

The Unama'ki Institute of Natural Resources

REQUEST FOR PROPOSALS (RFP)

PROJECT TITLE: Business Planning- Mi'kmaq Forestry Initiative

PROPOSAL DUE DATE: June 17th, 2022

E-mailed bids will be accepted.

PROPONENT ELIGIBILITY: This procurement is open to those proponents 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 Proponents
3. Proposal Contents
4. Evaluation and Award

1. INTRODUCTION

1.1. PURPOSE AND BACKGROUND

The Unama'ki Institute of Natural Resources, hereafter called "UINR", is initiating this Request for Proposals (RFP) to solicit proposals from organizations and businesses interested in participating in a project to develop a Business Plan for 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 forestry stewardship and utilization are demonstrated, resulting in diverse opportunities in the forestry sector for Mi'kmaq individuals and communities. Currently, the MFI holds 30,000 hectares of Crown Land under license held by The Mi'kmaq Rights Initiative (KMKNO) and is in its fourth year of a pilot project with the Province of Nova Scotia.

The MFI is currently governed by a Forestry Advisory Committee (FAC) answering to & directed by the Assembly of Nova Scotia Mi'kmaq Chiefs representing 11 NS Mi'kmaq communities. The FAC is comprised of staff from The Confederacy of Mainland Mi'kmaq (CMM), UINR, and KMKNO. Each of these three organizations are non-profit organizations with boards of directors that, collectively, represent all 13 NS Mi'kmaq communities.

By the end of the pilot, it is the intention of the Assembly to create a partnership entity that formalizes the relationship of the MFI's member organizations. This entity is envisioned as a business which is led by the Assembly as decision makers with The CMM & UINR as directing bodies. In other words, it will be a sustainable forestry business that retains Mi'kmaq values and best utilizes existing decision-making mechanisms and a variety of land-based opportunities.

1.2. OBJECTIVES AND SCOPE OF WORK

The objective of this work is to complete a comprehensive business plan for the MFI. To conduct the work, it is desired the proponent not only have, or develop, a strong understanding of the Nova Scotia forestry sector but develop a deep understanding of the MFI's unique role & opportunity in this space. This would include the initiatives' various non-conventional forestry interests, for example, non-timber forest products, carbon markets, eco-tourism opportunities & community-based opportunities.

The proponent's work will encompass all aspects of a conventional business plan tailored to the MFI's business activities. This will include but not limited to, the components presented below. With guidance from the FAC, the proponent will work to deliver a product which incorporates the MFI's values and guiding principles, such as Netukulimk & Two-Eyed Seeing.

The proponent will work with the FAC to gather a thorough understanding of the current & desired structure, governance & operations of the MFI as well as the vision, goals & interests of the initiative. Prior to implementation and throughout the project, the proponent will work with the FAC to identify opportunities and information gaps and address them within the business plan.

In summary, the proponent will have a network of connections & expertise in the forestry & corporate spaces, while having the skills & network to bridge both the corporate and First Nations needs & perspectives.

The Objectives for the MFI Business Plan proponent should include:

1. Meeting with the FAC and any additional personell to collect information on the MFI, gathering a thorough understanding of the Initiative's vision, values, goals & interests. This will include, but is not limited to, an understanding of:
 - a. MFI's envisioned governance structure & business activities
 - b. The 3 partner organizations (CMM, UINR, KMKNO) which make up the FAC, how they operate individually with communities and collectively as a committee.
 - c. Reviewing prior work.
 - d. How the MFI operates as a Crown licensee.
 - e. The NS forest sector pertinent to the MFI.
2. Business Plan containing the following components:
 - a. Executive Summary
 - b. Purpose
 - c. Contact Information
 - d. Business Description
 - e. Project Costs and Financing
 - f. Industry/Market Analysis
 - g. Promotion/Marketing
 - h. Management/Personnel
 - i. Operations
 - j. Environmental Issues
 - k. Financial Projections and Analysis
 - l. Risks
 - m. Consultations
 - n. Implementation Plan
 - o. Recommendation (Go/No Go)
 - p. Supporting Documentation
3. Revision & inclusion of feedback into updated drafts
4. Delivery of final product upon UINR's approval.

The resulting strategy, materials and information will be used by the MFI to progress towards successful creation of the MFI as a business.

