

# Unama'ki Institute of Natural Resources

## REQUEST FOR PROPOSALS (RFP)

**PROJECT TITLE:** Mi'kmaq Forestry Initiative Governance Structure Development

**PROPOSAL DUE DATE:** October 29<sup>th</sup>, 2020

E-mailed bids will be accepted.

**CONSULTANT ELIGIBILITY:** This procurement is open to those consultants that satisfy the minimum qualifications stated herein and that are available for work in CANADA.

### **CONTENTS OF THE REQUEST FOR PROPOSALS:**

1. Introduction
2. General Information for Consultants
3. Proposal Contents
4. Evaluation and Award

# 1. INTRODUCTION

## 1.1. BACKGROUND AND PURPOSE

Unama'ki Institute of Natural Resources hereafter called "UINR," is initiating this Request for Proposals (RFP) to solicit proposals from firms or individuals interested in participating in a project to research and develop a governance structure that is suitable for the administration of the Mi'kmaq Forestry Initiative (MFI). The MFI is a province-wide effort to develop, manage, and promote a Mi'kmaq-based forestry sector in which Mi'kmaq forest stewardship and land management approaches are demonstrated, resulting in diverse opportunities in the forestry sector for Mi'kmaq individuals and communities.

As part of MFI development, Indigenous Services Canada (ISC) collaborated with the Kwilmu'kw Maw-klusuaqn Negotiation Office (Mi'kmaq Rights Initiative, KMKNO), the Confederacy of Mainland Mi'kmaq (CMM), the Unama'ki Institute of Natural Resources (UINR), and Natural Resources Canada (NRCan) to develop the Mi'kmaq Forestry Strategic Partnership Initiative (MFSPi). The MFSPi is intended to support the Mi'kmaq of Nova Scotia to undertake all of the economic development planning and community engagement necessary to establish what is currently anticipated to be a Mi'kmaq forestry entity involving all 13 Mi'kmaq communities of Nova Scotia.

Currently, the MFI is governed by a Forestry Advisory Committee (FAC) answering to the Assembly of Nova Scotia Mi'kmaq Chiefs representing all 13 Mi'kmaq communities. The FAC is comprised of UINR, CMM, and KMKNO. Each of these three organizations are non-profit societies with boards of directors that comprise various groupings of the full Assembly. The license for the MFI lands is currently held by KMKNO.

The MFI pilot phase ends in March 2022. It is the intention of the Assembly to transfer the license from KMKNO to a newly developed forestry entity by that time. The new entity should be a for profit business that incorporates the Assembly as decision makers and UINR and CMM as directing bodies. In other words, it will be a sustainable forestry business operating under the direction of Mi'kmaq leadership and guided by Mi'kmaq values and decision-making mechanisms.

The purpose of this study will be to identify and elaborate, in partnership with the FAC, suitable governance structures that take into consideration the social, economic, and legal aspects necessary for the efficient and secure functioning of the MFI.

## 1.2. OBJECTIVES AND SCOPE OF WORK

The objectives of this project are grouped into two main phases: 1) research & collaboration, 2) governance structure elaboration & drafting.

Phase 1 will require the consultant to conduct a scan to identify governance structure options that could support and maintain the MFI following the completion of the pilot phase in 2022, and to collaborate with UINR and other FAC partners to ensure community views and goals are complemented by proposed governance models. The identification of efficient management models that will function effectively within the framework of Mi'kmaq leadership, under the Assembly of Nova Scotia Mi'kmaq Chiefs, and that are focused on management of the forest resource to support diverse opportunities are the goals of Phase 1.

Upon selection of a particular governance model by the FAC, Phase 2 will require the consultant to contribute to the completion of all documentation and systems-development required for the launch and operation of the new forestry entity.

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The Mi'kmaq Forestry Initiative Governance Structure Development project should include:

**Phase 1:**

- Thorough research to identify indigenous owned and operated forestry entities, including but not limited to forestry cooperatives, community forests, social enterprises, and any other suitable land management entities (e.g. watershed associations), including non-indigenous land management entities if governance structures are compatible with N.S. Mi'kmaq governance and the MFI approach and requirements
- Proposal for a number of governance structures for project leadership to choose from, including roles and responsibilities of involved parties, review and recommendations based on research and best practice scan
- Collaboration with UINR and FAC project partners to articulate MFI vision and mission and to incorporate outputs from community consultations into governance model selection and elaboration
- Submission and revision of draft report

