

RIGHT TO PLAY, INDIGENOUS PROGRAMS

Request For Proposals: Quebec Feasibility Study

Date issued: October 16, 2025

Proposal Submission Deadline: Nov 13, 2025

Questions concerning this RFP should be directed to:

RTP Indigenous Programs
PLAYadmin@righttoplay.com

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1. STATEMENT OF PURPOSE

Right to Play (RTP) is seeking a qualified bilingual Proponent (English/French) to conduct a feasibility study on expanding the RTP PLAY program for First Nations, Inuit, and Métis children and youth into the province of Québec. The study will assess program demand, partnership opportunities, funding potential, and compliance with French Language Services requirements. The Proponent will deliver a bilingual report that will include strategic recommendations and 3–5-year implementation plan to guide organizational decision-making.

2. BACKGROUND INFORMATION

2.1 About Right To Play

Established in 2000, Right To Play is a leading global development non-profit organization that uses play-based learning to transform the lives of children and youth impacted by poverty, war, disease, and inequality. Play is one of the most transformative forces in a child's life. RTP believe play should be fun and enjoyable, socially interactive, actively engaging, meaningful, and imaginative. Through play-based learning children and youth learn:

- socio-emotional skills like communication, collaboration, and confidence;
- physical skills like gross and fine motor skills and coordination;
- cognitive skills like complex reasoning, stress regulation, executive functioning and imagination
- academic skills like literacy, numeracy, critical thinking, and problem-solving.

Right To Play reaches millions of children and youth each year through experiential play programming in 14 countries in Africa, Asia, the Middle East, and Indigenous communities in Canada. These programs are supported by our headquarters in Toronto, Canada; London, UK and seven national offices across Europe and North America.

2.2 About Right To Play Indigenous Programs

In Canada, the Right To Play country office is called Indigenous Programs. Indigenous Programs currently partners with 80+ First Nations, Inuit, and Métis communities and Indigenous youth serving schools, charities and non-profits across Alberta, British Columbia, Manitoba, New Brunswick, Nova Scotia, Ontario, Saskatchewan, and Yukon to deliver community-driven, culturally relevant play-based learning programs that responds national calls for:

- Indigenous Self-Determination – The UN Declaration on the Rights of Indigenous Peoples affirms First Nation, Inuit, Metis right to self-determination. Indigenous communities are defining development priorities and calling upon non-Indigenous organizations to support local action.
- Community Reclamation of Psychosocial Wellbeing – The legacies of colonization in Canada and ongoing impacts of colonial systems disrupt Indigenous children's lives, health, and prospects, with communities increasingly declaring a mental health crisis.
- Youth Voice & Leadership – As future leaders and custodians of the planet, Indigenous youth offer insights into how their Nations will contribute to Indigenous sovereignty, and a sustainable world, calling for increased opportunities to learn and apply contemporary leadership skills.
- Revitalization of Localized Capacity Building – Colonial systems decentralized Indigenous education, forcing children and adults to leave their homelands for the training and skills needed for meaningful employment and local, long-term change.

Guided by an Indigenous community development model, the PLAY Program and its partners create safe and inclusive spaces where children and youth can build community and cultural connections while learning the skills to become positive agents of change. Right To Play's Indigenous Programs team works in partnership with First Nation, Inuit and Métis communities to provide coaching, training, resources, and support in building up their community's child and youth programming. RTP offers a range of partnership options with different approaches to coaching and mentorship.

- Program Development Partnership - partnership for groups that want to co-design a play-based program for Indigenous children & youth that meets local needs & contributes toward community goals for holistic wellbeing. Partners receive bi-weekly virtual coaching support, an in-community training visit, access to national in-person/virtual training spaces and can opt into funding support for program activity costs and staff salary contributions.
- Program Enhancement Partnership - partnership for groups that want to enhance the impact of established child and youth programs. Partners choose a specific focus area for coaching and determining the frequency of support, while also receiving access to national virtual and in-person training spaces and funding support for program activity costs and staff salary contributions.
- Youth Project Partnership - This partnership is for groups that want to delivery short-term youth or adult-led community projects that aim to improve the wellbeing of Indigenous children & youth through play-based learning activities.
- Team Training Partnership - This partnership is for groups that are looking for focused lighter touch staff capacity building and want to access 2 – 3 capacity building workshops to enhance staff skills, knowledge, and team dynamics.