2. GENERAL INFORMATION FOR PROPONENTS

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

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| Name | LISA YOUNG |
| E-Mail Address | lisa@uinr.ca |
| Mailing Address | 4102 Shore Rd Eskasoni, NS B1W 1M4 |
| Phone Number | (902) 379-2163 |

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

2.1. ESTIMATED SCHEDULE OF PROCUREMENT ACTIVITIES

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|-----------------------------|---------------------------------|
| Issue Request for Proposals | June 2 nd , 2022 |
| Requests for Proposals Due | June 17 th , 2022 |
| Award of Contract | June 24 th , 2022 |
| Draft Report | October 3 rd , 2022 |
| Project Complete | October 17 th , 2022 |

The selection committee (CMM, UINR, & KMKNO) reserve the right to revise the above schedule.

2.2 SUBMISSION OF PROPOSALS

Proponants are required to submit three (3) copies of their proposal. The proposal, whether emailed, mailed or hand delivered, must arrive at UINR no later than 4 pm Atlantic Time on June 17th, 2022.

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

Proponents emailing proposals must be submitted electronically as an attachment to an e-mail to Lisa Young, Executive Director at UINR, at the e-mail address listed in Section 2. Attachments to e-mail shall be in Microsoft Word format or PDF. UINR does not assume responsibility for problems with the Proponant's e-mail. If 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 UINR and will not be returned.

2.3 PROPRIETARY INFORMATION/PUBLIC DISCLOSURE

Proposals submitted in response to this competitive procurement shall become the property of 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 appropriate contact aware of their interest. You are responsible for sending your name, e-mail address, and telephone number to the contact listed in order for your organization to receive any RFP addenda.

The selection committee 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 selection committee to determine compliance with administrative requirements and instructions specified in this RFP. The Proponent is specifically notified that failure to comply with any part of the RFP may result in rejection of the proposal as non-responsive.

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

2.6 MOST FAVORABLE TERMS

The selection committee 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 Proponent can propose. There will be no best and final offer procedure. UINR does reserve the right to contact a Consultant for clarification of its proposal.

The Apparent Successful Proponents 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 Proponent's proposal. It is understood that the proposal will become a part of the official procurement file on this matter without obligation to UINR.

2.7 COSTS TO PROPOSE

UINR will not be liable for any costs incurred by the Proponent 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

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

UINR's Executive Director or their delegate is the only individual who may legally commit 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:

1. **Project Approach/Methodology** – Include a complete description of the Proponent's proposed approach and methodology for the project. This section should convey the Proponent's understanding of the proposed project.
 2. **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
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must contain sufficient detail to convey to members of the evaluation team the Proponent's knowledge of the subjects and skills necessary to successfully complete the project. Include any required involvement of UINR staff.

3. **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.
4. **Outcomes and Performance Measurement** – Describe the impacts/outcomes the Proponent's propose to achieve as a result of the delivery of these services including how these outcomes would be monitored, measured and reported to UINR.
5. **Risks** - The Proponent must identify potential risks that are considered significant to the success of the project. Include how the Proponent would propose to effectively monitor and manage these risks, including reporting of risks to UINR.
6. **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.

7. **Project Management**

Project Team Structure/Internal Controls - Provide a description of the proposed project team structure including any subcontractors.

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 Proponent must commit that staff identified in its proposal will perform the assigned work. Any staff substitution must have the prior approval of UINR.

8. **Experience of the Proponent**

Indicate, and provide examples, the experience the Proponent and any subcontractors have in the following areas associated with:

- a. Experience developing business plans and/or corporate by-laws for forestry businesses and/or partnerships
- b. Experience developing business plans specific to First Nation-owned businesses, projects or initiatives
- c. Experience working with First Nations communities or organizations

Indicate other relevant experience that indicates the qualifications of the Proponent, and any subcontractors, for the performance of the potential contract.

Include a list of contracts the Proponent has had during the last five years that relate to the Proponent'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.

9. **References** – List names, addresses, telephone numbers, and fax numbers/e-mail addresses of three (3) business references for the Proponent 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 response to this Work Request, the vendor and team members grant permission to the selection committee to contact these references and others, who from the selection committee's perspective, may have pertinent information.
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10. **Identification of Costs** - Identify all costs in CAD dollars including expenses to be charged for performing the services necessary to accomplish the objectives of the contract. The Proponent 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.

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 the selection committee (CMM, UINR, & KMKNO), which will determine the ranking of the proposals.

4.2. NOTIFICATION TO PROPOSERS

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