Request for Proposal

(RFP)

Food and Housekeeping Services
At 1800 Riverside Drive, Timmins, ON

Closes: 2:00 pm (EST) Friday October 31, 2025

*** EMAIL BID SUBMISSIONS ONLY ***



Services Board

Cochrane District Conseil des services du district de Cochrane

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PART 1 - INTRODUCTION, INVITATION AND SUBMISSION INSTRUCTIONS

General

CDSB – The Cochrane District Services Board was established in February 1999 by provincial legislation and is responsible for the planning and delivery of Ontario Works, Children's Services, Emergency Medical Services, Social & Affordable Housing, Homelessness Prevention Programs and Community Resource Centres.

CDSB Vision – To further develop a district service environment that is responsive to community needs and which values the individuality of its residents.

1.1 Invitation to Proponents

This Request for Proposal (the "RFP") is an invitation by the Cochrane District Services Board (the "CDSB") to prospective proponents to submit proposals for **Food and Housekeeping Services,** as further described in RFP Particulars (Appendix D) (the "Deliverables").

1.2 RFP Contact

All questions related to this Request for Proposal (RFP) or for clarification on completing the Form of Bid shall be submitted via email to <u>CDLHC@CDSB.CARE</u>.

Proponents and their representatives are not permitted to contact any employees, officers, agents, elected or appointed officials or other representatives of the CDSB, other than the RFP Contact, concerning matters regarding this RFP. Failure to adhere to this rule may result in the disqualification of the proponent and the rejection of the proponent's proposal.

1.3 Type of Contract for Deliverables

The selected proponent will be requested to enter into direct contract negotiations to finalize an agreement with the CDSB for the provision of the Deliverables. The terms and conditions found in the Form of Agreement (Appendix A) are to form the basis for commencing negotiations between the CDSB and the selected proponent. It is the CDSB's intention to enter into an agreement with only one (1) legal entity. The term of the agreement is to be for a



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period of 3 years with an option in favour of the CDSB to extend the agreement on the same terms and conditions for an additional term of up to 3 years.

1.4 RFP Timetable

Issue Date of RFP	September 22, 2025	
Deadline for Questions	October 10, 2025	
Submission Deadline	October 31, 2025 2:00 pm local time	
Anticipated Final Ranking	November 15, 2025	
Contract Negotiation Period	30 business days	
Anticipated Execution of Agreement	December 15, 2025	
Commencement of Services / Effective Date	June 1, 2026	

The RFP timetable is tentative only and may be changed by the CDSB at any time. For greater clarity, business days means all days that the CDSB is open for business.

1.5 Submission of Proposals

1.5.1 Proposals to be Submitted by Email

Proposals must be submitted by email only at CDLHC@CDSB.CARE

1.5.2 Proposals to be Submitted on Time

Proposals must be submitted by email on or before the Submission Deadline.

Proposals submitted after the Submission Deadline will be rejected.

1.5.3 Proposals to be Submitted in Prescribed Format

Proponents should submit one (1) electronic copy of their Proposal. Proposals should be prominently marked with the RFP title with the full legal name and return address of the proponent.

1.5.4 Amendment of Proposals

Proponents may amend their proposals prior to the Submission Deadline by submitting an updated proposal via email. The new submission should be prominently marked with the RFP title and the full legal name and return address of the proponent to the email set out above.



Any amendment should clearly indicate which part of the proposal the amendment is intended to amend or replace.

1.5.5 Withdrawal of Proposals

At any time throughout the RFP process until the execution of a written agreement for provision of the Deliverables, a proponent may withdraw a submitted proposal. To withdraw a proposal, a notice of withdrawal must be emailed and must be signed by an authorized representative of the proponent. The CDSB is under no obligation to return withdrawn proposals.

[End of Part 1]

PART 2 - EVALUATION, NEGOTIATION AND AWARD

2.1 Stages of Evaluation and Negotiation

The CDSB will conduct the evaluation of proposals and negotiations in the following stages:

2.2 Stage I - Mandatory Submission Requirements

Stage I will consist of a review to determine which proposals comply with all the mandatory submission requirements. If a proposal fails to satisfy all the mandatory submission requirements, the CDSB will issue the proponent a rectification notice identifying the deficiencies and providing the proponent an opportunity to rectify the deficiencies. If the proponent fails to satisfy the mandatory submission requirements within the Rectification Period, its proposal will be rejected. The Rectification Period will begin to run from the date and time that the CDSB issues a rectification notice to the proponent. The mandatory submission requirements are set out in Section C of the RFP Particulars (Appendix D).

2.3 Stage II - Evaluation

Stage II will consist of the following two sub-stages:

2.3.1 Mandatory Technical Requirements

The CDSB will review the proposals to determine whether the mandatory technical requirements as set out in Section D of the RFP Particulars (Appendix D) have been met. Questions or queries on the part of the CDSB as to whether a proposal has met the mandatory technical requirements will be subject to the verification and clarification process set out in Part 3.

2.3.2 Rated Criteria

The CDSB will evaluate each qualified proposal based on the non-price rated criteria as set out under Initial Evaluation Criteria in Section F of the RFP Particulars (Appendix D).

2.4 Stage III - Pricing

Stage III will consist of a scoring of the submitted pricing of each qualified proposal in accordance with the price evaluation method set out in Pricing (Appendix C). The evaluation of price will be undertaken after the evaluation of mandatory requirements and rated criteria has been completed.

2.5 Stage IV - Concurrent Negotiations and BAFO

2.5.1 Initial Ranking of Proponents

After the completion of Stage III, all scores from Stage II and Stage III will be added together and the proponents will be initially ranked based on their total scores.

2.5.2 Concurrent Negotiations and BAFO Process

The CDSB intends to invite the top ranked proponents to enter into concurrent negotiations. During these concurrent negotiations, the CDSB will provide each proponent with any additional information and will seek further information and proposal improvements from each proponent. After the expiration of the concurrent negotiation period, each proponent will be invited to revise its initial proposal and submit its BAFO to the CDSB.

2.5.3 Evaluation of BAFO and Final Ranking of Proponents

Each BAFO will be evaluated against the rated criteria set out under Final Evaluation Criteria in Section F of the RFP Particulars (Appendix D) and will be assigned a final ranking using the same process set out above. The top-ranked proponent based on the evaluation of the BAFOs will receive a written invitation to enter into a final round of negotiations to finalize the agreement with the CDSB. In the event of a tie, the selected proponent will be the proponent selected by way of draw.