2.3 Available Documents:

- [PowerPoint Presentation](#) (*Right To Play International Strategic Plan*)
- [Right To Play-Indigenous Programs Mid-Term Evaluation Report Year In Review -2024 FINAL](#)
- [2025 Impact Snapshot #1](#)
- [Participatory Research Report](#)

3. PROJECT OBJECTIVES

A strategic priority of the Indigenous Programs 2024-2026 Strategic Plan is the development of formal partnerships with First Nation, Inuit, and Métis communities, federations, organizations and tribal councils currently reaching children and youth to enable sustainable growth and scale, with the long-term goal of nationalizing operations. As the province of Quebec is the second largest province/territory in Canada and home to over 40 First Nations & Inuit communities, this is a high priority geographic scaling opportunity for Right To Play.

Current donors of the PLAY program, who are national corporations, have expressed interest in funding the program in this province. Right To Play has received funding from several of these donors to conduct a feasibility study for growth and scale in Quebec. The feasibility study will help Right to Play determine the practicality of expanding partnerships into Quebec by examining:

- demographic trends and the geographic distribution of First Nations, Inuit and Métis communities in Québec to identify and prioritize areas with the greatest need and potential impact for program expansion;
- potential partnerships with First Nations, Inuit and Métis government agencies, school boards, federations, community organizations, and communities;
- available funding sources, including government grants, private philanthropy, and corporate sponsorships to evaluate long term sustainability of program expansion;
- compliance with Québec's French Language Services (FLS) requirements and regulatory considerations for staffing and operations.

3.1 Key Questions

The feasibility study should address the following:

1. Program Needs:
 - a. What is the need for Right to Play's programs in Québec?
 - b. What are the gaps in existing programs that Right to Play can fill?

- c. Are there aspects of the PLAY program that too closely duplicate services already available in the province?
- d. What are some of the skills First Nation, Inuit and Métis children and youth in communities have?
- e. What are some of the skills communities would First Nation, Inuit and Métis communities like children and youth to build or enhance?
- 2. Partnership Opportunities:
 - a. Which organizations, schools, and First Nations, Inuit & Métis government agencies could be potential partners?
 - b. What are the best strategies for partnership engagement?
- 3. Funding Potential:
 - a. What funding sources are available for program expansion in Québec?
 - b. What are the eligibility requirements and application processes for key funding sources?
- 4. Regulatory & Language Compliance:
 - a. What are the key FLS requirements and how can Right to Play ensure compliance?
 - b. What other regulatory considerations must be addressed for program implementation?
- 5. Operational Feasibility:
 - a. What staffing, infrastructure, and logistical considerations are needed for expansion?
 - b. What challenges might arise, and how can they be mitigated?

3.2 Key Stakeholders

First Nation, Inuit, and Métis Stakeholders

The feasibility study will triangulate information from interviews with secondary research to formulate the summary of findings and key recommendations. The below stakeholders will be important sources of information for understanding community needs, cultural relevance, and investigating potential program delivery partners.

- First Nations, Inuit and Métis Community Members (youth councils, teachers, and Chief & Council members)
- Organizations Serving First Nation, Inuit, and Métis Child and Youth (Friendship Centres, recreation programs, and non-profit organizations)
- High-Level Stakeholders (Indigenous leadership bodies, Tribal Councils, Land-Claim Organizations, Government representatives, Political Territorial Organizations)

Prospective Donor Stakeholders

In order for Right To Play to effectively initiate programs in Quebec, with respect to the values of community-ownership and sustainability, there are three key funding components to consider: (a)

having a diversity of funders of various types, (b) having multi-year donors that can provide foundational funding, and (c) engaging community-level program partners in order to collaboratively solicit specific donors.

- Funders invested in child and youth serving organizations and programs
- Corporate Sponsors
- Community Foundations
- Family Foundations
- Indigenous Development Corporations
- Provincial Government

4. SCOPE OF WORK

The scope of work is broken down into four phases with the final phase resulting in a final report and 3-5 year proposal for scaling into Quebec. The following is a preliminary scope of work that may be modified during contract negotiations with the selected Proponent. This preliminary scope of work is intended to outline and describe the range of anticipated tasks but is not intended to be complete or final.

Phase 1: Translation (1 month)

- French language translation of sample RTP material that can be used to support engagement with stakeholders during Phase 3: Qualitative Field Research.

Phase 2: Research & Environmental Scan (2 months)

- Conducting a market analysis to assess program demand in Québec for First Nation, Inuit and Métis communities.
- Determine the adaptability of the current PLAY program to the cultural context and needs of Indigenous communities in Quebec, ensuring it remains culturally sensitive and respectful.
- Identifying and mapping potential partners and stakeholders for engagement in qualitative field research.
- Researching funding opportunities and financial sustainability options.
- Evaluating of legal and language compliance requirements.