**Phase 2:**

- A document highlighting roles, responsibilities and other requirements of individuals and organizations involved
- Additional planning required to operationalize entity, including but not limited to operational and human resources planning, legal framework, development of accounting system, etc.
- Developing key principles for future incorporation of legal entity

**Throughout Phases 1 and 2:**

- Meet with UINR and FAC partners as needed to review potential governance structures, discuss community views and values, etc. (if desired)
- Presentation to UINR and FAC partners (if desired)

**2. GENERAL INFORMATION FOR CONSULTANTS**

All communication between the Consultant and the UINR upon release of this RFP shall be with the Executive Director as follows:

Name	Lisa Young
E-Mail Address	lisa@uinr.ca
Mailing Address/ Physical Address for Delivery	4102 Shore Rd Eskasoni, NS B1W 1M4
Phone Number	(902) 379-2163

Any other communication will be considered unofficial and non-binding on the UINR.

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## 2.1. ESTIMATED SCHEDULE OF PROCUREMENT ACTIVITIES

Request for Proposals Issued	October 5 <sup>th</sup> , 2020
Request for Proposals Closed	October 29 <sup>th</sup> , 2020
Announce “Apparent Successful Contractor” and send notification via e-mail to unsuccessful proposers	November 6 <sup>th</sup> , 2020
Project Phase 1 Start	November 16 <sup>th</sup> , 2020
Phase 1 Mid-Point Report	January 27 <sup>th</sup> , 2021
Phase 1 Complete	March 31 <sup>st</sup> , 2021
Project Phase 2 Start	April 1 <sup>st</sup> , 2021
Phase 2 Mid-Point Report	July 2 <sup>nd</sup> , 2021
Phase 2 Complete	September 30 <sup>th</sup> , 2021

The UINR reserves the right to revise the above schedule.

## 2.2 SUBMISSION OF PROPOSALS

Consultants are required to submit two (2) copies of their proposal. The proposal, whether emailed, mailed or hand delivered, must arrive at the UINR no later than 5 pm Atlantic Time on October 29<sup>th</sup>, 2020.

Consultants mailing proposals should allow normal mail delivery time to ensure timely receipt of their proposals. Consultants assume the risk for the method of delivery chosen. The UINR assumes no responsibility for delays caused by any delivery service.

Consultants emailing proposals must be submitted electronically as an attachment to an e-mail to Lisa Young, Executive Director, at the e-mail address listed in Section 2.1. Attachments to e-mail shall be in Microsoft Word format or PDF. The UINR does not assume responsibility for problems with Consultant’s e-mail. If the UINR’s email is not working, appropriate allowances will be made.

Late proposals will not be accepted and will be automatically disqualified from further consideration. All proposals and any accompanying documentation become the property of the UINR and will not be returned.

Consultants should allow sufficient time to ensure timely receipt of the proposal. Late proposals will not be accepted and will be automatically disqualified from further consideration.

## 2.3 PROPRIETARY INFORMATION/PUBLIC DISCLOSURE

Proposals submitted in response to this competitive procurement shall become the property of the UINR.

## 2.4 REVISIONS TO THE RFP

In the event it becomes necessary to revise any part of this RFP, addenda will be provided via e-mail to all individuals who have made the Executive Director aware of their interest. If you downloaded this RFP from the UINR website located at [www.uinr.ca](http://www.uinr.ca), you are responsible for sending your name, e-mail address, and telephone number to the Executive Director in order for your organization to receive any RFP addenda.

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The UINR also reserves the right to cancel or to reissue the RFP in whole or in part, prior to execution of a contract.

## **2.5 RESPONSIVENESS**

All proposals will be reviewed by the Executive Director to determine compliance with administrative requirements and instructions specified in this RFP. The Consultant is specifically notified that failure to comply with any part of the RFP may result in rejection of the proposal as non-responsive.

The UINR also reserves the right at its sole discretion to waive minor administrative irregularities.

## **2.6 MOST FAVORABLE TERMS**

The UINR reserves the right to make an award without further discussion of the proposal submitted. Therefore, the proposal should be submitted initially on the most favorable terms which the Consultant can propose. There will be no best and final offer procedure. The UINR does reserve the right to contact a Consultant for clarification of its proposal.

The Apparent Successful Contractor should be prepared to accept this RFP for incorporation into a contract resulting from this RFP. Contract negotiations may incorporate some or all of the Consultant's proposal. It is understood that the proposal will become a part of the official procurement file on this matter without obligation to the UINR.

