COMMUNITY CAPACITY SUPPORT
REQUEST FOR PROPOSALS
2016-2017
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REQUEST FOR PROPOSALS
COMMUNITY CAPACITY SUPPORT

Applicant Information
Successful candidates will be awarded a funding amount of the Community Capacity Support Program.

RFP Issue date
Monday, April 25, 2016

Completed Proposals
Must be submitted by 4p.m. (EST) on Friday May 13, 2016

Submission of Proposals
Proposals should include completed application along with all necessary supporting documentation in the checklist below. Accepted file formats include PDF, Word, and Excel.

Please coordinate with your CCS contact person at the Regroupement des centres d’amitié autochtones du Québec (RCAAQ) to verify receipt of all required documents prior to submission deadline.

All proposals will be assessed against the eligibility criteria and only eligible applicants will be contacted via letter by the RCAAQ.
Regional Contact

All enquiries related to this Request for Proposals (RFP), including any requests for information and clarification, are to be directed, in writing, directly to the RCAAQ contact identified below:

**Regroupement de centres d'amitié autochtones du Québec**

Attn: Amélie Lainé: amelie.laine@rcaaq.info  
85, boulevard Bastien – suite 100  
Wendake, QC G0A 4V0

Phone: 1-418-842-6354 ext 223  
Fax: 1-418-842-9795

Website: [www.rcaaq.info](http://www.rcaaq.info)

UAS Terms and Conditions can also be found on INAC website:  
COMMUNITY CAPACITY SUPPORT PROGRAM
REGROUPEMENT DES CENTRES D’AMITIÉ AUTOCHTONES DU QUÉBEC

Background

On February 6, 2014, the Government of Canada announced the revamping of its programs for urban Aboriginal people. These new programs, brought together under the improved Urban Aboriginal Strategy (UAS), are now administered in large part by the National Association of Friendship Centres (NAFC) and the provincial/territorial associations of which the NAFC is comprised. In Quebec, the Regroupement des centres d’amitié autochtones du Québec (RCAAQ) is the organization that has been mandated by the NAFC to carry out this task, i.e., that of administering the Community Capacity Support (CCS) and Urban Partnerships (UP) programs.

For purposes of allocating the funding under the CCS program, the RCAAQ published, in August 2015, the 2015-2017 regional strategic planning for Quebec. To prepare your proposal, you may consult this document at the following website: www.rcaaq.info

This regional strategic planning is broken down into 4 opportunities:

- Identity, dynamism and cultural pride
- Participation in the economy
- Adequate Services
- Social inclusion

Each of these opportunities is then presented in detail according to specific strategic directions, areas of interventions, strategies, and targeted results. The annual action plan of your organization must fall within the regional strategic planning in order that your proposal may be considered by the RCAAQ evaluation committee.

If your organization is interested after reviewing the criteria, we invite you to participate in this Request for Proposals. The following outlines the phases and can be used as a checklist tool to ensure you are submitting the required documentation throughout the application process:

Objective

The objective for Community Capacity Support is to increase the participation of urban Aboriginal individuals, families, and communities in the economy. Participation in the economy means that Aboriginal peoples have the skills, knowledge and training to secure, maintain and excel in a strong Canadian economy. It is generally accepted that increased participation in the economy is achieved by individuals having suitable education, a skill set, self-advocacy skills and can access and utilize services/supports that reduce small challenges that create barriers, such as transportation and childcare.
Roles and Responsibilities

The CCS program is an opportunity to build a strong working relationship to support the achievement of expected results. Roles and responsibilities of each party will be outlined in the agreement specifically that the administrative relationship is between the RCAAQ and the program recipient. The recipient will be accountable, communicate and report directly to the RCAAQ and the RCAAQ will support the recipient to deliver an effective, quality program in the urban Aboriginal community.

Funding Eligibility Criteria

- Applicants are accountable and transparent Aboriginal Friendship Centres or urban Aboriginal community-based non-profit organizations that are non-sectarian, politically non-partisan organization registered under appropriate provincial or territorial law.