Phase 3: Qualitative Field Research (2 months)

- Present the PLAY program model to a variety of First Nation, Inuit, Métis Stakeholders and conduct interviews to understand potential interest and impact of the program;
- Investigate potential partnerships with other organizations and government that could add value to PLAY and help ensure the long-term viability and impact of the program in Quebec

Phase 4: Reporting & Recommendations (1 month)

- Providing a final bilingual (French/English) report of research and stakeholder engagements, with strategic recommendations and 3-5 year operational proposal for scaling into Quebec that reflects the learning from the feasibility study and principles of long-term sustainability that considers factors such as funding sources, scalability, and community engagement.

5. ANTICIPATED TIMELINES

The following is the RFP and project timeline. Right To Play reserves the right to modify the RFP timeline dates and times. Project start and end dates may be modified because of Proponent proposals and contract negotiations. All dates/time are EST.

Request For Proposal Issued	October 16, 2025
Questions from Proponents Received Until	October 30, 2025
Questions Answered / Response Issued	November 3, 2025
Request For Proposal Submission Deadline	November 13, 2025
Reference Checks & Interviews with Top Bidders (if needed)	November 17 – 18, 2025

Contract Issued	November 21, 2025
Project Start	Dec 1, 2025
Project End	May 29, 2026

6. RFP SUBMISSION INSTRUCTIONS

6.1 Proposal Submission

- Submit one (1) electronic copy of the proposal in a .pdf, .doc, and .docx format to:
Contact: RTP Indigenous Programs
Email: PLAYadmin@righttoplay.com
Subject Line: "Proposal - Indigenous Programs, Quebec Feasibility Study"
- Submission Deadline: November 13, 2025 at 4:00 PM (EST)
- The received time in the recipient's email inbox will be the recorded date and time of Proposal. Late submissions will not be accepted.

6.2 Questions and Clarifications

- All questions of requests for clarification regarding RTP must be submitted by October 30, 2025 4:00 PM (EST).
- Questions must be submitted by email to:
Contact: RTP Indigenous Programs
Email: PLAYadmin@righttoplay.com
Subject Line: "Attention: Expression of Interest Question - Indigenous Programs, Quebec Feasibility Study"
- Verbal questions will not be accepted.
- Responses to all questions will be provided in writing via email and may be shared with all known proponents at the Organization's discretion.

6.3 Addenda

- If any changes or clarifications are required, they will be issued via an addendum to this RFP.
- It the responsibility of each proponent to confirm receipt of all addenda.
- Proponents must acknowledge receipt of any addenda in their proposal submission.

7. RFP SUBMISSION REQUIREMENTS & FORMATING

To maintain uniformity with all proposals furnished by Proponents, the proposals shall be limited to a maximum of fifteen (15) pages, excluding front and back covers, section dividers, references, and resumes.

Interested applicants should submit a proposal that includes the following:

A. Title Page

This first page should include the project title and RFP name. Included on this page should be the Proponent's contact information as follows:

- Legal business name;
- Business Registration Number
- Business Address
- Contact name
- Contact phone number
- Contact email address

B. Firm Background & Experience

- A thoughtful cover letter outlining interest and firm overview.
- Relevant experience with feasibility studies and operational expansions.
- Experience in working with First Nation, Inuit and Métis stakeholders.
- Case studies of similar projects
- Understanding of non-profit industry is a plus.

C. Project Approach & Methodology

- Detail approach to accomplishing the scope of work and deliverables.
- Approach to quality stakeholder facilitation, strategic outreach, data analysis, and funding modeling.
- Roles and responsibilities of each team member.
- If relevant, explanation of the work/communication process with sub-consultants and how subconsultants will be managed.

D. Proposed Timeline & Workplan

- Proposed project timeline and key milestones. Format the schedule so that the tasks in the project timeline match the tasks in the work plan methodology.

E. Budget & Fee Structure

- A detailed cost proposal, including hourly rates and anticipated expenses.
- Proposed payment schedule reflective of the phases above.
- Example budget template below.

F. Appendix with Resumes & References

- Contact information for three (3) references from similar projects
- Resumes of key personnel assigned to the project

Proponents may provide additional information beyond that requested in the RFP for RTP's consideration. Any such additional information may be considered by RTP at its sole discretion.

8. RFP SUBMISSION EVALUATION

Proponents will be judged based on the evaluation rubric below.

Experience & qualifications of the Proponent (Performance & Reliability)	30%
Relevance & feasibility of the proposed methodology (Required Specifications)	30%
Realistic and detailed work plan and timeline (Availability & Delivery)	20%
Cost-effectiveness and budget justification (Value for Money)	20%

RTP's evaluation of any Proposal does not obligate RTP to accept it or any Proposal or to proceed further with this RFP. RTP may, in its sole direction, and for any or no reason, elect not to proceed with this RFP, elect not to accept any or all Proposals, and/or cancel this RFP. RTP is under no obligation to enter a Contract where only one Proposal is received before the Submission Deadline, whether or not such Proposal has been opened or evaluated.