2.6 Stage V – Contract Negotiations

2.6.1 Contract Negotiation Process

Any negotiations will be subject to the process rules contained in the Terms and Conditions of the RFP Process (Part 3) and will not constitute a legally binding offer to enter into a contract on the part of the CDSB or the proponent and there will be no legally binding relationship created with any proponent prior to the execution of a written agreement. The terms and conditions found in the Form of Agreement (Appendix A) are to form the basis for commencing negotiations between the CDSB and the selected proponent. Negotiations may include requests by the CDSB for supplementary information from the proponent to verify, clarify or supplement the information provided in its proposal or to confirm the conclusions reached in the evaluation, and may include requests by the CDSB for improved pricing or performance terms from the proponent.

2.6.2 Time Period for Negotiations

The CDSB intends to conclude negotiations and finalize the agreement with the top-ranked proponent during the Contract Negotiation Period, commencing from the date the CDSB invites the top-ranked proponent to enter negotiations. A proponent invited to enter into direct contract negotiations should therefore be prepared to satisfy the pre-conditions of award listed in Section E of the RFP Particulars (Appendix D), provide requested information in a timely fashion and conduct its negotiations expeditiously.

2.6.3 Failure to Enter into Agreement

If the pre-conditions of award listed in Section E of the RFP Particulars (Appendix D) are not satisfied or if the parties cannot conclude negotiations and finalize the agreement for the Deliverables within the Contract Negotiation Period, the CDSB may discontinue negotiations with the top-ranked proponent and may invite the next-best-ranked proponent to enter into negotiations. This process will continue until an agreement is finalized, until there are no more proponents remaining that are eligible for negotiations or until the CDSB elects to cancel the RFP process.

2.6.4 Notification of Negotiation Status

Other proponents that may become eligible for contract negotiations may be notified at the commencement of the negotiation process with the top-ranked proponent.

[End of Part 2]

PART 3 – TERMS AND CONDITIONS OF THE RFP PROCESS

3.1 General Information and Instructions

3.1.1 Proponents to Follow Instructions

Proponents should structure their proposals in accordance with the instructions in this RFP. Where information is requested in this RFP, any response made in a proposal should reference the applicable section numbers of this RFP.

3.1.2 Proposals in English

All proposals are to be in English only.

3.1.3 No Incorporation by Reference

The entire content of the proponent's proposal should be submitted in a fixed form, and the content of websites or other external documents referred to in the proponent's proposal but not attached will not be considered to form part of its proposal.

3.1.4 Past Performance

In the evaluation process, the CDSB may consider the proponent's past performance or conduct on previous contracts with the CDSB or other institutions.

3.1.5 Information in RFP Only an Estimate

The CDSB and its advisers make no representation, warranty or guarantee as to the accuracy of the information contained in this RFP or issued by way of addenda. Any quantities shown or data contained in this RFP or provided by way of addenda are estimates only and are for the sole purpose of indicating to proponents the general scale and scope of the Deliverables. It is the proponent's responsibility to obtain all the information necessary to prepare a proposal in response to this RFP.

3.1.6 Proponents to Bear Their Own Costs

The proponent will bear all costs associated with or incurred in the preparation and presentation of its proposal, including, if applicable, costs incurred for interviews or demonstrations.

3.1.7 Proposal to be Retained by the CDSB

The CDSB will not return the proposal, or any accompanying documentation submitted by a proponent.

3.1.8 No Guarantee of Volume of Work or Exclusivity of Contract

Unless otherwise expressly stated in the RFP, the CDSB makes no guarantee of the value or volume of work to be assigned to the successful proponent. The agreement to be negotiated with the selected proponent will not be an exclusive contract for the provision of the described Deliverables. The CDSB may contract with others for goods and services the same as or similar to the Deliverables or may obtain such goods and services internally.

3.2 Communication after Issuance of RFP

3.2.1 Proponents to Review RFP

Proponents should promptly examine all of the documents comprising this RFP and may direct questions or seek additional information in writing by email on or before the Deadline for Questions. No such communications are to be directed to anyone other than the RFP Contact. The CDSB is under no obligation to provide additional information, and the CDSB is not responsible for any information provided by or obtained from any source other than the RFP Contact. It is the responsibility of the proponent to seek clarification from the RFP Contact on any matter it considers to be unclear. The CDSB is not responsible for any misunderstanding on the part of the proponent concerning this RFP or its process.

3.2.2 All New Information to Proponents by Way of Addenda

This RFP may be amended only by documents in accordance with this section. If the CDSB, for any reason, determines that it is necessary to provide additional information relating to this RFP, such information will be communicated to all proponents by addendum. Each document forms an integral part of this RFP and may contain important information, including significant changes to this RFP. Proponents are responsible for obtaining all documents issued by the CDSB.

3.2.3 Post-Deadline Addenda and Extension of Submission Deadline

If the CDSB determines that it is necessary to issue an addendum after the Deadline for Issuing documents, the CDSB may extend the Submission Deadline for a reasonable period of time.

3.2.4 Verify, Clarify and Supplement

When evaluating proposals, the CDSB may request further information from the proponent or third parties in order to verify, clarify or supplement the information provided in the proponent's proposal, including but not limited to clarification with respect to whether a proposal meets the mandatory technical requirements set out in Section D of the RFP Particulars (Appendix D). The CDSB may revisit, re-evaluate and rescore the proponent's response or ranking on the basis of any such information.

3.3 Notification and Debriefing

3.3.1 Notification to Other Proponents

Once an agreement is executed by the CDSB and a proponent, the other proponents will be notified by public posting in the same manner that this RFP was originally posted of the outcome of the procurement process.

3.3.2 Debriefing

Proponents may request a debriefing after receipt of a notification of the outcome of the procurement process. All requests must be in writing to the RFP Contact and must be made within sixty (60) days of such notification.

3.3.3 Procurement Protest Procedure

If a proponent wishes to challenge the RFP process, it should provide written notice to the RFP Contact in accordance with the CDSB's procurement protest procedures and any applicable trade agreement or other applicable bid protest procedures. The notice must provide a detailed explanation of the proponent's concerns with the procurement process or its outcome.

3.4 Conflict of Interest and Prohibited Conduct

3.4.1 Conflict of Interest

For the purposes of this RFP, the term "Conflict of Interest" includes, but is not limited to, any situation or circumstance where:

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- (a) in relation to the RFP process, the proponent has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including but not limited to (i) having, or having access to, confidential information of the CDSB in the preparation of its proposal that is not available to other proponents, (ii) communicating with any person with a view to influencing preferred treatment in the RFP process (including but not limited to the lobbying of decision makers involved in the RFP process), or (iii) engaging in conduct that compromises, or could be seen to compromise, the integrity of the open and competitive RFP process or render that process non-competitive or unfair; or
- (b) in relation to the performance of its contractual obligations under a contract for the Deliverables, the proponent's other commitments, relationships or financial interests (i) could, or could be seen to, exercise an improper influence over the objective, unbiased and impartial exercise of its independent judgement, or (ii) could, or could be seen to, compromise, impair or be incompatible with the effective performance of its contractual obligations.