- Applicants have to demonstrate how they deliver at least two programs and services not already funded by INAC (or provide case management and referral services in partnership with four external programs and services when resources are not accessible to support the delivery of programs and services) that support urban Aboriginal participation in the economy;

- Applicants are required to have been in operation for a minimum of twelve (12) consecutive months from the date of incorporation. Applicants are required to submit the ‘Certificate of Incorporation’ as a nonprofit.

- Provide a summary of the types of programs delivered, a brief background on your organization and contact information. Applicants are required to identify community partners and funders.

- Applicants are required to demonstrate that programs and services are open to all urban Aboriginal individuals, commonly referred to as status-blind. The organization can demonstrate they are open to all Aboriginal people regardless of gender, sexual orientation, origin, age, disability, or marital status.

- Operate in accordance with the CCS program standards, policies and guidelines

- Serve an urban area with minimum population requirements: an urban area in Canada has a population of at least 1,000 people, of which 500 must be Aboriginal, where the population density is no fewer than 400 persons per square km. Urban is defined as a city, town, village, or hamlet with populations of at least 1,000.

In the case where the urban area has <1000 people, the PTA takes into account the catchment area: “be built and maintained in locations where they would be best utilized by the surrounding population with minimal driving distance”; in the
instance where catchment areas are used, the organization will need to demonstrate support from the local communities (e.g.: letters of support)

*In light of the realities of the north, exceptions will be considered on a case by case basis for Friendship Centres or urban Aboriginal organizations found in Nunatsiavut, Nunavut, Northwest Territories, and the Yukon.

- **The CCS program is not intended to supplement a shortage of funding under another program or initiative of any level of government.**

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**Eligible/Ineligible Expenses**

Community Capacity Support program expenditures are eligible only if they relate to the delivery of programs and services to increase urban Aboriginal participation in the economy.

**Eligible expenditures may include:**

- Recipient salaries and benefits
  - Executive Director
  - Executive Assistant
  - Accountant/Bookkeeper
  - Youth coordinator
  - Summer Student(s)

- Mortgage or rent
- Capital renovations
- Utility Expenses
- Audit fees
- Training
- Travel within Canada
- Insurance
- Property taxes

**Note: Community Capacity Support eligible expenditures are:**

- **Salaries and Benefits**: recipient salaries and benefits for positions outlined above that perform duties central to creating a stable base from which to deliver programs and services.
- **Mortgage or Rent**: for a facility/space owned, or not owned, by the recipient which acts as the stable base from which to deliver programs and services.
- **Utility Expenses**: water, power, heat and communications (telephone, fax, internet).
- **Audit fees**: Financial statements are audited to obtain an outside and independent opinion concerning an organization’s financial statements.
Independent auditors must comply with the ethical rules of their profession, which will allow them to provide reasonable assurance that the organization’s financial statements faithfully reflect the situation and do not contain any significant anomaly. In Quebec, audits of financial statements are required to be carried out by auditors who are certified professional accountants (CPA) with public accountancy licences.

- **Training**: relevant trainings for capacity building for staff, members of the Board of Directors and volunteers for their enhanced professional development as it relates to the delivery and implementation of services.
- **Capital Renovations**: on property owned by the recipient in order for the space to be safe, secure, accessible and cost-efficient [mandatory to have a building inspection report from a recognized organization by the Régie du bâtiment du Québec (RBQ) and to have it approved by the RCAAQ before beginning any work].
- **Travel**: for costs associated to travel in Canada relevant to the central business of the organization, to be reimbursed to an amount no greater than Treasury Board Travel Allowance of Canada at the time the funding agreement was signed. Furthermore, reimbursement of travel costs must be accompanied by a detailed expense account form.
- **Insurance**: e.g. mortgage and property insurance.
- **Property Taxes**: for properties owned by the recipient.

**CCS ineligible expenditures are:**

- purchase of capital assets, automobiles or any other vehicle, land, or buildings
- cosmetic capital renovations
- provision of food as an act of food security for individuals and families
- contingency/miscellaneous fees
- deficit recovery

**Request for proposal process**

CCS calls for proposals will be conducted by the RCAAQ. A particular focus will be on the quality and relevancy of the proposals. Applicants must clearly indicate how their proposal is part of the Regional Strategic Planning.

