurance.

### 3.2.9 Other Considerations

Please include any other items, not covered in the previous sections, which will identify why your firm(s) should be selected by the Review Committee for this assignment.

## 4. Proposal Process

### 4.1 Timeline

The proposed schedule for preparation, receipt, and review of proposals and selection of the successful consultant is anticipated to be as follows:

Issue RFP	January 4, 2011
Receipt of Proposals	January 24, 2011
Review and Short Listing of Consultants	January 25, 2011
Interviews of Short Listed Consultants	February 1, 2011
Award of the Assignment	February 3, 2011

### 4.2 Date and Place for Receiving Proposals

- a) Proposals will be received until 3:00 pm local time on January 24, 2011. Faxed or e-mailed submissions will not be accepted. Note that proposals received after 3:00 p.m. local time on January 24, 2011 will be returned unopened.

- b) Proposals must be addressed to:
  - Poultry Abattoir Review Committee**
  - Attention: David Hahn**
  - c/o County of Frontenac**
  - 2069 Battersea Road**
  - Glenburnie, ON K0H1S0**

The envelope containing the proposal must be clearly marked: **Request for Proposal – Business Plan for Poultry Abattoir**

- c) Before being officially received, the proposal envelope will be marked with the time and the date that the envelope was received in the office.
- d) All proposal submissions are appreciated. However, the Review Committee will be contacting only those selected for an interview/presentation.

### 4.3 Documentation

- a) **Three (3) copies** of the proposal are required.
- b) All proposals must be legible and typewritten.

### 4.4 Interview /Presentation

It is anticipated that an interview will be necessary to assist in the evaluation process. Short-listed proponents will be advised on January 25, 2011 and may be required to attend an interview on February 1, 2011.

Please ensure your firm is available on February 1, 2011 for a possible interview.

### 4.5 Negotiations

The Review Committee retains the right to negotiate the scope, work plan, payment schedule and fees of the preferred proponent prior to award and execution of the contract.

#### **4.6 Communications**

All requests for information and/or clarification as well as questions regarding the interpretation of the terms set out in this document should be referred to **David Hahn, Director, NFU Local 316**, [dhahn@rideau.net](mailto:dhahn@rideau.net), Tel: 613-273-5545.

The Review Committee reserves the right to distribute any or all questions and answers to the other proponents.

#### **4.7 Withdrawal or Substitution of Submission**

A proponent may withdraw or substitute all or part of his/her proposal at any time up to the official closing time. The last proposal received shall supersede and invalidate all proposals previously submitted by that proponent for this proposal.

A proponent may withdraw or qualify his proposal at any time up to the official closing time, by submitting a letter bearing the signature as in his proposal to David Hahn who will mark thereon the time and date of receipt and will place the letter in the tender box. No telegrams or telephone calls or telephone transmissions by facsimile copies will be considered.

#### **4.8 Alterations or Variations**

No alterations or variations of this document shall be valid or binding upon the NFU, Local 316 unless authorized in writing in accordance with the procedure set out above in Communications 5.6.

#### **4.9 Oral Explanation or Interpretation**

No oral explanation or interpretation shall modify any of the documents or provisions of the General: request for proposal documents.

### **5. Proposal Evaluation**

#### **5.1 Qualification evaluations**

Proposals will be evaluated based on the following criteria:

Applicable expertise and resources	25
Similar Project Experience	25
References	10
Project Understanding	15
Overall Quality of Proposal	5
Interview	5
Cost factor	15
Total	<u>100</u>

#### **5.2 Review Committee**

The Review Committee will be comprised of representatives of the NFU Local 316, the County of Frontenac and other stakeholders yet to be identified.

### **5.3 Acceptance of this Proposal and Contract**

It is expected that one proponent will be selected for this project. Upon selection, the successful proponent will enter into a contract with the NFU for the Business Plan Preparation. The contract will be based on the terms and conditions expressed in this document, the successful proponent's proposal and any documented negotiations.

## **6. General Conditions**

### **6.1 Errors and Omissions**

The NFU shall not be held liable for any errors or omissions in any part of this Tender. While the NFU has used considerable effort to ensure an accurate representation of information in this Tender, the information contained in the Tender is supplied solely as a guideline for Proponents. The information is not guaranteed or warranted to be accurate by the NFU, nor is it necessarily comprehensive or exhaustive.

### **6.2 Acceptance of Tenders**

The NFU is not obliged to accept the lowest or any tender.

### **6.3 Cancellation of Tenders**

The NFU reserves the right to cancel this bid document at any time up to the award of the contract.

### **6.4 Laws, Notices, Permits and Fees**

The laws of the municipality where the project is situated will apply to all work.

### **6.5 WSIB**

The successful Proponent(s) must submit the following to the NFU within ten (10) days of the contract award:

- i. A fully executed Contract in duplicate
- ii. A Certificate of Clearance from the Workplace Safety & Insurance Board (W.S.I.B.) certifying that the proponent is in good standing with the Board and confirming that its insurance is active and up to date.

### **6.6 Indemnification**

The successful Proponent agrees to indemnify and save harmless the NFU from and against all actions, claims, and demands of any nature which may be made by any person or entity arising from or in connection with the services provided including all bodily injury, death, property damage, losses, charges, costs and expenses which the NFU, its employees, officers or agents may incur or be liable for in consequence of any such claims, demands or actions or in consequence of damages sustained to the NFU property or facilities.

### **6.7 Insurance**

The successful Proponent shall maintain liability insurance in an amount of not less than \$2,000,000.00 and Errors and Omissions Insurance as required by the professional licensing bodies in the Province of Ontario. The Contractor will be required to provide proof of such

insurance. The Insurance Certificate must contain a firm undertaking to give the Owner thirty (30) days notice prior to any cancellation.