3.4.2 Disqualification for Conflict of Interest

The CDSB may disqualify a proponent for any conduct, situation or circumstances, determined by the CDSB, in its sole and absolute discretion, to constitute a Conflict of Interest as defined above.

3.4.3 Disqualification for Prohibited Conduct

The CDSB may disqualify a proponent, rescind an invitation to negotiate or terminate a contract subsequently entered into if the CDSB determines that the proponent has engaged in any conduct prohibited by this RFP.

3.4.4 Prohibited Proponent Communications

Proponents must not engage in any communications that could constitute a Conflict of Interest and should take note of the Conflict-of-Interest declaration set out in the Submission Form (Appendix B).

3.4.5 Proponent Not to Communicate with Media

Proponents must not at any time directly or indirectly communicate with the media in relation to this RFP or any agreement entered into pursuant to this RFP without first obtaining the written permission of the RFP Contact.

3.4.6 No Lobbying



Proponents must not, in relation to this RFP or the evaluation and selection process, engage directly or indirectly in any form of political or other lobbying whatsoever to influence the selection of the successful proponent(s).

3.4.7 Illegal or Unethical Conduct

Proponents must not engage in any illegal business practices, including activities such as bid rigging, price-fixing, bribery, fraud, coercion or collusion. Proponents must not engage in any unethical conduct, including lobbying, as described above, or other inappropriate communications; offering gifts to any employees, officers, agents, elected or appointed officials or other representatives of the CDSB; deceitfulness; submitting proposals containing misrepresentations or other misleading or inaccurate information; or any other conduct that compromises or may be seen to compromise the competitive process provided for in this RFP.

3.4.8 Past Performance or Past Conduct

The CDSB may prohibit a supplier from participating in a procurement process based on past performance or based on inappropriate conduct in a prior procurement process, including but not limited to the following:

- (a) illegal or unethical conduct as described above;
- (b) the refusal of the supplier to honour its submitted pricing or other commitments; or
- (c) any conduct, situation or circumstance determined by the CDSB, in its sole and absolute discretion, to have constituted an undisclosed Conflict of Interest.

3.5 Confidential Information

3.5.1 Confidential Information of the CDSB

All information provided by or obtained from the CDSB in any form in connection with this RFP either before or after the issuance of this RFP

- (a) is the sole property of the CDSB and must be treated as confidential;
- (b) is not to be used for any purpose other than replying to this RFP and the performance of any subsequent contract for the Deliverables;
- (c) must not be disclosed without prior written authorization from the CDSB; and
- (d) must be returned by the proponent to the CDSB immediately upon the request of the CDSB.



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3.5.2 Confidential Information of Proponent

A proponent should identify any information in its proposal, or any accompanying documentation supplied in confidence for which confidentiality is to be maintained by the CDSB. The confidentiality of such information will be maintained by the CDSB, except as otherwise required by law or by order of a court or tribunal. Proponents are advised that their proposals will, as necessary, be disclosed, on a confidential basis, to advisers retained by the CDSB to advise or assist with the RFP process, including the evaluation of proposals. If a proponent has any questions about the collection and use of personal information pursuant to this RFP, questions are to be submitted to the RFP Contact.

3.6 Procurement Process Non-Binding

3.6.1 No Contract and No Claims

This procurement process is not intended to create and will not create a formal, legally binding bidding process and will instead be governed by the law applicable to direct commercial negotiations. For greater certainty and without limitation:

- (a) this RFP will not give rise to any Contract based tendering law duties or any other legal obligations arising out of any process contract or collateral contract; and
- (b) neither the proponent nor the CDSB will have the right to make any claims (in contract, tort, or otherwise) against the other with respect to the award of a contract, failure to award a contract or failure to honour a proposal submitted in response to this RFP.

3.6.2 No Contract until Execution of Written Agreement

This RFP process is intended to identify prospective suppliers for the purposes of negotiating potential agreements. No legal relationship or obligation regarding the procurement of any good or service will be created between the proponent and the CDSB by this RFP process until the successful negotiation and execution of a written agreement for the acquisition of such goods and/or services.

3.6.3 Non-Binding Price Estimates

While the pricing information provided in proposals will be non-binding prior to the execution of a written agreement, such information will be assessed during the evaluation of the proposals and the ranking of the proponents. Any inaccurate, misleading or incomplete



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information, including withdrawn or altered pricing, could adversely impact any such evaluation or ranking or the decision of the CDSB to enter into an agreement for the Deliverables.

3.6.4 Cancellation

The CDSB may cancel or amend the RFP process without liability at any time.

3.7 Governing Law and Interpretation

These Terms and Conditions of the RFP Process (Part 3):

- (a) are intended to be interpreted broadly and independently (with no particular provision intended to limit the scope of any other provision);
- (b) are non-exhaustive and will not be construed as intending to limit the pre-existing rights of the parties to engage in pre-contractual discussions in accordance with the common law governing direct commercial negotiations; and
- (c) are to be governed by and construed in accordance with the laws of the province of Ontario and the federal laws of Canada applicable therein.

[End of Part 3]

APPENDIX A – FORM OF AGREEMENT

DRAFT SERVICES AGREEMENT

Cochrane District Services Board	AND	"Contractor Name"
Referred to as the "Client"		Referred to as the "Contractor"
500 Algonquin Blvd East		
Timmins, ON P4N 1B7		
Name of client representative:		Name of client representative:
Telephone: 705-268-7722		Telephone:
Email:		Email:

The Client and the "Proponent" agree to the terms and conditions outlined in this Services Agreement.

Part 1- TERM OF CONTRACT

The term of this agreement shall commence on June 1, 2026 (effective date of contract) and will continue until May 31, 2029. (the Term) unless terminated by either party in accordance with this agreement. Following this term, the client and contractor shall have the option to discuss the option of an extension of this agreement.