**PHASE ONE: Letter of Intent and Proposal Requirements**

Community Capacity Support funding is intended to provide operational supports for Friendship Centres and urban Aboriginal organizations to maintain a stable base from which to deliver programs and services, or provide case management and referral services for clients, which support Aboriginal individuals and communities in increasing their participation in the economy, or urban, including training and skill development.
Applicants are invited to submit a Letter of Intent signed by an authorized signatory which demonstrates how your organization meets the Community Capacity Support eligibility criteria.

**Letter of intent:**
The letter of intent must provide a summary that highlights the following:
- Contact information;
- A brief outline of the organization’s background;
- The mission of the organization;
- Statement that the organization is mandated (as stipulated in the patent letters and bylaws of the organization) to serve all Aboriginal people regardless of gender, sexual orientation, origin, age, disability, or marital status – that the organization is what is commonly referred to as “status-blind” (i.e: access is not associated with membership to a specific First Nation or limited to a specific group);
- Confirm that your are an urban Aboriginal organization based off reserve with a minimum of 50%+1 Aboriginal employees and governing Board of Directors;
- Confirm that the organization has been in operation for more than twelve (12) months;
- Provide the necessary information to demonstrate that your organization serves an urban area with a minimum population of at least 1,000 people, of which 500 must be Aboriginal, where the population density is no fewer than 400 persons per square km. Urban is defined as a city, town, village, or hamlet;
- Provide a description of the types of programs delivered - ensuring that the descriptions include at least two programs and services that support urban Aboriginal participation in the economy and that these two programs are not funded by Aboriginal Affairs and Northern Development Canada.
  - If the above point is not applicable, outline how your organization provides case management and referral services in partnership with four (4) external programs and services that support urban Aboriginal participation in the economy.
Applicants must also submit to the RCAAQ all the documentation indicated below.

Please fill out the CCS program application provided by the RCAAQ and use the checklist below to ensure you have submitted all the required support information for the proposal submission:

<table>
<thead>
<tr>
<th>A</th>
<th>Letter of Intent</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Organizations will be required to submit a letter of intent</td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>B</th>
<th>Proposal Requirements</th>
<th>Yes</th>
<th>No</th>
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<tbody>
<tr>
<td>1.</td>
<td>Online Application Received Complete</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a)</td>
<td>All sections of the submission are properly completed and submitted by the deadline</td>
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</table>
| b) | Application form  
  ✓ signature page completed by main contact and Board President  
  ✓ include Board of Directors signed motion supporting the application |     |    |

2. Financials

| a) | Monthly CCS cash flow budget will be provided with application full disclosure of all sources of revenue |     |    |
| b) | Most recent quarterly financials, including:  
  ✓ Consolidated balance sheet  
  ✓ Income statement |     |    |
| c) | Include most recent year audited financial statements  
  ✓ auditors management letter  
  ✓ Boards letter responding to the auditors mgmt. letter |     |    |
| d) | Financial policies  
  ✓ motion confirming approved by the Board of Directors |     |    |

3. Society\ non-profit corporation documentation

| Certificate of Incorporation |     |    |
| Recently copy of documentation from the society's\non-profit corporation registry office showing the society\non-profit corporation is in good standing. |     |    |
| Current copy of Constitution and Bylaws |     |    |
| Mission Statement and mandate of your organization |     |    |
| Provide copies of insurance (e.g. Directors & Officers and Building & Contents, General liability, etc.) |     |    |
Minutes of the corporation’s last annual general meeting

4. Narrative Reporting
Annual Report [e.g.: Presidents report/Board report]

5. Board documents
Copies of documentation that demonstrate good governance e.g.: governance policy, Code of Ethics, orientation documents, conflict of interest policy, descriptions of Board roles

6. Human Resources
Current Policy and Procedures
✓ motion confirming approved by the Board of Directors

7. Community Support
Letters from partnering agencies—minimum of four

All proposals will be assessed by the RCAAQ and will be evaluated by weighted scores for each section of the application and supporting documents.

PHASE TWO: Organizational Capacity Evaluation

Once your Phase One submission is assessed, you will be contacted only if your agency has been successfully selected to move on to Phase Two.

All submissions to the Community Capacity Support Program are required to demonstrate organizational capacity.

