

The Confederacy of Mainland Mi'kmaq

REQUEST FOR PROPOSALS (RFP)

PROJECT TITLE: Mi'kmaq Forestry Initiative- Feasible Market Analysis Report

PROPOSAL DUE DATE: November 16th, 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. PURPOSE AND BACKGROUND

The Confederacy of Mainland Mi'kmaq, hereafter called "CMM", is initiating this Request for Proposals (RFP) to solicit proposals from firms interested in participating in a project to research and develop a report identifying feasibly attainable and economically sustainable markets that are suitable to the values, goals and objectives 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 forestry stewardship and utilization are demonstrated, resulting in diverse opportunities in the forestry sector for Mi'kmaq individuals and communities.

Currently, the MFI is governed by a Forestry Advisory Committee (FAC) answering to the Assembly of Nova Scotia Mi'kmaq Chiefs representing all 13 NS 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, currently in a 3-year pilot.

The MFI pilot phase ends in March 2022. It is the intention of the Assembly to transfer the license from KMKNO to a new 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 that retains Mi'kmaq values and decision-making mechanisms.

The purpose of this study will be to complete a detailed economic study, analyzing the NS forestry economy. The successful applicant will in-turn apply their findings to the scope of the MFI and its landbases, building on previous work which has identified forest resources on MFI lands. The result will be a report, presenting a set of suitable markets for MFI to access, which fall within the values & objectives of both the future business and envisioned management of MFI lands.

1.2. OBJECTIVES AND SCOPE OF WORK

The scope of this project is the holistic identification of forestry and greater bio-economic markets specifically applicable to the composition of Nova Scotian forests. Working from existing resources, expertise and reports, this study is envisioned to present the MFI with an array of sustainable, attainable markets within the bio-economy that is suited to, but not limited to, the existing and future MFI landbases, identifying markets of opportunity for new and existing businesses within NS Mi'kmaq communities. This study will demonstrate primary, secondary and tertiary products derivable from Nova Scotian forests, including the scalability of these product markets and opportunities at local, regional, national and international levels. The primary purpose of this study is to inform the strategic development of a Business Plan to support the economic standing of a future MFI business and the exploration of market opportunity for all NS Mi'kmaq communities.

The Objectives for the Feasible Market Analysis Report consultant should include:

1. Meeting with the Forestry Advisory Committee (FAC) and any additional personell to collect information on the MFI, gathering an in-depth understanding of the Initiative's vision, values, and goals, as well as the envisioned management practices of its land parcels. This will include, but is not limited to, an understanding of:
 - a. *Netukulimk*-based, Mi'kmaq-led forest management
 - b. MFI's envisioned governance structure & business model
 2. Review & analysis of all existing resources resulted from the MFI development, including, but not limiting to:
 - a. *Forest Estate Analysis for MFI Lands*.
-

- b. *A Comprehensive Approach to Major Economic Opportunities in the Nova Scotia Forestry Sector*
 - c. Review of *Draft MFI Forest Management Plan*- including cruise data
3. Research & analysis of current Nova Scotia forestry & bio-economic markets:
 - a. Holistic analysis of sector(s)
 - b. Review Lahey report- *An Independent Review of Forest Practices in Nova Scotia*
 - c. Identification of products (conventional & non-conventional, timber & non-timber) derivable from NS forests
4. Research & analysis of potential Nova Scotia forestry & bio-economic markets:
 - a. Tapped & Untapped markets of opportunity (conventional & non-conventional, timber & non-timber)
 - b. Market trends within local, regional, national & international markets
 - c. Innovative potential paths forward for NS forestry & bio-economic sectors
 - d. Scalability of opportunities
5. Application of information gathered from Points 3 & 4 to existing MFI landbases, identifying markets of opportunity specific to MFI lands
 - a. Scalability
6. Pathways for MFI to access identified markets
 - a. Existing secondary & tertiary means of production resources, businesses
 - b. Opportunities for secondary & tertiary means of production
 - c. Scalability
7. Draft submission & presentation to the FAC, including opportunity for the FAC to provide comments, feedback & highlight priority markets of interest
8. Revision & inclusion of feedback into an updated draft.

The resulting report materials and information will be used by the MFI to progress towards successful economic opportunities, business models and partnerships within the MFI and more broadly, Mi'kmaq forestry sector in Nova Scotia.

2. GENERAL INFORMATION FOR CONSULTANTS

All communication between the Consultant and the CMM upon release of this RFP shall be with the Director of Environment and Natural Resources as follows:

Name	MARY KNOCKWOOD
E-Mail Address	mknockwood@cmmns-denr.ca
Mailing Address	PO Box 1590 57 Martin Crescent Truro, NS B2N 5V3
Phone Number	(902) 895-6385

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

2.1. ESTIMATED SCHEDULE OF PROCUREMENT ACTIVITIES

Issue Request for Proposals	October 22 nd , 2020
Requests for Proposals Due	November 16 th , 2020
Award of Contract	November 30 th , 2020
Draft Report	March 1 st , 2021
Project Complete	March 26 th , 2021

The selection committee (CMM, UINR & KMKNO) reserve 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 CMM no later than 4 pm Atlantic Time on November 16th, 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 CMM 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 Ashley Childs, Director of Environment and Natural Resources at the CMM, at the e-mail address listed in Section 2. Attachments to e-mail shall be in Microsoft Word format or PDF. The CMM does not assume responsibility for problems with Consultant's e-mail. If the CMM'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 CMM 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 CMM.

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 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 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 Consultant can propose. There will be no best and final offer procedure. The CMM 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 CMM.

2.7 COSTS TO PROPOSE

The CMM 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 CMM to contract for services specified herein.

2.9 REJECTION OF PROPOSALS

The CMM 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 CMM's Department of Environment and Natural Resources, Senior Director or their delegate is the only individual who may legally commit the CMM 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 Consultant's proposed approach and methodology for the project. This section should convey Consultant'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 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 CMM 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 Consultants propose to achieve as a result of the delivery of these services including how these outcomes would be monitored, measured and reported to the CMM.
5. **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 CMM.
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 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 CMM.

8. **Experience of the Consultant**

Indicate the experience the Consultant and any subcontractors have in the following areas associated with:

- a. Experience conducting economic analyses specific to the Nova Scotia forestry sector
- b. Experience in economic development specific to First Nations communities

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

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.

9. **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 CMM 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.
 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 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.

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), which will determine the ranking of the proposals.

4.2. NOTIFICATION TO PROPOSERS

The CMM 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 or facsimile.