Part 2- SERVICES

The client is entering in a contract with the "Contractor" as described in Section 1 – Schedule A Scope of Work at the following location:

1800 Riverside Dr. (the "Premises") Timmins, ON P4R 1N7

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500 Algonquin Blvd E Timmins, ON P4N 1B7

PART 3- FINANCIAL TERMS		
The parties agree to the financial agreements contained in Financial Terms.		
PART 4 – CONFLICT OF INTEREST		
If there is a conflict or inconsistency with this agreement, such conflict or inconsistency shall be resolved in the following order of priority of terms and conditions of agreement. The parties have duly executed this Agreement as of the date indicated below.		
Cochrane District Services Board	"Contractor Name"	
Per:	Per	
CDSB CAO:	Expedition:	
Title:	Title:	
Date:	Date:	
I / We have the authority to bind the above	I / We have the authority to bind the above	
Corporation.	Corporation.	
CONTRACTOR CONTACT INFORMATION		
Name #1 & title		
Phone & email		
Name #2 & title		
Phone & email		

Name #3 & title

Phone & email

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Term of Contract: June 1, 2026, to May 31, 2029. The initial contract will be for a duration of three years, with the possibility of extension. The current facility includes 104 units but will be renovated and opened for occupancy and services in two phases. The apartments and suites do not have kitchen amenities and residents will require 3 meals per day.

Part 1 - SERVICES

Food Services: To provide three fresh meals per day, 365 days per year for up to approximately 104 residents who reside at 1800 Riverside Dr. Menus will include variety, choices and will follow Canada's Food Guide recommendations.

Housekeeping Services: To provide housekeeping services at 1800 Riverside Dr. 365 days per year. Housekeeping of resident's suites will be done once a week as well as cleaning of all spaces within building.

The Scope of Work Includes:

- Manage Support Services Program at 1800 Riverside Dr.
- Manage Staff
- Prepare menus, meet with residents to discuss dietary needs, recommendations etc.
- Apply all sanitary procedures within applicable laws and follow enhanced cleaning protocols when required
- Follow all infection, prevention and control measures and procedures

The "Contractor" will provide Food and Housekeeping Services for **1800 Riverside Drive** thereafter referred to as "**Client**" as follows:

FOOD SERVICES:

- Responsible for all staff management including HR management (hiring of employees, training, monitoring of staff, disciplinary reviews / action if applicable.
- Responsible to complete employee work schedules and approve time off requests.
- Responsible for employee payroll to be paid on a bi-weekly basis
- Responsible to make food orders and orders for and cleaning supplies for the facility at a cost-plus 5% agreement
- Manage the Food Services at 1800 Riverside Drive by ensuring there are three meals per day 365 days per year for approximately 110 residents.



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- Two meal options for lunch and dinner to accommodate a variety of food preferences.
- Provide hot breakfasts and / or a combination of continental breakfasts 365 days a year.
- Provide snacks to seniors in the evening consisting of fruit, muffins, cookies, juice and milk
- Menu's must include a variety of nutritionally balanced meals. Menu will strive to provide meal options that meet Canada's Food Guide recommendations
- Meals will be presented in a visually attractive manner with attention to colour and portion sizes
- Menus will be made one month in advance and are to be reviewed by "the Contractor" and the CDSB Facility Manager
- Menus will be distributed to residents one month in advance

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- Accommodations can be made for special dietary needs and food allergies with medical documentation from a health care professional
- Tray service to accommodate residents who are ill at no charge to the resident
- Tray service to accommodate residents who wish to have meals in their room. A fee agreed upon between "the Contractor" and CDSB will be charged to the resident for this service.
- Keep meals stored safely for residents who are late for meals
- Create an ambiance that would promote a positive dining experience with focus on quality meals and excellent customer service
- Work in collaboration with the CDSB Facility Manager to ensure residents complaint / concerns are dealt with in an appropriate manner.
- Ensure staff set tables in the dining rooms for each meal and clear all dining room tables after each meal. Washing of dishes, and maintaining a clean kitchen and dining room
- Tables are to be set with placemats and tablecloths to provide fine dining experience
- Food orders will be sourced from "the Contractor" selected food suppliers as well as local vendors. Consideration will be given to access reasonable costs wherever possible
- Disinfect the dining room tables, chairs and serving counters after each meal as well as clean up spills to prevent slips and falls
- Operate in a fiscally responsible manner that ensures continued service throughout the contract
- Must remain in compliance with the Ontario food premise regulations 562 throughout the
- Responsible for any licences required to operate the eating establishment
- Cleanliness of the kitchen and dining room are to be maintained throughout the contract period and restored to pre contract condition at the end if the contract. The respective areas will be inspected by CDSB and the Porcupine Health Unit throughout the contract to ensure compliance is met
- Be sensitive and accommodating to comments, suggestions and recommendation made by the residents and staff



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- The client may schedule meetings, as required with "the Contractor" throughout the duration
 of the contract to track progress, to address any areas of service concerns, and to provide
 reports
- Special events will be organized jointly with "the Contractor" and the CDSB Facility Manager.
 CDSB will coordinate event marketing, decorations, seating plan, taking guest reservations and
 payments. "The Contractor" will oversee food orders, menus, staffing, set up and post event
 clean up. Special events would based on a profit share model that is mutually beneficial for the
 "The Contractor" and the CDSB.
- Ability to provide catering services outside of the facility based on a profit share model that is mutually beneficial.
- Guest meals will be available for a fee for service as mutually agree upon with "the Contractor" and the Client. Proceeds of guest meals will go to CDSB.
- Responsible for a comprehensive Quality Assurance Program including standard operating procedures (SOPs), training, monitoring, inspections and unplanned audits to ensure compliance to regulatory requirements.

HOUSEKEEPING SERVICES:

- Provide housekeeping services in all public areas of building; including entrance, foyer, dining room, activity room, kitchen, public washrooms, laundry room, offices, garbage rooms, corridors, public This includes spot cleaning all high traffic areas.
- Provide all cleaning products, soaps, cleaning supplies, disinfects, laundry detergents required to maintain the residence in a clean and sanitary condition.
- PUBLIC WASHROOMS (Daily): Clean mirrors, clean and polish pipes, clean and disinfect all basins, toilet bowls and urinals, empty and clean garbage cans, floors to be dusted and damped mopped and high dusting will be done weekly.
- FOYER, ACTIVITY ROOMS, OFFICES, GARBAGE ROOMS, LAUNDRY ROOMS, ENTRANCE, CORRIDORS (Daily): Empty and clean garbage cans, dust furniture, furnishings, and windowsills.
 Sweep, vacuum and mop floors.