<table>
<thead>
<tr>
<th>C</th>
<th>Organizational Capacity</th>
<th>Yes</th>
<th>No</th>
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<tbody>
<tr>
<td></td>
<td>For new applicants, the RCAAQ will coordinate a site visit [on-site, or Skype/phone conference] to all evaluate all shortlisted applicants.</td>
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<tr>
<td></td>
<td>For recurring applicants, the RCAAQ will use the evaluation of the risk factors and may coordinate a visit to the premises if necessary.</td>
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PHASE THREE: Proposal Review

Once your Phase Two’s assessment is complete, you will be contacted only if your agency has been successfully selected to move on to Phase Three.
Successful Phase Three proposals will be submitted to the RCAAQ Evaluation Committee. Decisions of the RCAAQ Evaluation Committee are final.

**Dispute Resolution**

The RCAAQ has developed and posted all criteria to identify eligibility and the funding decision process on their website. These criteria will be consistent with the Contributions to Support the Urban Aboriginal Strategy Terms and Conditions as posted on the Indigenous and Northern Affairs Canada (INAC) website. No additional eligibility criteria can be designed or applied. However, criteria to assist in the decision-making process, such as alignment with priorities, can be developed, posted and applied.

The process and criteria for evaluating and selecting applications for funding will also be posted on the NAFC website; however, the evaluation and selection process is the sole responsibility of the RCAAQ and its determined decision-making body. Applicants who are not successful in obtaining funding may request further information from the RCAAQ regarding their specific process.

**Reporting Requirements**

Recipients will be required to report on the CCS program. The RCAAQ will determine reporting requirements and frequency to be outlined in the Contribution Agreements which includes financial, narrative, organizational and statistical. Reporting includes submission of annual consolidated audit, management letter and Board response. Reporting information will be shared with the NAFC. Overall outcomes will be made public on the NAFC website.

Performance indicators and data requirements for Community Capacity Supports that the Recipient will be required to report on annually, include:

- Funding Recipient Name
- Funding Recipient Address
- Community Capacity $ Total Invested Per Recipient
- Linkage of invested funds to UAS regional strategic plan, priorities
- Other Contributors (both in-kind and financial)
- If Applicable, Program from which Other Contributor’s Investment Originated
- Other Contributors to Each Student Summer Job (both in-kind and financial)
- Description and Objective of activities supporting Aboriginal youth by recipient
- Supported by Community Capacity Support.
- Expected Result from Aboriginal Youth Activities by recipient supported by
- Community Capacity Supports.
- Name of Program or Service Provided by Recipient in order to be Eligible for
- Community Capacity Support
- Financial Value of Program or Service Provided by Recipient in order to be
- Eligible for Community Capacity Support
Recipients will be required to collect and report on reasonable output data as relevant to the program objectives. Outputs will be measured over time on how they align with priorities and the activities identified on applications.

Specific **outputs** may include such metrics as:

- Number of partnerships with traditional and non-traditional partners;
- Number of community people served as determined by the definition "participation in the economy";
- Number of youth accessing programs (per definition of “participation in the economy”);
- Number of permanent jobs created and/or maintained;
- Number of seasonal (i.e. summer student), temporary or project based jobs created and/or maintained;
- Number of volunteers (adult and youth) identified;
- Number of partnerships evolving into mature partnerships;
- Number of skill development opportunities (adult and youth);
- Funding amounts leveraged into the organization.

Additionally, qualitative data and success stories may also be included in reporting requirements.

Specific **indicators** may include:

- Enhanced capacity to be self-reliant and access resources (incl. partnerships) with traditional and non-traditional partners (government, non-government, private sector, etc.);
- Improved ability of Friendship Centres urban Aboriginal organizations to provide programs and services to the Aboriginal community (as determined by the definition “participation in the economy”);
- Improved youth participation in programs and services;
- Capacity of the organization to effectively maintain a stable base;
- Enhanced capacity to offer student placement opportunities for youth and improved capacity for youth to experience on the job training;
- Through the provision of a stable base, increased ability of the Friendship Centres and urban Aboriginal organizations to provide volunteer opportunities for Aboriginal people (adult and youth);
- Enhanced relationships with partners - partnerships evolve into mature partnerships (i.e. MOU, protocols); and,
- Increase in funds to support a stable base for programs and services and/or funding that reduces barriers and improves socio-economic conditions;
- Increased number of skilled individuals and organizations in abilities such as leadership and planning.
**Monitoring**

Once an agreement is signed progress towards achieving the objectives of the agreement must be monitored by the RCAAQ, for a variety of reasons, but mainly to ensure the terms of the agreement remain accurate, supportive, and accountable. The RCAAQ has a responsibility to support the recipient in achieving the program objectives.