In addition to any other express rights of RTP or any other rights which may be implied in the circumstances, RTP reserves the right to:

- (i) accept a Proposal and award the Contract without negotiations;
- (ii) verify with a third party any information contained in a Proposal;
- (iii) adjust a Proponent's evaluation or reject a Proponent's Proposal on the basis of: (A) information provided by references; (B) information provided by a Proponent where RTP has exercised its right to request clarification or supplementary information; (C) misrepresentations or any other inaccurate or misleading information;

- (iv) request a shortlist of Proponents to participate in an interview with RTP;
- (v) discuss with any Proponent and/or negotiate with any Proponent different or additional terms to those contemplated in this RFP;
- (v) accept the whole or any part of a Proposal or a combination of parts of a Proposal;
- (vi) cancel this RFP at any stage and issue a new RFP for the same or similar services;
- (vii) keep evaluation details and/or Proponent rankings confidential.

9. CONFIDENTIALITY

All information provided by or obtained from RTP in connection with this RFP, either before or after the issuance of the RFP, is the sole property of RTP and must be treated as confidential. Such information is not to be used for any purpose other than replying to this RFP.

By submitting a Proposal, Proponents acknowledge that the contents of their Proposals will be disclosed, on a confidential basis, to the evaluation committee for the purpose of evaluating or participating in the evaluation of Proposals.

ADDENDUM #1

RFP Question & Answer Document – Quebec Feasibility Study

Question #	Question	Response
1	Can RTP provide more details about what you expect in the operational study?	No. Further details regarding the expectations for the operational study will be shared with the successful Proponent.
2	Can RTP provide more details about what you expect in the 3-5 year operational proposal / implementation plan / proposal for scaling?	No. Additional details concerning the operational proposal requirements will be provided to the successful Proponent.
3	How much sample RTP material do you anticipate will have to be translated in Phase 1?	RTP anticipates that the provided material sample package for translation will include: • A sample annual report; • A two-page organizational overview; • A one-to-two-page partnership costing overview document; and • A selection of sample RTP games. For an example of similar documents, please refer to the: • Indigenous Programs Year In Review - Right To Play • Indigenous Programs Updates - Right To Play • RTP-POWERGamesManual-ENG-May2021-WEB.pdf
4	Can RTP share the target budget or budget cap for this study with proponents?	Budget information will not be provided. Proponents must determine their proposed costing based solely on the project scope and deliverables outlined in the Terms of Reference.
5	Are there preferred formats for the report (e.g., executive summary, full report, presentation to RTP board) and are there expectations regarding visuals (maps, infographics, stakeholder quotes)?	Project expectations and deliverables will be clearly defined and documented in the formal agreement, which will include specific design preferences. The successful candidate retains the autonomy to select the most effective formats for presenting the information.
6	Does RTP have established program adaptations for Indigenous communities	RTP has extensive history of program adaptation across First Nation, Inuit and Métis communities throughout Canada (including in Yukon, British Columbia, Alberta, Saskatchewan, Manitoba, Ontario, Nova Scotia, New

	elsewhere in Canada that can serve as a reference point?	Brunswick, and Labrador), which can serve as a reference point. The core approach of all partnerships is community-led and culturally relevant programming, meaning that the programs are inherently adapted to meet the specific local needs and priorities of each First Nation, Inuit, or Métis partner.
7	Would RTP consider offering RTP programs on-reserve or off-reserve, or both, given the potential impacts of location?	RTP partners with First Nation, Inuit, and Métis communities, educational institutions (including schools and school boards), and Indigenous organizations dedicated to supporting children and youth. We provide funding and capacity building support for programs delivered both on and off-reserve, aiming to address community-identified needs and promote positive outcomes for Indigenous young people.
8	Is there a preference for applicants applying as a company or as a group of individual consultants?	There is no stated preference for Proponents applying as a registered company versus a group of individual consultants. For proposals submitted by a group of individual consultants, a single primary point of contact must be assigned for all communications relating to this RFP.
9	To ensure all applicants can best meet the Request for Proposals (RFP) expectations, is RTP open to scheduling informational meetings or Q&A sessions with Proponents during the proposal period?	No. To maintain a fair and transparent process, RTP will refrain from meeting with individual Proponents while the Request for Proposals is open. Only shortlisted candidates will be contacted for an interview, which are scheduled for November 17 and 18, 2025.