• RESIDENT DINING ROOM (Daily)

- Empty, clean garbage cans, dust all furnishings and furniture with damp cloth daily
- Clean fingerprints and smudges around light switches and high touch areas and bright work to cleaned and polished daily
- Dust mop and spot mopped floors after every meal
- Disinfect dining room chairs, tables and serving counters after every meal
- Ensure dining area remains in a professional appearance and in sanitary condition
- Clean floors, walls, doors in receiving area and kitchen
- RESIDENT SUITES (to be done once weekly) 104 rooms





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- Light housekeeping to be done in resident rooms once a week; clean and disinfect washroom; sink, toilet, shower, mirrors, cabinets, polish pipes, empty and clean surfaces with dry and damp cloth, spot clean walls and doors vacuum carpet, dust sweep and damp mop floors; high dusting in suite when required
- Changing and laundering of bed linens in residents' room to be done once weekly
- Cleaning of windows inside /outside and doors to be done once a year.

RECORD KEEPING – REPORTING REQUIREMENTS

"the Contractor" shall maintain all records:

- Daily Meal sign in sheets to support invoicing
- Minutes of staff meetings
- Copies of all inspection reports by regulatory organizations
- Evacuation Plan
- Health and Safety Plan
- Emergency Response Plan including injury report

INSURANCE AND INDEMNITY

"The Contractor" and all of its subcontractors will indemnify and save harmless the CDSB, its employees and agents from and against all claims, demands, losses, damages, costs and expenses made against or incurred, suffered or sustained by the CDSB at any time or times (either before or after the expiration or sooner termination of this contract) where the same or any of them are based upon or arise out of or from anything done or omitted to be done by the Contractor or by any servant, employee, officer, director or subcontractor of the contractor pursuant to the contract.

The contractor and all its subcontractors shall maintain such insurance and pay such assessments, and the minimum limits of such shall be not less than \$2,000,000 with respect to each occurrence or accident, on an occurrence (not claims) basis.

The liability insurance to be maintained by the contractor shall include Commercial General Liability Insurance covering Premises and Operations Liability, broad form property damage, broad form automobile, owners and contractors protective blanket contractual, personal injury, contingent employers liability, cross liability, automobile liability, and with a limit of not less than \$1,000,000, and a 30 day notice of cancellation clause be written in such terms as will fully protect the Contractor and CDSB as an additional named insured. Prior to commencement of any Work hereunder, the Contractor shall file with CDSB, a certified copy of each insurance policy and certificate required.

Coverage must be through an insurance company (companies) approved by the CDSB and cover all operations and activities as outlined in this document. All insurance policies shall be endorsed to provide minimum advance written notice of not less than thirty (30) days in the event of cancellation, termination, or reduction in coverage limits, such notice to be made by the Insurer to CDSB. All insurance

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policies or certification documents shall specify coverage as being applicable to this Contract. The contractor shall not do or omit to do or suffer anything to be done or omitted to be done which will in any way impair or invalidate such policy or policies of insurance. All insurance shall be maintained until the termination of the contract.

Contractor must provide adequate fire and theft insurance to cover its own property and supplies on all applicable CDSB sites. Insurance premiums are the responsibility of the Contractor. 500 Algonquin Blvd Timmins, ON P4N 1B7

WORKPLACE SAFETY INSURANCE BOARD

The Contractor and any approved subcontractors must be registered with the Workplace Safety Insurance Board (WSIB) in which case WSIB coverage must be maintained for the duration of the contract. The Contractor may be required to submit a WSIB Clearance Letter indicating that all WSIB assessments have been paid.

SAFETY AND ENVIRONMENTAL

"The Contractor" will meet the Ontario Occupational Health and Safety Legislation for the provision of food services at the site and must comply with the CDSB's Health and Safety Policy. "The Contractor" employees must comply with the CDSB Covid-19 Vaccination Policy. "The Contractor" must maintain adequate staff to ensure proper service for the duration of this Agreement. They must comply with all federal, provincial and local health and/or safety laws and regulations with respect to the food services facilities and equipment and operation of the food services on CDSB premises.

The successful proponent shall comply with all environmental statutes and regulations as well as Ministry of Environment policies and guidelines. All employees shall carry out their activities in an environmentally sound manner and must report any health hazards and unsafe conditions or practices immediately to CDSB.

"The Contractor" will ensure that all staff have certification in the following, or be willing to acquire certification within 3 months of the award of contract:

- Food Handlers Certification (minimum of one staff member per shift)
- WHIMS Training
- Accessibility for Ontarians with Disabilities Act Training
- Accessibility Standards for Customer Service
- Health and Safety 101
- Workplace Violence Awareness
- First Aid / CPR AED Training 50 % of staff

MATERIAL DISCLOSURES FACILITY AND EQUIPMENT

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The CDSB will provide "The Contractor" with suitable food service facility for onsite food preparation at 1800 Riverside Drive, including kitchen space equipped and ready to operate, together with heat, refrigeration and utility services as may be reasonably required for the effective execution of the Agreement.

The CDSB will provide building maintenance services for the premises and for reasonable maintenance of the supplied equipment. All maintenance issues related to the kitchen and dining room shall be directed to CDSB Operations Technical Services Manager.

CDSB will provide the contractor adequate means for the secure storage of equipment and product, provide washroom facilities for staff, provide internet services and provide pest control services.

ADDITIONAL TERMS AND CONDITIONS OF SERVICE AGREEMENT

FRENCH LANGUAGE SERVICES ACT

The "Contractor" must meet the requirements of the French Language Services Act and provide confirmation of compliance.

TERMINATION

Without Cause – Either party may terminate without cause at any time or part of this Agreement on one hundred and twenty (20) days prior written notice to the other party.

With Cause – Should either party default in any of its obligations or contravene any provision in this Agreement, the other party may serve written notice of such default or contravention on the party in default. If within ten days of the date of receipt of such notification the party so notified does not remedy the default or cease the contravention, the party not in default may, in addition to any and all remedies available under all applicable laws as its option (1) remedy such default or contravention at the expense of the other part; or (2) immediately terminate this agreement by giving written notice to the other party.

Immediate Termination: Either party may terminate this agreement immediately in the event that (1) the other party becomes insolvent or unable to pay its debts as they become due: (2) the other party ceases to do business as a going concern; (3) the other party makes an assignment for the benefit of creditors, applies to or petitions any tribunal for the appointment of a custodian, receiver or trustee for itself or any substantial part of its assets or commences any proceeding with respect to itself under any bankruptcy, reorganization, readjustment of debt, insolvency, receivership, dissolution or liquidation law or statute of any jurisdiction, or if it files any such application or petition of if such proceeding is commenced against a party; (4) the parties are unable to negotiate in good faith an amendment to this Agreement to address a Material Change within 20 days of receipt of the notice referred to in such Section; or (5) such party becomes subject to an Event of Force Majeure which continues for more than a period of 20 days.