Monitors are designed to support the CCS program implementation by facilitating the maintenance of standards of performance for program delivery. Monitoring includes regular communication, such as email and phone calls, review of reports submissions, discussion following report reviews, and it may include an on-site visit, conference call or virtual visit.

Once a recipient becomes a delivery agent of the CCS program the RCAAQ will collaborate with recipient organization to assess the level of support required to ensure achievement of expected outcomes.
## Glossary of Terms

| **UAS** | Urban Aboriginal Strategy is a strategic framework implemented by the Department of Indian Affairs and Northern Development to address urban Aboriginal issues in the multijurisdictional and multi-stakeholder environment of Canada’s urban centers. |
| **CCS** | Through the Community Capacity Support program the Urban Aboriginal Strategy provides core-like funding to Friendship Centres and other urban Aboriginal organizations so they can have a stable base from which to deliver programs and services that increase urban Aboriginal participation in the economy. |
| **PTA’s** | Provincial/Territorial Association is a Regional organization which provides organizational and advocacy focus and support for member Aboriginal Friendship Centres in the provinces and territories where Aboriginal Friendship Centres exist, and is guided by objectives outlined in the Constitution of the NAFC. A PTA must have a majority membership of the Aboriginal Friendship Centres, and be duly incorporated and authorized to carry on business in the province or territory in which it operates. PTAs currently exist in the following provinces and territories: British Columbia; Alberta; Manitoba; Saskatchewan; the Northwest Territories; Ontario; and Québec. Provincial and Territorial Associations: Aboriginal Friendship Centres of Saskatchewan; Alberta Native Friendship Centre Association; Atlantic Canada (NS, NB, NFLD, LB); British Columbia Association of Aboriginal Friendship Centres; Manitoba Association of Friendship Centres; Northwest Territories/Nunavut Council of Friendship Centres; Ontario Federation of Indigenous Friendship Centres; |
### Participation in the economy

Participation in the economy means that Aboriginal Peoples have the skills, knowledge and training to secure, maintain and excel in a strong Canadian economy. It is generally accepted that increased participation in the economy is achieved by individuals having a suitable education, a skill set, life skills, self-advocacy skills and can access and utilize services/supports that reduce small challenges that create barriers, such as transportation and childcare.

### Partnership

An informal or formal agreement between parties to work together.

### Mature Partnership

Where all parties are accountable for the results and risk something if the partnership is not successful.

### Community Strategic Plan

Provides a vision to strive toward, identifying priorities and targeting initiatives to help make progress to realize the community’s vision. The strategic plan sets out the challenges the community faces, identifies opportunities to make a difference, provides scope and context, sets clear priorities, and describes a roadmap to achieve specific results.

### Regional Strategic Plan

Provides a vision to strive toward, identifying priorities and targeting initiatives to help make progress to realize the vision. The strategic plan sets out the challenges the stakeholders and communities in the region face, identifies opportunities to make a difference, provides scope and context, sets clear priorities, and describes a roadmap to achieve specific results.

### Activities

An operation or work process internal to an organization, intended to produce specific outputs. Activities are the primary link in the chain through which outcomes are achieved.

### Outputs

Outputs are direct products and/or services that are generated by processes or activities, without specific reference to their ultimate purpose. They are usually within the control of the organization and provide evidence that an activity has occurred. They are a means to an end, with that end being the achievement of results.

### Outcomes

Outcomes are the future state, how things will have changed or be different as a result of the activities and outputs.
| **Projects** | A project has the following characteristics: it has a one-time set of activities or events; it has defined start and end dates; it has a set of objectives that are designed to be completed within the scope of the project; it includes an activity or activities designed to achieve project objectives; and it is delivered by a recipient, not a federal government department or agency. |
| **Project Funding** | Funding provided to an organization for a project (as defined above). |