## **2.7 COSTS TO PROPOSE**

The UINR will not be liable for any costs incurred by the Consultant in preparation of a proposal submitted in response to this RFP, in conduct of a presentation, or any other activities related to responding to this RFP

## **2.8 NO OBLIGATION TO CONTRACT**

This RFP does not obligate UINR to contract for services specified herein.

## **2.9 REJECTION OF PROPOSALS**

The UINR reserves the right at its sole discretion to reject any and all proposals received without penalty and not to issue a contract as a result of this RFP.

## **2.10 COMMITMENT OF FUNDS**

The Director of the UINR or their delegate is the only individual who may legally commit the UINR to the expenditures of funds for a contract resulting from this RFP. No cost chargeable to the proposed contract may be incurred before receipt of a fully executed contract.

# **3. PROPOSAL CONTENTS**

The Proposal must contain a comprehensive description of services including the following elements:

- A. Project Approach/Methodology** – Include a complete description of the Consultant's proposed approach and methodology for the project. This section should convey Consultant's understanding of the proposed project.
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- B. Work Plan** - Include all project requirements and the proposed tasks, services, activities, etc. necessary to accomplish the scope of the project defined in this RFP. This section of the proposal must contain sufficient detail to convey to members of the evaluation team the Consultant's knowledge of the subjects and skills necessary to successfully complete the project. Include any required involvement of UINR staff.
- C. Project Schedule** - Include a project schedule indicating when the elements of the work will be completed. Project schedule must ensure that any deliverables requested are met.
- D. Outcomes and Performance Measurement** – Describe the impacts/outcomes the Consultants propose to achieve as a result of the delivery of these services including how these outcomes would be monitored, measured and reported to UINR.
- E. Risks** - The Consultant must identify potential risks that are considered significant to the success of the project. Include how the Consultant would propose to effectively monitor and manage these risks, including reporting of risks to the UINR.
- F. Deliverables** – Fully describe deliverables to be submitted under the proposed contract. Deliverables must support the requirements set forth in Section 1.2, Objectives and Scope of Work.

#### **G. Project Management**

- 1. **Project Team Structure/Internal Controls** - Provide a description of the proposed project team structure including any subcontractors.
- 2. **Staff Qualifications/Experience** - Identify staff, including subcontractors, who will be assigned to the potential contract, indicating the responsibilities and qualifications of such personnel. Provide resumes' for the named staff, which include information on the individual's particular skills related to this project, education, experience, significant accomplishments and any other pertinent information. The Consultant must commit that staff identified in its proposal will actually perform the assigned work. Any staff substitution must have the prior approval of the UINR.

#### **H. Experience of the Consultant**

- 1. Indicate the experience the Consultant and any subcontractors have in the following areas associated with
  - a. Significant experience in governance structure development for similar business entities (cooperatives, social enterprise, Indigenous business);
  - b. Experience working with Indigenous communities, governance, businesses and entrepreneurs
- 2. Indicate other relevant experience that indicates the qualifications of the Consultant, and any subcontractors, for the performance of the potential contract.
- 3. Include a list of contracts the Consultant has had during the last five years that relate to the Consultant's ability to perform the services needed under this RFP. List contract period of performance, contact persons, telephone numbers, and fax numbers/e-mail addresses.

#### **I. References**

List names, addresses, telephone numbers, and fax numbers/e-mail addresses of three (3) business references for the Consultant and three (3) business references for the lead staff person for whom work has been accomplished and briefly describe the type of service provided. Do not include current UINR staff as references. By submitting a proposal in

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response to this Work Request, the vendor and team members grant permission to UINR to contact these references and others, who from UINR 's perspective, may have pertinent information. UINR may or may not, at UINR's discretion, contact references. The UINR may evaluate references at the UINR 's discretion.

#### **J. Identification of Costs**

Identify all costs in CND dollars including expenses to be charged for performing the services necessary to accomplish the objectives of the contract. The Consultant is to submit a fully detailed budget including staff costs and any expenses necessary to accomplish the tasks and to produce the deliverables under the contract, as well as a proposed payment schedule.

### **4. EVALUATION AND CONTRACT AWARD**

#### **4.1. EVALUATION PROCEDURE**

Responsive proposals will be evaluated strictly in accordance with the requirements stated in this solicitation and any addenda issued. The evaluation of proposals shall be accomplished by an evaluation team(s), to be designated by the UINR, which will determine the ranking of the proposals.

#### **4.2. NOTIFICATION TO PROPOSERS**

The UINR will notify the Apparently Successful Contractor of their selection in writing upon completion of the evaluation process. Individuals or firms whose proposals were not selected for further negotiation or award will be notified separately by e-mail.

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