APPENDIX B - SUBMISSION FORM

1. Proponent Information

Please fill out the following form, nami	ng one person to be the proponent's contact	
for the RFP process and for any clarifications or communication that might be		
necessary.		
Full Legal Name of Proponent		
Any Other Relevant Name under		
which Proponent Carries on		
Business:		
Street Address:		
City, Province/State:		
Postal Code:		
Phone Number:		
Fax Number:		
Company Website (if any):		
Proponent Contact Name and Title:		
Proponent Contact Phone:		
Proponent Contact Fax:		
Proponent Contact Email:		

2. Acknowledgment of Non-Binding Procurement Process

The proponent acknowledges that the RFP process will be governed by the terms and conditions of the RFP, and that, among other things, such terms and conditions confirm that this procurement process does not constitute a formal, legally binding bidding process (and for greater certainty, does not give rise to a Contract A bidding process contract), and that no legal relationship or obligation regarding the procurement of any good or service will be created between the CDSB and the proponent unless and until the CDSB and the proponent execute a written agreement for the Deliverables.

3. Ability to Provide Deliverables

The proponent has carefully examined the RFP documents and has a clear and comprehensive knowledge of the Deliverables required. The proponent represents and

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warrants its ability to provide the Deliverables in accordance with the requirements of the RFP for the rates set out in its proposal.

4. Non-Binding Pricing

The proponent has submitted its pricing in accordance with the instructions in the RFP and in Pricing (Appendix C) in particular. The proponent confirms that the pricing information provided is accurate. The proponent acknowledges that any inaccurate, misleading or incomplete information, including withdrawn or altered pricing, could adversely impact the acceptance of its proposal or its eligibility for future work.

5. Addenda

The proponent is deemed to have read and taken into account all addenda issued by the CDSB prior to the Deadline for Issuing documents.

6. No Prohibited Conduct

The proponent declares that it has not engaged in any conduct prohibited by this RFP.

7. Conflict of Interest

The proponent must declare all potential Conflicts of Interest, as defined in section 3.4.1 of the RFP. This includes disclosing the names and all pertinent details of all individuals (employees, advisers, or individuals acting in any other capacity) who (a) participated in the preparation of the proposal; **AND** (b) were employees of the CDSB within twelve (12) months prior to the Submission Deadline. If the box below is left blank, the proponent will be deemed to declare that (a) there was no Conflict of Interest in preparing its proposal; and (b) there is no foreseeable Conflict of Interest in performing the contractual obligations contemplated in the RFP. Otherwise, if the statement below applies, check the box.

no foreseeable Conflict of Interest in performing the contractual obligations contemplated in the RFP. Otherwise, if the statement below applies, check the box.
\Box The proponent declares that there is an actual or potential Conflict of Interest relating to the preparation of its proposal, and/or the proponent foresees an actual or potential Conflict of Interest in performing the contractual obligations contemplated in the RFP.
If the proponent declares an actual or potential Conflict of Interest by marking the box above the proponent must set out below details of the actual or potential Conflict of Interest:

8. Disclosure of Information

The proponent hereby agrees that any information provided in this proposal, even if it is identified as being supplied in confidence, may be disclosed where required by law or by order of a court or tribunal. The proponent hereby consents to the disclosure, on a confidential basis, of this proposal by the CDSB to the advisers retained by the CDSB to advise or assist with the RFP process, including with respect to the evaluation this proposal.

Signature of Proponent Representative
Name of Proponent Representative
Title of Proponent Representative
Date
I have the authority to bind the proponent.

APPENDIX C - PRICING

1. Instructions on How to Provide Pricing

- (a) Respondents should provide the information requested under section 3 below ("Required Pricing Information") by reproducing and completing the table below in their quotations, or, if there is no table below, by completing the attached form and including it in their quotations.
- (b) Rates must be provided in Canadian funds, inclusive of all applicable duties and taxes except for GST and HST, which should be itemized separately.
- (c) Rates quoted by the respondent must be all inclusive and must include all labour and material costs, all travel and carriage costs, all insurance costs, all costs of delivery, all costs of installation and set-up, including any predelivery inspection charges, and all other overhead, including any fees or other charges required by law.

2. Evaluation of Pricing

Pricing is worth [100] points of the total score.

Pricing will be scored based on a relative pricing formula using the rates set out in the pricing form. Each respondent will receive a percentage of the total possible points allocated to price for the particular category it has submitted a quotation for, which will be calculated in accordance with the following formula:

Lowest Price ÷ Proponent's Price × Weighting = Proponent's Pricing Point

Tender	Price	Applied formula	Price Score
А	\$50	(50 / 50) x 100	100
В	\$75	(50 / 75) x 100	67
С	\$100	(50/100) x 100	50



Services Board

Cochrane District Conseil des services du district de Cochrane

3. Required Pricing Information

Phase 1: (50 rooms and 55 residents)			
Overhead Cost:	Unit Price/Week	Cost Plus	Total Price/Year
Training			
Admin/payroll			
Health & Safety			
Human Resources			
Management Fee			
Service Cost:	Unit Price/Week	Cost Plus	Total Price/Year
Food cost			
Labour for food			
Housekeeping			
supplies			
Labour for			
housekeeping			
Sub-Total 1:			
Phase 2: (104 rooms	and 110 residents)		
Overhead Cost:	Unit Price/Week	Cost Plus	Total Price/Year
Training			
Admin/payroll			
Health & Safety			
Human Resources			
Management Fee			
Service Cost:	Unit Price/Week	Cost Plus	Total Price/Year
Food cost			
Labour for food			
Housekeeping			
supplies			
Labour for			
housekeeping			
Sub-Total 2:			
Grant Total (phase 1			
& 2)			
*Extra guest meals			
and catering			



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APPENDIX D - RFP PARTICULARS

A. THE DELIVERABLES & Scope of Work

This Request for Proposal (RFP) is issued for the procurement of food services and housekeeping services at 1800 Riverside Drive, a senior living community in Timmins, Ontario. The Cochrane District Services Board (CDSB), referred to as the "Client," is seeking proposals from qualified providers, companies, or businesses, hereafter referred to as "Proponents," to deliver fresh food services and housekeeping services at the premises. The Cochrane District Services Board (CDSB) is in the process of renovating 1800 Riverside Drive and is seeking proposals for the provision of food and housekeeping services. The initial contract will be for a duration of three years, with the possibility of extension. The current facility includes 104 units, but the planned renovation and operations will be completed in two phases. Proponents should be prepared to scale their services to accommodate the increase in capacity. Interested proponents must demonstrate their qualifications to perform these services effectively. The Proponents must be able to provide services in both official languages and meet the requirements of the French Language Services Act.

SCOPE OF WORK

- Food services: To provide three fresh meals per day, 365 days per year for approximately 110 residents who reside in a residence where seniors must be able to live independently while having access to services as they age in place.
- ➤ **For Housing:** To provide housekeeping services at 1800 Riverside Dr. 365 days per year for approximately 104 rooms and 110 residents who reside in a residence where seniors must be able to live independently while having access to services as they age in place.

The successful proponent agrees to do the following:

FOOD SERVICES:

- Responsible for all staff management including HR management (hiring of employees, training, monitoring of staff, disciplinary reviews / action if applicable.
- Responsible to complete employee work schedules and approve time off requests.
- Responsible for employee payroll to be paid on a bi-weekly basis
- Responsible to make food orders and orders for and cleaning supplies for the facility at a cost-plus 5% agreement
- Manage the Food Services at 1800 Riverside Drive by ensuring there are three meals per day 365 days per year for approximately 110 residents.



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Services Board

- Two meal options for lunch and dinner to accommodate a variety of food preferences.
- Provide hot breakfasts and / or a combination of continental breakfasts 365 days a year.
- Provide snacks to seniors in the evening consisting of fruit, muffins, cookies, juice and milk
- Menu's must include a variety of nutritionally balanced meals. Menu will strive to provide meal options that meet Canada's Food Guide recommendations
- Meals will be presented in a visually attractive manner with attention to colour and portion sizes
- Menus will be made one month in advance and are to be reviewed by "the Contractor" and the CDSB Facility Manager
- Menus will be distributed to residents one month in advance

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- Accommodations can be made for special dietary needs and food allergies with medical documentation from a health care professional
- Tray service to accommodate residents who are ill at no charge to the resident
- Tray service to accommodate residents who wish to have meals in their room. A fee agreed upon between "the Contractor" and CDSB will be charged to the resident for this service.
- Keep meals stored safely for residents who are late for meals
- Create an ambiance that would promote a positive dining experience with focus on quality meals and excellent customer service
- Work in collaboration with the CDSB Facility Manager to ensure residents complaint / concerns are dealt with in an appropriate manner.
- Ensure staff set tables in the dining rooms for each meal and clear all dining room tables after each meal. Washing of dishes, and maintaining a clean kitchen and dining room
- Tables are to be set with placemats and tablecloths to provide fine dining experience
- Food orders will be sourced from "the Contractor" selected food suppliers as well as local vendors. Consideration will be given to access reasonable costs wherever possible
- Disinfect the dining room tables, chairs and serving counters after each meal as well as clean up spills to prevent slips and falls
- Operate in a fiscally responsible manner that ensures continued service throughout the contract
- Must remain in compliance with the Ontario food premise regulations 562 throughout the
- Responsible for any licences required to operate the eating establishment
- Cleanliness of the kitchen and dining room are to be maintained throughout the contract period and restored to pre contract condition at the end if the contract. The respective areas will be inspected by CDSB and the Porcupine Health Unit throughout the contract to ensure compliance is met
- Be sensitive and accommodating to comments, suggestions and recommendation made by the residents and staff



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- The client may schedule meetings, as required with "the Contractor" throughout the duration
 of the contract to track progress, to address any areas of service concerns, and to provide
 reports
- Special events will be organized jointly with "the Contractor" and the CDSB Facility Manager.
 CDSB will coordinate event marketing, decorations, seating plan, taking guest reservations and payments. "The Contractor" will oversee food orders, menus, staffing, set up and post event clean up.
- Guest meals will be available for a fee for service as mutually agree upon with "the Contractor" and the Client. Proceeds of guest meals will go to CDSB.
- Responsible for a comprehensive Quality Assurance Program including standard operating procedures (SOPs), training, monitoring, inspections and unplanned audits to ensure compliance to regulatory requirements.

HOUSEKEEPING SERVICES:

- Provide housekeeping services in all public areas of building; including entrance, foyer, dining room, activity room, kitchen, public washrooms, laundry room, offices, garbage rooms, corridors, public This includes spot cleaning all high traffic areas.
- Provide all cleaning products, soaps, cleaning supplies, disinfects, laundry detergents required to maintain the residence in a clean and sanitary condition.
- PUBLIC WASHROOMS (Daily): Clean mirrors, clean and polish pipes, clean and disinfect all basins, toilet bowls and urinals, empty and clean garbage cans, floors to be dusted and damped mopped and high dusting will be done weekly.
- FOYER, ACTIVITY ROOMS, OFFICES, GARBAGE ROOMS, LAUNDRY ROOMS, ENTRANCE, CORRIDORS (Daily): Empty and clean garbage cans, dust furniture, furnishings, and windowsills. Sweep, vacuum and mop floors.

RESIDENT DINING ROOM (Daily)

- Empty, clean garbage cans, dust all furnishings and furniture with damp cloth daily
- Clean fingerprints and smudges around light switches and high touch areas and bright work to cleaned and polished daily
- Dust mop and spot mopped floors after every meal
- Disinfect dining room chairs, tables and serving counters after every meal
- Ensure dining area remains in a professional appearance and in sanitary condition
- Clean floors, walls, doors in receiving area and kitchen

RESIDENT SUITES (to be done once weekly) – 104 rooms

• Light housekeeping to be done in resident rooms once a week; clean and disinfect washroom; sink, toilet, shower, mirrors, cabinets, polish pipes, empty and clean

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surfaces with dry and damp cloth, spot clean walls and doors vacuum carpet, dust sweep and damp mop floors; high dusting in suite when required

- Changing and laundering of bed linens in residents' room to be done once weekly
- Cleaning of windows inside /outside and doors to be done once a year.

B. MATERIAL DISCLOSURES

The CDSB will provide the successful proponent with suitable food service facility for onsite food preparation at 1800 Riverside Dr., including kitchen space equipped and ready to operate, together with heat, refrigeration and utility services as may be reasonably required for the effective execution of the Agreement.

The CDSB proponent will provide building maintenance services for the premises and for reasonable maintenance of the supplied equipment.

All maintenance issues related to the kitchen and dining room shall be directed to CDSB Facility Manager.

CDSB will provide the contractor adequate means for the secure storage of equipment and product, provide washroom facilities for staff, provide internet services and provide pest control services.

C. MANDATORY SUBMISSION REQUIREMENTS

1. Submission Form (Appendix B)

Each quotation must include a Submission Form (Appendix B) completed and signed by an authorized representative of the respondent.

2. Pricing (Appendix C)

Each quotation must include pricing information that complies with the instructions contained in Pricing (Appendix C).

3. Other Mandatory Submission Requirements

INSURANCE AND INDEMNITY

The Contractor and all of its subcontractors will indemnify and save harmless the CDSB, its employees and agents from and against all claims, demands, losses, damages, costs and expenses made against or incurred, suffered or sustained by the CDSB at any time or times (either before or after the expiration or sooner termination of this contract) where the same or any of them are based upon or arise out of or from anything done or omitted to be done by



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the Contractor or by any servant, employee, officer, director or subcontractor of the contractor pursuant to the contract.

The contractor and all its subcontractors shall maintain such insurance and pay such assessments, and the minimum limits of such shall be not less than \$2,000,000 with respect to each occurrence or accident, on an occurrence (not claims) basis.

The liability insurance to be maintained by the contractor shall include Commercial General Liability Insurance covering Premises and Operations Liability, broad form property damage, broad form automobile, owners and contractors protective blanket contractual, personal injury, contingent employers liability, cross liability, automobile liability, and with a limit of not less than \$1,000,000, and a 30 day notice of cancellation clause be written in such terms as will fully protect the Contractor and CDSB as an additional named insured. Prior to commencement of any Work hereunder, the Contractor shall file with CDSB, a certified copy of each insurance policy and certificate required.

Coverage must be through an insurance company (companies) approved by the CDSB and cover all operations and activities as outlined in this document.

All insurance policies shall be endorsed to provide minimum advance written notice of not less than thirty (30) days in the event of cancellation, termination, or reduction in coverage limits, such notice to be made by the Insurer to CDSB.

All insurance policies or certification documents shall specify coverage as being applicable to this Contract.

The contractor shall not do or omit to do or suffer anything to be done or omitted to be done which will in any way impair or invalidate such policy or policies of insurance.

All insurance shall be maintained until the termination of the contract.

Contractor must provide adequate fire and theft insurance to cover its own property and supplies on all applicable CDSB sites.

Insurance premiums are the responsibility of the Contractor.

WORKPLACE SAFETY INSURANCE BOARD

The Contractor and any approved subcontractors must be registered with the Workplace Safety Insurance Board (WSIB) in which case WSIB coverage must be maintained for the duration of the contract. The Contractor may be required to submit a WSIB Clearance Letter indicating that all WSIB assessments have been paid.

SAFETY AND ENVIRONMENTAL

The successful Proponent and staff will meet or exceed the Ontario Occupational Health and Safety Legislation for the provision of food services at the site and must comply with the CDSB's Health and Safety Policy.

The successful proponent must maintain adequate staff to ensure proper service for the duration of this Agreement.

The successful proponent will comply with all federal, provincial and local health and/or safety laws and regulations with respect to the food services facilities and equipment and operation of the food services on CDSB premises.

The successful proponent shall comply with, and if possible, exceed all environmental statutes and regulations as well as Ministry of Environment policies and guidelines. All employees shall carry out their activities in an environmentally sound manner and must report any health hazards and unsafe conditions or practices immediately to CDSB.

The successful proponent will ensure that all staff have certification in the following, or be willing to acquire certification within 3 months of the award of contract:

Food Handlers Certification (minimum of one staff member per shift)

WHIMS Training

Accessibility for Ontarians with Disabilities Act Training

Accessibility Standards for Customer Service

Health and Safety 101

Workplace Violence Awareness

First Aid / CPR – AED Training – 50 % of staff

Proof of certification is to be provided to CDSB for each staff.

The successful proponent must demonstrate alignment with the CDSB vision, mission, and values, and comply with and apply the CDSB policies in a manner consistent with their interpretation.

The successful proponent will comply with the CDSB COVID-19 Vaccination Policy.



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No employees with open wounds or communicable disease will be allowed to prepare or package food for consumption at any time.

The successful proponent will conduct two deep cleaning cycles each year for the walls, floors, vents, diffusers, and similar items.

The successful proponent will provide daily cleaning of the kitchen, receiving areas, serving areas, storage areas, and all like spaces that form part of the food services area. Regularly clean and wipe the tables and chairs and clean up any spills in the dining area to ensure professional appearance is maintained and ongoing customer satisfaction.

The Proponents must be able to provide services in both official languages and meet the requirements of the French Language Services Act.

D. RATED CRITERIA

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

1. Evaluation Criteria

The following categories, weightings and descriptions will be used in the initial evaluation of rated criteria during Stage II of the evaluation process (Evaluations), described in Part II of this RFP.

These criteria apply to initial proposals by all proponents.

Rated Criteria Category	Weighting (Points)
Experience and Qualifications	25
Pricing (See Appendix C for details)	75
Total Points	100

Suggested Proposal Content for Non-Price Criteria

Experience and Qualifications

Each proponent should provide the following in its proposal:

(a) a brief description of the proponent;

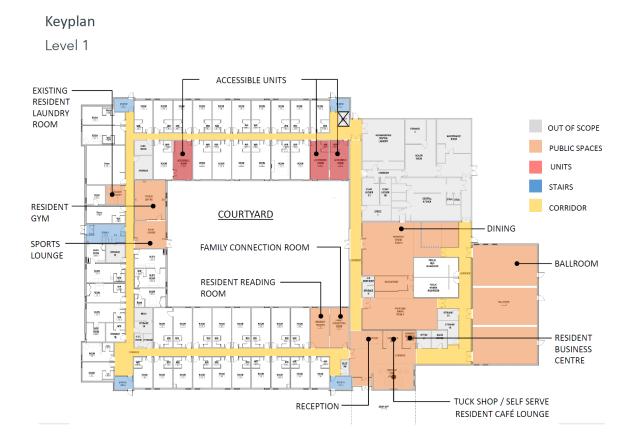


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- (b) a description of its knowledge, skills and experience relevant to the Deliverables; and
- (c) the roles and responsibilities of the proponent and any of its agents, employees and subcontractors who will be involved in providing the Deliverables, together with the identity of those who will be performing those roles and their relevant respective expertise; and
- (d) references and/or letters of support; and
- (e) description of Proponents ability to align with the CDSB's vision, mission and values; and
- (f) experience and ability to partner with the CDSB to deliver a job training program to teach the skills necessary for working in a commercial kitchen and hospitality sector.

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APPENDIX E - FLOOR PLAN





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Keyplan

Level 2

